

**Bid Tabulation Packet
for
Solicitation GEN2116476P1**

Advertising Agency Services

Bid Designation: Public



Broward County Board of County Commissioners

Bid #GEN2116476P1 - Advertising Agency ServicesCreation Date **Jan 28, 2019**End Date **Mar 20, 2019 5:00:00 PM EDT**Start Date **Feb 1, 2019 3:25:33 PM EST**Awarded Date **Not Yet Awarded**

GEN2116476P1--01-01 Flat Fee Services - Year 1					
Supplier	Unit Price	Qty/Unit	Total Price	Attch.	Docs
Zimmerman Agency [Ad]	First Offer - \$74,689.00	12 / month	\$896,268.00	Y	Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes: Unit price is monthly fee			
Cactus Marketing Communications	First Offer - \$80,000.00	12 / month	\$960,000.00	Y	Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes: Proposed monthly fee (Flat Fee Services) including all creative development fees, project management, copy writing, digital media and content strategy, media buying, etc. Total Annual Hours: 6,898 Total Monthly Hours: 575			
MMGY Global	First Offer - \$83,245.00	12 / month	\$998,940.00	Y	Y
Product Code: Agency Notes:		Supplier Product Code: GEN2116476P1--01-01 Supplier Notes: MMGY Global's submission covers years 1, 2 and 3 of the stated contract.			
Metropolitan Public Strategies	First Offer - \$99,083.00	12 / month	\$1,188,996.00	Y	Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes:			
&Barr	First Offer - \$99,500.00	12 / month	\$1,194,000.00	Y	Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes:			
PPK	First Offer - \$103,335.00	12 / month	\$1,240,020.00	Y	Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes:			
Aqua [Ad]	First Offer - \$123,916.00	12 / month	\$1,486,992.00	Y	Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes:			
Starmark	First Offer - \$147,940.00	12 / month	\$1,775,280.00	Y	Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes: See PDF for Evaluation Criteria See Excel Sheet for Pricing Support			
Fuseideas	First Offer - \$161,667.00	12 / month	\$1,940,004.00	Y	Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes: Please see Fuseideas' uploaded response document for Pricing Support detail.			

Relebrand	First Offer - \$200,000.00	12 / month	\$2,400,000.00	Y	Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes:			
Pace Communications Group, Inc.	First Offer - \$231,450.00	12 / month	\$2,777,400.00	Y	Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes: All forms in the documents section have been filled out and accepted within that designated area. All additional required forms or forms from the document section that required further action are included as uploads in this section. Our presentation for evaluation criteria is also included in as an upload in this section.			
ModOp	First Offer - \$264,148.00	12 / month	\$3,169,776.00	Y	Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes: The attached monthly flat fee pricing is based on the services to be provided by our team members as well as estimated costs of all annual deliverables. This pricing does not include Optional Services such as initial Brand Strategy and Positioning or Website/APP design and development.			
Nobox Marketing	First Offer - \$268,197.00	12 / month	\$3,218,364.00	Y	Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes:			
BVK	First Offer - \$291,666.66	12 / month	\$3,499,999.92	Y	Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes:			
Paradise Advertising	First Offer - \$291,666.66	12 / month	\$3,499,999.92	Y	Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes:			
Lightship Studios	First Offer - \$660,475.00	12 / month	\$7,925,700.00	Y	Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes:			


GEN2116476P1--01-02 Flat Fee Services - Year 2					
Supplier	Unit Price	Qty/Unit	Total Price	Attch.	Docs
Cactus Marketing Communications	First Offer - \$70,000.00	12 / month	\$840,000.00		Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes: Total Annual Hours: 6,022 Total Monthly Hours: 502			
Zimmerman Agency [Ad]	First Offer - \$74,689.00	12 / month	\$896,268.00		Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes: Unit price is monthly fee			


MMGY Global	First Offer - \$75,712.00	12 / month	\$908,544.00	Y	Y
Product Code: Agency Notes:		Supplier Product Code: GEN2116476P1--01-02 Supplier Notes: MMGY Global's submission covers years 1, 2 and 3 of the stated contract.			
Metropolitan Public Strategies	First Offer - \$99,083.00	12 / month	\$1,188,996.00		Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes:			
&Barr	First Offer - \$102,485.00	12 / month	\$1,229,820.00		Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes:			
Aqua [Ad]	First Offer - \$102,850.00	12 / month	\$1,234,200.00	Y	Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes:			
PPK	First Offer - \$106,435.00	12 / month	\$1,277,220.00		Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes:			
Starmark	First Offer - \$147,940.00	12 / month	\$1,775,280.00	Y	Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes: See PDF for Evaluation Criteria See Excel Sheet for Pricing Support			
Fuseideas	First Offer - \$161,667.00	12 / month	\$1,940,004.00		Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes:			
Relebrand	First Offer - \$170,000.00	12 / month	\$2,040,000.00	Y	Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes:			
Pace Communications Group, Inc.	First Offer - \$231,450.00	12 / month	\$2,777,400.00		Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes:			
ModOp	First Offer - \$263,440.00	12 / month	\$3,161,280.00		Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes: We have used estimates based on expected deliverables, increasing video production and digital experiences.			
Nobox Marketing	First Offer - \$268,197.00	12 / month	\$3,218,364.00	Y	Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes:			
BVK	First Offer - \$291,666.66	12 / month	\$3,499,999.92		Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes:			
Paradise Advertising	First Offer - \$291,666.66	12 / month	\$3,499,999.92	Y	Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes:			
Lightship Studios	First Offer - \$644,758.00	12 / month	\$7,737,096.00		Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes:			
GEN2116476P1--01-03 Flat Fee Services - Year 3					
Supplier	Unit Price	Qty/Unit	Total Price	Attch.	Docs


Cactus Marketing Communications	First Offer - \$70,000.00	12 / month	\$840,000.00		Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes: Total Annual Hours: 6,022 Total Monthly Hours: 502			
Zimmerman Agency [Ad]	First Offer - \$74,689.00	12 / month	\$896,268.00		Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes: Unit price is monthly fee			
MMGY Global	First Offer - \$75,712.00	12 / month	\$908,544.00	Y	Y
Product Code: Agency Notes:		Supplier Product Code: GEN2116476P1--01-03 Supplier Notes: MMGY Global's submission covers years 1, 2 and 3 of the stated contract.			
Metropolitan Public Strategies	First Offer - \$99,083.00	12 / month	\$1,188,996.00		Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes:			
Aqua [Ad]	First Offer - \$102,850.00	12 / month	\$1,234,200.00	Y	Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes:			
&Barr	First Offer - \$105,560.00	12 / month	\$1,266,720.00		Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes:			
PPK	First Offer - \$109,628.00	12 / month	\$1,315,536.00		Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes:			
Starmark	First Offer - \$147,940.00	12 / month	\$1,775,280.00	Y	Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes: See PDF for Evaluation Criteria See Excel Sheet for Pricing Support			
Fuseideas	First Offer - \$161,666.00	12 / month	\$1,939,992.00		Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes:			
Relebrand	First Offer - \$170,000.00	12 / month	\$2,040,000.00	Y	Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes:			
Pace Communications Group, Inc.	First Offer - \$231,450.00	12 / month	\$2,777,400.00		Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes:			
ModOp	First Offer - \$262,440.00	12 / month	\$3,149,280.00		Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes: We have used estimates based on expected deliverables, increasing video production and digital experiences.			
Nobox Marketing	First Offer - \$268,197.00	12 / month	\$3,218,364.00	Y	Y
Product Code: Agency Notes:		Supplier Product Code: Supplier Notes:			

BVK	First Offer - \$291,666.66	12 / month	\$3,499,999.92		Y
Product Code:		Supplier Product Code:			
Agency Notes:		Supplier Notes:			
Paradise Advertising	First Offer - \$291,666.66	12 / month	\$3,499,999.92	Y	Y
Product Code:		Supplier Product Code:			
Agency Notes:		Supplier Notes:			
Lightship Studios	First Offer - \$654,349.00	12 / month	\$7,852,188.00		Y
Product Code:		Supplier Product Code:			
Agency Notes:		Supplier Notes:			






Supplier Totals






f Cactus Marketing Communications		\$2,640,000.00 (3/3 items)	
Bid Contact	Kristen Taylor Smith kristen@cactusinc.com Ph 303-455-7545	Address	2128 15th. Street Denver, CO 80202
Bid Notes	Thank you, please enjoy!		
Agency Notes:		Supplier Notes:	Head Attch:
		Thank you, please enjoy!	

f Zimmerman Agency [Ad]		\$2,688,804.00 (3/3 items)	
Bid Contact	Angela Meredith ameredith@brightredagency.com Ph 850-668-2222	Address	TALLAHASSEE, FL 32308
Agency Notes:		Supplier Notes:	Head Attch:
			

f MMGY Global		\$2,816,028.00 (3/3 items)	
Bid Contact	Hawley Montgomery hmontgomery@mmgyglobal.com Ph 816-471-5988	Address	4601 Madison Avenue Kansas City, MO 64112
Bid Notes	Thank you for including MMGY Global in your RFP process. Our team is excited and ready to hit the ground running. We are confident that our industry knowledge and expertise in advertising agency services for travel and hospitality brands will make us an ideal partner for Greater Fort Lauderdale. Our comprehensive proposal covers each year of the stated contract length and addresses the full scope of work. If you have any questions while reviewing please feel free to reach out to our team. Thank you again for the opportunity, we look forward to hearing from you!		
Agency Notes:		Supplier Notes:	Head Attch:
		Thank you for including MMGY Global in your RFP process. Our team is excited and ready to hit the ground running. We are confident that our industry knowledge and expertise in advertising agency services for travel and hospitality brands will make us an ideal partner for Greater Fort Lauderdale. Our comprehensive proposal covers each year of the stated contract length and addresses the full scope of work. If you have any questions while reviewing please feel free to reach out to our team. Thank you again for the opportunity, we look forward to hearing from you!	

f Metropolitan Public Strategies		\$3,566,988.00 (3/3 items)	
Bid Contact	Jason Heard	Address	1677 Lexington Avenue 2nd Fl

jasonheard@gmail.com Ph 415-642-9970 New York, NY 10029		
Bid Notes	Please find attached the following items: * RFP Response * JV Agreement * CBE Letter of Intent * Workload history for MPS and SPARK * Vendor Reference forms for MPS and SPARK These documents apply to the entire bid.	
Agency Notes:	Supplier Notes: Please find attached the following items: * RFP Response * JV Agreement * CBE Letter of Intent * Workload history for MPS and SPARK * Vendor Reference forms for MPS and SPARK These documents apply to the entire bid.	Head Attch: 
f &Barr \$3,690,540.00 (3/3 items)		
Bid Contact	Douglas White douglas.white@andbarr.co Ph 407-758-6509	Address 600 E Washington Street Orlando, FL 32801
Agency Notes:	Supplier Notes:	Head Attch: 
f PPK \$3,832,776.00 (3/3 items)		
Bid Contact	tom kenney tkenney@uniteppk.com Ph 813-393-8564	Address 1102 N. Florida Ave. Tampa, FL 33602
Agency Notes:	Supplier Notes:	Head Attch: 
f Aqua [Ad] \$3,955,392.00 (3/3 items)		
Bid Contact	Dave DiMaggio NewBiz@welcometoaqua.com Ph 727-687-4670	Address SAINT PETERSBURG, FL 33701
Agency Notes:	Supplier Notes:	Head Attch: 
f Starmark \$5,325,840.00 (3/3 items)		
Bid Contact	Jacqui Hartnett lpunte@starmark.com Ph 954-874-9000	Address 210 S. Andrews Fort Lauderdale, FL 33301
Supplier Code	VC0000039094	
Agency Notes:	Supplier Notes:	Head Attch: 
f Fuseideas \$5,820,000.00 (3/3 items)		
Bid Contact	Dennis Franczak dfranczak@fuseideas.com Ph 617-776-5800 Fax 617-776-5821	Address 8 Winchester Place Suite 303 Winchester, MA 01890

Qualifications SB		
Agency Notes:	Supplier Notes:	Head Attch: 
f Relebrand \$6,480,000.00 (3/3 items)		
Bid Contact Roberto S Schaps roberto@relebrand.com Ph 305-476-3536	Address 800 Douglas Road La Puerta del Sol, Suite 230 Coral Gables, FL 33134	
Agency Notes:	Supplier Notes:	Head Attch: 
f Pace Communications Group, Inc. \$8,332,200.00 (3/3 items)		
Bid Contact Julie Bricker julie@paceadv.com Ph 561-931-2639	Address 7301 North Federal Highway Studio B Boca Raton, FL 33487	
Bid Notes All monthly flat fee pricing includes costs for agency time and production costs. The GFLCVB will not be billed for agency hours that are not utilized.		
Agency Notes:	Supplier Notes: All monthly flat fee pricing includes costs for agency time and production costs. The GFLCVB will not be billed for agency hours that are not utilized.	Head Attch: 
f ModOp \$9,480,336.00 (3/3 items)		
Bid Contact Nicole Taic nicole.taic@modop.com Ph 786-615-6720	Address 444 Brickell Ave Suite 900 Miami, FL 33131	
Bid Notes Please note: Under the Year 1 field, we attached our response that will cover all three years.		
Agency Notes:	Supplier Notes: Please note: Under the Year 1 field, we attached our response that will cover all three years.	Head Attch: 
f Nobox Marketing \$9,655,092.00 (3/3 items)		
Bid Contact Santiago Mas santiagomas@nobox.com Ph 786-427-5900	Address 3390 Mary Street MIAMI, FL 33129	
Bid Notes Hello GFLCVB team, Thank you for the opportunity to participate in this first round of the RFP! As South Florida locals and passionate advertising professionals, it would be an honor and a pleasure to work in partnership with you. After we got a positive response in the Q&A section, we decided to prepare a deck as our reply to the Evaluation points instead of a Word or Excel file, as we thought it would better illustrate our capabilities. The file is called: "NOBOX PROPOSAL I GFLCVB Bid #GEN2116476P1 - Advertising Agency Services.pdf" As requested in the Q&A section, we uploaded the Local Presence Form as one of the check boxes didn't exist in the digital form (BidSync). Looking forward to receiving your comments and next steps. Feel free to reach out with any questions or additional request. Warm Regards and Miles of Blessings, The Nobox Team.		
Agency Notes:	Supplier Notes: Hello GFLCVB team, Thank you for the opportunity to participate in this first	Head Attch: 

round of the RFP! As South Florida locals and passionate advertising professionals, it would be an honor and a pleasure to work in partnership with you. After we got a positive response in the Q&A section, we decided to prepare a deck as our reply to the Evaluation points instead of a Word or Excel file, as we thought it would better illustrate our capabilities. The file is called: "NOBOX PROPOSAL I GFLCVB Bid #GEN2116476P1 - Advertising Agency Services.pdf" As requested in the Q&A section, we uploaded the Local Presence Form as one of the check boxes didn't exist in the digital form (BidSync). Looking forward to receiving your comments and next steps. Feel free to reach out with any questions or additional request.

Warm Regards and Miles of Blessings,
The Nobox Team.

f BVK		\$10,499,999.76 (3/3 items)
Bid Contact	Mary DeLong mary.delong@bvk.com Ph 813-251-0398	Address TAMPA, FL 33606
Agency Notes:	Supplier Notes:	Head Attch: 
f Paradise Advertising		\$10,499,999.76 (3/3 items)
Bid Contact	Rudy Webb rwebb@paradiseadv.com Ph 727-821-5155	Address Saint Petersburg, FL 33701
Agency Notes:	Supplier Notes:	Head Attch: 
f Lightship Studios		\$23,514,984.00 (3/3 items)
Bid Contact	Andrew Perrott andy@lightshipstudios.com Ph 954-621-1350	Address 4030 NE 6th Avenue Oakland Park, FL 33334
Qualifications	SB	
Agency Notes:	Supplier Notes:	Head Attch: 

* *

BVK

Bid Contact **Mary DeLong**
mary.delong@bvk.com
Ph 813-251-0398

Address **TAMPA, FL 33606**

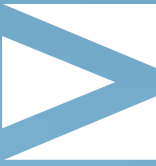
Item #	Line Item	Notes	Unit Price	Qty/Unit	Attch.	Docs
GEN2116476P1--01-01	Flat Fee Services - Year 1	Supplier Product Code:	First Offer - \$291,666.66	12 / month \$3,499,999.92	Y	Y
GEN2116476P1--01-02	Flat Fee Services - Year 2	Supplier Product Code:	First Offer - \$291,666.66	12 / month \$3,499,999.92		Y
GEN2116476P1--01-03	Flat Fee Services - Year 3	Supplier Product Code:	First Offer - \$291,666.66	12 / month \$3,499,999.92		Y
				Supplier Total	\$10,499,999.76	

BVK

Item: Flat Fee Services - Year 1

Attachments

Gen2116476P1_BVK RFP_Ft Lauderdale.pdf



REQUEST FOR PROPOSAL

PREPARED FOR:

**Broward County Board
of County Commissioners
Solicitation No: GEN2116476P1
Advertising Agency Services**

March 20, 2019

BVK
TAMPA/MIAMI/
MILWAUKEE
414.228.1990



March 20, 2019

DEAR SELECTION COMMITTEE MEMBER,

On behalf of the BVK team, I'd like to appeal to your curious side for a moment. The side of you that wonders, "Are there insights that may have been missed or possibilities overlooked?" We're BVK. And we hope to pique that curiosity further to help Broward County uncover what's truly possible.

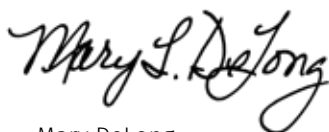
BVK is one of the nation's largest independent ad agencies. Since our inception in 1984, we've been privileged to work with some of the best travel brands in the industry. BVK's current and past client roster, and that of our senior-level tourism team members, represents virtually all segments of the tourism industry. Our first client was The Mark Travel Corporation. And 35-years later, the company is still a valued partner—a feat virtually unheard of in the agency business. Other notable current travel clients include the Maine Office of Tourism; the Wyoming Tourism Office; Visit Orlando; Visit St. Pete Clearwater; West Virginia Office of Tourism, Nevada Tourism, Visit Reno-Tahoe; Experience Columbus; and the Dominican Republic.

The success we help our DMO clients to achieve is rooted in BVK's leadership and ability to connect the dots between: our client's goals; the consumer(s) that have the greatest potential to result in an overnight visitor; a creative brand platform; and an integrated channel delivery program that covers paid, earned and owned media, all designed to really connect with, rather than just reach, potential visitors in meaningful and relevant ways. It is the analysis and interpretation of research and the development of integrated actionable insights that BVK does better than most.

In order to elevate Broward County's tourism to the next level and beyond, BVK would capitalize on the county's current brand equity by tying it to a mutually-relevant core human value. We would focus less on your "stuff"—the things to see and do and more on the "why"—using the state's icons and activities as proof points, rather than "the" thing. In doing so, we turn the activities and iconic elements of Greater Fort Lauderdale into the means for the visitor to achieve a higher aspiration—a state of mind—so ultimately a vacation in Broward County becomes a mecca for something inherently vital in their lives and not easily matched by other destinations. The fact that all BVK DMOs lead their competitive set in key performance metrics proves that this trailblazing approach provides BVK clients with a unique competitive advantage.

Curious to learn more? We invite you to read our RFP response and we welcome the opportunity to meet to elaborate on our thinking.

Respectfully submitted,



Mary DeLong
Senior VP/Director Tourism Division



Contents

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Ability of Professional Personnel

1

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.

BVK is one of the nation's largest independent ad agencies with capitalized billings of \$340 million in 2018. We employ nearly 225 diverse employees across four U.S. offices, including Chicago, Tampa, from which the GFLCVB account will be serviced; Miami from where the creative, as well as domestic and international Hispanic or Latin American marketing, will be led; and Milwaukee, our headquarters, where research, media, analytics, creative production and accounting will be managed. Creating successful, award-winning work from multiple locations is the norm at BVK given that most of our clients are not located near a BVK office. Having embraced technology more than 20 years ago, we are not constrained by geography. This enables us to bring our clients the insights and depth of a large agency; the category experts found in a consultancy; and the responsiveness of a boutique shop.

Since our inception in 1984, we've been privileged to work with some of the best travel brands in the industry. BVK's current and past client roster, and that of our senior-level tourism team members, represents virtually all segments of the tourism industry. BVK not only specializes in tourism, but we have subspecialists exclusively devoted to meeting the unique needs of Destination Marketing Organizations (DMOs).

A sampling of the DMO expertise of the team we have assembled for Broward County includes:

Alaska Bureau of Tourism and Travel
Beaches of Fort Myers & Sanibel VCB (1996-2011)
Belize Tourism Board (2005-2013)
Dominican Republic Ministry of Tourism (2005-present)
Experience Columbus (2017-present)
Florida Division of Tourism
Illinois Bureau of Tourism
Las Vegas Convention and Visitors Authority
Maine Office of Tourism (2011-present)
Maine Department of Economic & Community Development (2012-present)
Minnesota Tourism
New York Department of Economic Development
Norfolk Convention and Visitors Bureau
Panama City (Florida) CVB
Reno/Sparks CVB (2016-Present)
Virginia Beach Convention and Visitors Bureau
Virginia Tourism Division
Visit Florida
Visit Milwaukee
Visit St. Pete/Clearwater CVB (2007-present)
Visit Orlando (2013-present)
West Virginia Department of Tourism (2017-present)
Wisconsin Department of Tourism
Wyoming Office of Tourism (2015-present)

(Those for whom BVK serves/served as AOR are in bold. Others include the DMO experience of the team members that will be working on your account.)



For Broward County, we've assembled a team of marketing professionals representing diverse skill sets and disciplines to offer you the full depth and breadth of our collective thinking. We will refine the staffing mix during our relationship to consistently deliver the right talents in the most efficient and effective manner. While Broward County will have a day-to-day director, strategic visionary leaders and points of contact, your team will also have direct access to all BVK experts and resources within the agency.

Executive Management



BRET STASIAK

PRESIDENT

Will work closely with our client partners and agency leaders to ensure the right agency resources are provided to successfully lead and manage GFLCVB's business.

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. His passion for putting the customer at the center of the marketing process led him to start the Insight Group at BVK. Prior to joining BVK in 2001, Bret held several senior level marketing positions in the online retail and leisure travel sectors. 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

Will provide extensive DMO expertise and strategic counsel to help guide both GFLCVB and BVK teams to develop category-changing ideas and programs. Will work closely with GFLCVB executive team to ensure agency meets and exceeds all expectations.

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. Having cultivated a focused team of DMO experts, Mary's unparalleled insights and experience are matched only by her level of enthusiasm and her unwavering commitment to ongoing education and research. 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. She knows how to equip our clients with the tools and talking points that demonstrate the efficacy and efficiency of the campaigns and programs we produce. This helps to assure all internal and external audiences the brand is achieving all it can to build an enduring value. It's this level of advanced expertise that catapults BVK clients into category leaders. Under Mary's leadership, our tourism clients have experienced record-breaking growth across all key business metrics.

Account Team



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 KPIs.

Carmen is a seasoned advertising and marketing pro with a no-nonsense work ethic that consistently makes her a favorite with both clients and coworkers. 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. Outside of work, she and her boys enjoy camping, beaches and other awesome adventures. So, it's no surprise that where she really shines is the travel markets where her work has won both state and national awards and continues to pull in visitors. Work and play. It's that whole integration thing she does so well. As GFLCVB's account lead, Carmen will inspire and lead the team, oversee all day-to-day activities and work closely with creative and media teams to develop successful integrated, innovative marketing programs.



HANNAH RUCK

SENIOR ACCOUNT EXECUTIVE

Responsible for the successful development and implementation of GFLCVB campaigns and project assignments from beginning to end.

Hannah came to BVK after several years assisting in the development of many of Frito-Lay's iconic brands, including Cracker Jack, Stacy's Pita Chips and Lay's Stax. While we're disappointed she didn't bring more salty snacks with her, we're glad she's brought us her diligence, attention to detail and passion for client service. She will lead key campaigns and serve as a direct liaison with your team. She will organize and implement all GFLCVB's workflow to ensure multiple deliverables are completed on schedule.



FLANNERY PENDERGAST

ACCOUNT EXECUTIVE

Coordinates all BVK teams and resources to ensure all work is executed properly and on time.

Flannery's talents led her towards majoring in Communications at the University of Wisconsin. In the years since, she worked on experiential campaigns for clients like Anheuser-Busch, Monster Energy, Google & Best Buy. As the Account Executive on GFLCVB, Flannery will keep the wheels on the bus ensuring that all project management tasks are being facilitated smoothly. She will manage and update status reports, produce follow up call reports and will help ensure the client and agency meet timelines. At the end of campaigns, she will provide GFLCVB with documents that include a summary of all creative/POP.

**TOM FRANK****MEDIA ACCOUNTING**

Works with media and social teams to manage all media invoicing.

Tom's goal, each and every month is to have billing to clients in an accurate and timely manner. Having worked in different accounting roles over his 21 years at BVK, Tom has a wide range of experience and is the go-to guy for accounting questions. He has worked on the media billing for BVK's largest clients over the years, including Visit Orlando, CITGO, and The Mark Travel Corporation (recently merged with and renamed Apple Leisure Group). Tom's clients have expressed their appreciation for his ability to bill timely and with accuracy.

**KATHLEEN OPSAHL****ACCOUNTING SPECIALIST**

Works with account management and production teams to manage all production invoicing.

Kathleen is the financial maestro that keeps BVK production billing humming along without a sour note. She works tirelessly to ensure that all projects are invoiced accurately and on time with appropriate back-up following all contracted client requirements. Her career spans more than 20 years with extensive experience in helping to facilitate the level of attention and documentation needed for government accounts. Any other billing specialist couldn't just walk in off the street and do what Kathleen does. They wouldn't understand our industry, our people, our clients or our culture. They would recognize the numbers, but they would never be able to do the math. Kathleen knows the math and will showcase her invaluable level of expertise for GFLCVB.

Strategic Planning & Research

**STEPHANIE BARKOW****SVP, PLANNING & RESEARCH**

With over a decade of experience behind her, the one thing Stephanie knows for sure is that the best strategy is a constantly evolving one. She is a continuous source of new insights and opportunities for our clients, and has guided Michigan State University, CITGO and Bryant & Stratton College through successful rebranding efforts. Before BVK, she advised brands such as InStyle, Jack Daniel's, MasterCard, Nestlé, General Electric and Johnson & Johnson as a senior consultant at Brandtrust in Chicago. Highly evolved, highly intuitive human being that she is, Stephanie also uses her insights to help our nonprofit arm, Serve, combat issues like infant mortality, teen pregnancy and human trafficking.

Media & Analytics Team



JEREMY WHITT

VP, MEDIA DIRECTOR (STRATEGY)

Will oversee the high-level media strategy and innovation for GFLCVB.

While “media” appears on his business card, Jeremy fancies himself as more of a channel planner. He spent years questioning traditional media channel roles. Eventually, he began integrating media, creative, brand planning, PR, and social media into a data-driven collective channel planning approach that has produced several creative and Effie awards. Having made his mark by pioneering the implementation of a unique segmented marketing program for a leading Vegas hotel, he has more recently applied his trade to clients such as the tourism offices of Wyoming, Maine, and West Virginia along with Visit Orlando and The Mark Travel Corporation. With analytics informing a higher number of media decisions, Jeremy works hard for clients to find balance between meaningful metrics and tactics that can break through.



PETE WENINGER

GROUP MEDIA DIRECTOR (PLANNING)

Will provide ongoing strategic paid media leadership and ensure the execution of complex, highly strategic media plans are executed to perfection.

According to his clients, Pete has the most important job at BVK. What’s he do? “Make every client dollar work like three.” Hired 23 years ago as a Media Assistant, Pete quickly excelled and stood out as a leader. Clients say what they like most about Pete is his ability to provide innovative, creative media solutions that help them break through the all-too-cluttered media environment. He’s been working with one or more Florida DMO’s for the past 23 years. As a Group Media Director, Pete works closely with BVK’s in-depth media team to ensure delivery of effective, innovative, and strategic solutions that maximize client budgets.



LORI LANZA

SENIOR MEDIA PLANNER/BUYER

Day-to-day implementation of media activity across all channels, including paid social media efforts.

Lori has planned and purchased media for clients in a variety of industries including tourism, education, retail sports/entertainment, QSR and finance. She has worked in traditional and digital media on a national, regional and local level. More importantly, over the last ten years, Lori has built strong partnerships on behalf of her clients and with her clients. She brings her “let’s get it done” attitude to all of her clients and works relentlessly to help them succeed.



MELISSA MASTERS

MEDIA PLANNER/BUYER

Will serve as lead digital strategist and planner for GFLCVB.

From strategic planning to execution to analyzing various data sets and results, Melissa provides expertise throughout the entire media campaign process. While her experience spans a wide range of clients, her passion is working with DMOs. Melissa has also contributed to BVK’s success outside of the media department, as a medal-receiving member of the local advertising bowling league. She enjoys spending time outdoors with her golden retriever, Bodhi—BVK’s unofficial mascot.



SUMMER HANSEN

MEDIA ASSISTANT

Will be GFLCVB's paid social media implementer.

Summer started at BVK as an intern and quickly worked her way up as a media assistant. She has had a great deal of experience helping assist with the everyday execution and planning of client campaigns. Summer attended the University of Wisconsin—Milwaukee where she studied Journalism, Advertising, and Media Studies with a concentration in advertising and public relations.



WILL MARTINEZ-ORTIZ

MEDIA ASSISTANT

Will be responsible for trafficking, reporting, analyzing, creating and implementing media buys for GFLCVB.

Since joining the ranks of BVK, Will has worked vigorously on a wide range of clients: from healthcare to travel, crackers to heating and cooling systems. Whether he's providing daily support to the rest of his team or managing media evaluations and optimizations, no task has proven to be too daunting.



MADELINE BURKE

INTERACTIVE DEPLOYMENT

Maddie sets up/executes digital campaigns, working with vendors and internal teams to traffic and troubleshoot creative and assist with digital reporting.

When Maddie isn't at home watching Guy Fieri, reading Harry Potter or snuggling with her dog Ted, she's secretly fighting crime... okay, so maybe that's a stretch. But she is troubleshooting, and that's only one aspect of her unique position as BVK's Interactive Deployment Assistant. Master of all digital ad trafficking and ad operations, Maddie goes to great lengths to solve issues before they become problems. Maddie brings an unwavering work ethic, a resourceful mindset and a "can-do" attitude that will make her an asset to the GFLCVB team.



CAROL STORY

SENIOR BROADCAST BUYER

Will oversee all aspects of the GFLCVB TV and radio negotiations, buys, stewardship and evaluation.

Carol brings a wealth of experience in media buying, planning and broadcast negotiation to the GFLCVB team. Carol's experience and negotiation skills have served clients across the country, from Seattle to St. Louis, San Francisco to NYC, Minneapolis to Tampa—and everywhere in between. Her background in retail and consumer-oriented media planning includes big-name restaurants, and travel and tourism accounts. Carol has been very active in the media community, serving two terms as president of the American Women in Radio & Television Badger Chapter.

**BARRY TOCHTERMAN**

PAID SEARCH

Will manage and optimize all of GFLCVB's paid search accounts.

Barry is one of the power hitters on BVK's softball team. Coincidentally, in his duties as Search Group Supervisor, he's all about the hits as well. He does his part to give his clients more bang for their buck. As a sort of hybrid day trader-slash-research guru, he provides the most efficient ROI by continually monitoring paid search accounts and the search landscape. Barry has been involved with search engine marketing for thirteen years and has managed campaigns for several dozen of BVK's clients, including CITGO, Visit Orlando, Maine Office of Tourism, Wyoming Office of Tourism, West Virginia Tourism, Dominican Republic Tourism, Johnson Controls and Cruisers Yachts.

**JOY JOHNSON**

VP, PROMOTIONS, MEDIA PARTNERSHIPS, SPONSORSHIPS

Will direct, negotiate and facilitate all promotional media projects, with emphasis on national and local broadcast.

On a given day, you may find Joy analyzing a sponsorship opportunity or negotiating with one of the world's most recognizable brands such as AT&T. Joy thrives on developing strategic partnerships, sponsorships and integrations that can really benefit GFLCVB. Joy has developed relationships with movie studios, rock stars and Fortune 500 brands. In her 21 years at BVK, it's her unique ability to orchestrate partnerships that benefit both parties that gives her a respected name and the ability to further network. After all, it still is "who you know"... and Joy knows them!

**BRANDON HAAN**

PROGRAMMATIC DISPLAY MANAGER

Will manage programmatic campaign strategy & optimization programs.

Growing up in Michigan, Florida was a common vacation destination for the Haan household... particularly when the daily high temperature was consistently a negative number. Over his 20-year tenure with BVK, Brandon has helped brands ranging from Fortune 100 companies to start-ups. From those experiences, he has gained considerable expertise in new client acquisition and client retention strategies. Brandon will work directly with key media team members to help implement and optimize GFLCVB's programmatic ad buys. Once implemented, Brandon works behind the scenes to pull all the levers and make ongoing optimizations for GFLCVB's DSP-purchased media.

**KAREN NENNIG**

BROADCAST TRAFFIC MANAGER

Will be responsible for managing the creative ISCI code data base, trafficking, implementing copy rotations, uploading and sending creative to radio and TV stations for GFLCVB.

Starting in the industry at the mere age of 17, Karen brings nearly 30 years of broadcast experience to BVK. She wears many hats—and they all look good on her. Karen manages Ad-IDs for radio, television, web and digital, works with producers, coordinates with the TV and radio stations, manages the networks clearance process in the U.S., UK and Canada and more. Karen's profound attention to detail and exceptional organizational efforts ensure that the flow of all creative elements associated with broadcast is consistent with exceeding the client's expectations. And she does it all with panache.

**MIKE CZERWINSKI, PH.D.**

VP OF MARKETING ANALYTICS

Will design a proprietary forecast model that predicts the audience/markets that provide the greatest ROI. Will also design a site performance model/report that tracks all key marketing KPIs. Mike will track actual performance against this forecast, to see where we are currently tracking/projecting and will work with the media team on any recommended campaign course-corrections needed.

What is a mathematical physicist doing at a marketing company? The same things he did in his former studies: looking for patterns, relationships, correlations and constructing mathematical models to both describe current observations and predict future ones. Except that now he uses these analytical techniques to understand current consumer behavior and forecast future trends. His insights have given his clients in retail, travel, insurance, higher education and healthcare sectors the ability to interact more personally with their customers. These insights provide a distinct competitive edge for clients like GFLCVB, who compete for consumer attention in a competitive industry where every advantage makes a big impact. Mike's been at BVK for 20 years, and for fun he...teaches evening math and statistics classes at a nearby university.

**STEVEN JOHNSON**

INSIGHTS MANAGER

Will be responsible for tag placement and ad hoc reporting and analysis.

Steven handles a broad range of quantitative challenges to meet the strategic needs of a multitude of clients in the travel, healthcare and education arenas—which perfectly suits his eclectic skill set and diverse interests. Prior to joining BVK in 2007, Steven worked as a healthcare marketing consultant at Thomson-Reuters Healthcare. He has been an unapologetic datapile his entire professional career and has a B.S. in Information Science from the University of Wisconsin-Milwaukee. He wants to work his magic for GFLCVB, though he might say it's not magic—it's (data) science.

Creative Team

**KEVIN KRIEHN**

EXECUTIVE CREATIVE DIRECTOR

Will shape the creative vision for the GFLCVB brand and work with all BVK creative and content teams to execute integrated, category-changing campaigns.

A keen observer of life, Kevin possesses an intimate understanding of the way human beings forge connections. And it's through those relationships with people, places, things—and yes, brands—that he finds a meaningful creative opening for BVK's tourism clients. He brings 19 years of insight-driven creative leadership to our clients. With an emphasis on experience design and sustainable brand narratives, his efforts ensure that our fully integrated team is focused on identifying the right audience touchpoints to deliver meaningful engagements that drive consumers to action.



JOEL MITCHELL

GROUP CREATIVE DIRECTOR

Will work daily with account services to deploy and direct creative teams to develop and implement all GFLCVB messaging and activations for consistent strategy, tone and execution.

Building brand equity is about creating evocative, compelling stories. And along with experiences and perspectives honed from working on a variety of tourism brands such as Visit Orlando, St. Pete/Clearwater, Belize, and Chicago, with a little urging you can also get Joel to give up some fascinating stories about the crazy ad biz. Replete with intrigue, humor, scandal, geniuses and not-so geniuses.



RACHEL WHITT

BRAND EXPERIENCE DIRECTOR

Will provide creative and content strategy including campaign development, digital strategy, content mapping and consumer engagement across channels.

As an alum of both Northwestern University and the graduate program at the Institute of Design at Illinois Institute of Technology, Rachel is deeply rooted in user-centered design and strategy. She began her career in digital marketing and user experience design at Arc Worldwide, an affiliate of Leo Burnett. She helped grow and develop their Experience and Digital Planning capabilities, working with brands from Coca-Cola to Kellogg's to P&G and Whirlpool. Since joining BVK in 2014, she has been leading integrated creative strategy, content planning and user experience for a broad range of clients, including: Visit Orlando, Carmex, Maine Office of Tourism, Wyoming Office of Tourism, Johnson Controls, University of Louisville and The Mark Travel Corporation. With an entrepreneurial perspective and a strategy background, she will bring her passion for holistic brand experience to the forefront of every GFLCVB project and campaign.



SCOTT KRAHN

ART DIRECTOR

Will serve as the lead Art Director for GFLCVB providing a dynamic visual aesthetic for all creative assets, while ensuring brand standards are upheld.

Scott's contributions to BVK have propelled us into the elite group of agencies recognized internationally. A man of limitless talents with 30+ years of experience, Scott is a world-class art director, premier photographer and dedicated community volunteer. Scott also fills the bill as a "fit looking, older-demographic." In addition to taking one for the team and occasionally stepping in front of the camera, his work has been featured and followed in some of America's most prestigious advertising journals including: Adweek, Ad Age, Creativity, Communication Arts, Archive, Graphis Magazine and more. Scott attended both UW-Milwaukee and MATC and earned his degree from the latter. His attention to detail and ability to communicate have been recognized by peers and clients for outstanding creative contribution through numerous local, regional and national awards. When not creating award-winning work, Scott continues working toward his goal of hiking in every National Park in the U.S.

**NICK HEISER**

ART DIRECTOR

Will work as our daily go-to art director bringing the GFLCVB brand to life in compelling and evocative campaign messaging.

Nick's childlike curiosity and enthusiasm for art and design, paired with endless ambition for creative problem solving, will make him a key contributor to the GFLCVB's body of work. When away from his desk, Nick's being inspired through his other hobbies—nature and music. He believes that balancing these interests makes him a more passionate and nimble team member who is always ready to dive into the next big project.

**STEVE SCHERF**

SENIOR GRAPHIC DESIGNER

Will provide pre-press services for GFLCVB making sure all files are built to the printer's specifications, re-touched and with color correct photos.

Born and raised in the Great North woods of Minocqua, Wisconsin, where his love of sports indoor and out began. He moved to the Milwaukee area to attend MATC and graduated with a degree in Printing & Publishing. With over 27 years of experience in the pre-press/graphic design field, Steve has had the chance to see and work on just about every project and every client BVK has ever had. Bringing a sense of humor to the job while still getting the work done correctly and on time is what he's all about. In his free time, Steve likes to go back to Minocqua to relax and unwind, play golf or go to Las Vegas to pursue the jackpot of a lifetime!

**RACHELLE FORTIER**

SENIOR GRAPHIC DESIGNER

Will be responsible for day-to-day ad production for GFLCVB.

Implementing creative strategies for day-to-day client needs, Rachelle approaches every project with a deep understanding of visual communication and the flexibility necessary to manage numerous projects. Her 23 years of industry experience and BA in Graphic Design/Advertising from UW-Whitewater give her firm ground to stand on when it comes to translating client strategies into beautiful and cohesive branded pieces. Rachelle has worked with tourism brands including Visit Orlando, Maine Office of Tourism, West Virginia Division of Tourism, Reno/ Tahoe, Dominican Republic, Funjet Vacations, Southwest Vacations, and United Vacations, as well as several health care clients such as Mount Carmel Health System, ProHealth Care and Moffitt Cancer Center.

**SETH GORDON**

SENIOR COPYWRITER

Will provide creative direction and copy writing services for GFLCVB.

Strategic thinking and a careful ear help Seth capture the unique voice and spirit of each brand he works on. No matter the medium, he is committed to crafting pieces of communication that ring true with audiences. His work has been recognized by Communication Arts, Creativity, the ADDYs and has even been selected for inclusion in the Smithsonian's Cooper-Hewitt National Design Triennial. Seth earned his undergraduate degree from the University of Illinois and was one of the early graduates from the prestigious Miami Ad School. Since joining BVK as a Senior Writer in 2008, he has worked for clients across a broad range of categories, including Michigan State University, St. Cloud State University, Loyola University Medical Center and Visit Orlando. In the past, Seth has also helped bring to life the stories of brands including Jimmy John's Gourmet Sandwiches, JanSport Daypacks, Trek Bicycles and Turnberry Isle Resort & Club.

**FRED ZIEGLER**

DIGITAL DEVELOPMENT DIRECTOR

Will oversee the digital teams that create and test display ads and microsites for GFLCVB.

As one of BVK's interactive gurus, Fred manages a team of digital artists and programmers who translate digital strategy into real work across multiple online channels. He has over 20 years of experience working on clients such as CITGO, Carmex, Milwaukee Ballet, University of Portland, Michigan State, Visit Orlando, the Maine Office of Tourism, Abbott Laboratories and Pfizer. He and his team have developed innovative interactive user experiences for consumer and tourism websites, display campaigns, social media integrations, online marketing tools and even surgical simulations. Chances are, he'll bring more than a few interesting digital ideas for GFLCVB.

**ANTHONY GIACOMINO**

RETOUCHER/PHOTOGRAPHER

Will provide photo retouching, color correction and digital compositing.

Anthony has had the pleasure of bringing images to life in his work as BVK's retoucher and photographer. The rest of his time is dedicated to a range of photography projects such as studio portraits and product photography. Anthony's work overlaps with his personal interest. Outside of work, he enjoys nature photography, creating artwork and staying active. He is an avid hiker and kayaker.

**CHARLIE MARSH**

MULTI MEDIA DESIGNER

Will provide design and production services for online digital needs.

Charlie joined BVK in 2005 and works in the interactive department on a variety of multimedia projects. These include online banners, websites, presentation materials, social media animations, and html emails. His area of expertise allows him to work on assignments for any and all BVK clients, including recent work for Tufts Medical Center, Visit Orlando and Carmex. Prior to joining BVK, Charlie worked at an ad agency in Baltimore and with a multimedia development company in Brookfield, WI. Charlie earned a BA from The University of Virginia and an MFA in Computer Graphics Design from Rochester Institute of Technology.

**ROB BIRDSALL**

PRODUCTION DIRECTOR

Will manage production for all GFLCVB creative assets, including prepping files for printers, routing hi-res proofs for internal approvals ensuring copy and color are accurate, trafficking files and working with vendors to ensure specs for assets to be produced are correct.

Every client needs someone who just knows how to get things done—particularly a client with the complexities that the GFLCVB faces. At BVK, that someone is Rob Birdsall. Originally a traffic manager when he joined BVK way back in 1986, Rob now leads the agency's production department. Here, he and his team touch virtually every printed piece the agency develops—that's more than 450 print ads, 500 collateral pieces and over 25 catalogs per year. An avid golfer and closet NASCAR enthusiast, Rob has the drive to meet every deadline and keep things on track. It's a winning formula he always brings to the table.

**DARLENE STIMAC**

EXECUTIVE PRODUCER, HEAD OF PRODUCTION

Will oversee the production and corresponding budget of broadcast creative elements and original photography, as well as cultivate and vet production resources and partners needed to execute GFLCVB campaigns.

While some people are left-brain thinkers and others right-brained, Darlene prides herself on using both sides. With over 25 years of experience in advertising, Darlene has worked on both the creative and account management sides of the business. Darlene's efforts have resulted in a litany of award-winning campaigns for a diverse mix of brands in the travel and tourism industry, entertainment, higher education, healthcare and cause marketing. Work she has produced has won numerous industry awards including the One Show, Communication Arts, Radio Mercury Awards and Graphis, as well as several Best of Show honors in Milwaukee's local ad competition. More importantly, Darlene is a true problem solver who is up to any challenge. What would you expect from someone whose brain is constantly in the ON position?

**LORETA DILAVERTI**

MULTIMEDIA PRODUCER

Will assist with broadcast estimates, plans and production of photography, radio, broadcast and web content, as well as managing rights and licenses associated with original productions.

Loreta grew up in Milwaukee, Wisconsin and studied Broadcast Communication at Marquette University, where she won the University's first college Emmy. Upon graduation, she worked in the NBA for six years as video specialist at the Milwaukee Bucks before joining BVK as a multimedia producer. When she is not at work keeping productions on time and on budget, she enjoys reading and attempting to master Top Chef recipes. What we're saying is, she's a great resource if you need to know who won the dunk contest last year, the best mac and cheese recipe, or most importantly, finding the right production partner for your project.

**DAVE KUHNEN**

VIDEO EDITOR

Will provide in-house editing and video/audio engineering services for a variety of GFLCVB projects.

Dave will provide video editing services to update and version GFLCVB television commercials in the U.S. and internationally. Dave has 32 years under his belt as a broadcast video editor. An FCC licensed broadcast engineer, David received his bachelor's degree in Broadcast Engineering from the University of Wisconsin – Platteville. He leveraged his considerable experience to design and install our in-house High Definition edit suite. In addition to numerous specialty awards, Dave has worked as an editor/engineer for the NFL and ESPN. Always in demand, we consider him our personal editing rock star.

Project Approach

2

Describe the prime Vendor's approach to the project (message platform, channel strategy, integration).

Our approach to brand success is grounded in the belief that consumers make decisions based on the values they hold close. Therefore, we begin each brand exploration by identifying a differentiated core human value that is true to each client's brand and important to their audience. We refer to it as creating brand craving. You'll read more about this under question six.

This approach is truly integrated and not linear. Brand strategy, creative ideation and media planning all work together to create programs that emotionally connect with our audiences at the right time, in the right place through meaningful conversations.

Below is our approach:

Discovery

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. This includes:

- Brand exploration
One of the most important things we can do is identify what makes Broward County unique and what values would reflect that. Then, we would identify audiences who hold those values as important in their lives. We have many tools to help provide insights and direction as we go through this process.
- Targets
Not only do we want to identify the demographic information about our audiences, but we want to dig deeper to measure lifestyles, media habits and consumption behavior as well as complement any client research related to key markets/locations to target. Along with primary and secondary sources, BVK leverages our subscriptions to services such as MRI and CubeYou to help shape our recommendations.

- Competition
Next, depending on business goals, we work to understand the competition and identify opportunities to break through and stand out. BVK uses a variety of tools for this purpose, primarily Kantar and CubeYou. Kantar illustrates the spending, by medium, date, and market for DMOs and CVBs across all media types. While this data is historical and directional, it provides an apple to apple comparison of the tactics competitors deploy compared to yours.

CubeYou is important because it shows the social media connections of followers of individual destinations and can compare/contrast how they engage socially. This can lead to insights about the different type of influences and activities and provide further opportunity for connecting and message building.

- Identify what success looks like
Whether we call it goals, key performance indicators (KPIs) or objectives, knowing what success looks like and how to measure it is crucial to how BVK works. We want to develop a brand platform, creative and buy media that allows us to measure its impact, not just get the job done.
Deeper KPIs we also consider are:
 - Visitation—day trip versus overnight and first time versus repeat
 - Destination trip conversion among inquirers
 - Engagement with the brand—those who have opted-in, engaged socially and those who have visited the website
 - Assessment of vacationers' experience—positive and negative, images of the area, etc.
 - Impact of DMO's owned media on destination selection
 - Impact of advertising efforts on visitor awareness and conversion

Brand platform/messaging

Through the exploration mentioned above, 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.

BVK Connection Planning

For the messaging to be successful, it must help solve a business problem. 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. This is a cross-departmental process which identifies the role of each channel and touchpoint, helping to guide specific messaging and spending so each exposure capitalizes on an impression from another touchpoint. Building momentum with consumers/prospects is key to establishing client relationships and increasing ROI.

Media Approach & Process

Now it is time to walk the walk. Knowing KPIs, how and where the messaging platform connects with our audience, the media team begins the formal planning process. They establish budgets and how to balance reach, meaningful volume and effectiveness: the core tenets of an efficient media plan.

Embedded in our media team is a group of analytics experts that leverage this data at both ends of our campaigns. While it can inform audiences and messaging, we also use it to establish budget allocations across media based on previous or anticipated results. Before and during campaigns we conduct measurable tests to validate touchpoint effectiveness and drive optimizations. Working with clients to set meaningful KPIs is necessary so that all efforts that can be measured are appropriately evaluated.

The Recommendation

We also find that media is most effective when it is closely tied to the brand strategy and can capitalize on alignment with creative and all other marketing activities. BVK leverages the concept of engagement planning, which considers the context of where the message will be received to maximize effectiveness of the campaign due to relevance factors. This can be driven by insights that guide the time of day, geography, or any other target/market dynamics of the media buy and overall communications strategy.

We determine roles for each of the relevant channels (TV, digital, PR, social, video, etc.). Then the media and creative teams work closely together to determine tactical needs within each channel. When complete, we have a media plan that is grounded in data from multiple viewpoints, has established KPIs for each touchpoint, and applies the qualitative component (we call it media imagination) to ensure contextual fit of our message to each audience. This process is often used as a guide for all plan components and marketing channels (even those that might not be managed by BVK).

Media Buying

Execution of the media plan is a critical element of the integrated marketing communications mix. Our philosophy is to spend our client's budget judiciously, as if it were our own. Knowing that media is essentially a commodity, we deal with our media vendors in an honest, straightforward manner, while leveraging our tools to justify the dollars we spend. In short, the execution of our media plans is centered around the following:

- GFLCVB can benefit from BVK's tremendous buying power given we place more than \$2 million per week in media
- Research-directed, precision-targeting
- Strong, yet fair negotiations that build beneficial, long-term relationships
- Aggressive added-value expectations
- Built-in flexibility that DMOs need

Integrated Campaign Tracking

With analytics being highly integrated into our entire media process, it's not a surprise that we leverage those insights from a buy-management perspective. Sometimes our tactics are easily measurable and align nicely with goals. Downloading a travel guide, for example, can be naturally attributed to various digital tactics. However, awareness-based tactics are difficult to evaluate down to the channel level. To overcome this, we look for ways to identify the impact of the media mix on overall brand performance. This often results in a test/validate/pivot-based media plan that incorporates variables such as geography or timing matched to different mixes of media. So, when we evaluate, if a medium was a valuable part of the plan, we can compare mix/market/timing and see where the greatest lifts occurred.

Include how the prime Vendor will use subconsultants in the project.

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.

Provide a sample timeline, for the entire agreement term, demonstrating the process/work program the Vendor would use to fulfill the marketing mission of the GFLCVB; describe major milestones related to planning, production and other recommendations.

Sample Timeline

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. Additionally, existing creative assets or creative voids in photography or video; and seasonality related to developing creative assets. This timeline is based on the following assumptions:

- BVK is selected and we establish a bridge agreement starting May 1 through September 30 to enable us to begin work immediately.
- The Initial Branding Services project would begin simultaneously as it is the foundation upon which the rest of the plan is built.
- Media for Oct. 2019–Jan 2020 for media placements will use existing creative with updates/resizes handled by BVK as needed.
- New brand platform, connection strategy and co-op plan unveiled to the industry at the October Annual Meeting.
- The soonest that any in-market content development that we would recommend (photo/video shoots) would be done is early November 2019 due to the “windy season.”
- The media plan would launch featuring the new values-based brand campaign in mid-January 2020 with media closings no earlier than mid-January 2020.
- The major milestones for year two and three will follow year one assuming campaign timing remains relatively consistent.

Bridge Agreement

	Brand Planning Project	Creative Services	Media	Key Stakeholder Touchpoints
MAY	<ul style="list-style-type: none"> • Project prep • Begin MarCom audit 	<ul style="list-style-type: none"> • Existing creative review with GFLCVB • Team in market orientation 	<ul style="list-style-type: none"> • Background orientation • Listening sessions 	<ul style="list-style-type: none"> • MAC input/listening session
JUNE	<ul style="list-style-type: none"> • Consumer Awareness, Attitude, Usage (AAU) Benchmark research begins 	<ul style="list-style-type: none"> • Transfer all creative assets • Library creation & talent documentation 	<ul style="list-style-type: none"> • Assessment of past programs • Research/data analytics • Target profile/persona(s) developed and finalized 	<ul style="list-style-type: none"> • TDC input/listening session • Consumer research
JULY	<ul style="list-style-type: none"> • Consumer AAU research continues • Research report 	<ul style="list-style-type: none"> • Research briefings • Plan to address Oct-Dec/annual immediate creative needs 	<ul style="list-style-type: none"> • Research briefings • Media strategy developed 	<ul style="list-style-type: none"> • Consumer research
AUG	<ul style="list-style-type: none"> • Brand platform • Prep for concept testing 	<ul style="list-style-type: none"> • New campaign creative concepts • Creative developed for concept testing 	<ul style="list-style-type: none"> • Media strategy presented, refined, approved • Media plan build out begins 	<ul style="list-style-type: none"> • MAC presentation & feedback
SEPT	<ul style="list-style-type: none"> • Field concept testing 	<ul style="list-style-type: none"> • Prep for annual meeting 	<ul style="list-style-type: none"> • Media plan build out continues • Prep for annual meeting 	<ul style="list-style-type: none"> • TDC presentation & feedback • Consumer research

Year 1: 2019-2020 Annual Agreement

	Brand Planning Project	Creative Services	Media	Key Stakeholder Touchpoints
OCT	<ul style="list-style-type: none"> • Concept testing insights 	<ul style="list-style-type: none"> • Creative revisions by research 	<ul style="list-style-type: none"> • Brand platform, topline plan presented at annual meeting • Co-op program announced • Media authorizations for client approval 	<ul style="list-style-type: none"> • GFLCVB annual meeting
NOV	<ul style="list-style-type: none"> • Final research reports 	<ul style="list-style-type: none"> • Photo/video shoot • Photo selects/retouching • Begin finalizing creative for Q1 	<ul style="list-style-type: none"> • Co-op partners finalized; partner ad materials supplied • Media purchased/executed per approved plan 	<ul style="list-style-type: none"> • MAC presentation
DEC	<ul style="list-style-type: none"> • Strategic oversight creative development 	<ul style="list-style-type: none"> • Creative supplied to meet Jan closings 	<ul style="list-style-type: none"> • Analytics reporting document(s) created 	
JAN	<ul style="list-style-type: none"> • Brand campaign launch 	<ul style="list-style-type: none"> • Brand campaign launch • Creative developed for ads closing Feb 	<ul style="list-style-type: none"> • Campaign launch • Measure, monitor, modify, report, repeat 	<ul style="list-style-type: none"> • TDC presentation
FEB		<ul style="list-style-type: none"> • Creative supplied to meet March/May closings 	<ul style="list-style-type: none"> • Co-op program launch • Campaign continues • Measure, monitor, modify, report, repeat 	
MAR		<ul style="list-style-type: none"> • Creative concepting for Summer brand/retail campaign 	<ul style="list-style-type: none"> • Campaign continues • Measure, monitor, modify, report, repeat • Fine-tune/finalize summer media plans 	
APR		<ul style="list-style-type: none"> • Prep for Tourism Week Event presentation • Summer creative finalized 	<ul style="list-style-type: none"> • Prep for Tourism Week Event presentation 	
MAY		<ul style="list-style-type: none"> • Creative developed and sent for June/July closings 	<ul style="list-style-type: none"> • Place summer media 	<ul style="list-style-type: none"> • MAC-winter campaign recap • Tourism Week summer campaign launch
JUNE		<ul style="list-style-type: none"> • Creative developed and sent for Aug/Sept closings • 2021 planning begins 	<ul style="list-style-type: none"> • Summer campaign starts • Measure, monitor, modify, report, repeat • 2021 planning begins 	<ul style="list-style-type: none"> • TDC presentation
JULY		<ul style="list-style-type: none"> • 2021 planning continues 	<ul style="list-style-type: none"> • Summer campaign continues • Measure, monitor, modify, report, repeat • 2021 planning continues 	
AUG		<ul style="list-style-type: none"> • 2021 planning 	<ul style="list-style-type: none"> • Summer campaign continues • Measure, monitor, modify, report, repeat • 2021 planning presented, revised • Year-end billing 	<ul style="list-style-type: none"> • MAC presentation
SEPT		<ul style="list-style-type: none"> • Prep for annual meeting presentation 	<ul style="list-style-type: none"> • Summer campaign continues • Measure, monitor, modify, report, repeat • 2021 planning finalized • Co-op plan finalized • Year-end billing 	<ul style="list-style-type: none"> • TDC presentation

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.

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.

Our first step with any job is to meet with our internal production experts to discuss the requirements for a project and the best approach for production. In cases where it is necessary, we gather at least three bids to ensure we identify and hire the best sources at the most competitive prices.

However, one of our cost-containment (and efficiency) strategies is to go through a preferred vendor exploration at the beginning of each year. We thoroughly vet and identify vendors that provide services that we routinely need throughout the year. In some cases, these vendors may be those that BVK holds a preferred partner status based on our volume of work. This allows our clients to capitalize on that relationship by getting quicker access to production times and lower costs.

Additionally, since we work closely with these vendors, they are efficient with their time as they work with the BVK creative directors often and specifically have history on our clients' business. They are familiar with our clients' brand tone and style and do not have to be briefed/trained for every project. This allows BVK and our clients to produce a high-quality product quickly and cost-efficiently.

Second, before a project begins, BVK creates a detailed, itemized production estimate that outlines all details of the job including usage, production details, versions, etc. Client approval is required for each estimate for every project before work begins and all estimates are not to exceed 10% over the total. Estimates are provided with all billing and billing back-up (including vendor invoices), too.

Third, we manage the project to ensure the budget is maintained. We issue Purchase Orders to all third-party vendors, so we always know the status of all vendor billing. And, if for any reason the costs change (spec change, etc.), the client is notified immediately, and a revised estimate will be provided specifying the exact changes and reasons for the increase. Once again, client approval is required.

As part of overall budget management, we meet weekly on all projects in standing status meetings. We provide monthly updated spreadsheets that outline budget, estimated costs, projected costs and any projected savings/overages for reallocation.

We always look for ways to contain costs. For example, when possible we gang work for more efficiency and cost savings. If we have a TV spot that requires five different end-slates, we will work to record and edit all spots at the same time. Therefore, we pay for one in-studio recording and one production time in the edit suite.

The process for media budget management is a little different than production. Media plans will be presented with estimated costs by campaign, market and channel reflected in a detailed media flowchart. Upon client approval, estimates will be created that align with your budgeting requirements. Each client is different, so we will determine the best practices that allow for the highest level of trackability while allowing flexibility to optimize and adjust the media plan based on performance. Estimates will include your accounting codes, dates of the media buy, campaign details, markets and costs. Once estimates are formally approved, media plans will be purchased and invoices will be sent to you in the month the media runs.

Of course, media is purchased based on estimated inventory and availability and always requires reconciliation. As part of our cost containment strategy, we monitor and reconcile all media buys on an ongoing basis to ensure GFLCVB receives all impressions, spots and placements as contracted. At the end of each campaign, we fully reconcile the buy to identify any remaining budget and make recommendations for reallocations. If at any point during a buy, we determine a buy will underdeliver, we immediately identify a plan of action and bring that recommendation to you.

Additionally, we provide monthly budget trackers that reflect all budgets and invoices to-date. We are very proud of our process and the accuracy to which we are able to manage our media budgets. For one client, we were able to manage their \$15 million annual media budget within .25%!

2.1

Creative Portfolio

- 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).

BROCHURE



BROCHURE



PRINT

YOU DON'T JUST WAKE UP ONE DAY AND BECOME THE BEST OF THE BEST.

There's sweat. There's focus. And an uncompromising vision to keep improving. You surround yourself with winners. Heroes. The elite. And while you're standing atop the podium, all you can think about is climbing to the top of the next one. Building boats is no different from professional competition. All that matters is raising the bar again and again. Want to see how far we've raised it for 2011? Visit MasterCraft.com.



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PRINT

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CRUISERS
sport series

IT'S ABOUT TIME LUXURY KICKED SOME BUTT.

Extravagance is usually content to make its own bold statement. Yet, the impressive Cruisers Sport Series 328 Bow Rider is definitely the exception. Replete with luxurious features and thrilling performance bring plenty of attitude to command any water. V area in its class, and spacious, air conditioned cabin and private

See the knowledgeable dealers at HMY to experience the Cruisers Sport Series difference for yourself.

New Yacht Sales | Brokerage | New Construction | Charter

Craig Ambrosio Photography In Miami (305) 856 8486 www.hmy.com

HMY
Yachts

PRINT



OUT OF HOME-HANG TAG (AUTOMOBILE)



STEER YOURSELF IN A MORE ARTISTIC DIRECTION.

You're just a short drive from a world of culture you never expected.
Come refuel your imagination in St. Pete/Clearwater.

 **ST. PETERSBURG
CLEARWATER**
VisitStPeteClearwater.com



BEACHES. AND PLENTY OF OTHER WORKS OF ART.
Who knew America's best beaches shared the stage with an impressive collection of cultural treasures? Set your GPS to St. Pete for must-see treasures like the **Chihuly Collection** and the **Dali Museum**, home of the largest permanent collection of Dali works. Catch world-class touring acts at **Ruth Eckerd Hall** and **Mahaffey Theater**. Stroll the galleries and antiques shops on **Beach Drive** in downtown St. Pete. Or thrill the kids at the **Clearwater Marine Aquarium**. It's all just minutes away. See the entire palette of options at VisitStPeteClearwater.com



Snap the code to find all there is to see and do in St. Pete/Clearwater.



Dali Museum

The Florida Orchestra at The Mahaffey

St. Pete Museum of Fine Arts

OUT OF HOME



OUT OF HOME



Chicago Tribune
BREAKING NEWS

Home News Business Sports A&E Life & Style Opinion Real Estate Cars Jobs

Make Your *Wish List* Come True. An Amazon.com gift card* could be yours. Learn more. **Veer**

David Ross, left, and Joseph Gagnepain put finishing touches on a snow sculpture in the 600 block of South Michigan Avenue Wednesday.

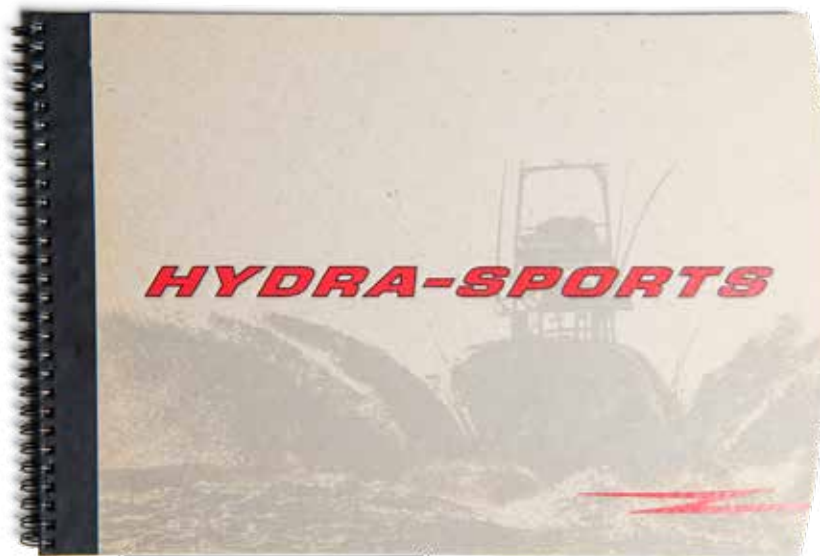
A man in a black jacket and hat working on a snow sculpture of a smiling man wearing sunglasses and a spiky hat.

Jonathan Kinkley
@jnkinkley

Clever marketing stunt @vspc , a cartoon sun snow sculpture to lure people to Florida on Michigan ave, tip of my hat
pic.twitter.com/xaKUV9ba1X

A snow sculpture of a smiling man wearing sunglasses and a spiky hat, with "NEEDSUN" written on the base.

BROCHURE



PRINT



PRINT

A man with a beard and long hair, wearing a black t-shirt and a colorful plaid kilt, is captured in the middle of a powerful swing with a caber (a traditional Scottish highland game). He is standing on a sandy beach with waves crashing around his ankles. The background is a bright blue sky with white clouds. Overlaid on the sky is a large, intricate white line-art crest, which is the coat of arms of St. Petersburg, Florida. The crest features a central shield with various symbols, topped by a crown and surrounded by ornate flourishes.

SKIES SO CLEAR, YOU CAN
see a bit
OF SCOTLAND
RIGHT FROM THE BEACH.

Our top-rated beaches are endless.
So are all the other things to do here.
From watching the Highland Games in
the historic Scottish town of Dunedin,
to celebrating the sunset at Clearwater's
Pier 60. Come visit us, and get away
to a place that's always going places.
VisitStPeteClearwater.com


 **St. Petersburg
Clearwater**
where the beach takes you.

PRINT



St. Pete Pride

Feel It.



ST. PETE CLEARWATER

YOUR VIBE IS HERE

St. Pete/Clearwater, direkt an Floridas Golfküste gelegen und gerade mal 90 Minuten von Orlando entfernt, heißt Euch willkommen! Amerikas schönste puderzuckerweiße Sandstrände, Floridas größtes LGBT-Festival - St. Pete Pride, Weltklasse Kunst- und Kultur sowie eine heiße Club-Szene machen St. Pete/Clearwater zum angesagtesten Hotspot!



Proud Member
IGLTA
International Gay & Lesbian Travel Association

VisitStPeteClearwater.com

f @ t #LiveAmplified


PRINT

**IT'S A
MUSEUM AMBLIN, THEATER GOIN,
CHIHULY GAWKIN, NATURE LOVIN,
HOLIDAY ROCKIN
WORLD HERE.**

[#LiveAmplified](#)

From unique and acclaimed museums to dynamic, vibrant performance venues, 'tis the season for awesome on America's Best Beaches. Find what moves you at RadiantCulture.com.

Sunsets at Pier 60 | sunsetsatpier60.com
The Mahaffey Theater | themahaffey.com
Leepa-Rattner Museum of Art | spcollege.edu/museum

 **ST.PETERSBURG
CLEARWATER**

PRINT



PRINT



PRINT



- 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.**

CASE STUDY

VISIT ORLANDO

Challenge / Goals / Objectives

As the most heavily visited tourism destination in the U.S., Orlando was in the unique position of being both beholden to the typical DMO stakeholders and in the spotlight industry-wide. As the organization evolved, Orlando began focusing on lower-funnel KPIs, while still needing to improve upon more conventional DMO metrics of awareness, intent, visitation lift and economic impact.

BVK developed and was tasked with successfully launching the Never-Ending Story brand campaign, establishing the “umbrella” destination brand for three big name theme parks and many more one-of-a-kind experiences. We approached this task by positioning against a core human value. Ultimately, one that is clearly represented by the experiences Orlando offers and aligns with our prospective target audiences’ values... **Playfulness.**

Along with break-through creative that aligned with this value, we needed to advance transactional targets and innovate in the DMO space with a personalized, flexible approach that would resonate with families, travel agents and meeting planners alike.

Strategy / Approach

Leveraging playfulness as the cornerstone of the campaign enabled it to transcend leisure, travel trade and meeting and convention audiences. For each audience and performance goal, we analyzed the wealth of first and second party data Orlando had available in order to define the right approach.

From a leisure standpoint, we defined a multi-pronged approach to maximize their paid media strategy. First, we focused on the channels and tactics that performed best across historical campaigns in our key markets to inform the launch and predict results.

For the KPIs that were centered around capitalizing on known travel intenders, we concentrated on identifying efficiencies across a vast testing matrix via in-depth, ongoing reporting and optimization. Looking universally at performance across different channels, tactics, geographies, third party data segments, first party data website and CRM intent signals allowed us to hone in on what was really working and how we should be devoting our dollars.

We also pioneered an integrated, cross-channel media partnership through our exclusive relationship with iHeart Media to introduce the campaign. This program featured a holistic promotion that enabled our budget to be stretched significantly further via added value while also generating leads, which was another important goal.

Last, the media team worked to identify highly impactful opportunities in key markets, using data to inform areas of greatest engagement for creative placements. Spectacular out-of-home executions were purchased with the idea of transporting audiences to Orlando by capitalizing on their mindset and their past Orlando memories.

From a travel trade standpoint, we launched the Never-Ending Story via an immersive experience at IPW in market to illustrate and inform the travel trades. We also unveiled a dynamic e-brochure they could customize for their consumers to motivate and enable them to share their experience. The creative focused on intimate moments and connections in recognizable environments, ones that allowed us to emotionally connect with this audience and communicate the value of playfulness.

For groups and meetings, we leveraged the Never Ending Story to illustrate how Visit Orlando provides planners and attendees with a sense of creativity while sparking

new ideas. This positioned Orlando as a leader in the industry as a unique and innovative destination. BVK pioneered new ways to target and serve dynamic, hyper-relevant messaging to resonate with planners, across industries and organizational sizes.

BVK was able to successfully create an emotional connection and combine that with a robust channel strategy to create unprecedented success for the Orlando market.

All of the travel influencer programs are outlined in more detail beginning on page 57. The following are samples of the domestic leisure campaign and the associated results.

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The Results

LEISURE

Visit Orlando paid media is measured on a combination of ad effectiveness testing, annual visitation and brand health studies as well as individual marketing metrics. Our efforts have outperformed all prior campaigns in the history of Visit Orlando:

- Maintained a 13+ point lift in intent to visit
- **Generated an ROI >75% higher than historical**
- Reached a decrease of 50%-99% in cost per acquisition for all lower funnel metrics
- Ad awareness at 77% by an effectively targeted media mix anchored by TV, OOH, digital
- Ad impact on likelihood to visit in next 12 months increased by 14.5%
- Making me want to Visit Orlando score of 4.1 (3.7 excellent)
- Net influence which combines the awareness and influence score into a single measure increased 7.7%
- Ad likeability **increased 16% above historic highs for TV, 20% digital and 62% OOH**
- Surpassed their previous historic highs for:
 - Capturing travelers' attention
 - Breaking through the clutter
 - Resonating with travelers'
- Consumer engagement with more than 700,000 UGC responses and content elements
- Contest entries increased by 67%
- Percent of contest entries that opted in increased by 18%

PRINT

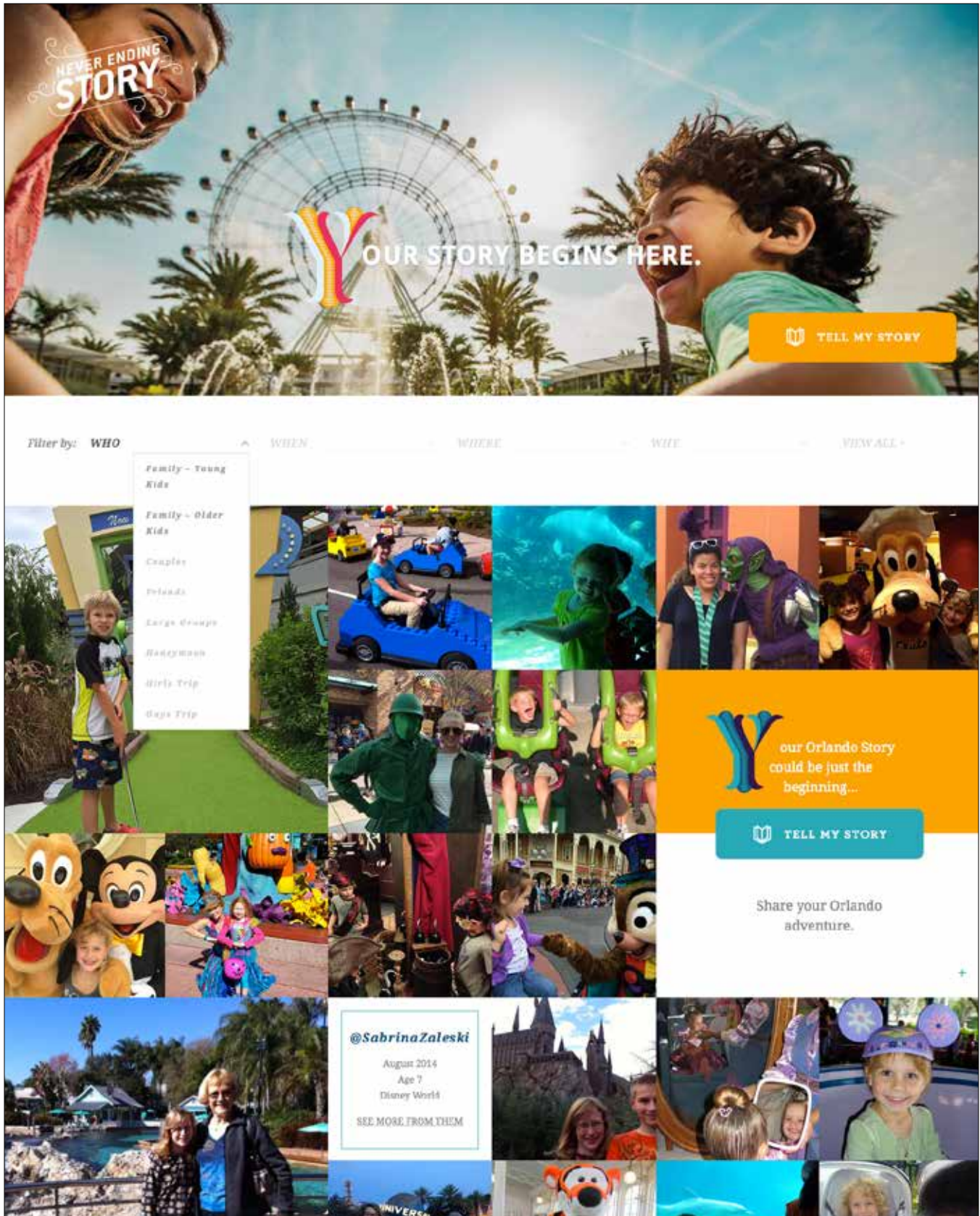


Memories and
imaginations
never wear out.
Welcome to a
place that will
let you make the
most of both.

Share your story and enter for a chance to win a vacation at OrlandoStories.com

Orlando
the Never Ending Story™

WEBSITE



OUT OF HOME



TELEVISION



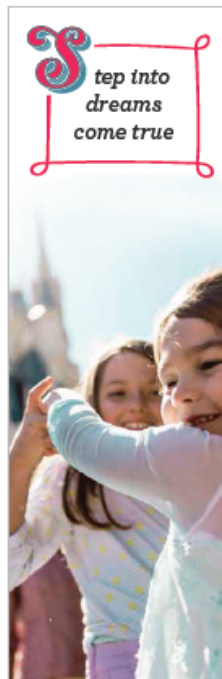
https://cdn2.webdamdb.com/md_6PzDnSQdhK70.mp4

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Share your story and enter
for a chance to win an
unforgettable vacation
[\[CLICK HERE\]](#)

VisitOrlando



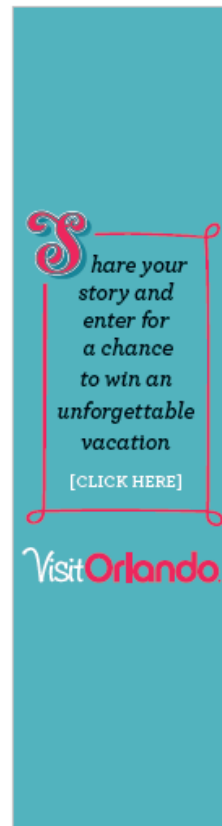
Share your story and enter
for a chance to win an
unforgettable vacation
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VisitOrlando



Share your story and enter
for a chance to win an
unforgettable vacation
[\[CLICK HERE\]](#)

VisitOrlando



CASE STUDY: LEISURE EXPERIENCE COLUMBUS

Situation

Despite being the nation's 14th largest city and winning countless accolades for urban planning, business development, and quality of life, Columbus, OH is challenged with incredibly low awareness and low first-time visitation. So how could BVK help Columbus rise above other rust-belt cities and inspire our audiences to visit?

Approach

Our approach to brand success is grounded in the belief that consumers make decisions based on the values they hold close. Therefore, we needed to identify a differentiated core human value that was true to the Columbus brand and important to our audience. For Columbus, it was "thriving." Columbus takes tremendous pride in being a smart and open community, home to innovative thinking and entrepreneurial successes like L Brands, Nationwide Insurance and Jeni's Splendid Ice Creams. And the spirit of that bold thinking permeates Columbus culture and experiences, providing consumers with opportunities to "thrive" in their lives and travel to a destination that is "flourishing, progressive and open-minded."

We developed a creative campaign that showcases Columbus in unpredictable ways and stretches across leisure travel, Meetings and Conventions, economic development, etc. For the leisure travel campaign, we focused on two primary audiences: families with kids and Millennials and GenXers who like being part of the "evolving, up-and-coming" nature of a destination. Our imagery and headlines highlight how friends or parents and kids can make important connections in unique settings in Columbus.



The Results

Pre-launch of the campaign, we put our creative to the test with focus groups and found that targets connected with the messaging exclaiming, "That's me." "I want to do that." Post-launch, we saw positive impacts on awareness, intent and engagement with the following results:

- 78% wanted to visit Columbus
- 81% wanted to learn more about Columbus
- 68.2% took an action to engage with the brand (visit website, etc.)
- 67% were positively influenced in their travel decision (confirmed decision already made, convinced me to consider or caused me to lengthen my trip)

**Columbus hotels generated record
"bed tax" revenue, producing**

\$47.8M

in 2018.

PRINT



EACH MOMENT
FEELS LIKE AN
occasion.

ngs are elevated to vivid, timeless memories
excitement of professional hockey. Step inside the Ultimate Indoor LEGO® Playground where
you can bring your imaginations to life brick by brick. And explore welcoming neighborhoods

LEGO



PRINT



LET YOUR KIDS
KNOW THE

super fun

YOU CAN
COME OUT AND PLAY.

Fascinating and immersive experiences reveal everyone's most playful side in Columbus. Your family can share in hands-on experiments at our science center, connect with natural wonder at our incredible zoo and aquarium and explore a spectrum of super-fun restaurants, shops and festivals. Plan your getaway today.

EXPERIENCE
COLUMBUS.COM



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SOCIAL

 **Experience Columbus**
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Come discover a thriving city where each moment feels like an occasion.




Plan Your Columbus Getaway!
From accommodations to action-packed attractions, your adventure starts here.
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Columbus is a city on the rise that is sure to surprise you in all the right ways.



Claim Your Insider's Club Membership
Join today to access the latest offers and stay up-to-date on festivals and events.
EXPERIENCECOLUMBUS.COM [Sign Up](#)

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Ready to live life to the fullest in just one weekend?



Plan Your Columbus Getaway Today!
Explore welcoming neighborhoods full of only-in-Columbus dining, shops, music and festivals.
EXPERIENCECOLUMBUS.COM [Learn More](#)

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CASE STUDY: M&C EXPERIENCE COLUMBUS

Situation

Success for a meeting planner is defined by delivering profitable, highly attended events with lots of energized and inspired attendees. Planners strive to host attendees in dynamic cities where they can enjoy unique venues and experiences and have opportunities to network/make connections. For a mid-sized city with little-to-no perception, it's a challenge to break through the clutter and not want to scream: "We have enough hotel rooms + square footage of convention space for your event! Come here." Yet, that is exactly the situation in which Experience Columbus found themselves.

Approach

So, BVK focused our strategy to accomplish two things:

1. Connect with planners on an emotional level by bringing to life our differentiated core brand value for Columbus—**THRIVING**—and all the ways that enhances a planner's meeting or event.
2. Through unexpected angles and fresh imagery, illustrate how Columbus is a thriving, vibrant and walkable city with the convention center in the middle of it all.

We knew we would not be successful if we highlighted

square footage and number of hotel rooms. Instead our creative messaged how the planner can deliver meetings in Columbus where attendees come together and share ideas, enthusiasm and thrive in an iconic downtown setting.

And, we have found that the campaign connects with planners. Feedback from focus groups has been exciting with comments such as:

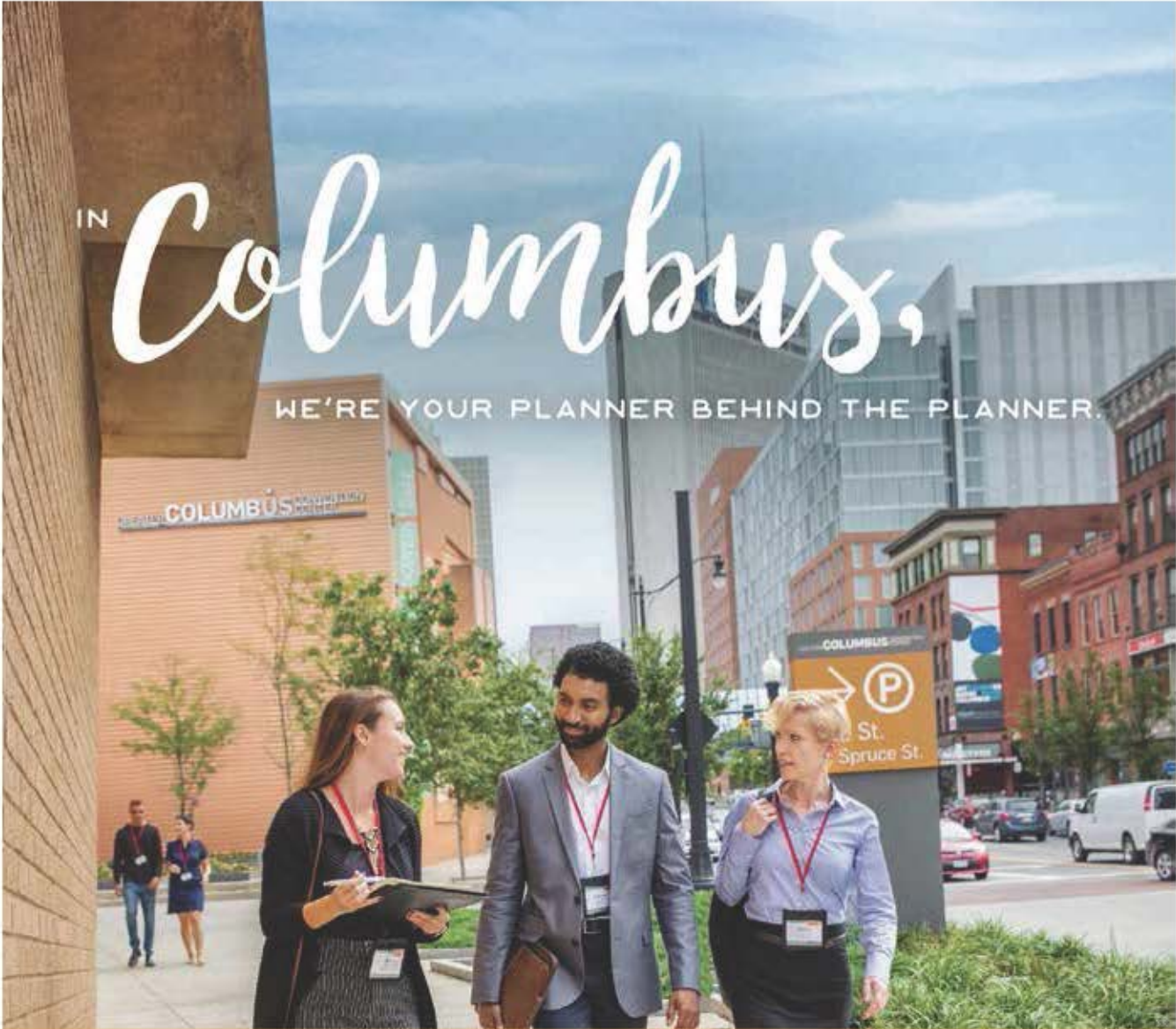
"I like the how the bolded, key word in the headline states an action that is important to me and my attendees."

"This is a great ad. I love that you can see the sleek new convention center, but also see that it is in the middle of downtown."

ONLINE BANNERS



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IN *Columbus.*

WE'RE YOUR PLANNER BEHIND THE PLANNER.

Discover how we bring together every detail to help you deliver high-impact meetings, creating an unforgettable experience for your attendees. And kudos for you as the preeminent planner. meet.experiencecolumbus.com.

EXPERIENCE
COLUMBUS

Proud host #ASAE19

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WHERE PEOPLE WITH BOLD NEW IDEAS

flourish.

WANNA MEET?

Columbus is where innovators and next-level thinkers come to share their vision with the world. All together, it feels like the next big thing. meet.experiencecolumbus.com.

EXPERIENCE
COLUMBUS

Proud host #ASAE19

PRINT



MEETINGS IN COLUMBUS FEEL MORE

connected.

The upbeat energy, the unique experiences – all just steps from your event. Keeping your attendees feeling more engaged and connected. Discover why Columbus is the next big thing. meet.experiencecolumbus.com.

EXPERIENCE
COLUMBUS

Proud host #ASAE19

6

Provide explanations and samples of how the team approaches the development of brand architecture for a destination or travel product.**BVK Brand Strategy Approach**

Destination marketing is an industry category that is frequently awash in and driven by a sea of sameness. The majority of DMOs tend to make decisions by following the best practices of what other DMOs are doing and copying them, rather than by creating their own paths.

BVK is best suited for DMOs that would prefer to lead rather than follow. Given the importance of tourism to the economic vitality of a locale, we believe destinations must implement integrated marketing programs that are consumer-centric, research-based, innovative and focused on achieving business goals.

Create “Brand Craving”

You’ve heard the adage, “birds of a feather flock together” said about people who have similar likes, beliefs and interests gravitating to each other. This same concept works in DMOs. A person views the products, and yes, vacation spots, that he/she prefers as an extension of themselves. Therefore, their decision-making is motivated by how well their purchase enhances their self-consistency, self-esteem and makes a statement about what they value. For a destination, this means the more a destination’s brand image matches a person’s self-concept, the greater the likelihood the person will visit. In other words, a person must see himself/herself in the destination and believe it will deliver what he/she values and desires. For example, a person that values fame and celebrity will want to visit a destination that helps enhance this self-concept.

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 of this successful brand architecture approach are showcased in our work included in the creative portfolio and case history sections of this RFP response.

To accomplish this for Broward County, we must identify the following:

- The void that current/potential visitors feel is missing and or they want more of in their lives.
- The value that is inherently present in the DNA of the destination.
- The space competing destinations don’t/couldn’t credibly own.
- An emotional connection between the destination brand and potential visitors that operates on a personal level.

To create brand craving for Broward County, we would employ BVK’s industry best-practice process designed to:

- Define the business problems and opportunities
- Determine and prioritize audiences and category drivers
- Understand key audiences and needs
- Discover and cluster category drivers
- Clarify the opportunity to differentiate the brand and fulfillment needs
- Understand the brands current position in the marketplace
- Understand current industry trends and market dynamics
- Analyze competitors’ offerings, value propositions and positions
- Define the opportunity for the brand
- Develop distinctive, sustainable positioning
- Create a relevant and differentiating positioning for the brand
- Demonstrate how the brand positioning will appeal to various audiences
- Activate the positioning platform in everything the brand says and does internally and externally

The tools and techniques we use to do this vary, and include but are not limited to:

- Existing research
- Communications audit
- Competitive audit
- Inspirational audit
- Stakeholder interviews
- Visitor experience assessments
- Social media tracking

- Data analytics
- Predictive modeling
- Qualitative and quantitative market research

All the above is designed to establish the brand platform and is a great starting point for the connection/media plan. But frequently, more research is needed to answer the following for the connection/media plan:

- What is currently being done and how is it working/not working?
- Who are the primary competitors and what are they doing?
- Who are the current visitors and what are they like?
- How are visitors segmented in terms of value and why?
- How can we acquire more visitors like our most valuable visitors?
- Who are not current visitors that should be, and how do they differ from current visitors?

- Where else are visitors and non-visitors going and why?
- How can we encourage them to visit more, stay longer and spend more money?
- How effective will each medium be against the target?
- How effective are combinations of media against the target?
- What will success look like when we achieve it?
- How will success be measured?

We then develop a media strategy that includes:

- Geographic considerations
- Timing
- Reach and frequency goals
- Local market dynamics—local media availability/usage/share/cost
- Creative considerations
- Success metrics

7

Provide explanations and samples of how the team approaches group sales marketing for a destination or travel product.

B2B/influencer marketing has unique challenges that are different than leisure marketing. 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.

BVK is known for our ability to help our DMO clients stand out from the “trade show exhibitor” pack by creating a buzz related to booth design; in-booth activities; on-site destination promotion and VIP hospitality. In addition to having some of the most visible and talked about booth displays, complete with award-winning branded interactive activities, BVK excels in extending a DMO’s presence beyond the booth. We work closely with show organizers to develop new and/or secure highly visible sponsorship opportunities. This dedication to maximizing trade show exposure has resulted in significant increases in new promotional programs, FAM trips and, in the number and depth of the DMO’s product carried by key suppliers including Thomas Cook/Neckermann Reisen,

America Unlimited, Dertour, Explorer Fernreisen, FTI, Meir’s Weltreisen, TUI and British Airways.

Our expertise in maximizing trade show exposure is frequently used by our DMOs that target domestic Meeting Planners. We have conducted branded in-booth activities and have secured high-profile sponsorships at events such as PCMA, ASAE, IPMX America, FSAE’s Annual Conference and MPI’s World Education Congress. To connect and influence domestic Meeting Planners, the trend continues away from traditional trade advertising in favor of hosting branded events. These events allow our DMOs, and their industry members, to meet and socialize with these travel influencers in a more casual, less competitive environment. We work with our clients to develop post-event engagement strategies.

A few examples of how BVK has leveraged a DMO’s leisure media buy to support branded events for Meeting Planners and group travel VIPs:

- In conjunction with a national radio schedule that included spots on the Charles Osgood show, BVK negotiated to have Charles Osgood be the guest

speaker at an “invitation-only VIP meeting planner event” held at the Forbes Gallery in NYC. This location and the F&B were all negotiated free-of-charge to the DMO as part of a Forbes magazine buy.

- Leisure visitor ad buy associated with “Emeril’s Florida” on the Cooking Channel, we obtained Emeril cook books and created co-branded aprons both signed by the famous chef which were used in conjunction with a unique chef’s table featuring Gulf Coast seafood for meeting planners in Washington D.C.
- For The Maine Office of Tourism, the “Lobster Roll Rumble” held prior to the Boston Red Sox games in New York and in Boston have become a much-anticipated event for meeting planners in both markets. BVK negotiates access to these coveted tickets as part of a leisure-visitor Boston Red Sox radio sponsorship.
- For Fort Myers/Sanibel, we developed and managed a tour for a branded RV with a trained staff that traveled to high-traffic events of interest to our target audience in key markets of origin. While in New York, Chicago, Boston and Washington D.C., this RV was used

for Meeting Planner hospitality and VIP transportation. It was also used as an attention-getting billboard when parked outside the Javits Center during the NY Times Travel Show.

We also understand the nuances of meetings and conventions audiences by:

- Developing nuanced messaging for executives, association planners, corporate planners and third-party planners
- Executing media plans based on seasonality and industry events/tradeshows
- Reaching them in contextual media platforms but also extending beyond that through behavioral insights and targeting

The following pages provide three individual case histories for Visit Orlando showcasing their meetings & conventions campaign, IPW show presence and a Visit Orlando-supplied sales tool designed to help travel agents sell Orlando to their leisure customers.



CASE STUDY

VISIT ORLANDO

Client Requirements

Develop an advertising campaign based on newly developed brand platform.

Challenge

Visit Orlando needed to develop a B2B brand platform and ad campaign for the Meetings and Conventions segment in an effort to provide more experiential, authentic and relevant destination information to meeting professionals.

Meeting planners have two big challenges:

1. Identifying a destination that can deliver unique and memorable experiences
2. Satisfying their attendees

Our messaging is delivered through both the eyes of meeting planners and attendees. After all, it is important that a planner can see how their attendees may feel at an event in Orlando.

Approach

Our platform is based in “creativity” and illustrates how Visit Orlando provides planners and attendees with a sense of creativity that frees them up to think differently, spark new ideas and be innovative. We wanted the creative to illustrate how they can feel more productive, build strong relationships, discover untraditional ways of thinking, and spark new ideas in Orlando.

Our objectives were:

- Impact Meeting Planner’s perception of Orlando as:
 - a leader in industry
 - an innovative destination
 - a destination with a collection of unique experiences for their meeting or event
- Enhance Orlando’s convention market share position as the number one meetings and convention destination in the country.
- Elevate Orlando’s market position as a top destination for corporate meetings.

“Share Orlando” is the theme of the campaign that showcases stories inspired by authentic posts through the eyes of the meeting attendee or meeting professional. The stories are displayed in the form of social media posts and inspired by interactions and unique meeting experiences found only in Orlando.

Print is a primary media vehicle for meetings trade advertising. And most competitive destinations show collages of images and lists of product benefits. How could we communicate our message without looking like everyone else?

Combing through real social media posts of meeting attendees in the destination, we developed the unique concept with the goal to excite and inspire planners to imagine themselves in Orlando and the unique experiences that await them. The aim is to connect with the planners’ objective to create an unforgettable program that will live on in the memories of those who attend.



The Results

It is very difficult to determine the actual ROI generated directly from the campaign since it does not result in immediate bookings through the DMO. Thus, the campaign ROI goals were based on the following KPIs:

- Increased traffic to meetings website = up 12% YTD
- Increased online activities and lead generation = grew by 175% YTD
- Increased ad awareness and brand perceptions = over indexing in ad recall scores

M&C PRINT ADS



Theresa S

July 30 at 12:45pm • iOS

Pinch me. Everything's going better than I ever could've imagined. Hosted an incredible private event at Universal Studios with #FireBreathingDragon. Saw happy guests everywhere I went. Even ran into some handsome yellow movie stars. Thanks Orlando for a conference they will never forget! #MyMeetingRocks #OrlandoMeeting



Like • Comment • Share



112 Likes

Here, you won't just attract attendees, you'll inspire devotees.
For inspiration and planning assistance visit OrlandoMeeting.com

Visit



Mike T

May 16 at 10:03pm • iOS

Incredible week so far in Orlando! Reconnected with reps from other regions at the #OrlandoEye yesterday. Took some time between sessions to soak up this awesome view from my room. Then "sparked" some great new ideas at the evening reception with an amazing show! #ThisMeetingRocks #OrlandoMeeting



Like • Comment • Share



87 Likes

Here, you won't just attract attendees, you'll inspire devotees. Visit Orlando.com
For inspiration and planning assistance visit OrlandoMeeting.com

CASE STUDY

VISIT ORLANDO

Challenge

Visit Orlando was fortunate to host the U.S. Travel Association's IPW at the Orange County Convention Center from May 30 – June 3, 2015. As the host city, it was important for Visit Orlando to create a sense of excitement around all that was new since it had been previously hosted five years prior. Additionally, the timing gave us an ideal forum to launch our new brand campaign—"Visit Orlando. Never Ending Story"—to an influential audience.

Our primary objective was to bring business to Orlando—generate economic impact. To accomplish that we wanted to leave our target audience of more than 1,300 global buyers with the clear message that when they sold a trip to Orlando, their clients would experience a vacation with unforgettable, life-long memories (and stories) from an amazing and unique destination.

Whether they were arriving at the convention center, networking in the lobby or walking the tradeshow floor, we wanted to immerse the buyers at every turn to show how much the destination had grown and evolved.

Approach

We evaluated the entire attendee experience and journey from arriving at the convention center, to entering the building, onto the show floor and into the booth. All messaging and imagery had to work together and build on one another.

Our brand messaging strategy was to position the destination on the core human value of playfulness, a value that is innately relatable and which most people crave more of. We then brought this value to life by establishing the "Visit Orlando. Never Ending Story" message, which asserts that the life stories we create in Orlando do not end when we leave, but remain vivid in our memories where we can relive them again and again.

The delivery of this message had to stand out from the standard visuals of happy faces and product representations. So, we focused on intimate moments and connections in recognizable environments... ones that allowed us to emotionally connect with our audience and communicate this core human value.

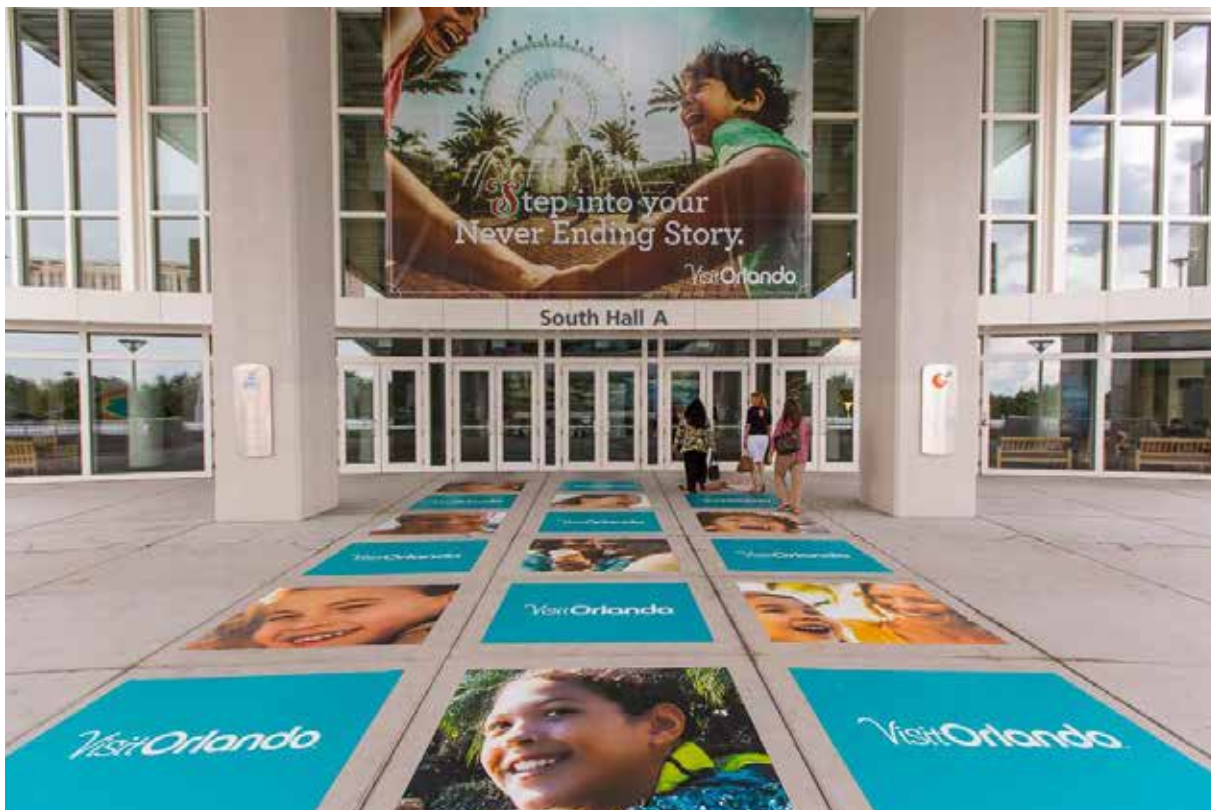
We wanted our creative to stand out among all of the other destinations with an identifiable look and feel, color and copy treatments.



The Results

While the **immediate projected economic impact for Orlando was \$11.6 million**, the real payoff of IPW will ripple through the local economy for an estimated **three years after**, generating an **estimated \$1.7 billion in direct economic impact and an additional 1 million visitors**.

IPW INSTALLATION



TAXI TOPPERS



POLE WRAPS AT DROP OFF AREA



MAIN LOBBY ENTRANCE



VISIT ORLANDO BOOTH



CASE STUDY

VISIT ORLANDO

Client Requirement

Create a customizable brochure for the travel trade partners.

Challenge

In order to create a customizable brochure, it was important to consider the varying components that various travel agents may package/sell to the clients. How much should we customize? How do we keep the brochure relevant?

Approach

Our approach was to make this brochure as simple as possible for our travel agents to use so that they would want to present Orlando vacation options to their clients. Too many options could pose a barrier to use, but too little would not provide the level of personalization that

they desired. We also wanted to maintain a high level of Visit Orlando branding as well. We worked closely with a task force directly linked to agents to determine the fields of data to make variable.

Our design kept the branding/name of the travel agent prominently positioned on the cover and end sheets of the brochure as well as throughout the presentation while still maintaining the core brand look and feel of Visit Orlando. There was a high level of personalization provided for the consumer. On the cover of the brochure, it was noted that this brochure was specifically prepared for a specific consumer by their travel agent. On the second page of the brochure, the travel agent could fill in customized flight, hotel and car reservation information. The remainder of the brochure was standard content.

eBROCHURE



eBROCHURE



Your Flight Information

Free-form info Hil estis unto blaboresed quid quaerfe rferspid ese volum ea di il ipicita temporibusarum quatias es earunt excestem essimol uptatqu ibers ped quis dest et arum quatias es earunt excestem essimol uptatqu ibarum quatias es earunt excestem arum quatias es earunt excestem arum quatias es earunt excestem essimol uptatqu ibers essimol uptatqu ibersersp



Your Hotel Information

Free-form info Hil estis unto blaboresed quid quaerfe rferspid ese volum ea di il ipicita temporibusarum quatias es earunt excestem essimol uptatqu ibers ped quis dest et arum quatias es earunt excestem essimol uptatqu ibarum quatias es earunt excestem arum quatias es earunt excestem essimol uptatqu ibers essimol uptatqu ibersersp



Your Car Rental Information

Free-form info Hil estis unto blaboresed quid quaerfe rferspid ese volum ea di il ipicita temporibusarum quatias es earunt excestem essimol uptatqu ibers ped quis dest et arum quatias es earunt excestem essimol uptatqu ibarum es earunt excestem arum quatias es earunt excestem essimol uptatqu ibers essimol



Your Orlando Dream Vacation

Free-form info Hil estis unto blaboresed quid quaerfe rferspid ese volum ea di il ipicita temporibusarum quatias es earunt excestem essimol uptatqu ibers ped quis dest et arum quatias es earunt excestem essimol uptatqu ibarum es earunt excestem arum quatias es earunt excestem essimol uptatqu ibers essimol



My Private Travel Agency

Distinct Dining, Alluring Nightlife

In the culinary paradise of Orlando, there's something to satisfy every craving. From independent eateries to nationally recognized hot spots, you can sample a staggering variety of cuisines, cooking styles and flavors. And don't forget to drink in the knowledge of our certified master sommeliers.



Nightlife in Orlando

When the theme parks close, Orlando's skyline lights up and evening entertainment comes to life. Dance the night away in a club, relax in a brewpub, experience live music, catch a fireworks display, see a dinner show or take in a comedy act. From downtown to International Drive, you'll find nightlife for all ages.



Orlando Districts

Looking for an upscale steakhouse or a night of dancing? What about a jazz club or a chic neighborhood bistro? How about a cool wine bar or some great Asian fare? You just have to know where to go. Check out Orlando's Dining and Entertainment districts and you'll be sampling Orlando's diverse collection of culinary scenes in no time.



Family Friendly Restaurants

With so many choices in Orlando, visitors might have trouble deciding where to take the family for good food. Before you choose, take a little inspiration from the fun Orlando offers in one of these kid-friendly restaurants, and turn a meal into a memorable family experience.



Theme Park Dining

Our theme parks offer dining experiences for everyone in your family. From high-end, celebrity-owned restaurants and romantic, gourmet experiences for couples to entertaining dinner shows and character dining, there's no shortage of culinary adventures.



My Private Travel Agency

Unexpected Orlando

You're no doubt familiar with the endless inspiration and entertainment offered by Orlando's world-famous theme parks. What you might not be aware of are the many surprises that await you in and around our uniquely diverse city. A modern metropolis with a rich history, we offer a spectrum of cultural pursuits and natural attractions that will enrich and enlighten.



Central Bravo!

When it comes to performing arts experiences, Orlando will take you to your feet. From musical theater at the Winter Park Playhouse to family productions at the Orlando Repertory Theater to Broadway shows and concert events at the stunning new Dr. Phillips Center for the Performing Arts, there are a variety of options for every audience.



Museums and Visual Arts

An Orlando vacation gives you incredible opportunities to come face-to-face with history. Explore 12,000 years of local history at the Orange County Regional History Center, a Smithsonian Affiliate that features permanent and traveling exhibits. Learn how exciting education can be at the Orlando Science Center. Or behold the treasures that lie within the Charles Hosmer Morse Museum of American Art, which houses the world's most comprehensive collection of works by American designer Louis Comfort Tiffany.



Getting Back to Nature

Orlando is fortunate to be surrounded by natural beauty. Our indigenous flora and fauna are on display in all their glory at parks, gardens and zoological institutions throughout the area. Not to be missed are the Harry P. Leu Gardens, the Central Florida Zoo & Botanical Gardens and Bok Tower Gardens, "a spot of beauty second to none in the country."



Visit Orlando

My Private Travel Agency

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.

BVK's account team will lead a collaborative approach across internal departments and with the client to ensure that not only are budgets properly managed but are allocated appropriately between media and production to meet and exceed goals.

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. Then, through collaboration, we will create the strategies and media tactics to achieve our goals. We will create a media plan and budget that is approved by the client and updated on a regular basis to represent all reconciled buys against budget planned vs spent and relevant KPIs. Additionally, we will create a production budget that is approved by the client and updated on a monthly basis that outlines budget, estimated costs, projected costs and any projected savings/overages for reallocation.

b. Indicate research, overall business intelligence and tourism industry knowledge specific to direct marketing organizations (DMOs) or a tourism product.

BVK is an ROI-driven, full-service integrated marketing communications firm that has specialized in tourism since our inception in 1984. We have consistently represented DMOs since 1996. We are proud to currently help our current DMO clients move more than 100MM visitors annually to one city, three counties, four states and one country:

BVK has earned a national reputation for being a category leader in destination marketing that consistently delivers bottom-line results.

Here's a snapshot of just a few of our DMO clients' successes:

- Visit St Pete/Clearwater
 - For the past 87 out of 90 months, the county has experienced month over month historic highs in bed tax collection.
- Visit Orlando
 - 3.7% increase in visitation over previous year which was an all-time historic high for the destination.
 - Visit Orlando campaign reached all-time historic highs in: unaided top of mind awareness; ad awareness; lowest cost per awareness and influenced household and ad impact on likelihood to visit.
- Dominican Republic
 - Visitation up by 9.6% to historic high levels.
 - 57.6% of that total growth is from North America which is the focus of BVK's primary efforts.
- Maine Office of Tourism
 - Total visitation up 6.9%.
 - First time visitation up 9%.
 - Total tax collections up 13.1%.

Maine

EXPERIENCE
COLUMBUS

WEST
VIRGINIA
WVtoug

Wyoming

Do i
Has it all

Reno
Tahoe

ST. PETERSBURG
CLEARWATER

Visit Orlando

NEVADA
A WORLD WITHIN. A STATE APART.

- Wyoming Office of Tourism
 - SMARI research indicated the “That’s Wy” campaign outperformed past efforts including generating the highest ROI on record for the Office of Tourism. For every dollar invested in advertising, the return to Wyoming in visitor spending was \$275—out performing industry averages at \$129. Total influenced trips from marketing spend is a 3.2% increase YOY.

BVK’s clients not only consistently have positive performance metrics that lead their competitive set but the work is consistently recognized by the travel industry with “best-of-the-best” awards in many categories, including several top honors from the National Council of Destination Organizations (NCDO Destiny Awards), U.S. Travel Association (USTA Mercury Awards), Hotel Sales & Marketing Association International (HSMIA Adrian Awards) and Visit Florida’s Flagler Awards to name a few. We are active members of the U.S. Travel Association and we regularly attend and/or present at DMO industry conferences such as ESTO, DMAI, Marketing Outlook Forum and E-Tourism Summit.

BVK not only has DMO tourism expertise, we have extensive Florida DMO expertise having been agency partners for one or more Florida CVBs continually for the past 23 years. As charter members in Visit Florida and FADMO, we are actively involved at the state level in addition to the county level. We understand the unique pressures facing Florida DMOs— “Pit Bull,” AGI, HB3, the “windy season,” what it means to work under Florida Sunshine Laws, the need for transparency and accountability and the need to communicate the value of tourism to all constituents—just to name a few.

Because we have had such a long focus on Florida, we have become experts on the Florida visitor both domestically and in all the key international markets of origin. We have implemented a wide variety of international programs on behalf of our DMO clients. We’ve provided the language-specific support materials for trade and consumer shows, sales, calls, and travel agent training. We typically use in-country translators whose writing and translation samples are approved by the DMO’s in-country rep prior to the start of any translation. We have developed materials for consumer in-store promotions with retailers and travel

agents. We’ve maximized the premier of relevant movies (A Dolphin’s Tale, Hoot) and the DVD in international markets through consumer promotions.

BVK has supported tour operator co-op programs developed by the DMO’s in-country representative and/or we’ve developed programs based on some of our long-standing relationships. Tour operators with whom we have created co-op programs for our clients include:

- | | |
|-------------------|----------------------|
| ● Virgin Holidays | ● FIT |
| ● BA Holidays | ● Meier’s Weltreisen |
| ● Tour America | ● NeckermannReisen |
| ● Expedia | ● Thomas Cook Reisen |
| ● Cosmos | ● TUI |
| ● Travelzoo | ● Jan Doets |
| ● Viators | ● Kuoni |
| ● Dertour | ● Hotelplan Suisse |

Because of our team’s depth of experience, we can immediately be in a partnership/leadership position with GFLCVB. The ONLY learning curve being the need to immerse ourselves in all things Broward County, which we will **do at no expense to Broward County** for BVK time.

Strategic Planning and Research

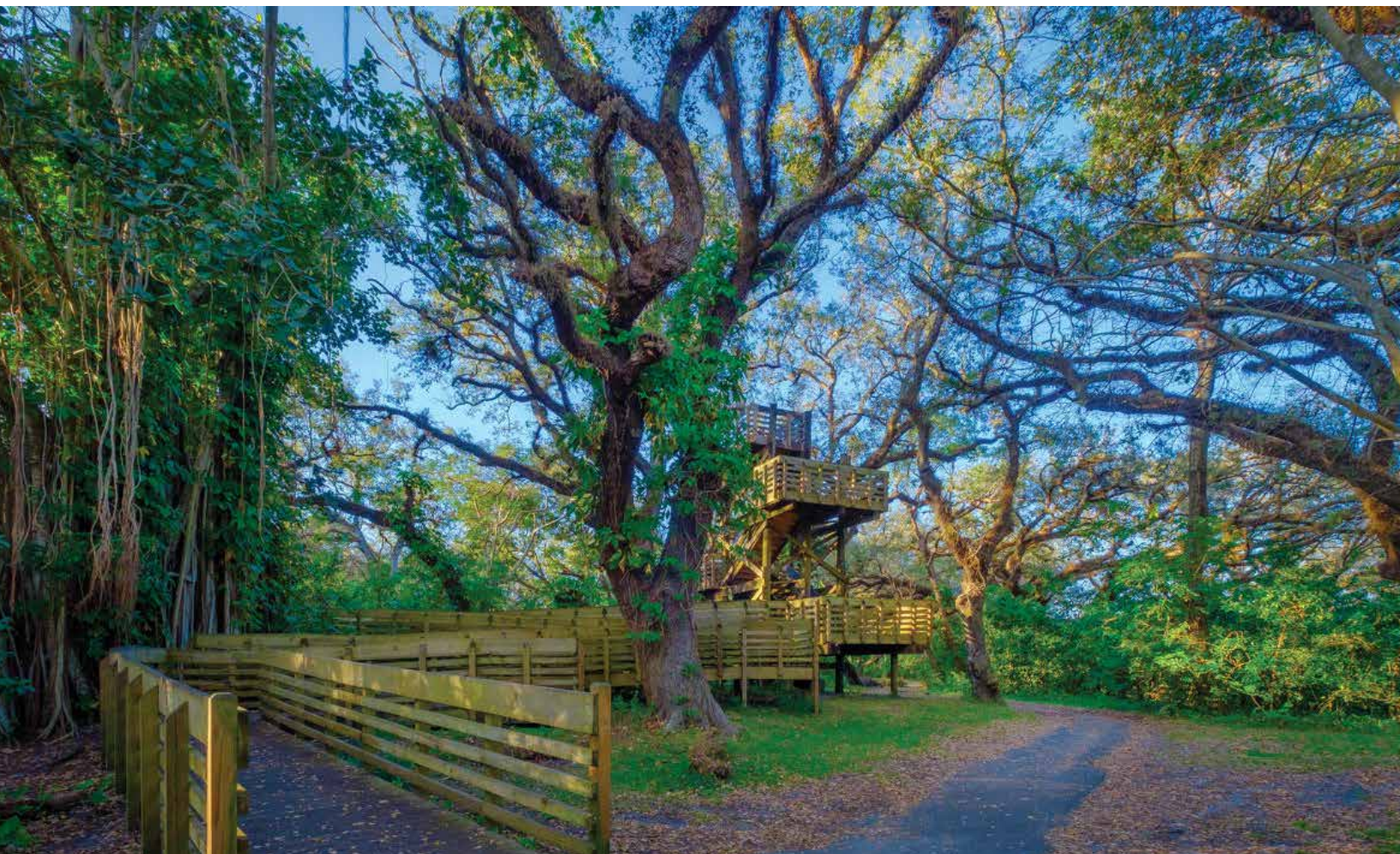
BVK is fortunate to have a well-rounded strategic planning and research team with a deep understanding of what DMO’s face today. Our strategic planners not only are another source to help distill and interpret data and secondary research, but they are also experienced in overseeing all aspects of developing, executing and evaluating primary research.

Research Tools

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:** “The Survey of the American Consumer,” is a study fielded twice a year that provides product and brand use demographics, attitudes and opinions, media habits and other information that is extremely valuable in identifying our target audience in detail but also providing insights on their media preferences and buying habits.
- **Nielsen Television:** Total market availability ratings and viewership data for all 210 U.S. television markets.
- **Arbitron/Nielsen Radio:** Total rating and demographic information for all U.S. radio metros.

- **Nielsen County Coverage:** Provides television and radio data for every county in the U.S.
- **SQAD:** Spot Quotation and Data provides cost per thousand and cost per point information for every television and radio market in the U.S. Information is provided by demographic, daypart, quarter and market and is used in planning and buying to get our clients the most for their investment.
- **ComScore:** Measures website viewership by demographic. The data is available on a national basis or by individual DMA.
- **Kantar:** This tool provides competitive spending data on both a national and individual market basis. In addition, some creative is also available.
- **Strata:** Strata is a media buying software program that BVK used to purchase media placements across all channels.
- **Marin Software:** Marin Software is the leading platform for managing paid search and other programmatic media, such as display and social media. The platform is directly integrated with search engines and other inventory sources and provides an intuitive cross-publisher workflow that allows learnings from one publisher to be applied to the others. Marin allows BVK to regularly optimize at a rate much more frequent than is possible by a human, while providing tools to streamline the work flow while gaining greater management efficiencies.
- **CubeYou:** A consumer data resource that pulls together online and offline data leveraging social media statistics, syndicated studies, government surveys and more.



2.3 Media Planning and Buying

a. Indicate how the team can leverage value added opportunities.

Execution of the media plan is a critical element of the integrated marketing communications mix. After constructing and negotiating our client's media plan, as outlined in our answer to number 2 on page 19, 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 dollars while allowing vendors to maintain margins—it's a win/win for everyone.

Although we always consider standard added value such as television and radio billboards, DJ reads, bonus print ads and no-cost incremental digital impressions, we also work closely with our media partners to develop custom added-value programs. We pursue extensions that are measurable, deliverable, effective and drive meaningful results. BVK practices value-added integration wherever possible, ensuring the fundamental brand strategy works across all media. Whenever possible, we also leverage

our media clout within the PR space, at promotional events and in direct marketing to generate attractive ROI.

BVK also takes a broad view of the programmatic media landscape instead of compartmentalizing it purely as access to "cheap" media. Our trading desk solution provides us with access to the same inventory that any media/tech company can, but additionally it allows us to leverage the right data to power our advertising decisions. While this certainly positions clients to save money on digital, we look at it as an opportunity to be smarter and more effective with the dollars. The "added value" in exchange-based media lies in the highly reduced management fees and powerful data-driven media opportunity. In most cases, our clients save 50%-60% on programmatic by eliminating the markup that ad networks and DSPs can put on their buys.

The following pages show just a few illustrations of a variety of different added value programs BVK has delivered for our DMO clients.



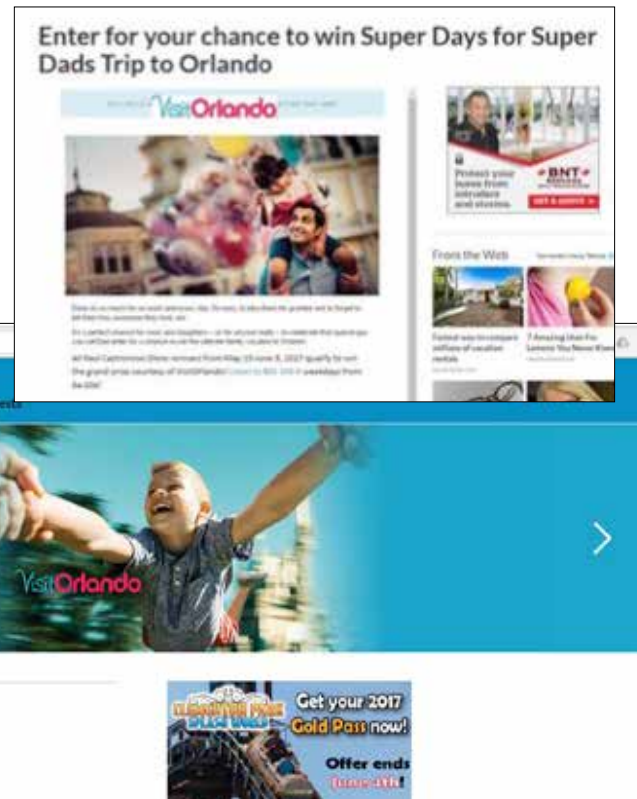
Visit Orlando + iHeart Media

As part of our strategic media planning process, we identified key media channels we wanted to consider for our out-of-state campaign for Visit Orlando. We also wanted to explore all ways to maximize the efforts in these channels leading us to iHeart Media who is an industry leader in OOH, radio and digital. BVK was able to leverage a partnership at the corporate level that provided Visit Orlando:

- Access to better pricing
- Additional creative firepower
- Exclusive added-value and bonus media
- Unique opportunities across radio, OOH and digital

By working through a special team at iHeart Media, we were able to complement the traditional media buy with radio roadblocks on key days, live DJ chatter (with provided talking points), added-value spots, digital placements including home-page takeovers, :60 contextual spots produced by iHeart and extended OOH units. Added value on the campaign delivered over 151% incremental value with 161% in bonus impressions.

MEDIA COVERAGE



ONLINE BANNER



OUT OF HOME



VSPC + Florida's Natural + Meredith Publications

BVK digs deep for our clients to make their marketing dollars work overtime. What started out as a negotiated co-branded print buy (with a partner who traditionally didn't run print) turned into a full co-branded partnership between Visit St. Pete/Clearwater and Florida's Natural OJ. Florida's Natural OJ was included in Visit St. Pete/Clearwater print ads. In return, Visit St. Peter/Clearwater's creative messaging was included nationally on a full carton side panel of 12 million OJ cartons. The partnership between these two brands allowed each to benefit well beyond the dollars invested.

What made this a success, wasn't just the partnership in creative messaging, but more so the alignment of like-minded consumers with similar brand values.

Creative messaging was developed with the objective to generate interaction, focusing on driving consumers to a custom-built campaign microsite and incenting them to engage with content links such as recipes featuring Florida's Natural OJ and vacation information about the Visit St. Pete/Clearwater area with a sweepstakes tie-in.

CARTON ART &
IN-STORE PRODUCT



The co-branded campaign had an unprecedented response. The campaign microsite had 1.6+ million page views and generated 648,624 sweepstakes entries. Consumers didn't just enter, they engaged. VSPC received 19,408 requests for their destination magazine (visitor guide) and 16,268 opt-ins for their destination e-newsletter. An evaluation was done six months post-campaign and more than 80% of those who opted in to the email database were still engaged subscribers. The campaign played a part of Visit St. Pete/Clearwater having a banner year with visitation from domestic opportunity markets up 10%—resulting in overall visitation for the year up 5%.

DRINK IN THE SUNSHINE
IN ST. PETE/CLEARWATER.
ENTER TO WIN TODAY!

If you like natural, you'll love St. Pete/Clearwater. Our 35 miles of spectacular Gulf beaches include Clearwater, named "Florida's Best Beach Town" by USA TODAY. And St. Pete Beach, voted #1 in the U.S. by TripAdvisor. It's the natural choice for a beach getaway. Enter for a chance to win a trip for 4 at FloridasNaturalBeaches.com.

 **ST. PETERSBURG
CLEARWATER**

   @VSPC

NO PURCHASE NECESSARY. The "Florida's Natural Beaches" Sweepstakes is open to legal U.S. residents (& D.C.), 21 years of age or older at the time of entry. Sweepstakes ends on 5/31/14. For online entry, Official Rules, and complete details, visit www.FloridasNaturalBeaches.com. SPONSOR: Visit St. Pete/Clearwater. VOID WHERE PROHIBITED.

PRINT - BACK



**WELL, HERE IT IS
IN A CARTON.**

Florida's Natural
PREMIUM
Squeezed From Our Fresh Oranges
NOT FROM CONCENTRATE

NO PULP

W... for det...
ST. PETERSBURG
CLEARWATER

USA

NO PULP


Drink in the sunshine with Florida's Natural and St. Pete/Clearwater. Florida's Natural is g...
Florida. So you always know it's fresh and delicious. Find tasty recipes online featuring f...
from a new twist on a mimosa to orange meringue pie—all from top area chefs.

ENTER FOR A CHANCE TO WIN A TRIP FOR 4 AT FloridasNaturalBeaches.com.

   @VSPC




NO PURCHASE NECESSARY. A PURCHASE WILL NOT INCREASE YOUR CHANCES OF WINNING. Open to legal residents of the 50 United States (U.S.), who are 21 years of age or older at the time of entry. VOID WHERE PROHIBITED. Prizes end 3/31/19. For Official Rules, prize descriptions and odds disclosure, visit www.FloridasNaturalBeaches.com. Sponsor: Visit St. Pete Clearwater, 12805 58th Street North, Suite 2-200, Clearwater, FL 33760.


PRINT - FRONT



**IF ONLY THEY COULD
BOTTLE THIS FEELING.**

Warm sun. Gentle breeze. And Florida's Best Beaches, like Clearwater, voted "Florida's Best Beach Town" by USA TODAY, and St. Pete Beach, TripAdvisor's #1 in the U.S. All of which makes St. Pete/Clearwater a natural for your next getaway.

ENTER FOR A CHANCE TO WIN A TRIP FOR 4 AND
MUCH MORE AT FloridasNaturalBeaches.com.    @VSPC

 **ST. PETERSBURG
CLEARWATER**

WEBSITE

The banner features a large, vibrant image of a smiling woman with blonde hair and sunglasses, wearing a yellow shirt, with her arms outstretched. To her left, there's a smaller image of a man's face. Below the woman, a box of Florida's Natural OJ is displayed. The background is a bright yellow with a large white swirl graphic. The text "DRINK IN THE SUNSHINE OF ST. PETE/CLEARWATER AND FLORIDA'S NATURAL." is written in a bold, orange, sans-serif font. Below this, there are two white buttons with orange text: "FLORIDA'S NATURAL OJ RECIPES" and "ENTER SWEEPSTAKES". At the bottom, there's a yellow bar with the text "HERE'S WHAT ONE GRAND PRIZE WINNER WILL RECEIVE".

ST. PETERSBURG CLEARWATER

Deals Hotels & Rentals Beaches & Outdoors Events & Festivals Dining & Entertainment Arts & Culture Cities & Towns Maps & Planning

DRINK IN THE SUNSHINE OF ST. PETE/CLEARWATER AND FLORIDA'S NATURAL.

FLORIDA'S NATURAL OJ RECIPES

ENTER SWEEPSTAKES

If you like natural, you'll love St. Pete/Clearwater. Here you can bask in warm sunshine and enjoy 35 miles of spectacular white-sand beaches—like Clearwater Beach, voted "Florida's Best Beach Town" by *USA Today*, and St. Pete Beach, TripAdvisor's #1 beach in the U.S. in 2012.

And whether you're on our beaches, or dreaming about them from home, you can drink in the sunshine with Florida's Natural® Brand Premium juices. Home-grown with Florida sunshine, they're made and packaged in Florida too, so they're always fresh, natural and 100% satisfying.

HERE'S WHAT ONE GRAND PRIZE WINNER WILL RECEIVE

VSPC + AT&T + iHeart Media

Leveraging media that we would already be doing for a client to bring value to a partnership is a formula that has worked well for us more than once. BVK leveraged a promotional partnership with the AT&T Chicago Flagship Store on Michigan Ave. into a partnership like no other.

The “Your Beach is Calling” campaign supported AT&T’s mission to drive foot traffic to the store with an iHeart radio buy and OOH integration featuring a sweepstakes with Visit St. Pete/Clearwater.

Promotional messaging encouraged consumers to visit the AT&T store, or go online, to enter for a chance to win a getaway to Visit St. Pete/Clearwater including technology and accessories from AT&T. BVK leveraged the promotional partnership with enhanced destination

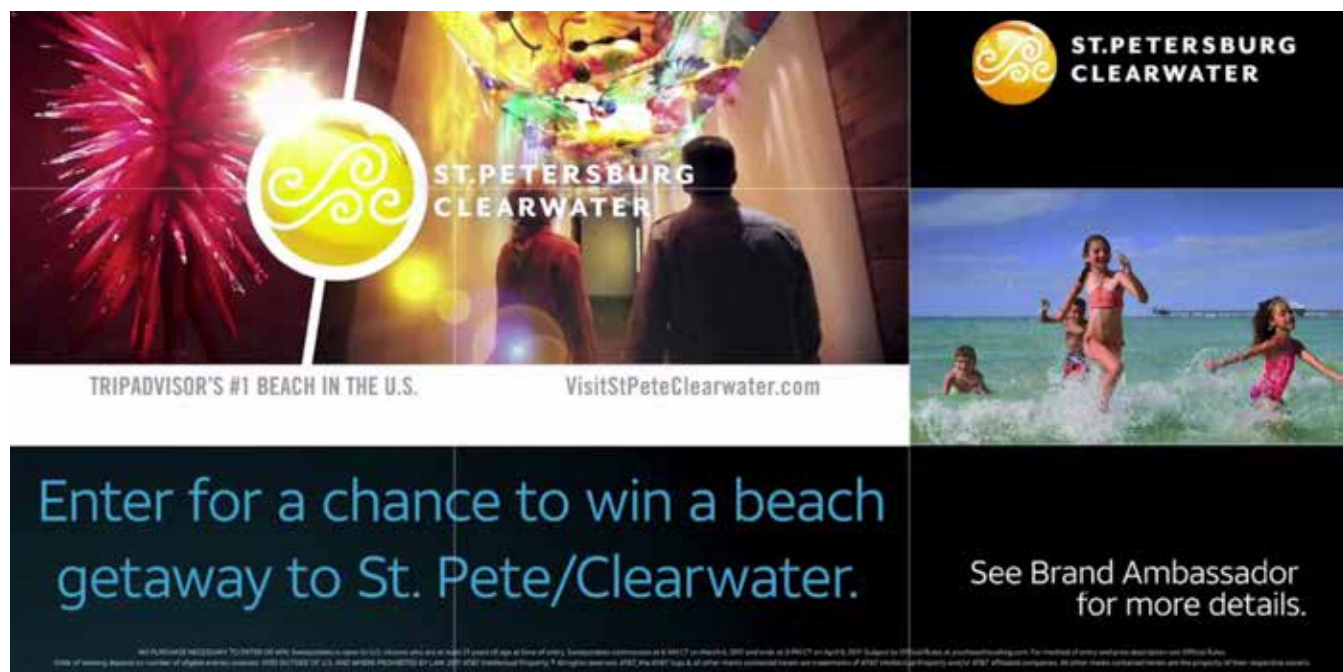
in-store branding and collateral distribution during the campaign.

But we didn’t stop there. BVK uncovered the opportunity with AT&T to host an in-store event and in turn pushed the value of the radio buy with iHeart to a whole new level. BVK leveraged the prime, Michigan Ave. AT&T event space with iHeart to showcase an exclusive concert with an up-and-coming artist for their listeners. iHeart secured the talent and promoted winning exclusive tickets to see the artist at the VIP event at the AT&T store plus a chance to win a getaway to Visit St. Pete/Clearwater. At the event, Visit St. Pete/Clearwater offered event goers swag and hands-on interaction with the brand through VR. Social and digital promotion of the effort from AT&T, iHeart and the artist pushed the integration value even further.

IN STORE PROMOTION



IN STORE VIDEO WALLS



SOCIAL



PRIVATE PERFORMANCE



Wyoming + HGTV + Tiny House Mobile Unit

BVK's challenge for Wyoming was not only to build a national brand on a budget much more conducive to regional targeting, but to give visitors reasons why they should experience the state beyond the familiar icons. An initial audience exploration, using MRI and visitor data, led us to identify unique characteristics of potential Wyoming travelers; namely their likelihood to seek adventure and freedom. We also identified that our visitors were heavy consumers of HGTV whose tiny house content was all the rage. Through cross-discipline ideation, we uncovered an opportunity to relevantly showcase more of the state while aligning with trending HGTV content by developing an integrated mobile "tiny house" program dubbed "Call of the WY" that was co-produced and promoted by the network.

The program was implemented in two key phases:

Phase 1 involved a casting call, by which creative/media asked for entries into the "Call of the WY" contest—a chance for a social media influencer to spend the summer in Wyoming traveling the state in our custom tiny home creating content along the way. HGTV produced a custom casting call vignette as added value and aired it nationally along with our brand TV spot. Viewers were driven to a custom hub, also produced as added value, where they could enter and be linked to primary Wyoming visitation information. Wyoming also became the exclusive sponsor of all Tiny House content on HGTV for the three-month spring timeframe, including high impact ad units on HGTV. Importantly, BVK negotiated social media promotion of the casting call on HGTV's social

platforms as added value, which provided some of the best reach and engagement of the entire program.

Phase 2 of the program featured the winner of the casting call and, in real time, documented their adventures within the state. The execution of this part of the program is an exciting case study in-itself. Here, we developed a custom sweepstakes with HGTV to drive continued engagement with the Call of the WY content while also gathering email leads and distributing visitor guides, two of the primary program KPIs. BVK created a program to enable industry partners to "buy in" to the program at the local level by being a "featured destination" on the tour.

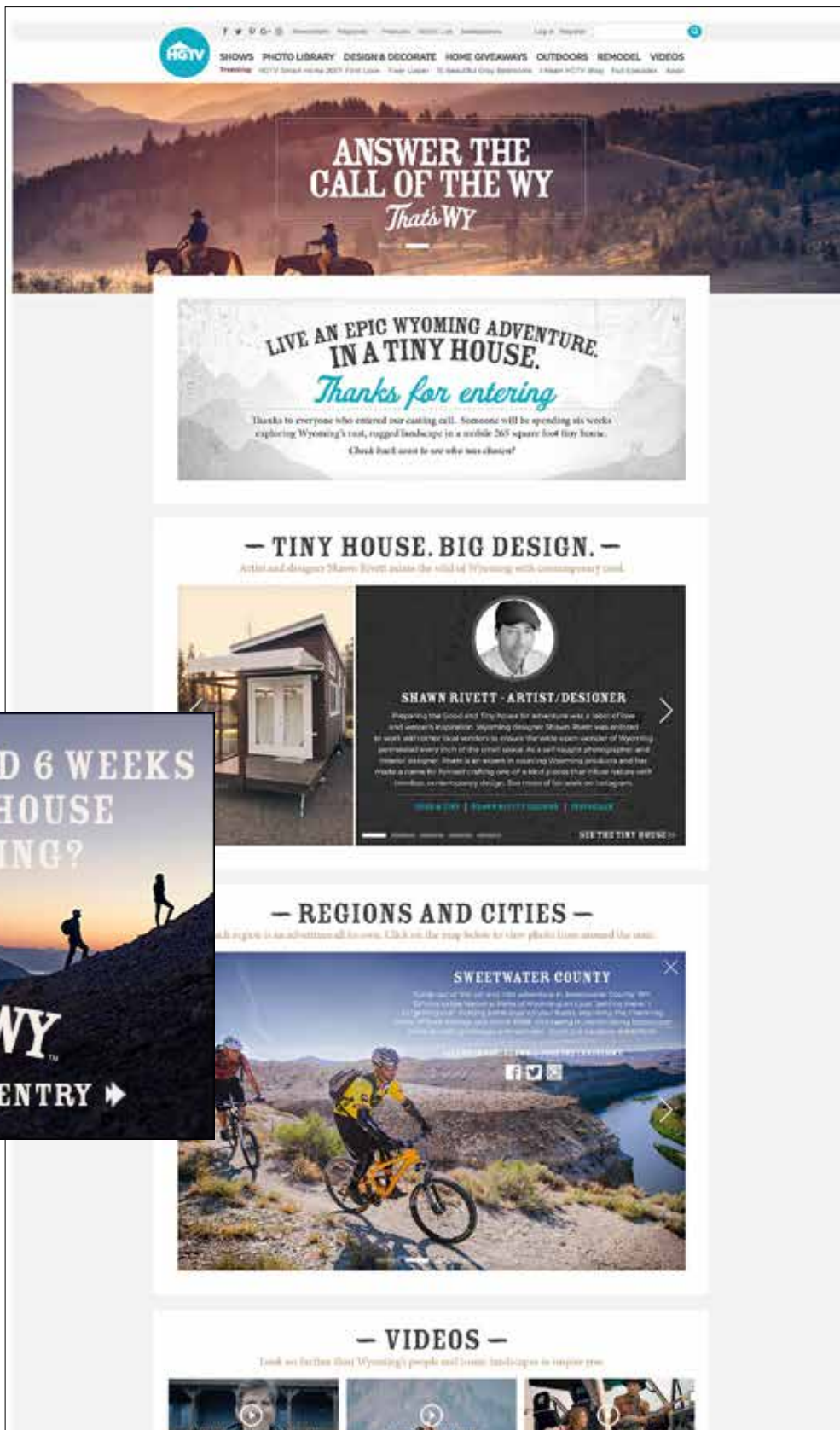
HGTV also created a custom web promo spot to drive visitors to their digital Tiny House Big Living content, which was sponsored exclusively by Wyoming and drove significant traffic to our Call of the WY custom hub on HGTV. The network also funded the cash prize for the promotion. In the end, Wyoming was seamlessly integrated into the HGTV environment, both on-air and online, while being inextricably linked to their tiny home programming.

The custom Call of the WY hub experienced 2.5 million page-views from 765,000 unique visitors, accounting for more than 75% of total campaign conversions. And the summer sweepstakes generated 762,684 entries along with 16,000+ opt-ins. Importantly, it contributed to a 3.2% overall lift in influenced trips to the state and was the primary driver behind the \$459 national ROI.

CALL OF THE WY TINY HOUSE



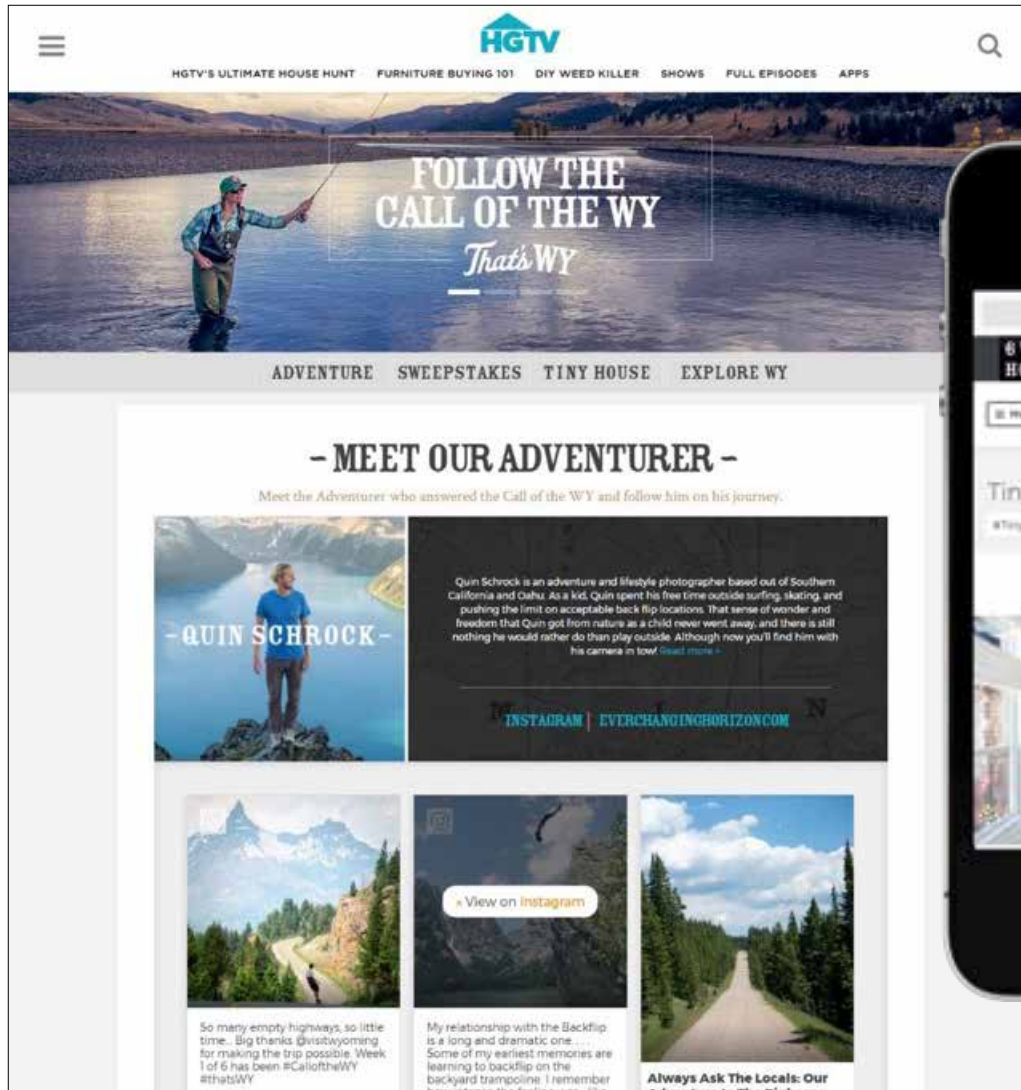
CASTING CALL WEBSITE



CASTING CALL ONLINE BANNER



CALL OF THE WY WEBSITE



MOBILE VERSION



SOCIAL



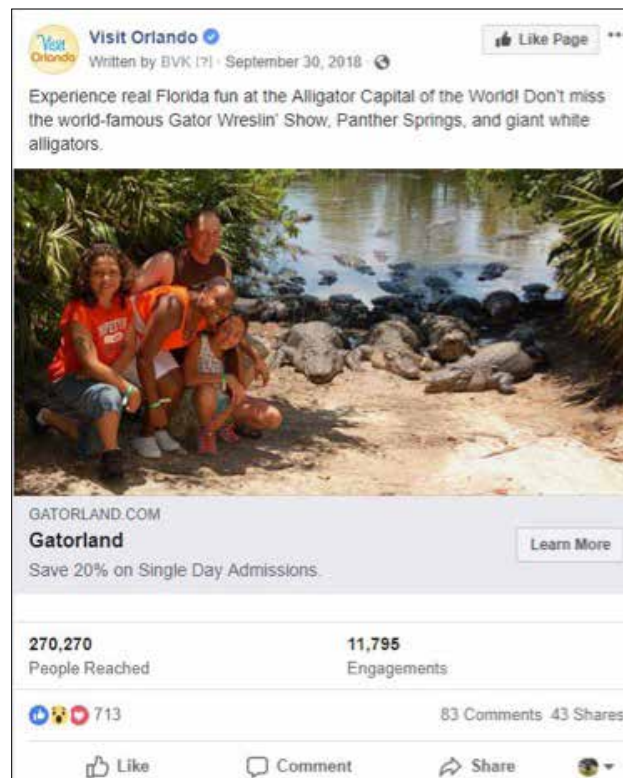
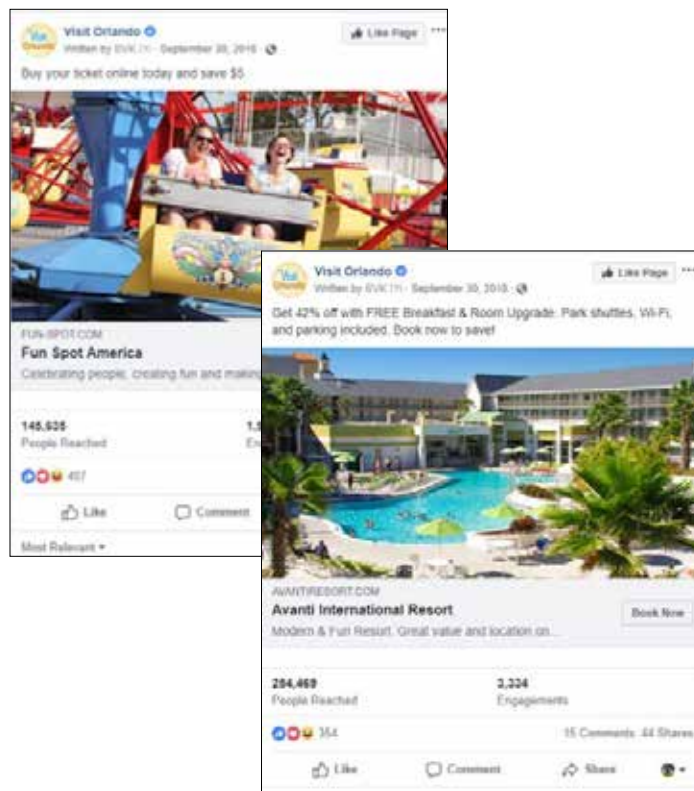
b. Indicate how the team would handle industry co-op advertising opportunities and leverage media buys and sponsorships.

BVK is well known for our ability to put together partnership programs with a strong ROI. We assist our partners in the pursuit, development and implementation of innovative, effective and unified tourism marketing programs that leverage and increase our DMO partners' promotional resources. BVK's relationships and expertise in the development of mutually beneficial marketing partnerships got the attention of the U.S. Department of Commerce (USDOC) when it sought partners to implement the first-ever inbound international marketing program for the U.S. and hired BVK to implement the co-operative partnership component of that endeavor. The mandated public partner co-op matching fund goal was exceeded by 32%. The success of this initial effort helped pave the way for the U.S. Travel Promotion Act which led to the creation of Brand USA, an organization with whom BVK works closely for our DMO clients. And it's this same innovative approach to mutually beneficial partnerships that BVK initiated when it established the first-of-its-kind multi-platform global content and distribution partnership between the worlds' leading travel publisher, Lonely Planet and a U.S. DMO.

BVK also develops and manages robust annual co-operative advertising programs for many of our DMO clients and their local industry stakeholders for leisure, meetings and conventions, luxury and niche segments. To help manage these programs, BVK has developed a process we employ through a custom and comprehensive web-based system. This tool allows co-op partners to purchase programs, upload materials, access contracts, view "as released" creative and track results. Back-end administrative tools are easily available to both BVK and our clients for quick access to information and program management. BVK manages this program to deliver turnkey access to everything from sales presentations to ongoing partner communication and billing.

The following showcases some recent co-op programs implemented on behalf of our DMO clients.

SOCIAL



TRIP ADVISOR

Traveler Overview
4.5 (1,901 reviews)
Excellent 73%
Very good 20%
Average 5%
Poor 1%
Terrible 1%

About
From aspect of being? How can you at 27°C? ...
Open Now
Hours Today: 10:00 AM - 10:00 PM
Suggested duration: 1-2 hours
As featured in: One Day in Orlando

Contact
1500 International Dr. (1 mile west of) ...
Phone Center
+1 407-222-4384

Ways to Experience iFLY Indoor Skydiving - Orlando

Orlando Indoor Skydiving Experience
\$74.00 [More info](#)

In the City Discount Card: Orlando
\$14.99 [More info](#)

Reviews (1,901)
Traveler rating: Excellent, Very good, Average, Poor, Terrible
Traveler type: Families, Couples, Solo, Business, Friends
Time of year: Mar-May, Jun-Aug, Sep-Nov, Dec-Feb
Language: All languages, English (1,901), Portuguese (70), Spanish (11)

Multiple Sessions
\$14.99 [Book now](#)

Traveler Overview
4.5 (2,847 reviews)
Excellent 73%
Very good 20%
Average 5%
Poor 1%
Terrible 1%

About
A top-notch family fun theme park, with Orlando's only ...
Open Now
Hours Today: 10:00 AM - 12:00 AM
Suggested duration: 2-3 hours
As featured in: Orlando for Families

Contact
1500 Fun Spot Way, Orlando, FL 32819-0001
Phone Center
+1 407-363-3007

Ways to Experience Fun Spot America

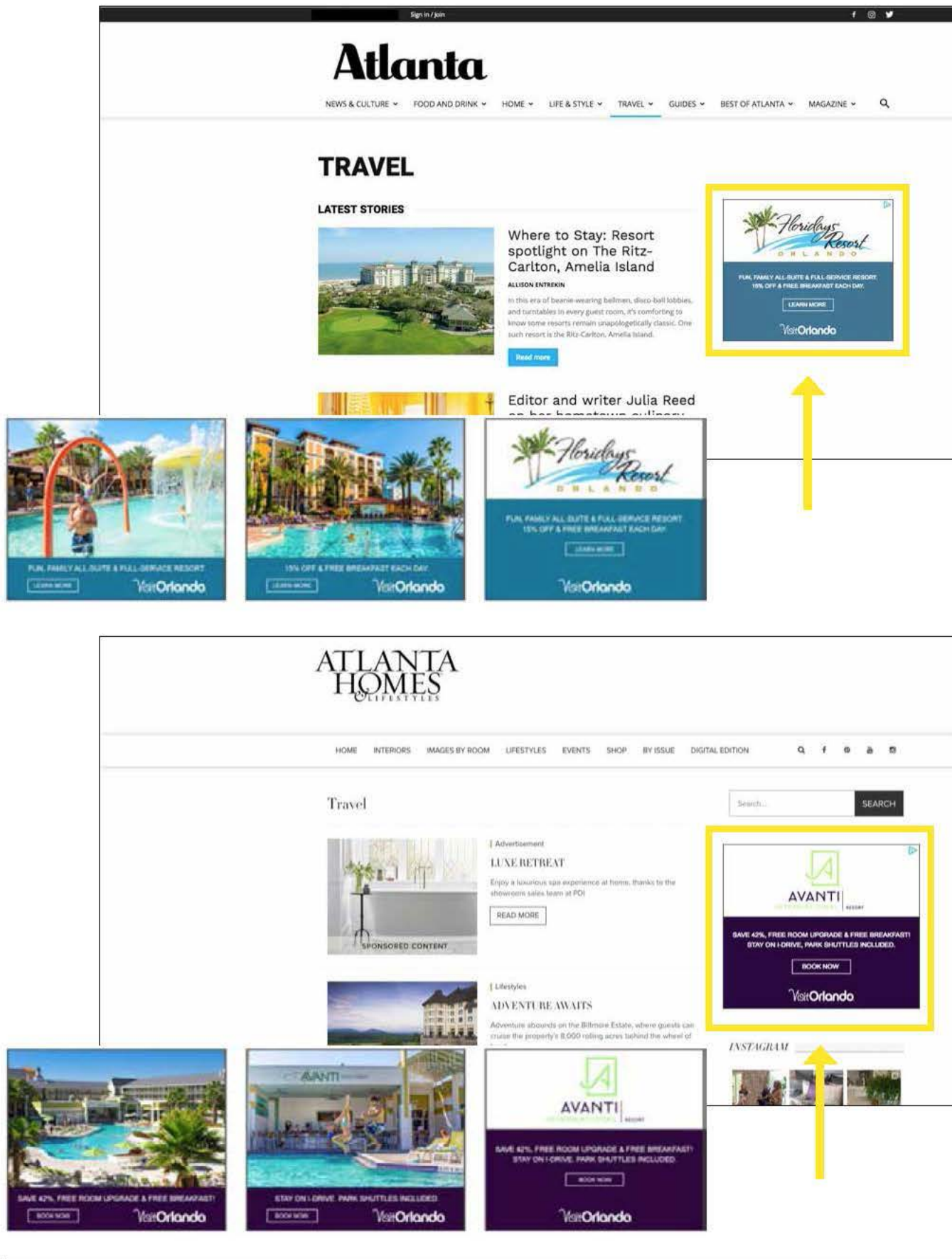
Fun Spot America
\$47.79 [More info](#)

Orlando Explorer Pass
\$69.00 [More info](#)

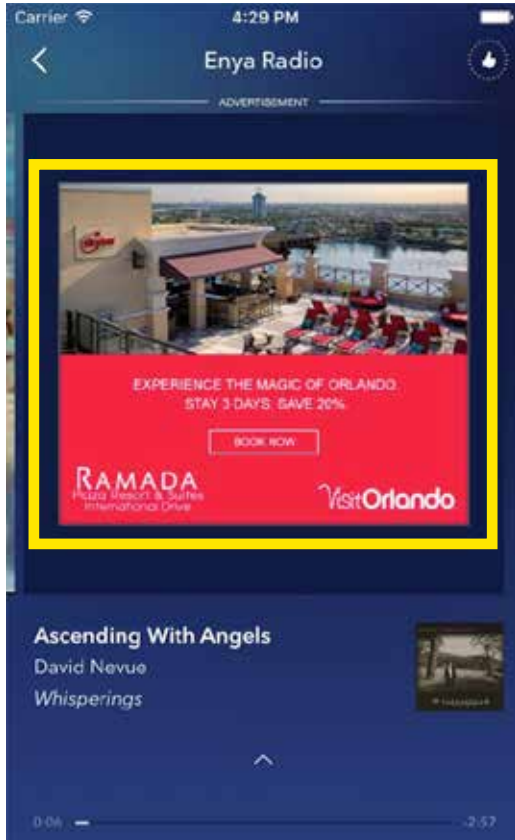
Reviews (2,847)
Traveler rating: Excellent, Very good, Average, Poor, Terrible
Traveler type: Families, Couples, Solo, Business, Friends
Time of year: Mar-May, Jun-Aug, Sep-Nov, Dec-Feb
Language: All languages, English (2,847), Portuguese (70), Spanish (11)

Multiple Sessions
\$47.79 [Book now](#)

SJOERN



PANDORA RADIO AND ACCOMPANYING ADS



CO-OP RADIO :15 / :15

In Orlando, you can immerse yourself in one-of-a-kind experiences that capture your imagination. And Visit Orlando is here to help you plan YOUR uniquely Orlando vacation with expert advice and exclusive offers like this one:

Partner Tag

Stay three nights and save twenty percent at the incredible Ramada Plaza Resort and Suites Orlando international Drive—a family favorite located near some of Orlando's top attractions. For details and to claim this offer, click or tap your screen now. Blackout dates apply.

OUT OF HOME



CO-OP PRINT



Uniquely PERFECT.
Plan your vacation at VisitOrlando.com

Make the most of your trip with these exclusive offers from our travel partners.



Bahama Bay Resort & Spa
Experience the unexpected comfort of a vacation rental with two- and three-bedroom villas just 30 minutes from Walt Disney World® Theme Parks and attractions. Senior rates available.
1-855-512-9453 • SeniorsSavingsInOrlando.com



DoubleTree by Hilton Orlando at SeaWorld
Escape to the DoubleTree by Hilton Orlando at SeaWorld, rates from \$99. You will love our new redesigned vacation oasis! Free transportation to SeaWorld® Orlando and Universal Orlando Resort®.
407-252-1100 • DTResortOrlando.com



Kennedy Space Center Visitor Complex
Experiencing space is closer than you think! Free admission for 5th graders. Visit our website to download your coupon. Valid through December 2018.
1-855-456-8522 • KennedySpaceCenter.com



Margaritaville Resort Orlando
Opening early 2019, Margaritaville Resort Orlando features a lagoon-style pool and soft sand beach, 14-acre water park and so much more, located minutes from area theme parks.
1-855-995-9099 • MargaritavilleResortOrlando.com



Uniquely memorable.
VisitOrlando
Explore, Plan & Save at VisitOrlando.com
Check out these exclusive offers from our travel partners.



Bahama Bay Resort & Spa
Experience the unexpected comfort of a vacation rental with two- and three-bedroom villas just 30 minutes from Walt Disney World® Theme Parks and attractions. Senior rates available.
1-855-512-9453 • SeniorsSavingsInOrlando.com



DoubleTree by Hilton Orlando at SeaWorld
Escape to the DoubleTree by Hilton Orlando at SeaWorld, rates from \$99. You will love our new redesigned vacation oasis! Free transportation to SeaWorld® Orlando and Universal Orlando Resort®.
407-252-1100 • DTResortOrlando.com



Kennedy Space Center Visitor Complex
Experiencing space is closer than you think! Free admission for 5th graders. Visit our website to download your coupon. Valid through December 2018.
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Uniquely joyous.
VisitOrlando
the Never Ending Story



Margaritaville Resort Orlando
Opening early 2019, Margaritaville features casually luxe hotel rooms, themed restaurants, a lagoon-style pool, soft sand beach, and so much more, located minutes from area theme parks.
1-855-995-9099 • MargaritavilleResortOrlando.com



Uniquely INSPIRING.
Plan your vacation at VisitOrlando.com



Margaritaville Resort Orlando
Opening early 2019, Margaritaville Resort Orlando features a lagoon-style pool and soft sand beach, 14-acre water park and so much more, located minutes from area theme parks.
1-855-995-9099 • MargaritavilleResortOrlando.com

CO-OP PRINT

ST. PETE CLEARWATER
LOVE THE BEACH

VisitStPeteClearwater.com | #LiveAmplified

Bask in the art of life. Say yes to the Adagio in the heart of the U.S. in 2018. Indulge in indulgent accommodations and resplendent sunsets. Explore laid-back beach towns, world-class museums and four star resorts. Welcome to the American Tropics.

ST. PETE CLEARWATER
South of Beaches

ST. PETE CLEARWATER
FOLLOW THE SUN

BeachesOfOrlando.com | #LiveAmplified

Go west for the best beaches, just 90 miles on I-4.

THE DON CESAR ST. PETE BEACH
Enjoy 55% off your lodging stay at the Don Cesar Hotel. Promo Code: DCSL. DonCesar.com

IMAGINE MUSEUM DOWNTOWN ST. PETERSBURG
Dedicated to displaying the explosive growth and development of the Entertainment American Studio State movement. Get Inspired! ImagineMuseum.com

WYNDHAM GRAND CLEARWATER BEACH
Enjoy 20% off your stay at the newest resort on Clearwater Beach. Promo Code: WTBBS. WyndhamGrandClearwater.com

Clearwater Marine Research Center
Home to Moby Dick of the Seven Seas. See Moby Dick.

Wyndham Grand Clearwater Beach
Treats you to America's #1 beach with 2.5 guest rooms, all with water views. WyndhamGrandClearwater.com

Shoreline Hotel & Resort Clearwater Beach
Coastal elegance to new beachfront resort. ShorelineHotel.com

Adagio Beach Resort St. Pete Beach
Visit St. Pete Beach. Adagio Beach Resort.

Tranquility Island Resorts St. Pete Beach
A beach vacation with a lot of tranquility under the sun.

Imagine Museum St. Pete
IMAGINE a Museum where creativity and innovation come together to create art.

ST. PETE
CLEARWATER

LOVE THE AMERICAN TROPICS

FLORIDA
Orlando
ST. PETE
CLEARWATER

The American Tr

from sand as your lone hawk flies in to velvet-top night. It's time to tipster hawks, fire truck, worm and sophisticated cocktails on pale-dipped marshes, the St. Peter's/Quadrant area has a diverse, mixology of options when the sun goes down. Downtown St. Pete is the sight/feels eye-catcher, a patchwork of vibrant, distinct neighborhoods, from upscale cafe to the Black Drive waterfront to the booming lanes of Central Avenue's historic Detroit Block to the old-school diner and multimillion dollar live of the Central Arts District, the Edge District and the laid-back Baywater Grand Central District, epicenter of the area's LGBT community. There's a scene to suit every vibe, from low-key cocktails to a raved-up dance party to a formal, date night. And should the mood change, a game of shuffleboard, a thumping sound system, or a glass of wine under the stars is usually just a stroll away. [Pin it/your-Gulf-Coast-Grand-revival-at-WildStPetersbeach.com](http://Pin.it/your-Gulf-Coast-Grand-revival-at-WildStPetersbeach.com)

Your parents await at Traditions
Island Resorts on St. Pete Beach.

Welcome to the new Wyndham Grand
Clearwater Beach with views of the Gulf.

Enter into the world of amazing glass art at Olympia Museum in downtown St. Petersburg. olympiapark.ru/en

[illegible][illegible]

Past Performance Evidence of Knowledge and Experience

3

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. Provide a minimum of three projects with references. Vendor should provide references for similar work performed to show evidence of qualifications and previous experience. Refer to Vendor Reference Verification 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 following:**
 - i. Minority Demographic markets, including U.S. Domestic, African American, women owned, LGBT+ and Latino markets.**
 - 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.**

CASE STUDY

MAINE OFFICE OF TOURISM

- a. Key Team:** Kevin Kriehn, Victoria Simmons, Darlene Stimac, Mitch Markussen, Nick Pipitone, Pete Weninger
- b. Identify if the project included any of the following:**
 - i. Demographic markets:** U.S. Domestic
 - ii. Contract structure/billing:** 3-year contract term; full agency of record; fee for account service and media; creative services billed at standard hourly rates.
 - iii. Integrated expertise:** Demonstrated within case study
 - iv. Co-op/Partnerships:** L.L.Bean: MOT/BVK partnered with Maine-based national retailer to execute a mutually-beneficial program to highlight Maine and L.L.Bean as premiere brands in outdoor recreation. Partnership included a production shoot in Maine fully outfitted by L. L.Bean to produce creative assets to develop feature website. Both entities promoted the feature on their paid, earned and owned channels.

Client Requirement

Become the premier four-season destination in New England.

Challenge / Goals / Objectives

Increase stagnant or slow growth in overall visitation to Maine. Despite being high on many people's bucket lists, visitation to Maine was beginning to flatten out resulting in very slow growth. Prior to working with BVK, the Maine Office of Tourism's (MOT) marketing campaign was built around a theme line, "There's More To Maine." Which focused heavily on the many things to do and see in the state without fully capturing the indescribable aspects of Maine—the very essence that makes it so unique. In order to drive visitation, the MOT needed to communicate this "essence" in a way that is emotionally compelling. Beyond inviting people to visit Maine based on the availability of more activities, Maine needed to connect to people's emotions—their values—their personal identities. We needed to draw people into Maine's charm, fuel their imaginations, ignite their senses and compel them to experience a vacation like no other.

Strategy / Approach

Our approach was really two-fold. First, through our values-based positioning approach, we sought to capitalize on the personal allure of Maine by tying it to a core human value. BVK landed on one both true to the state but true to those seeking to experience it...

Originality. Next, we needed to extend our reach to capture those beyond current advertising geography. When BVK was first engaged by the Maine Office of Tourism, the marketing efforts consisted of advertising primarily in the New England area.

BVK fielded a market segmentation to specifically predict which consumer groups are most likely to visit Maine. The results of the study were directly applied in evaluating media consumption as well as message receptivity among the highest ranking consumer groups.

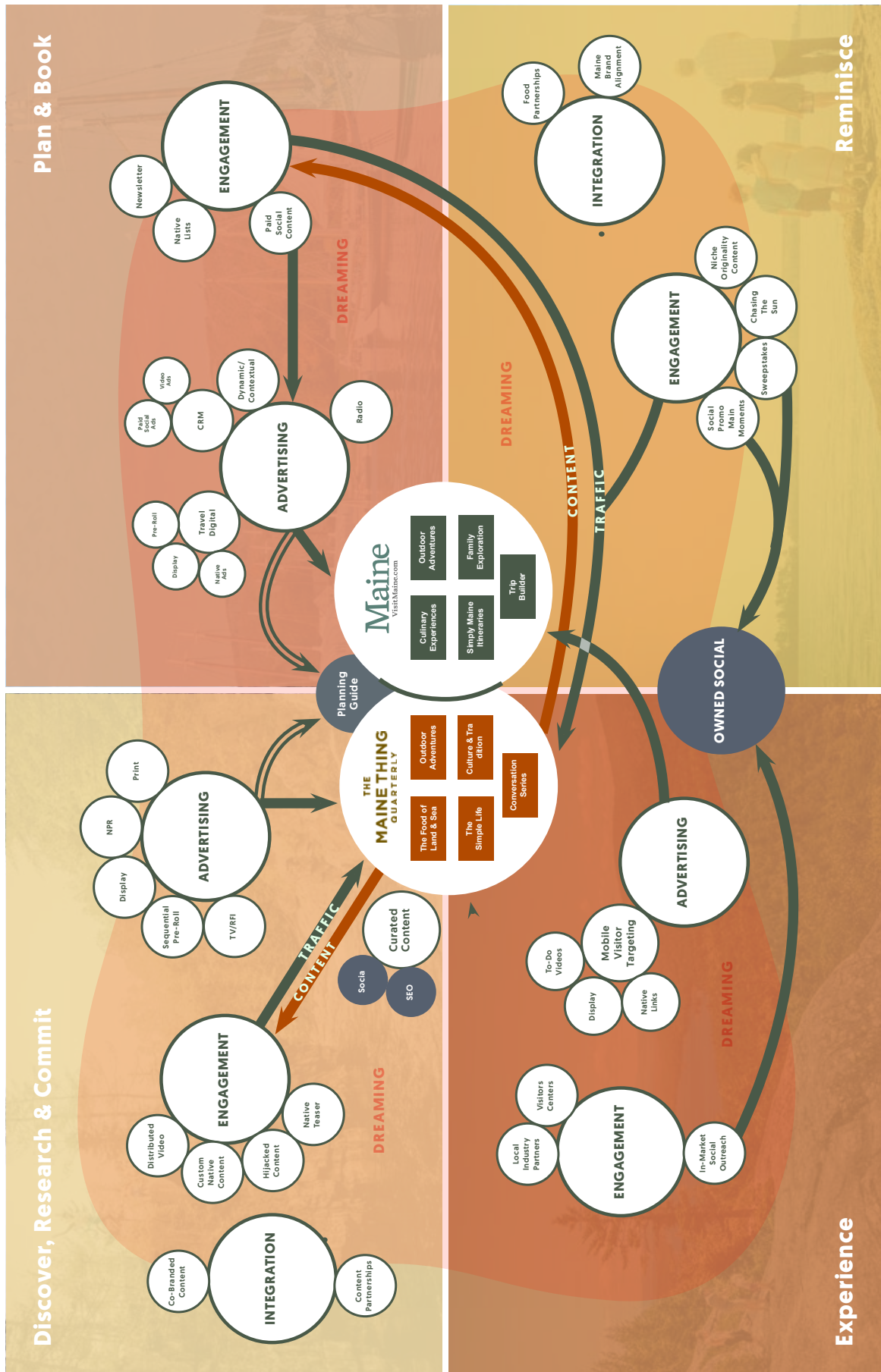
Based on visitor data and a proprietary media model developed by BVK, we could illustrate that by broadening the marketing coverage area we would be able to greatly expand their sphere of influence to drive first-time visitation. Research also showed that overall brand awareness levels were low, indicating that TV was going to be an important part of the media mix to drive awareness. Our challenge was to expand markets while

not sacrificing some of the hard working lead generation programs that are required to distribute the Visitor Guide and e-publications.

The communication model developed for the campaign was based on the premise that consumer driven conversations happen in a channel neutral fashion where interactions with DMO content often occur outside of owned media such as the website, or their own social media accounts. The Maine Thing campaign aimed to leverage both aggregated and curated content from complementary brands and consumers as part of Maine's overall brand identity.

At the same time, Maine's executional strategy needed optimization so both message and medium were catering to their individual strengths. With the goal of building first time visitation and moving people around the state, we underwent an extensive connection planning exercise, leveraging internal and external data related to the Maine traveler. Since people early in the planning stages consumed different content (for different purposes) than someone who had made the decision to travel to Maine already, we wanted to treat them differently. To account for this, BVK explored the travel journey and determined which touchpoints would have the most influence in driving business goals. These included opportunities to integrate content with publishers, engage customers offsite so they would drive to/consume our content, and impactful advertising tactics designed to stand on their own (without an interaction).

A result of this approach was the proper alignment of KPIs to strategy; knowing a powerful opportunity to engage may not be directly measurable or attributable to a specific action. In some cases, we were able to blend the branding impact of certain media with the goal of distributing 1:1 content. One example of that was a cable buy targeting households east of the Mississippi River and including Texas on the AT&T system using RFI technology. This allowed viewers to request a Visitor Guide and opt-in to receive ongoing e-communications while being immersed in the brand. (See diagram on following page.)





The Results

The campaign is measured on a combination of ad effectiveness testing, annual visitor study, and individual marketing metrics. The program was successful from both a pure marketing perspective as well as driving inquiries beyond the core marketing area, which converted to visitation.

Total first time visitation up

43%

Ad effectiveness studies show:

- o Top-of-mind brand awareness is 77%
- o Top-of-mind ad recall is 39% (aided), higher than the New England competitive set
- o Level of agreement with the brand platform/attributes:
 - Be adventurous 85%
 - Rediscover my own nature 77%
 - Follow my own inner compass/do my own thing 77%
 - A place where I can exercise unlimited curiosity 74%
- Advertising convinced me to consider taking a trip to Maine 35%
- Advertising confirmed the decision I had already made to visit 34%
- Likelihood to recommend 92% among overnight visitors

Overall numbers are up:

- Tourism-related jobs up 7.1% to 105,957
- Total tax revenue up 6.1% to \$5.9 billion
- Total economic impact up 6.9% to \$8.8 billion
- Time on site up 292%
- Visitor Guide orders up 46%

Website Metrics:

- 603,059 interactive visits
- 37,597 total hours of engagement with Maine content
- 3:44 average engagement time per visitor
- 575,852 video views
- 1,676,145 page views
- 62,582 travel planner requests (RFI)

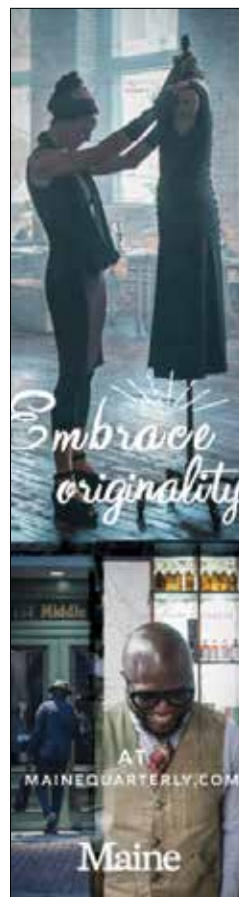
A conversion study found:

- 44% of all inquirers remember requesting information from Maine
- 50% said it made me want to visit Maine
- 25% said it convinced me to consider a trip
- 69.5% said it caused me to visit the website visitmaine.com
- 52.5% sought out information on Maine from other sources

OUTDOOR



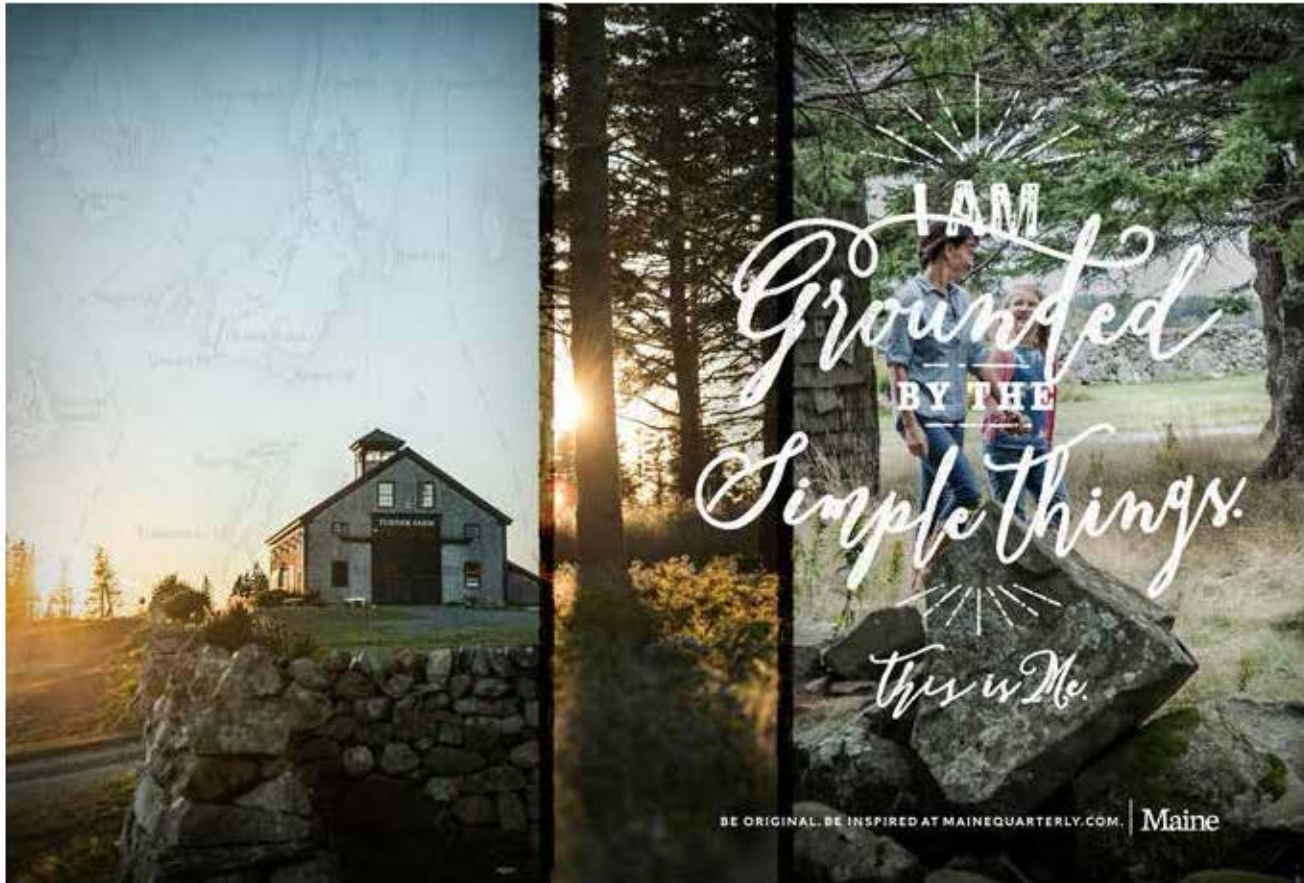
ONLINE



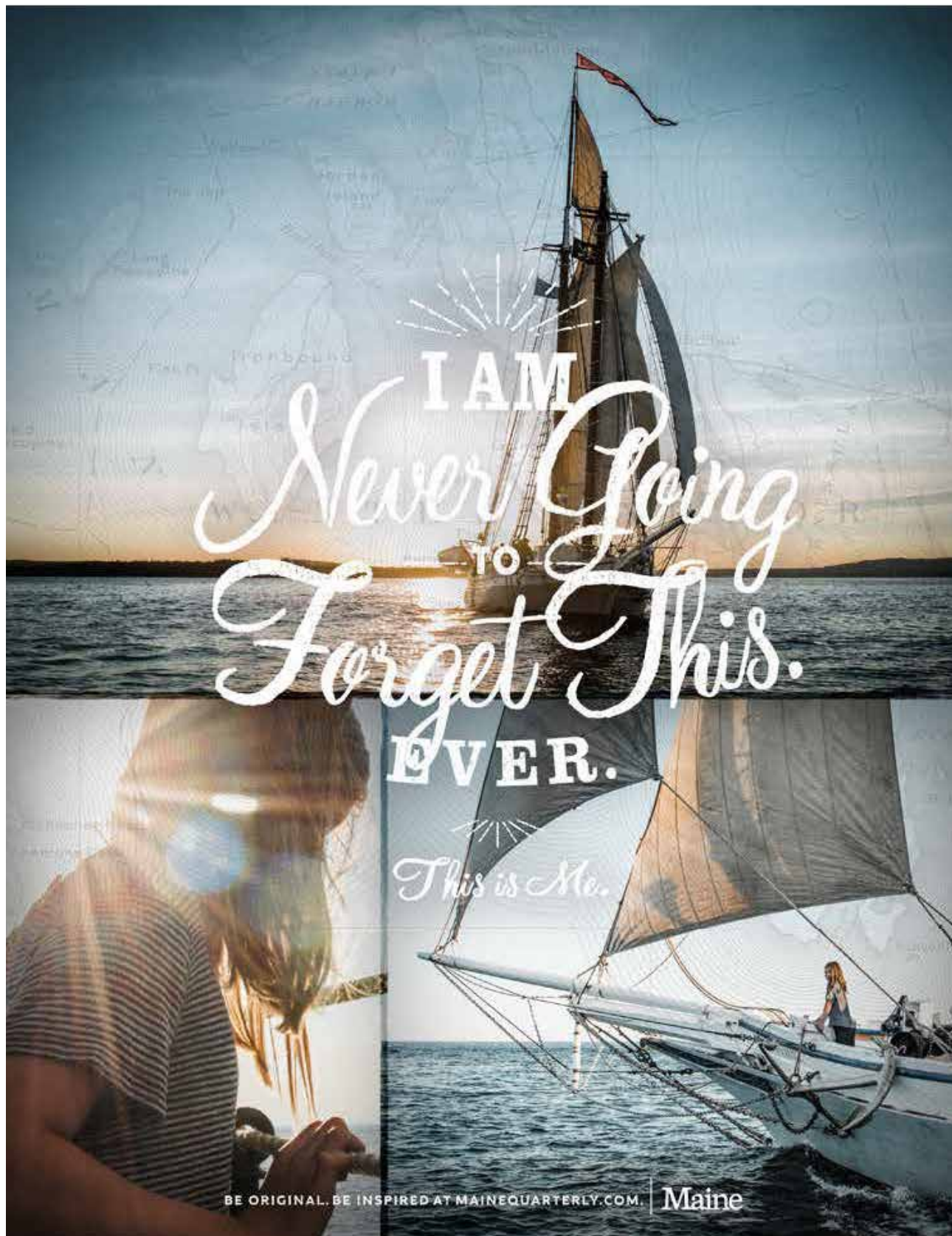
PRINT



PRINT



PRINT



CONTENT VIDEO



<https://vimeo.com/194557813>

CONTENT VIDEO



<https://vimeo.com/194557849>

As added value from the paid media buy, BVK negotiated a Maine-branded TV channel to allow viewers to browse Maine videos, photography and order travel planning materials.



CAMPAIGN FEATURE TV APP

LANDING PAGE (MAIN MENU)



The TV app, featured 7 video galleries, 15 total videos, 5 photo galleries, and a Travel Planner Request page.

TRAVEL PLANNER REQUEST (RFP)



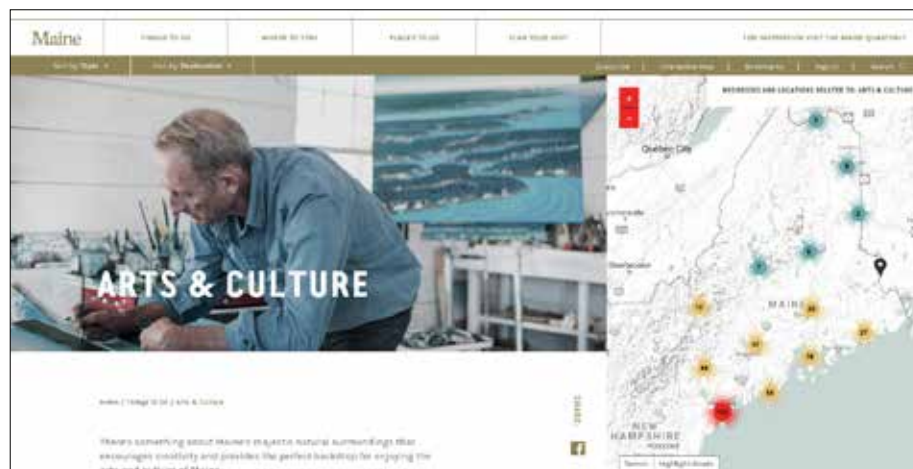
VIDEO GALLERIES



PHOTO GALLERIES



VISITMAINE.COM (CURRENT SITE)



ANNUAL REPORT



POSTCARDS



ADVENTURE BROCHURE



MUGS





p. 116

CASE STUDY

WYOMING OFFICE OF TOURISM

- a. Key Team: Brian Ganther, Matt Herrmann, Victoria Simmons, Bridget Wirth, Corey Sampson, Sarah Seidler
- b. Identify if the project included any of the following:
 - i. Demographic markets: U.S. Domestic
 - ii. Contract structure/billing: 2-year contract term; AOR; fee + billable projects
 - iii. Integrated expertise: Demonstrated within case study
 - iv. Co-op/Partnerships: Execute annual co-op marketing program to provide cost-effective paid media offerings to WOT industry members. Additionally, leverage WOT media investment to negotiate reduced rate for partners to participate in WOT's national print placements via co-op placements.

Client Requirement

Establish Wyoming as a national brand.

Challenge / Goals / Objectives

Visitors to Wyoming originate from a very diverse group of markets that are widely dispersed. They travel as first-time visitors to experience Wyoming's iconic national parks such as Yellowstone, Grand Teton and Devils tower. Once that's accomplished, they generally don't consider a repeat trip for up to five years. BVK's challenge was not only to build a national brand on a budget much more conducive to regional targeting, but to give visitors reasons why they should experience the state beyond just the familiar icons.

Strategy / Approach

The Wyoming brand platform is built on the shared value of adventure and designed to connect with audiences on a deeper emotional level. Research showed our audience is adventurous not just physically but intellectually. Asking "why?" is built into their DNA. So the work had to deliver on a level that goes beyond the usual events and attractions that most tourism brands promote.

An initial audience exploration, using MRI and visitor data, led us to identify unique characteristics of potential Wyoming travelers; namely their likelihood to seek adventure and freedom. This drove our connections strategy, which went well beyond media and looked at all relevant touchpoints along the consumer journey to identify those most influential to our audience. Our engagement planning filter was then applied to media considerations, which factored in the context/environment for where the message was going to be received.

We developed purpose-built stories to introduce visitors to the lesser known aspects of Wyoming, providing ideas for exploration beyond just the icons, and the state's signature feel of "epic intimacy." The goal was for targeted and segmented engagements that would best resonate with the audience.

Our media plan centered around two geographic layers: Local tiered geographies reached travelers who were already predisposed to traveling to Wyoming. National exposure elevated the Wyoming destination to the wider adventure-affinity audience. A diverse media mix inspired consumers to take action by requesting vacation planning materials.

- An integrated partnership with HGTV and the Travel Channel. Featured an on-air casting call, a summer-long in-market content piece, a turnkey promotion, and allowed WOT to own a specific category of content on-air, online, and through social media—leveraging their massive following to spur engagement lead-gen.
- Targeted national cable built mass reach and included an RFI component so interested viewers could order a travel guide via their remote. Analyzing which markets those requests were coming from allowed us to identify potential new markets of opportunity to feed digital optimizations and future planning.
- Print titles provided a showcase platform with impactful placements and positioning aligned with editorial that was synergistic with the Wyoming brand message.
- "WY am I here?" branded video content was the centerpiece of our digital efforts supported through pre-roll, native, and social media and leveraged the context of those environments to elevate receptivity.

Similar to TV, interactive overlays allowed us to cross promote the travel guide.

- Non-traditional OOH spoke to the target in the places where they felt most inhibited and confined—office buildings and elevators. Bus and train wraps created visual drama and connected the urban and suburban markets while concentrating on routes that served areas more heavily populated by our target.
- With our audience being selective users of broadcast radio, we used the medium in key drive markets to highlight special events and spur near-term travel (and also offer co-op opportunities to meet in-state needs).

Digitally, we used contextual and audience data to match message to audience segment. Since not all tactics were designed to drive traffic to the website, each tactic was individually assigned KPIs that fit the role each channel played in the consumer journey; views, engagements, clicks and sign-ups.

For those elements that could be directly measured, the buys were evaluated based on their ability to deliver efficient impressions (reach), visits to the website, requests for OTJ and Newsletter sign-ups (digital media conversions, TV requests, and from website).



The Results

An ad effectiveness study conducted by Strategic Marketing and Research Insights (SMARI) indicates the “That’s WY” campaign outperformed past efforts including generating the highest ROI on record for the office of tourism. For every dollar invested in advertising, the return to Wyoming in visitor spending was \$275—outperforming industry averages according to SMARI at \$129. The ROI from national spend was even higher at \$459.

Additionally, the campaign delivered 771 million total impressions; up 34% from the previous year and delivered 4x and 7x the number off OTJ requests and e-newsletter sign-ups, respectively.

Creative performed in the top 10% (excellent) on key communication attributes on a five-point scale

- With vast landscapes full of endless natural beauty 4.5
- Where I can seek adventure 4.3
- Where I can feel a sense of freedom and release 4.3
- Where I can indulge a passion for the great outdoors 4.3

Creative impact ratings in the top 10% (excellent) in terms of consumer motivations on five-point scale

- Want to visit the state 4.2
- Want to learn more about things to do 4.2
- Want to go to website 4.0

Total influenced trips from marketing spend is 931,809, a 3.2% increase YOY

- Influenced trips from national 820,788
- Influenced trips from regional spot markets 111,021

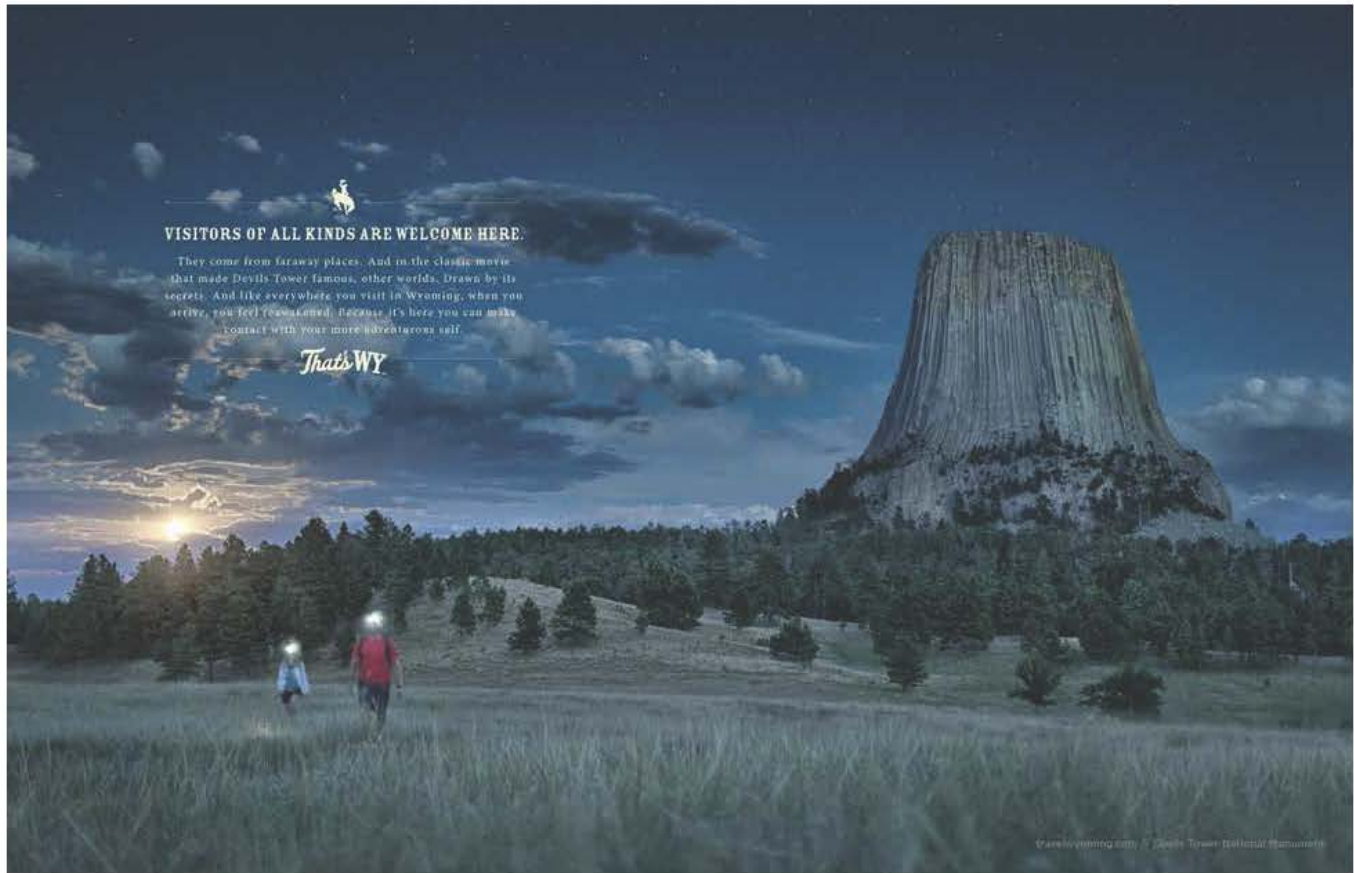
ROI IN VISITOR SPENDING OF

\$275
FOR EVERY \$1 SPENT

\$459
NATIONAL ROI

As measured by the 2016 Wyoming Travel Impact Report fielded by Dean Runyan Associates tourism generated 31,520 jobs, \$3.2 billion in travel spending and \$170 million in tax revenue.






PRINT




PRINT



EMAIL


#ThatsWY








That's WY

EVERY SADDLE TELLS A STORY.

The King family saddlery legacy began in 1946. Today, their leatherwork and ropes are a staple in cowboy culture.


[READ MORE →](#)



CHEERS TO ROAD TRIPS.

These routes include plenty of stops for a cold brew.

[READ MORE →](#)




FRONTIER DAYS MUST-DOS.

Check the list for five things you don't want to miss at Cheyenne's Frontier Days.

[READ MORE →](#)

FEATURED SPONSOR




ROAD TRIP ADVENTURE.

Sweetwater County, Wyoming

Jump out of the car and into adventure. Explore 7 must-see sights in Sweetwater County on your road trip.

[READ MORE →](#)




ROOM TO BREATHE.






Wyoming's Wind River Country


Powwows are about dancing, drums, singing, and food. But most of all, they're about the people. Immerse yourself in Native American Culture.

[READ MORE →](#)



WY NOW?


#ThatsWY








That's WY

6 REASONS TO SKI JACKSON HOLE.

Stunning and rugged terrain + some of the country's best powder = an average snow day in Jackson. Discover why Wyoming's premier skiing and snowboarding scene can't be beat.


[READ MORE →](#)



DON'T LET YOUR VACATION DAYS SLIP AWAY.

Explore three Wyoming itineraries to take full advantage of your time off in 2018.

[READ MORE →](#)




DEAR WINTER IN WYOMING: I LOVE YOU.

Just in time for Valentine's Day, read one local's love letter to winter in Wyoming.

[READ MORE →](#)

FEATURED SPONSORS




THE BEST OF GRAND TETON NATIONAL PARK.

Jackson Hole Eco Tours

Explore the wildlife hotspots or the backcountry on skis or snowshoes with our naturalist guides!

[READ MORE →](#)




GO BEYOND YELLOWSTONE.

Wyoming's Wind River Country

Sled the best of Wyoming on the Continental Divide Snowmobile Trail from Togwotee Pass to Dubois to South Pass.

[READ MORE →](#)



WY NOW?

TELEVISION



http://www.bvkdev.com/client/assets/bvkvideos/WY_TV_CareerChoices_30.mp4



http://www.bvkdev.com/client/assets/bvkvideos/wyoming_frank.mp4

ONLINE AD/NATIVE

**THE MERCURY DROPS.
YOUR JAW FOLLOWS.**

That's WY

BRANDED CONTENT

What's Your Perfect Wyoming Adventure?

Sponsored By
WY Wyoming Office of Tourism

f t v

Take the quiz below to find out what your next big adventure should be. Then, enter for the chance to win an epic ski experience on the slopes at Jackson Hole Mountain Resort in beautiful Wyoming!

You drink your whiskey...

Neat

From a shot glass

With a mixer

On the rocks

SHARE TWEET

Topics: [wyoming](#)

Want More?

Sign up for our newsletter to get the latest adventures, workouts, destinations, and more.

Enter your email address

Sign Up

EVERY TRAIL
LEADS TO A
CLEARING
OF YOUR
MIND.

That's WY

ENTER FOR THE
CHANCE TO WIN
AN EPIC SKI TRIP
IN JACKSON HOLE

MEN'S JOURNAL

That's WY

ONLINE



OUTDOOR



OUTDOOR



Broward County Board of
County Commissioners

Bid GEN2116476P1

Due to client confidentiality, we
cannot disclose budget details.



Vendor Reference Verification Form

Broward County Solicitation No. and Title:

GEN2116476P1, Advertising Agency Services

Reference for: BVK

Organization/Firm Name providing reference:

Wyoming Office of Tourism

Contact Name: Diane Shober

Title: Executive Director

Reference date: 03/20/2019

Contact Email: diane.shober@wyo.gov

Contact Phone: 307-777-2808

Name of Referenced Project: Advertising Services - Agency of Record

Contract No.

Date Services Provided:

Project Amount:

06/27/2018 to 06/30/2019

Vendor's role in Project: ☒ Prime Vendor ☐ Subconsultant/Subcontractor

Would you use this vendor again? ☒ Yes ☐ No If No, please specify in Additional Comments (below).

Description of services provided by Vendor:

Agency of record, brand strategy, research, creative strategy & execution, media strategy, media planning, media buying, performance marketing, analytics & reporting, content & digital development

Please rate your experience with the
referenced Vendor:

	Needs Improvement	Satisfactory	Excellent	Not Applicable
1. Vendor's Quality of Service				
a. Responsive	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Accuracy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Vendor's Organization:				
a. Staff expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Turnover	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Timeliness of:				
a. Project	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. Project completed within budget	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5. Cooperation with:				
a. Your Firm	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Subcontractor(s)/Subconsultant(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Regulatory Agency(ies)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Additional Comments: (provide on additional sheet if needed)

The That's WY brand created by BVK has been incredibly successful and has been embraced state-wide.

THIS SECTION FOR COUNTY USE ONLY

Verified via: EMAIL VERBAL Verified by: _____ Division: _____ Date: _____

All information provided to Broward County is subject to verification. Vendor acknowledges that inaccurate, untruthful, or incorrect statements made in support of this response may be used by the County as a basis for rejection, rescission of the award, or termination of the contract and may also serve as the basis for debarment of Vendor pursuant to Section 21.119 of the Broward County Procurement Code.

CASE STUDY

VISIT ST. PETE/CLEARWATER

Live Amplified

- a. Key Team: Joel Mitchell, Annie Ecken, Scott Krahn, Mike Holicek, Pete Weninger, Joy Johnson
- b. Identify if the project included any of the following:
 - i. Demographic markets: U.S. Domestic; LGBTQ
 - ii. Contract structure/billing: 5-year contract; global AOR; single fee for all services
 - iii. Integrated expertise: Demonstrated within case study
 - iv. Co-op/Partnerships: Co-op executed for local industry members.

Client Requirement

We've seen consistent visitation growth despite cold winters and a sluggish economy. How can we sustain that kind of momentum?

by going deep rather than skimming the surface—by relishing texture, contour and contrast over superficiality. Being fully present and all-in.

Challenge / Goals / Objectives

Even with all of its recent success and positive market dynamics, BVK believed that St. Pete/Clearwater had yet to unleash the full potential of its brand. Beyond simply a new campaign idea, we wanted to set in motion a renewed strategic platform and integrated creative approach that would capture all the power of the area's unique brand promise—an absolute requirement in order to deliver the unprecedented results they expected.

The ultimate outcome of a St. Pete/Clearwater vacation is... **Vibrancy**. People who hold Vibrancy as a core value choose destinations to enhance their state of being. They want to feel more vital, whole, and complete. They seek immersive experiences that provoke a deep range of self-expression. Nowhere else can you be as fully present in the moment, connect with the wonder all around you, and feel so truly alive than in St. Pete/Clearwater.

Strategy / Approach

The Vibrancy platform is creatively expressed as Live Amplified. When you Live Amplified, you live life to the fullest. Living Amplified defines what the brand stands for and brings the value of Vibrancy to life in visual and verbal communications and activities around the brand.

The crux of BVK's strategic approach was to elevate this brand to an iconic status. One that could be sustained over time, transcend marketing campaigns and create passionate brand evangelists. For a brand to reach iconic standing, it has to be built upon human connection, be rich with characteristics of human relationships, and become part of a culture with which consumers share values.

Living Amplified is a mindset. A challenge to squeeze every drop of awesomeness from your world. It's about experiencing things beyond your comfort zone. Diving deep into every supercharged moment. Recognizing that you have five senses — and engaging them all. When you Live Amplified, you feel the buzz and the beat. Every sound is crisper. Every scent more potent. Every color more vibrant. After all, experiences are the soundtrack of life.

Through a combination of deep research insights, a few key things become abundantly clear. First, our target is living a life of incessant connection but total distraction. People who feel inferior if they're not always racing. Secondly, in the midst of this madness, the research shows what the target consumer desperately wants from a vacation to St. Pete/Clearwater is precious time and space to reconnect, find real meaning, and rekindle the spirit – to revive their inner sparkle. In those special moments, they could make the most of their lives

At BVK we challenge ourselves to think beyond ad campaigns to develop bigger creative expressions that become a sustainable driving force from which

all relationships with the brand emanate. They also provide value and meaning for consumers outside of the immediate product engagement. For St. Pete/Clearwater that meant being a champion and voice of inspiring a more vibrant life. Breaking away from the mundane,

dull and superficial. This concept comes to life through sensory based, participatory conversations along with an open invitation for consumers to join us in a community dedicated to "Living Amplified."

OUTDOOR—DIGITAL



The Results

Value Delivered With Live Amplified, Visit St. Petersburg/Clearwater aimed to get consumers engaged, and did.

- User Sessions up 29%
- Page views up 30%
- Request for VSPC's Destination Magazine up 236%
- Generated 33,000 new email subscribers
- 138,000 sweepstakes entries
- Added 14,000 new Twitter followers and outpaced competitive destinations
- 500,000 video views of Live Amplified content on Youtube
- Annual engagement with Facebook content over 1 million
- Visitation from markets of advertising concentration up 7.6%
- Most importantly, total visitation up 6%
- Total economic impact up 9.7% to \$8.4 billion

Total visitation up

6%

PRINT



IT'S A SUN BASKIN, WAVE CATCHIN, PARTY CRASHIN, NIGHTLIFE MAXIN, ALL EMBRACIN BEACH ESCAPE.

#LiveAmplified

St. Pete/Clearwater
white-sand beach
carefree vibe. Intr
Free-spirited festi
and alluring night
scene, it's happier
groove at [LiveAn](#)

 **ST. PETERSBURG
CLEARWATER**

PRINT



JUST ANOTHER ART WALK, GALLERY STROLL, JAZZ IN THE PARK, WHO'S UP FOR BAKLAVA DAY AT THE BEACH.

Let's be social.

Instagram Twitter Facebook

From the acclaimed Dalí Museum to art enclaves teeming with quirky inspiration, St. Pete/Clearwater has a cultural vibe all its own. Find what moves you at RadiantCulture.com.

The Dalí Museum | thedali.org
St. Petersburg Museum of Fine Arts | fine-arts.org
Morean Arts Center | moreanartscenter.org

**ST. PETERSBURG
CLEARWATER**

PRINT

**IT'S A
HIGH DEF, TECHNICOLOR,
TURBO BOOSTED, LASER LIGHTED,
FLASH YOUR INNER
GLOW GETAWAY.**

It's easy to be yourself in a place like St. Pete/Clearwater. Cut loose on wide-open beaches. Feel the pulse of our alluring arts and nightlife. Find what makes you shine at LiveAmplified.com.

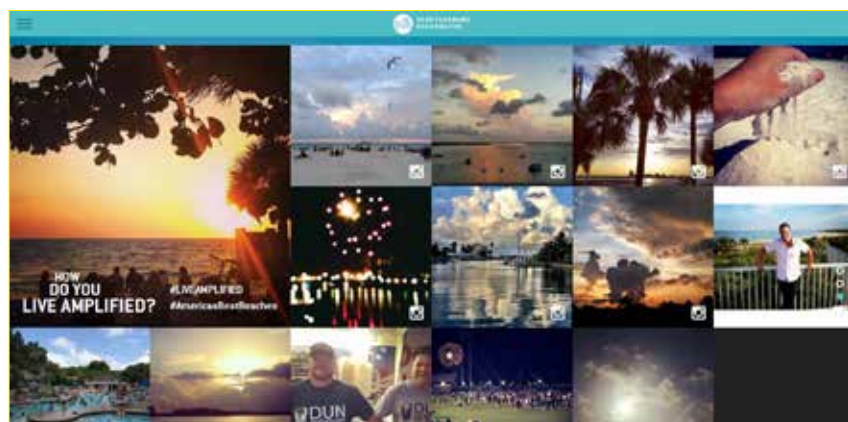
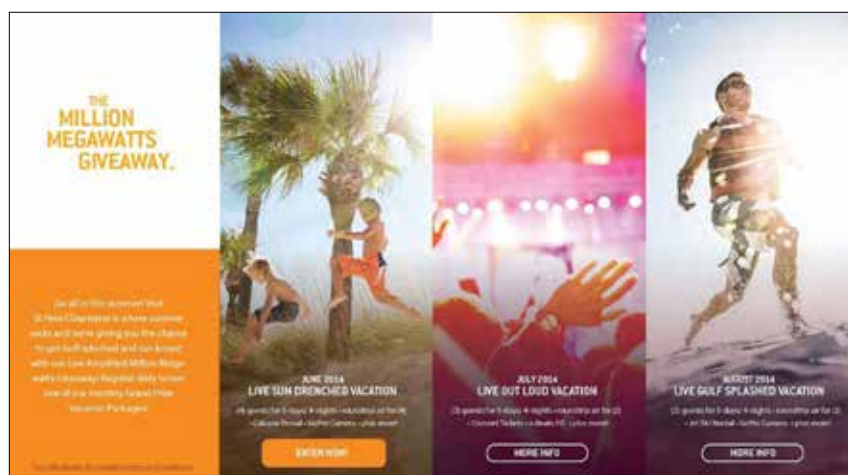
**ST. PETE
CLEARWATER**

**IT'S A
SOLAR POWERED,
SURF SCENTED,
TOTALLY STOKED, OMG, LOL,
CU SOON GETAWAY.**

Blue skies. White sands. Emerald waters. You'll love the fall colors here. St. Pete was named one of the world's top "Places to Go in 2014" by The New York Times. While Clearwater was voted "Florida's Best Beach Town" by USA TODAY. A winning getaway awaits at LiveAmplified.com.

**ST. PETERSBURG
CLEARWATER**

WEBSITE



ONLINE BANNERS—INTERACTIVE

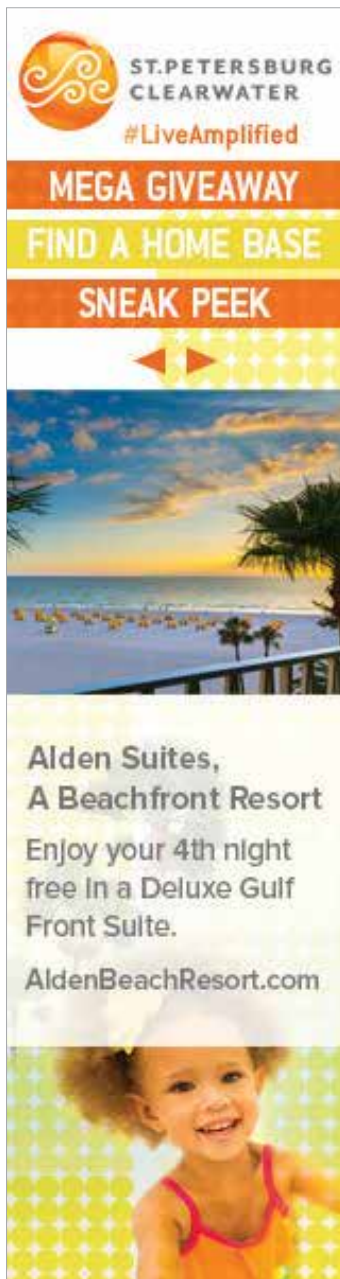


ST.PETERSBURG
CLEARWATER
#LiveAmplified

MEGA GIVEAWAY
FIND A HOME BASE
SNEAK PEEK

**LIVE
AMPLIFIED.**

Click for your chance to win one of our monthly Million Megawatts amped-up beach getaways. Enter daily, all summer long!



ST.PETERSBURG
CLEARWATER
#LiveAmplified

MEGA GIVEAWAY
FIND A HOME BASE
SNEAK PEEK

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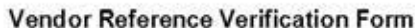
ST.PETERSBURG
CLEARWATER
#LiveAmplified

MEGA GIVEAWAY
FIND A HOME BASE
SNEAK PEEK

**LIVE
AMPLIFIED.**

Click for your chance to win one of our monthly Million Megawatts amped-up beach getaways. Enter daily, all summer long!

Due to client confidentiality, we cannot disclose budget details.



GEN2116476P1, Advertising Agency Services

Reference for: BVK

[Visit St Petersburg Clearwater \(Pinellas County Convention and Visitor Bureau\)](#)

Reference date: 03/20/2019

Contact Phone: 727-385-8467

Name of Referenced Project: Advertising and Promotional Services

Project Amount:

09/30/2019

Vendor's role in Project: ☒ Prime Vendor ☐ Subconsultant/Subcontractor

Would you use this vendor again? ☒ Yes ☐ No If No, please specify in Additional Comments (below).

Global agency of record providing full-service marketing consultation including strategy, brand development, creative, media, promotions, partnerships.

Not
Applicable

- a. Responsive
- b. Accuracy
- c. Deliverables

1111

☒
☒
☒

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- Staff expertise
- Professionalism
- Turnover

□ □ □

1111

☒
☒
☒

- Project
- Deliverables

88

11

☒
☒

88

4. Project completed within budget

☐☐☒☐

- Your Firm
- Subcontractor(s)/Subconsultant(s)
- Regulatory Agency(ies)

1111

333

☒ ☒ ☐☒

BVK has been a key contributor to the success VSPC and Pinellas County have experienced during the past 10 years. Everything they do is rooted in research-driven strategic insights. Their people, commitment and resources have proven very valuable to us and our industry. They are big thinkers yet they are also very attentive to the details, which is a win-win for VSPC.

THIS SECTION FOR COUNTY USE ONLY

All information provided to Bid Award Counts is subject to verification. Vendor acknowledges that inaccurate, withheld, or incorrect statements made in support of this request may result in the award of this contract to another bidder. Bid G5NR116436P

2/1/2019 1:27 PM
Printed from Clio

Duty 32

Workload

4

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. 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.

BVK is one of the nation's largest independently owned marketing communications firms in the country. Our foundation in selling travel has helped BVK to also become a category leader in education and healthcare marketing. Though seemingly dissimilar on the surface, these industries must build brand awareness and create meaningful connections to generate ongoing inquiries to secure conversion. Just as a DMO drives visitation, our education clients drive enrollment and our provider-side healthcare clients drive utilization. A key focus becomes lead generation and conversion and thus has become an expertise of ours. This creates a sense of urgency to fill airline seats and hotel rooms in tourism, beds in hospitals and college seats in education. After all, each has only so much perishable inventory to sell consumers on any given day. In addition, these organizations operate in intangible categories in which consumers make buying decisions based on an experiential, values-based promise—which is BVK's sweet spot.

The following outlines our current clients by category and a list of former key clients as well.

Travel

Dominican Republic Ministry of Tourism / 2005 / AOR

Experience Columbus / 2017 / AOR

Funjet Vacations / 1984 / AOR

Hotel Retlaw / 2018 / Project

Maine Office of Tourism / 2012 / AOR

Reno Sparks Convention

& Visitors Authority / 2016 / Creative AOR

Southwest Vacations / 1986 / AOR

The Broadmoor Hotel / 2016 / AOR

The Mark Travel Corporation / 1984 / AOR

Travel Nevada / 2018 / Creative project

United Vacations / 2013 / AOR

Visit Orlando / 2014 / AOR

Visit St. Pete/Clearwater / 2008 / AOR

West Virginia / 2017 / AOR

Wyoming Office of Tourism / 2015 / AOR

Manufacturing

Alto Sham / 2016 / AOR

Education

Bryant & Stratton College / 2015 / AOR

Concordia University Wisconsin/Ann Arbor / 2017 / Project

Florida State University / 2017 / Project

Florida Institute of Technology / 2016 / AOR

Keck Graduate Institute / 2017 / Project

Louisiana State University / 2018 / Project

Marquette / 2017 / Project

Michigan State University / 2014 / AOR

Mount Carmel College of Nursing / 1999 / Project

St. Cloud State University / 2017 / Project

Universal Technical Institute / 2017 / Project

University of Wisconsin-Milwaukee / 2013 / AOR

Performing Arts

Milwaukee Ballet / 2016 / Project

Healthcare

Baystate Health System / 2002 / AOR

Moffitt Cancer Center / 2015 / AOR

Mount Carmel Health System / 2000 / AOR

ProHealth Care / 2014 / AOR

Tufts Medical Center / 2016 / AOR

United Health Services / 1993 / Project

Retail / Consumer

Briggs & Stratton Corporation / 1985 / Project

Carma Laboratories, Inc. (Carmex) / 2016 / AOR

Cruisers Rampage Sport Fishing Yachts / 2008 / AOR

Cruisers Sports Series / 2012 / AOR

Cruisers Yachts / 2003 / AOR

Johnson Controls, Inc. / 2016 / Project

TH Foods Inc.

(Crunchmaster & Harvest Stone Crackers) / 2016 / AOR

The following is a list of past agency clients:

Belize / 6 years

Blue Bay Hotels and Resorts / 3 years

Bonita Bay Group / 9 years

CITGO / 13 years

Couples Resorts / 3 years

DeVry University / 5 years

John Deere Pavilion & Commons / 15 years

MasterCraft Performance Boats / 6 years

Midwest Airlines Vacations / 6 years

Milwaukee Electric Tool / 4 years

Orlando Sanford International Airport / 2 years

Pfizer / 4 years

Princecraft Boats / 7 years

Sunstream Hotels & Resorts / 8 years

Sun Country Airlines / 4 years

The Beaches of Fort Myers & Sanibel / 16 years

Travel Guard International / 5 years

US Airways Vacations / 18 years

U.S. Department of Commerce

(Inbound International Tourism Initiative) / 1.5 years

Identify any current or future clients with any potential conflicts of interest.

Our current DMO clients are listed above. These clients do not pose a conflict of interest. Quite the contrary—the combined buying power allows BVK to secure more added-value media opportunities, lower advertising rates, and stronger placement for all our tourism clients. This translates into doing more with the same amount of

money and making every dollar work like \$2 or more. We consistently strive for greater efficiencies for our clients and stronger buying power gives us just that. Broward County can benefit from this buying clout and expertise.

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.

Each industry category and each individual client has their own set of challenges. BVK has the financial and resource stability to successfully implement all necessary work. There are influences we don't control that may impact our campaigns. We create a crisis management plan for all of our clients and keep a close eye on all news events, natural disasters, etc., that may require a quick response such as a pause in media or special messaging to our audience. BVK's values-based positioning is designed to minimize the effects of such challenges. Therefore, despite such an unforeseen challenge as the BP Oil Spill, BVK's clients didn't experience a decrease in annual bed-tax collection. And

the oil spill wasn't the only challenge that BVK helped our Florida DMO clients to successfully navigate during the recent past. Others included:

- Hurricanes
- Wildfires
- SARS
- Zika
- Pulse Night Club
- Red tide
- Blue/green algae blooms
- Alligator and shark attacks
- Violent crime against tourists

CASE STUDY: CRISIS

THE BEACHES OF

FORT MYERS AND SANIBEL

From the Deep-Water Horizon Oil spill to Zika; mass shootings to labor disputes, BVK has successfully guided our clients through just about every type of crisis. Below is a travel-related example that BVK managed.

Situation

Coverage of Hurricane Charlie had it bearing down on Tampa Bay. At the last minute it turned and devastated the coastal areas of Lee County. Our challenge was to manage the crisis while combating false media coverage from both a short- and long-term perspective. Early research indicated people wanted to help but didn't know how, short of giving money or wielding a hammer.

Solution

Implement a three-tiered recovery plan to actively engage and elicit the help of three audiences: friends of the destination (visitors), the local industry (facing the crisis on both a personal and professional level) and the local community at large.

Phase One "A Message of Hope"

Full-page ad ran in USA Today exactly one week after the hurricane hit which also happened to be the 100th anniversary of the first time the lighthouse was illuminated. Copies of the paper featuring the ad were hand-delivered to the industry by VCB staff to offer moral support while also helping to make accurate damage assessments that were posted online and communicated to the media.

Phase Two "U Can Help"

Local campaign launched in print and radio. Served as a rallying point and spurred the economy by encouraging locals to be a tourist in their own town while intense recovery efforts to accommodate out-of-town visitors took place. A microsite was created to include ideas for over 100 ways locals could help and provided accurate information on hotel availability and recovery updates. We negotiated with local media to donate space (buy-one get-one-free), and broadcast promotions with on-air talent provided additional support to the paid schedule.

Phase Three “We’re Open”

Once the beaches were ready to accommodate guests again, we launched a campaign in key fall markets of visitor origin. The effort reassured visitors using time stamp dated “post-Charley” photography that the

destination was ready to welcome them back. A radio campaign delivered by Charles Osgood himself lent credibility and authenticity to the message.

U CAN HELP CAMPAIGN



The Results

- Despite the fact that by year-end the County's inventory was still down by 20 percent, occupancy rates were ahead by 1 percent.
- As a result, overall annual visitation was up by 1.3 percent.
- Overall visitor expenditures grew 3.3% from the previous year.
- For the four-month time period post-storm, web site traffic was up more than 30 percent. To this day, it's not hard to find someone wearing a “U Can Help” t-shirt or displaying the bumper sticker.

PRINT

I CAN CLEAN UP WATER DAMAGE. BUT OUR REPUTATION?

Andrea Carriere. Owner/Operator Silver Sands Villas, Fort Myers Beach.

Body Copy (each different based on person)

I CAN CLEAN UP WATER DAMAGE. BUT OUR REPUTATION?

Lee County is facing some difficult times. And given that tourism here is a 2 billion dollar industry, how the world perceives us is more important than ever. Help us get the word out that the majority of our hotels, resorts and restaurants are open for business. And until the rest of the world knows we're back on our feet, you may want to get out there and enjoy some of those places yourself. For other things you can do, visit fortmyers-sanibel.com.

Andrea Carriere. Owner/Operator Silver Sands Villas, Fort Myers Beach.

PRINT

Captiva, post storm 2004

TODAY'S SPECIAL: PEACEFUL ESCAPES. Sometimes the simplest way to get in touch with the ones you love is to simply get away. For years, people have come here to spend time together searching for shells, looking for wildlife or just lounging on the beach. We've always been known for our quiet, unhurried islander pace. But seeing as the rest of the country hasn't realized that the majority of our hotels and attractions are open for business, it's more peaceful here than ever. But don't just take our word for it, come visit yourself. Plan your tropical island getaway today at 888-849-4081 or www.fortmyers-sanibel.com.

What's right with the world.

Sanibel & Captiva Islands Fort Myers Beach Fort Myers Bonita Springs & Estero Cape Coral Pine Island Boca Grande & Outer Islands North Fort Myers Lehigh Acres

GREAT THINGS TO DO IN THE FORT MYERS-SANIBEL AREA.

✓ Dine with a sense of heritage at **The Veranda** in Fort Myers. Experience southern grit cakes with pepper jack cheese and peanut butter pie to die for. They're all part of the story at this historic restaurant. 239-332-2065.

The Veranda in Fort Myers

✓ Walk through the doors of history. Back in the late 1880s, inventor Thomas Edison made Fort Myers his winter home, later convincing his friend Henry Ford to move next door. At the **Edison & Ford Winter Estates**, Edison's laboratory is just like he left it and his experimental gardens line the Caloosahatchee River. 239-334-3614 or 239-334-7419.

Thomas Edison

✓ Be one with the birds at the **"Ding" Darling National Wildlife Refuge** on Sanibel Island. Spot bald eagles, roseate spoon-bills, sanderlings, warblers and more. Enjoy the pure wetlands and mangrove estuaries where alligators, manatees, dolphins, raccoons, river otters and the rare bobcat also star in this nature show.

Great Calusa Blueway

✓ Follow ancient trails and paddle your way from one end of our county to the other along the **Great Calusa Blueway**. Named for a native tribe, this GPS plotted intercoastal waterway covers over 90 miles. 239-461-7400.

Great Calusa Blueway

Visit www.fortmyers-sanibel.com for even more great things to do.

They're Darling Wildlife Refuge, post storm 2004

TODAY'S SPECIAL: INCREDIBLE ESCAPES. Whether you wish to experience our islands from some of the best waterways in the world, or you choose to enjoy our wilderness from our convenient islands, there's never been a better time to visit. While the rest of the country still thinks we're closed for business, you can enjoy all our area has to offer without all the crowds. Experience white sand beaches, water wildlife and a relaxed cultured pace like never before. Looking to truly get away from it all? Plan your tropical island escape today at 888-849-4081 or www.fortmyers-sanibel.com.

What's right with the world.

Sanibel & Captiva Islands Fort Myers Beach Fort Myers Bonita Springs & Estero Cape Coral Pine Island Boca Grande & Outer Islands North Fort Myers Lehigh Acres

GREAT THINGS TO DO IN THE FORT MYERS-SANIBEL AREA.

✓ Use the light inside the **Beach Bonito Lighthouse**. Museum. This circa 1880 lighthouse structure's exhibits illustrate the island's maritime life in a panoramic museum and its built as a deep water wharf for the light. 239-332-2065.

✓ Take a little side trip on the 4 mile **Widow's Walk**. This 4 mile trail follows the island's coastline and offers a unique view of the island's history and the ocean. 239-332-2065.

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✓ Take a little side trip on the 4 mile **Widow's Walk**. This 4 mile trail follows the island's coastline and offers a unique view of the island's history and the ocean. 239-332-2065.

✓ Get to the top of the **Fort Myers Beach Lighthouse**. This 100 foot tower offers a unique view of the island's history and the ocean. 239-332-2065.

✓ Take a little side trip on the 4 mile **Widow's Walk**. This 4 mile trail follows the island's coastline and offers a unique view of the island's history and the ocean. 239-332-2065.

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Visit www.fortmyers-sanibel.com for even more great things to do.

PRINT



AS IT STOOD THEN.



AS IT STANDS NOW.

A lesson on remaining strong. There are certain icons that carry with them a lot of symbolism. This is no more true than that of our lighthouse on Sanibel Island. From 1884 through the day Hurricane Charley struck it has acted as our ray of light, protector from danger and welcome sign. In the aftermath of this storm, we're proud to say that it still stands. This very photo was taken last Friday. Ironically, 120 years ago to the day it was first lit. Now more than ever, our lighthouse is giving us hope to carry on, move forward, and remain strong into the future.

In the past two weeks we have had a tremendous outpouring of concern and offers of support from all over the world. This is an area that is appreciated and loved by many people. Knowing this, it is our goal to not only return this place to its world class destination status, but make it even better than it was before. For our current status and hotel information, constant updates are available at www.fortmyers-sanibel.com. **We look forward to seeing you all very soon.**

Sanibel & Captiva Islands Fort Myers Beach Fort Myers Bonita Springs & Estero Cape Coral Pine Island Boca Grande & Outer Islands North Fort Myers Lehigh Acres

Historic photo courtesy of U.S. Coast Guard

the beaches of
FORT MYERS  SANIBEL

Location

5

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.

BVK does not currently operate an office in Broward County.

Price

6

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

Bid GEN2116476P1 Item Response Form for Year 1, 2 and 3 were uploaded as requested directly into BidSync.

Pricing Support

7

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).

It is our understanding that Broward County is requesting to pay a single fee on a monthly basis for all agency services and for all out-of-pocket expenses except for media that the CVB and BVK mutually agree are needed to implement a successful global integrated marketing initiative based on a total budget of \$3.5 million. Of course, the following is a preliminary breakdown of the available funds based on our experience with similar projects and based on assumptions we are making. We would work together to ensure the budget is allocated to maximize visitation and economic impact. The following is our initial estimate for how the budget will be allocated annually. We simply took the annual numbers and divided by 12 for the monthly amount to be billed versus trying to estimate the actual that will be incurred each month to equal the same total budget.

Agency Time	Estimated Annual Hours	Estimated Annual Cost*	Estimated Monthly Cost
Strategy, Account Management & Administration	1,850	296,000	24,668
Media & Analytics	1,750	280,000	23,333
Promotions, Partnerships, Sponsorships	600	96,000	8,000
Co-op Management	500	80,000	6,666
Creative & Production	1,600	256,000	21,333
Research/Planning	450	72,000	6,000
Total for Agency Time	6,750	\$1,080,000	\$90,000

Out-of-Pocket Expenses			
Primary Research Studies (Benchmark and ad effectiveness studies)		150,000	12,500
Global Campaign Materials (Digital, OOH, print, broadcast, talent/music/photo rights)		925,000	77,084
Collateral (Printing/shipping)		510,000	42,500
Content Development (New photo/video)		250,000	20,834
Tradeshow Booths/Sales Support		80,000	6,666
Promotions/Sweepstakes (Travel expenses for radio station personnel for live broadcasts, prize fulfillment, contest administrative cost)		130,000	10,833
Promotional Items		50,000	4,166
Mobile Marketing Tour (Wrapped vehicle, experiential elements, activation staff)		325,000	27,083
Total for Out-of-Pocket Expenses		\$2,420,000	\$201,666

Flat Fee Grand Total	\$3,500,000	\$291,666
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*Compensation based on extending GFLCVB a blended hourly rate of \$160.

Provide Salary Rates for any positions not included in the Flat Fee Services that might be required in the provision of Optional Services, Adverse Impact Services, and Initial Branding Services.

For any services that Broward County requires that is not included under the flat fee, BVK will extend a blended hourly rate of \$160 regardless of the service being provided or the person providing the service. Since the projects that frequently come up outside the scope of the service fee

are those that require the skills of our most senior-level experts, a blended hourly rate usually provides our clients with a significant savings from operating based on the agency's standard hourly rates which are as follows:

ACCOUNT MANAGEMENT

Managing Officer	\$350
Managing Director	\$300
Group Account Director	\$275
Account Director	\$200
Account Supervisor	\$150
Senior Account Executive	\$125
Account Executive	\$105
Assistant Account Executive	\$90

CREATIVE

Chief Creative Officer	\$350
Executive Creative Director	\$300
Creative Director	\$275
Associate Creative Director	\$225
Senior Developer	\$200
Developer	\$150
Senior Copywriter	\$150
Senior Art Director	\$150
Copywriter	\$110
Art Director	\$110
Associate Copywriter	\$95
Associate Art Director	\$95

PRODUCTION

Production Director	\$250
Edit Suite	\$250
Senior Producer	\$175
Producer	\$150
Traffic Manager	\$110
Associate Producer	\$110

EARNED MEDIA

Managing Director	\$300
Account Director	\$175
Account Supervisor	\$150
Senior Account Executive	\$125
Account Executive	\$105
Assistant Account Executive	\$90

INSIGHT

Managing Director	\$350
Group Account Director	\$300
Account Director	\$200
Project Manager	\$175
Senior Analyst	\$150
Analyst	\$125

MEDIA

Media Director	\$300
Group Media Director	\$250
Associate Media Director	\$175
Media Supervisor	\$150
Senior Media Buyer	\$125
Media Buyer	\$105
Media Assistant	\$90

CONTENT STUDIO

Content Studio Director	\$250
Content Studio Production Director	\$200
Content Studio Senior Producer	\$150
Content Studio Producer	\$125
Content Studio	
Senior Account Executive	\$125
Content Studio Traffic Manager	\$110
Content Studio Account Executive	\$105
Content Studio	
Assistant Account Executive	\$90
Content Studio Associate Producer	\$85

Forms

The following information is being included in the forms section because we did not find a place to upload these documents which are:

- RFP-RLI-RFQ Local Preference and Tie Breaker Certification Form (directed to print and upload since there was no box to check for "Vendor does not qualify...")
- Supporting documentation to CBE form

Broward County Board of
County Commissioners

Bid GEN2116476P1

RFP-RLI-RFQ LOCAL PREFERENCE AND TIE BREAKER CERTIFICATION FORM

The completed and signed form should be returned with the Vendor's submittal to determine Local Preference eligibility, however it must be returned at time of solicitation submittal to qualify for the Tie Break criteria. If not provided with submittal, the Vendor must submit within three business days of County's request for evaluation of Local Preference. Proof of a local business tax should be submitted with this form. Failure to timely submit this form or local business tax receipt may render the business ineligible for application of the Local Preference or Tie Break Criteria.

In accordance with Section 21.31.d. of the Broward County Procurement Code, to qualify for the Tie Break Criteria, the undersigned Vendor hereby certifies that (check box if applicable):

- ☐ The Vendor is a local Vendor in Broward County and:
- has a valid Broward County local business tax receipt;
 - has been in existence for at least six-months prior to the solicitation opening;
 - at a business address physically located within Broward County;
 - in an area zoned for such business;
 - provides services from this location on a day-to-day basis, and
 - services provided from this location are a substantial component of the services offered in the Vendor's proposal.

In accordance with Local Preference, Section 1-74, et. seq., Broward County Code of Ordinances, a local business meeting the below requirements is eligible for Local Preference. To qualify for the Local Preference, the undersigned Vendor hereby certifies that (check box if applicable):

- ☐ The Vendor is a local Vendor in Broward and:
- has a valid Broward County local business tax receipt issued at least one year prior to solicitation opening;
 - has been in existence for at least one-year prior to the solicitation opening;
 - provides services on a day-to-day basis, at a business address physically located within the Broward County limits in an area zoned for such business; and
 - the services provided from this location are a substantial component of the services offered in the Vendor's proposal.

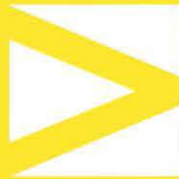
Local Business Address:

Vendor does not qualify for Tie Break Criteria or Local Preference, in accordance with the above requirements. The undersigned Vendor hereby certifies that (check box if applicable): The Vendor is not a local Vendor in Broward County.

Mary L. DeLong	Sr. VP, Dir. Tourism Div.	Birdsall, Voss & Assoc., Inc.	03.20.19
AUTHORIZED SIGNATURE/NAME	TITLE	COMPANY	DATE

CBE Good Faith Application Documentation

BVK is committed to working with Broward CBE-certified firms to assist in meeting the goal established for this project. Since everything we do is research-driven and goal-focused, we will work with the GFLCVB staff to develop a strategic plan. This plan will drive the tactics that will lead us to partnering with CBE-certified firms. Identifying projects, vendors and spending levels prior to doing the planning due diligence, is not in the County's best interest. Once the plan is finalized, we will contact multiple CBE vendors providing services such as printing, photography, video, post production and consumer research to determine the best fit for the project and budget. We have made an initial recommendation for the GFLCVB to develop and implement an annual mobile marketing tour (wrapped vehicle with brand ambassadors) regularly sharing the Broward County experience with potential visitors. If, once the plan is finalized, the County wants to proceed with such a tour, we would welcome finding a CBE-certified event management company such as Black Swan Special Events to staff and/or manage the project.



Supplier: **BVK**

Standard Instructions to Vendors
Request for Proposals, Request for Qualifications, or Request for Letters of Interest

Vendors are instructed to read and follow the instructions carefully, as any misinterpretation or failure to comply with instructions may lead to a Vendor's submittal being rejected.

Vendor MUST submit its solicitation response electronically and MUST confirm its submittal in order for the County to receive a valid response through BidSync. Refer to the [Purchasing Division website](#) or contact BidSync for submittal instructions.

A. Responsiveness Criteria:

In accordance with Broward County Procurement Code Section 21.8.b.65, a Responsive Bidder [Vendor] means a person who has submitted a proposal which conforms in all material respects to a solicitation. The solicitation submittal of a responsive Vendor must be submitted on the required forms, which contain all required information, signatures, notarizations, insurance, bonding, security, or other mandated requirements required by the solicitation documents to be submitted at the time of proposal opening.

Failure to provide the information required below at the time of submittal opening may result in a recommendation Vendor is non-responsive by the Director of Purchasing. The Selection or Evaluation Committee will determine whether the firm is responsive to the requirements specified herein. The County reserves the right to waive minor technicalities or irregularities as is in the best interest of the County in accordance with Section 21.30.f.1(c) of the Broward County Procurement Code.

Below are standard responsiveness criteria; refer to **Special Instructions to Vendors**, for Additional Responsiveness Criteria requirement(s).

1. Lobbyist Registration Requirement Certification

Refer to **Lobbyist Registration Requirement Certification**. The completed form should be submitted with the solicitation response but must be submitted within three business days of County's request. Vendor may be deemed non-responsive for failure to fully comply within stated timeframes.

2. Addenda

The County reserves the right to amend this solicitation prior to the due date. Any change(s) to this solicitation will be conveyed through the written addenda process. Only written addenda will be binding. If a "must" addendum is issued, Vendor must follow instructions and submit required information, forms, or acknowledge addendum, as instructed therein. It is the responsibility of all potential Vendors to monitor the solicitation for any changing information, prior to submitting their response.

B. Responsibility Criteria:

Definition of a Responsible Vendor: In accordance with Section 21.8.b.64 of the Broward County Procurement Code, a Responsible Vendor means a Vendor who has the capability in all respects to perform the contract requirements, and the integrity and reliability which will assure good faith performance.

The Selection or Evaluation Committee will recommend to the awarding authority a determination of

a Vendor's responsibility. At any time prior to award, the awarding authority may find that a Vendor is not responsible to receive a particular award.

Failure to provide any of this required information and in the manner required may result in a recommendation by the Director of Purchasing that the Vendor is non-responsive.

Below are standard responsibility criteria; refer to **Special Instructions to Vendors**, for Additional Responsibility Criteria requirement(s).

1. **Litigation History**

- a. All Vendors are required to disclose to the County all "material" cases filed, pending, or resolved during the last three (3) years prior to the solicitation response due date, whether such cases were brought by or against the Vendor, any parent or subsidiary of the Vendor, or any predecessor organization. Additionally, all Vendors are required to disclose to the County all "material" cases filed, pending, or resolved against any principal of Vendor, regardless of whether the principal was associated with Vendor at the time of the "material" cases against the principal, during the last three (3) years prior to the solicitation response. A case is considered to be "material" if it relates, in whole or in part, to any of the following:
 - i. A similar type of work that the vendor is seeking to perform for the County under the current solicitation;
 - ii. An allegation of fraud, negligence, error or omissions, or malpractice against the vendor or any of its principals or agents who would be performing work under the current solicitation;
 - iii. A vendor's default, termination, suspension, failure to perform, or improper performance in connection with any contract;
 - iv. The financial condition of the vendor, including any bankruptcy petition (voluntary and involuntary) or receivership; or
 - v. A criminal proceeding or hearing concerning business-related offenses in which the vendor or its principals (including officers) were/are defendants.
- b. For each material case, the Vendor is required to provide all information identified in the **Litigation History Form**. Additionally, the Vendor shall provide a copy of any judgment or settlement of any material case during the last three (3) years prior to the solicitation response. Redactions of any confidential portions of the settlement agreement are only permitted upon a certification by Vendor that all redactions are required under the express terms of a pre-existing confidentiality agreement or provision.
- c. The County will consider a Vendor's litigation history information in its review and determination of responsibility.
- d. If the Vendor is a joint venture, the information provided should encompass the joint venture and each of the entities forming the joint venture.
- e. A vendor is required to disclose to the County any and all cases(s) that exist between the County and any of the Vendor's subcontractors/subconsultants proposed to work on this project during the last five (5) years prior to the solicitation response.
- f. Failure to disclose any material case, including all requested information in connection with each such case, as well as failure to disclose the Vendor's subcontractors/subconsultants litigation history against the County, may result in the Vendor being deemed non-responsive.

2. **Financial Information**

- a. All Vendors are required to provide the Vendor's financial statements at the time of submittal

in order to demonstrate the Vendor's financial capabilities.

- b. Each Vendor shall submit its most recent two years of financial statements for review. The financial statements are not required to be audited financial statements. The annual financial statements will be in the form of:
 - i. Balance sheets, income statements and annual reports; or
 - ii. Tax returns; or
 - iii. SEC filings.

If tax returns are submitted, ensure it does not include any personal information (as defined under Florida Statutes Section 501.171, Florida Statutes), such as social security numbers, bank account or credit card numbers, or any personal pin numbers. If any personal information data is part of financial statements, redact information prior to submitting a response the County.

- c. If a Vendor has been in business for less than the number of years of required financial statements, then the Vendor must disclose all years that the Vendor has been in business, including any partial year-to-date financial statements.
- d. The County may consider the unavailability of the most recent year's financial statements and whether the Vendor acted in good faith in disclosing the financial documents in its evaluation.
- e. Any claim of confidentiality on financial statements should be asserted at the time of submittal. Refer to **Standard Instructions to Vendors**, Confidential Material/ Public Records and Exemptions for instructions on submitting confidential financial statements. The Vendor's failure to provide the information as instructed may lead to the information becoming public.
- f. Although the review of a Vendor's financial information is an issue of responsibility, the failure to either provide the financial documentation or correctly assert a confidentiality claim pursuant the Florida Public Records Law and the solicitation requirements (Confidential Material/ Public Records and Exemptions section) may result in a recommendation of non-responsiveness by the Director of Purchasing.

3. Authority to Conduct Business in Florida

- a. A Vendor must have the authority to transact business in the State of Florida and be in good standing with the Florida Secretary of State. For further information, contact the Florida Department of State, Division of Corporations.
- b. The County will review the Vendor's business status based on the information provided in response to this solicitation.
- c. It is the Vendor's responsibility to comply with all state and local business requirements.
- d. Vendor should list its active Florida Department of State Division of Corporations Document Number (or Registration No. for fictitious names) in the **Vendor Questionnaire**, Question No. 10.
- e. If a Vendor is an out-of-state or foreign corporation or partnership, the Vendor must obtain the authority to transact business in the State of Florida or show evidence of application for the authority to transact business in the State of Florida, upon request of the County.
- f. A Vendor that is not in good standing with the Florida Secretary of State at the time of a

submission to this solicitation may be deemed non-responsible.

- g. If successful in obtaining a contract award under this solicitation, the Vendor must remain in good standing throughout the contractual period of performance.

4. Affiliated Entities of the Principal(s)

- a. All Vendors are required to disclose the names and addresses of “affiliated entities” of the Vendor’s principal(s) over the last five (5) years (from the solicitation opening deadline) that have acted as a prime Vendor with the County. The Vendor is required to provide all information required on the **Affiliated Entities of the Principal(s) Certification Form**.
- b. The County will review all affiliated entities of the Vendor’s principal(s) for contract performance evaluations and the compliance history with the County’s Small Business Program, including CBE, DBE and SBE goal attainment requirements. “Affiliated entities” of the principal(s) are those entities related to the Vendor by the sharing of stock or other means of control, including but not limited to a subsidiary, parent or sibling entity.
- c. The County will consider the contract performance evaluations and the compliance history of the affiliated entities of the Vendor’s principals in its review and determination of responsibility.

5. Insurance Requirements

The **Insurance Requirement Form** reflects the insurance requirements deemed necessary for this project. It is not necessary to have this level of insurance in effect at the time of submittal, but it is necessary to submit certificates indicating that the Vendor currently carries the insurance or to submit a letter from the carrier indicating it can provide insurance coverages.

C. Additional Information and Certifications

The following forms and supporting information (if applicable) should be returned with Vendor’s submittal. If not provided with submittal, the Vendor must submit within three business days of County’s request. Failure to timely submit may affect Vendor’s evaluation.

1. Vendor Questionnaire

Vendor is required to submit detailed information on their firm. Refer to the **Vendor Questionnaire** and submit as instructed.

2. Standard Certifications

Vendor is required to certify to the below requirements. Refer to the **Standard Certifications** and submit as instructed.

- a. **Cone of Silence Requirement Certification**
- b. **Drug-Free Workplace Certification**
- c. **Non-Collusion Certification**
- d. **Public Entities Crimes Certification**
- e. **Scrutinized Companies List Certification**

3. Subcontractors/Subconsultants/Suppliers Requirement

The Vendor shall submit a listing of all subcontractors, subconsultants, and major material suppliers, if any, and the portion of the contract they will perform. Vendors must follow the instructions included on the **Subcontractors/Subconsultants/Suppliers Information Form** and submit as instructed.

D. Standard Agreement Language Requirements

1. The acceptance of or any exceptions taken to the terms and conditions of the County's Agreement shall be considered a part of a Vendor's submittal and will be considered by the Selection or Evaluation Committee.
2. The applicable Agreement terms and conditions for this solicitation are indicated in the **Special Instructions to Vendors**.
3. Vendors are required to review the applicable terms and conditions and submit the **Agreement Exception Form**. If the **Agreement Exception Form** is not provided with the submittal, it shall be deemed an affirmation by the Vendor that it accepts the Agreement terms and conditions as disclosed in the solicitation.
4. If exceptions are taken, the Vendor must specifically identify each term and condition with which it is taking an exception. Any exception not specifically listed is deemed waived. Simply identifying a section or article number is not sufficient to state an exception. Provide either a redlined version of the specific change(s) or specific proposed alternative language. Additionally, a brief justification specifically addressing each provision to which an exception is taken should be provided.
5. Submission of any exceptions to the Agreement does not denote acceptance by the County. Furthermore, taking exceptions to the County's terms and conditions may be viewed unfavorably by the Selection or Evaluation Committee and ultimately may impact the overall evaluation of a Vendor's submittal.

E. Evaluation Criteria

1. The Selection or Evaluation Committee will evaluate Vendors as per the **Evaluation Criteria**. The County reserves the right to obtain additional information from a Vendor.
2. Vendor has a continuing obligation to inform the County in writing of any material changes to the information it has previously submitted. The County reserves the right to request additional information from Vendor at any time.
3. For Request for Proposals, the following shall apply:
 - a. The Director of Purchasing may recommend to the Evaluation Committee to short list the most qualified firms prior to the Final Evaluation.
 - b. The Evaluation Criteria identifies points available; a total of 100 points is available.
 - c. If the Evaluation Criteria includes a request for pricing, the total points awarded for price is determined by applying the following formula:
$$\frac{(\text{Lowest Proposed Price}/\text{Vendor's Price}) \times (\text{Maximum Number of Points for Price})}{= \text{Price Score}}$$
 - d. After completion of scoring, the County may negotiate pricing as in its best interest.
4. For Requests for Letters of Interest or Request for Qualifications, the following shall apply:
 - a. The Selection or Evaluation Committee will create a short list of the most qualified firms.
 - b. The Selection or Evaluation Committee will either:

- i. Rank shortlisted firms; or
- ii. If the solicitation is part of a two-step procurement, shortlisted firms will be requested to submit a response to the Step Two procurement.

F. Demonstrations

If applicable, as indicated in Special Instructions to Vendors, Vendors will be required to demonstrate the nature of their offered solution. After receipt of submittals, all Vendors will receive a description of, and arrangements for, the desired demonstration. In accordance with Section 286.0113 of the Florida Statutes and pursuant to the direction of the Broward County Board of Commissioners, demonstrations are closed to only the vendor team and County staff.

G. Presentations

Vendors that are found to be both responsive and responsible to the requirements of the solicitation and/or shortlisted (if applicable) will have an opportunity to make an oral presentation to the Selection or Evaluation Committee on the Vendor's approach to this project and the Vendor's ability to perform. The committee may provide a list of subject matter for the discussion. All Vendor's will have equal time to present but the question-and-answer time may vary. In accordance with Section 286.0113 of the Florida Statutes and the direction of the Broward County Board of Commissioners, presentations during Selection or Evaluation Committee Meetings are closed. Only the Selection or Evaluation Committee members, County staff and the vendor and their team scheduled for that presentation will be present in the Meeting Room during the presentation and subsequent question and answer period.

H. Public Art and Design Program

If indicated in **Special Instructions to Vendors**, Public Art and Design Program, Section 1-88, Broward County Code of Ordinances, applies to this project. It is the intent of the County to functionally integrate art, when applicable, into capital projects and integrate artists' design concepts into this improvement project. The Vendor may be required to collaborate with the artist(s) on design development within the scope of this request. Artist(s) shall be selected by Broward County through an independent process. For additional information, contact the Broward County Cultural Division.

I. Committee Appointment

The Cone of Silence shall be in effect for County staff at the time of the Selection or Evaluation Committee appointment and for County Commissioners and Commission staff at the time of the Shortlist Meeting of the Selection Committee or the Initial Evaluation Meeting of the Evaluation Committee. The committee members appointed for this solicitation are available on the Purchasing Division's website under [Committee Appointment](#).

J. Committee Questions, Request for Clarifications, Additional Information

At any committee meeting, the Selection or Evaluation Committee members may ask questions, request clarification, or require additional information of any Vendor's submittal or proposal. It is highly recommended Vendors attend to answer any committee questions (if requested), including a Vendor representative that has the authority to bind.

Vendor's answers may impact evaluation (and scoring, if applicable). Upon written request to the Purchasing Agent prior to the meeting, a conference call number will be made available for Vendor participation via teleconference. Only Vendors that are found to be both responsive and responsible to the requirements of the solicitation and/or shortlisted (if applicable) are requested to participate in a final (or presentation) Selection or Evaluation committee meeting.

K. Vendor Questions

The County provides a specified time for Vendors to ask questions and seek clarification regarding solicitation requirements. All questions or clarification inquiries must be submitted through BidSync by the date and time referenced in the solicitation document (including any addenda). The County will respond to questions via Bid Sync.

L. Confidential Material/ Public Records and Exemptions

1. Broward County is a public agency subject to Chapter 119, Florida Statutes. Upon receipt, all submittals become "public records" and shall be subject to public disclosure consistent with Chapter 119, Florida Statutes. Submittals may be posted on the County's public website or included in a public records request response, unless there is a declaration of "confidentiality" pursuant to the public records law and in accordance with the procedures in this section.
2. Any confidential material(s) the Vendor asserts is exempt from public disclosure under Florida Statutes must be labeled as "Confidential", and marked with the specific statute and subsection asserting exemption from Public Records.
3. To submit confidential material, three hardcopies must be submitted in a sealed envelope, labeled with the solicitation number, title, date and the time of solicitation opening to:

Broward County Purchasing Division
115 South Andrews Avenue, Room 212
Fort Lauderdale, FL 33301

4. Material will not be treated as confidential if the Vendor does not cite the applicable Florida Statute (s) allowing the document to be treated as confidential.
5. Any materials that the Vendor claims to be confidential and exempt from public records must be marked and separated from the submittal. If the Vendor does not comply with these instructions, the Vendor's claim for confidentiality will be deemed as waived.
6. Submitting confidential material may impact full discussion of your submittal by the Selection or Evaluation Committee because the Committee will be unable to discuss the details contained in the documents cloaked as confidential at the publicly noticed Committee meeting.

M. Copyrighted Materials

Copyrighted material is not exempt from the Public Records Law, Chapter 119, Florida Statutes. Submission of copyrighted material in response to any solicitation will constitute a license and permission for the County to make copies (including electronic copies) as reasonably necessary for the use by County staff and agents, as well as to make the materials available for inspection or production pursuant to Public Records Law, Chapter 119, Florida Statutes.

N. State and Local Preferences

If the solicitation involves a federally funded project where the fund requirements prohibit the use of state and/or local preferences, such preferences contained in the Local Preference Ordinance and Broward County Procurement Code will not be applied in the procurement process.

O. Local Preference

Except where otherwise prohibited by federal or state law or other funding source restrictions, a local Vendor whose submittal is within 5% of the highest total ranked Vendor outside of the preference area will become the Vendor with whom the County will proceed with negotiations for a

final contract. Refer to **Local Vendor Certification Form (Preference and Tiebreaker)** for further information.

P. Tiebreaker Criteria

In accordance with Section 21.31.d of the Broward County Procurement Code, the tiebreaker criteria shall be applied based upon the information provided in the Vendor's response to the solicitation. In order to receive credit for any tiebreaker criterion, complete and accurate information must be contained in the Vendor's submittal.

1. **Local Vendor Certification Form (Preference and Tiebreaker);**
2. **Domestic Partnership Act Certification (Requirement and Tiebreaker);**
3. **Tiebreaker Criteria Form: Volume of Work Over Five Years**

Q. Posting of Solicitation Results and Recommendations

The Broward County Purchasing Division's [website](#) is the location for the County's posting of all solicitations and contract award results. It is the obligation of each Vendor to monitor the website in order to obtain complete and timely information.

R. Review and Evaluation of Responses

A Selection or Evaluation Committee is responsible for recommending the most qualified Vendor(s). The process for this procurement may proceed in the following manner:

1. The Purchasing Division delivers the solicitation submittals to agency staff for summarization for the committee members. Agency staff prepares a report, including a matrix of responses submitted by the Vendors. This may include a technical review, if applicable.
2. Staff identifies any incomplete responses. The Director of Purchasing reviews the information and makes a recommendation to the Selection or Evaluation Committee as to each Vendor's responsiveness to the requirements of the solicitation. The final determination of responsiveness rests solely on the decision of the committee.
3. At any time prior to award, the awarding authority may find that a Vendor is not responsible to receive a particular award. The awarding authority may consider the following factors, without limitation: debarment or removal from the authorized Vendors list or a final decree, declaration or order by a court or administrative hearing officer or tribunal of competent jurisdiction that the Vendor has breached or failed to perform a contract, claims history of the Vendor, performance history on a County contract(s), an unresolved concern, or any other cause under this code and Florida law for evaluating the responsibility of a Vendor.

S. Vendor Protest

Sections 21.118 and 21.120 of the Broward County Procurement Code set forth procedural requirements that apply if a Vendor intends to protest a solicitation or proposed award of a contract and state in part the following:

1. Any protest concerning the solicitation or other solicitation specifications or requirements must be made and received by the County within seven business days from the posting of the solicitation or addendum on the Purchasing Division's website. Such protest must be made in writing to the Director of Purchasing. Failure to timely protest solicitation specifications or requirements is a waiver of the ability to protest the specifications or requirements.

2. Any protest concerning a solicitation or proposed award above the award authority of the Director of Purchasing, after the RLI or RFP opening, shall be submitted in writing and received by the Director of Purchasing within five business days from the posting of the recommendation of award for Invitation to Bids or the final recommendation of ranking for Request for Letters of Interest and Request for Proposals on the Purchasing Division's website.
3. Any actual or prospective Vendor who has a substantial interest in and is aggrieved in connection with the proposed award of a contract that does not exceed the amount of the award authority of the Director of Purchasing, may protest to the Director of Purchasing. The protest shall be submitted in writing and received within three (3) business days from the posting of the recommendation of award for Invitation to Bids or the final recommendation of ranking for Request for Letters of Interest and Request for Proposals on the Purchasing Division's website.
4. For purposes of this section, a business day is defined as Monday through Friday between 8:30 a.m. and 5:00 p.m. Failure to timely file a protest within the time prescribed for a proposed contract award shall be a waiver of the Vendor's right to protest.
5. As a condition of initiating any protest, the protestor shall present the Director of Purchasing a nonrefundable filing fee in accordance with the table below.

<u>Estimated Contract Amount</u>	<u>Filing Fee</u>
\$30,000 - \$250,000	\$ 500
\$250,001 - \$500,000	\$1,000
\$500,001 - \$5 million	\$3,000
Over \$5 million	5,000

If no contract proposal amount was submitted, the estimated contract amount shall be the County's estimated contract price for the project. The County may accept cash, money order, certified check, or cashier's check, payable to Broward County Board of Commissioners.

T. Right of Appeal

Pursuant to Section 21.83.d of the Broward County Procurement Code, any Vendor that has a substantial interest in the matter and is dissatisfied or aggrieved in connection with the Selection or Evaluation Committee's determination of responsiveness may appeal the determination pursuant to Section 21.120 of the Broward County Procurement Code.

1. The appeal must be in writing and sent to the Director of Purchasing within ten (10) calendar days of the determination by the Selection or Evaluation Committee to be deemed timely.
2. As required by Section 21.120, the appeal must be accompanied by an appeal bond by a Vendor having standing to protest and must comply with all other requirements of this section.
3. The institution and filing of an appeal is an administrative remedy to be employed prior to the institution and filing of any civil action against the County concerning the subject matter of the appeal.

U. Rejection of Responses

The Selection or Evaluation Committee may recommend rejecting all submittals as in the best interests of the County. The rejection shall be made by the Director of Purchasing, except when a solicitation was approved by the Board, in which case the rejection shall be made by the Board.

V. Negotiations

The County intends to conduct the first negotiation meeting no later than two weeks after approval of the final ranking as recommended by the Selection or Evaluation Committee. At least one of the representatives for the Vendor participating in negotiations with the County must be authorized to bind the Vendor. In the event that the negotiations are not successful within a reasonable timeframe (notification will be provided to the Vendor) an impasse will be declared and negotiations with the first-ranked Vendor will cease. Negotiations will begin with the next ranked Vendor, etc. until such time that all requirements of Broward County Procurement Code have been met. In accordance with Section 286.0113 of the Florida Statutes and the direction of the Broward County Board of Commissioners, negotiations resulting from Selection or Evaluation Committee Meetings are closed. Only County staff and the selected vendor and their team will be present during negotiations.

W. Submittal Instructions:

1. Broward County does not require any personal information (as defined under Section 501.171, Florida Statutes), such as social security numbers, driver license numbers, passport, military ID, bank account or credit card numbers, or any personal pin numbers, in order to submit a response for ANY Broward County solicitation. DO NOT INCLUDE any personal information data in any document submitted to the County. If any personal information data is part of a submittal, this information must be redacted prior to submitting a response to the County.
2. **Vendor MUST submit its solicitation response electronically and MUST confirm its submittal in order for the County to receive a valid response through BidSync.** It is the Vendor's sole responsibility to assure its response is submitted and received through BidSync by the date and time specified in the solicitation.
3. The County will not consider solicitation responses received by other means. Vendors are encouraged to submit their responses in advance of the due date and time specified in the solicitation document. In the event that the Vendor is having difficulty submitting the solicitation document through Bid Sync, immediately notify the Purchasing Agent and then contact BidSync for technical assistance.
4. Vendor must view, submit, and/or accept each of the documents in BidSync. Web-fillable forms can be filled out and submitted through BidSync.
5. After all documents are viewed, submitted, and/or accepted in BidSync, the Vendor must upload additional information requested by the solicitation (i.e. Evaluation Criteria and Financials Statements) in the Item Response Form in BidSync, under line one (regardless if pricing requested).
6. Vendor should upload responses to Evaluation Criteria in Microsoft Word or Excel format.
7. If the Vendor is declaring any material confidential and exempt from Public Records, refer to Confidential Material/ Public Records and Exemptions for instructions on submitting confidential material.
8. After all files are uploaded, Vendor must submit and **CONFIRM** its offer (by entering password) for offer to be received through BidSync.

9. If a solicitation requires an original Proposal Bond (per Special Instructions to Vendors), Vendor must submit in a sealed envelope, labeled with the solicitation number, title, date and the time of solicitation opening to:

Broward County Purchasing Division
115 South Andrews Avenue, Room 212
Fort Lauderdale, FL 33301

A copy of the Proposal Bond should also be uploaded into Bid Sync; this does not replace the requirement to have an original proposal bond. Vendors must submit the original Proposal Bond, by the solicitation due date and time.

Supplier: **BVK**

VENDOR QUESTIONNAIRE AND STANDARD CERTIFICATIONS
Request for Proposals, Request for Qualifications, or Request for Letters of Interest

Vendor should complete questionnaire and complete and acknowledge the standard certifications and submit with the solicitation response. If not submitted with solicitation response, it must be submitted within three business days of County's request. Failure to timely submit may affect Vendor's evaluation.

If a response requires additional information, the Vendor should upload a written detailed response with submittal; each response should be numbered to match the question number. The completed questionnaire and attached responses will become part of the procurement record. It is imperative that the person completing the Vendor Questionnaire be knowledgeable about the proposing Vendor's business and operations.

1. Legal business name: **Birdsall, Voss & Associates, Inc.**
2. Doing Business As/ Fictitious Name (if applicable): **BVK**
3. Federal Employer I.D. no. (FEIN): **39-1488409**
4. Dun and Bradstreet No.: **11753550**
5. Website address (if applicable): **www.bvk.com**
6. Principal place of business address: **250 W. Coventry Court #300
Milwaukee, WI 53217**
7. Office location responsible for this project: **Tampa, FL**
8. Telephone no.: **813.258.2510** Fax no.: **--**
9. Type of business (check appropriate box):
 - ☒ Corporation (specify the state of incorporation): **Wisconsin**
 - ☐ Sole Proprietor
 - ☐ Limited Liability Company (LLC)
 - ☐ Limited Partnership
 - ☐ General Partnership (State and County Filed In)
 - ☐ Other - Specify
10. List Florida Department of State, Division of Corporations document number (or registration number if fictitious name): **P28381**
11. List name and title of each principal, owner, officer, and major shareholder:
 - a) **Michael Voss, CEO**
 - b) **Sharon La Macchia, Secretary**
 - c)
 - d)
12. AUTHORIZED CONTACT(S) FOR YOUR FIRM:

Name: **Mary L. DeLong**
Title: **Sr. VP, Tourism Division**
E-mail:
Telephone No.: **813.258.2510**

Name:
Title:
E-mail:
Telephone No.:

13. Has your firm, its principals, officers or predecessor organization(s) been debarred or suspended by any government entity within the last three years? If yes, specify details in an attached written response. ☐ Yes ☒ No
14. Has your firm, its principals, officers or predecessor organization(s) ever been debarred or suspended by any government entity? If yes, specify details in an attached written response, including the reinstatement date, if granted. ☐ Yes ☒ No
15. Has your firm ever failed to complete any services and/or delivery of products during the last three (3) years? If yes, specify details in an attached written response. ☐ Yes ☒ No
16. Is your firm or any of its principals or officers currently principals or officers of another organization? If yes, specify details in an attached written response. ☐ Yes ☒ No
17. Have any voluntary or involuntary bankruptcy petitions been filed by or against your firm, its parent or subsidiaries or predecessor organizations during the last three years? If yes, specify details in an attached written response. ☐ Yes ☒ No
18. Has your firm's surety ever intervened to assist in the completion of a contract or have Performance and/or Payment Bond claims been made to your firm or its predecessor's sureties during the last three years? If yes, specify details in an attached written response, including contact information for owner and surety. ☐ Yes ☒ No
19. Has your firm ever failed to complete any work awarded to you, services and/or delivery of products during the last three (3) years? If yes, specify details in an attached written response. ☐ Yes ☒ No
20. Has your firm ever been terminated from a contract within the last three years? If yes, specify details in an attached written response. ☐ Yes ☒ No
21. Living Wage solicitations only: In determining what, if any, fiscal impacts(s) are a result of the Ordinance for this solicitation, provide the following for informational purposes only. Response is not considered in determining the award of this contract.
Living Wage had an effect on the pricing. ☐ Yes ☐ No
☒ N/A
If yes, Living Wage increased the pricing by% or decreased the pricing by%.

Cone of Silence Requirement Certification:

The Cone of Silence Ordinance, Section 1-266, Broward County Code of Ordinances prohibits certain communications among Vendors, Commissioners, County staff, and Selection or Evaluation Committee members. Identify on a separate sheet any violations of this Ordinance by any members of the responding firm or its joint ventures. After the application of the Cone of Silence, inquiries regarding this solicitation should be directed to the Director of Purchasing or designee. The Cone of Silence terminates when the County Commission or other awarding authority takes action which ends the solicitation.

The Vendor hereby certifies that: (check each box)

- ☒ The Vendor has read Cone of Silence Ordinance, Section 1-266, Broward County Code of Ordinances; and
- ☒ The Vendor understands that the Cone of Silence for this competitive solicitation shall be in effect beginning

upon the appointment of the Selection or Evaluation Committee, for communication regarding this solicitation with the County Administrator, Deputy County Administrator, Assistant County Administrators, and Assistants to the County Administrator and their respective support staff or any person, including Evaluation or Selection Committee members, appointed to evaluate or recommend selection in this RFP/RLI process. For Communication with County Commissioners and Commission staff, the Cone of Silence allows communication until the initial Evaluation or Selection Committee Meeting.

- ☒ The Vendor agrees to comply with the requirements of the Cone of Silence Ordinance.

Drug-Free Workplace Requirements Certification:

Section 21.31.a. of the Broward County Procurement Code requires awards of all competitive solicitations requiring Board award be made only to firms certifying the establishment of a drug free workplace program. The program must consist of:

1. Publishing a statement notifying its employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the offeror's workplace, and specifying the actions that will be taken against employees for violations of such prohibition;
2. Establishing a continuing drug-free awareness program to inform its employees about:
 - a. The dangers of drug abuse in the workplace;
 - b. The offeror's policy of maintaining a drug-free workplace;
 - c. Any available drug counseling, rehabilitation, and employee assistance programs; and
 - d. The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace;
3. Giving all employees engaged in performance of the contract a copy of the statement required by subparagraph 1;
4. Notifying all employees, in writing, of the statement required by subparagraph 1, that as a condition of employment on a covered contract, the employee shall:
 - a. Abide by the terms of the statement; and
 - b. Notify the employer in writing of the employee's conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893 or of any controlled substance law of the United States or of any state, for a violation occurring in the workplace NO later than five days after such conviction.
5. Notifying Broward County government in writing within 10 calendar days after receiving notice under subdivision 4.b above, from an employee or otherwise receiving actual notice of such conviction. The notice shall include the position title of the employee;
6. Within 30 calendar days after receiving notice under subparagraph 4 of a conviction, taking one of the following actions with respect to an employee who is convicted of a drug abuse violation occurring in the workplace:
 - a. Taking appropriate personnel action against such employee, up to and including termination; or
 - b. Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a federal, state, or local health, law enforcement, or other appropriate agency; and
7. Making a good faith effort to maintain a drug-free workplace program through implementation of subparagraphs 1 through 6.

The Vendor hereby certifies that: (check box)

- ☒ The Vendor certifies that it has established a drug free workplace program in accordance with the above requirements.

Non-Collusion Certification:

Vendor shall disclose, to their best knowledge, any Broward County officer or employee, or any relative of any such officer or employee as defined in Section 112.3135 (1) (c), Florida Statutes, who is an officer or director of, or has a material interest in, the Vendor's business, who is in a position to influence this procurement. Any Broward

County officer or employee who has any input into the writing of specifications or requirements, solicitation of offers, decision to award, evaluation of offers, or any other activity pertinent to this procurement is presumed, for purposes hereof, to be in a position to influence this procurement. Failure of a Vendor to disclose any relationship described herein shall be reason for debarment in accordance with the provisions of the Broward County Procurement Code.

The Vendor hereby certifies that: (select one)

- ☒ The Vendor certifies that this offer is made independently and free from collusion; or
- ☒ The Vendor is disclosing names of officers or employees who have a material interest in this procurement and is in a position to influence this procurement. Vendor must include a list of name(s), and relationship(s) with its submittal.

Public Entities Crimes Certification:

In accordance with Public Entity Crimes, Section 287.133, Florida Statutes, a person or affiliate placed on the convicted vendor list following a conviction for a public entity crime may not submit on a contract: to provide any goods or services; for construction or repair of a public building or public work; for leases of real property to a public entity; and may not be awarded or perform work as a contractor, supplier, subcontractor, or consultant under a contract with any public entity; and may not transact business with any public entity in excess of the threshold amount provided in s. 287.017 for Category Two for a period of 36 months following the date of being placed on the convicted vendor list.

The Vendor hereby certifies that: (check box)

- ☒ The Vendor certifies that no person or affiliates of the Vendor are currently on the convicted vendor list and/or has not been found to commit a public entity crime, as described in the statutes.

Scrutinized Companies List Certification:

Any company, principals, or owners on the Scrutinized Companies with Activities in Sudan List, the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or the Scrutinized Companies that Boycott Israel List is prohibited from submitting a response to a solicitation for goods or services in an amount equal to or greater than \$1 million.

The Vendor hereby certifies that: (check each box)

- ☒ The Vendor, owners, or principals are aware of the requirements of Sections 287.135, 215.473, and 215.4275, Florida Statutes, regarding Companies on the Scrutinized Companies with Activities in Sudan List the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or the Scrutinized Companies that Boycott Israel List; and
- ☒ The Vendor, owners, or principals, are eligible to participate in this solicitation and are not listed on either the Scrutinized Companies with Activities in Sudan List, the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or the Scrutinized Companies that Boycott Israel List; and
- ☒ If awarded the Contract, the Vendor, owners, or principals will immediately notify the County in writing if any of its principals are placed on the Scrutinized Companies with Activities in Sudan List, the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or the Scrutinized Companies that Boycott Israel List.

I hereby certify the information provided in the Vendor Questionnaire and Standard Certifications:

Mary L. DeLong	Sr. VP, Director / Tourism Division	3/20/19
*AUTHORIZED SIGNATURE/NAME	TITLE	DATE

Vendor Name: **mary.delong@bvk.com**

* I certify that I am authorized to sign this solicitation response on behalf of the Vendor as indicated in Certificate as to Corporate Principal, designation letter by Director/Corporate Officer, or other business authorization to bind on behalf of the Vendor. As the Vendor's authorized representative, I attest that any and all statements, oral, written or otherwise, made in support of the Vendor's response, are accurate, true and correct. I also acknowledge that inaccurate, untruthful, or incorrect statements made in support of the Vendor's response may be used by the County as a basis for rejection, rescission of the award, or termination of the contract and may also serve as the basis for debarment of Vendor pursuant to Section 21.119 of the Broward County Procurement Code. I certify that the Vendor's response is made without prior understanding, agreement, or connection with any corporation, firm or person submitting a response for the same items/services, and is in all respects fair and without collusion or fraud. I also certify that the Vendor agrees to abide by all terms and conditions of this solicitation, acknowledge and accept all of the solicitation pages as well as any special instructions sheet(s).

Supplier: **BVK**

LOBBYIST REGISTRATION REQUIREMENT CERTIFICATION FORM

The completed form should be submitted with the solicitation response but must be submitted within three business days of County's request. Vendor may be deemed non-responsive for failure to fully comply within stated timeframes.

The Vendor certifies that it understands if it has retained a lobbyist(s) to lobby in connection with a competitive solicitation, it shall be deemed non-responsive unless the firm, in responding to the competitive solicitation, certifies that each lobbyist retained has timely filed the registration or amended registration required under Broward County Lobbyist Registration Act, Section 1-262, Broward County Code of Ordinances; and it understands that if, after awarding a contract in connection with the solicitation, the County learns that the certification was erroneous, and upon investigation determines that the error was willful or intentional on the part of the Vendor, the County may, on that basis, exercise any contractual right to terminate the contract for convenience.

The Vendor hereby certifies that: (select one)

- ☒ It has not retained a lobbyist(s) to lobby in connection with this competitive solicitation; however, if retained after the solicitation, the County will be notified.
- ☐ It has retained a lobbyist(s) to lobby in connection with this competitive solicitation and certified that each lobbyist retained has timely filed the registration or amended registration required under Broward County Lobbyist Registration Act, Section 1-262, Broward County Code of Ordinances.

It is a requirement of this solicitation that the names of any and all lobbyists retained to lobby in connection with this solicitation be listed below:

Name of Lobbyist:

Lobbyist's Firm:

Phone:

E-mail: **mary.delong@bvk.com**

Name of Lobbyist:

Lobbyist's Firm:

Phone:

E-mail:

Authorized Signature/Name: Mary L. DeLong Date: 3/20/19

Title: Sr. VP, Director of Tourism Division

Vendor Name: Birdsall, Voss & Associates, Inc.

Supplier: BVK**DOMESTIC PARTNERSHIP ACT CERTIFICATION FORM (REQUIREMENT AND
TIEBREAKER)**

Refer to Special Instructions to identify if Domestic Partnership Act is a requirement of the solicitation or acts only as a tiebreaker. If Domestic Partnership is a requirement of the solicitation, the completed and signed form should be returned with the Vendor's submittal. If the form is not provided with submittal, the Vendor must submit within three business days of County's request. Vendor may be deemed non-responsive for failure to fully comply within stated timeframes. To qualify for the Domestic Partnership tiebreaker criterion, the Vendor must currently offer the Domestic Partnership benefit and the completed and signed form must be returned at time of solicitation submittal.

The Domestic Partnership Act, Section 16 ½ -157, Broward County Code of Ordinances, requires all Vendors contracting with the County, in an amount over \$100,000 provide benefits to Domestic Partners of its employees, on the same basis as it provides benefits to employees' spouses, with certain exceptions as provided by the Ordinance.

For all submittals over \$100,000.00, the Vendor, by virtue of the signature below, certifies that it is aware of the requirements of Broward County's Domestic Partnership Act, Section 16-½ -157, Broward County Code of Ordinances; and certifies the following: (check only one below).

- ☒ 1. The Vendor currently complies with the requirements of the County's Domestic Partnership Act and provides benefits to Domestic Partners of its employees on the same basis as it provides benefits to employees' spouses
- ☐ 2. The Vendor will comply with the requirements of the County's Domestic Partnership Act at time of contract award and provide benefits to Domestic Partners of its employees on the same basis as it provides benefits to employees' spouses.
- ☐ 3. The Vendor will not comply with the requirements of the County's Domestic Partnership Act at time of award.
- ☐ 4. The Vendor does not need to comply with the requirements of the County's Domestic Partnership Act at time of award because the following exception(s) applies: **(check only one below)**.
- ☐ The Vendor is a governmental entity, not-for-profit corporation, or charitable organization.
- ☐ The Vendor is a religious organization, association, society, or non-profit charitable or educational institution.
- ☐ The Vendor provides an employee the cash equivalent of benefits. (Attach an affidavit in compliance with the Act stating the efforts taken to provide such benefits and the amount of the cash equivalent).
- ☐ The Vendor cannot comply with the provisions of the Domestic Partnership Act because it would violate the laws, rules or regulations of federal or state law or would violate or be inconsistent with the terms or conditions of a grant or contract with the United States or State of Florida. Indicate the law, statute or regulation (State the law, statute or regulation and attach explanation of its applicability).

Mary L. DeLong	Sr. VP, Director of	Birdsall, Voss & Assoc.,	3.20.19
	Tourism	Inc.	
Authorized Signature/Name	Title	Vendor Name	Date

Supplier: **BVK**

Office of Economic and Small Business Requirements: CBE Goal Participation

- A. In accordance with the Broward County Business Opportunity Act of 2012, Section 1-81, Code of Ordinances, as amended (the "Business Opportunity Act"), the County Business Enterprise (CBE) Program is applicable to this contract. All Vendors responding to this solicitation are required to utilize CBE firms to perform the assigned participation goal for this contract.
- B. The CBE participation goal will be established based on the expected expenditure amount for the proposed scope of services for the project. The Office of Economic and Small Business Development (OESBD) will not include alternate items, optional services or allowances when establishing the CBE participation goal. If the County subsequently chooses to award any alternate items, optional services or allowances as determined by OESBD and the Contract Administrator to be related to the scope of services, OESBD may apply the established CBE participation goal. In such an instance, the County will issue a written notice to the successful Vendor that the CBE participation goal will also apply to the alternate items, optional services or allowances. Vendor shall submit all required forms pertaining to its compliance with the CBE participation goal, as applicable. Failure by Vendor to submit the required forms may result in the rejection of Vendor's solicitation submittal prior to the award or failure to comply with the contract requirements may have an impact on the vendor performance evaluation post award, as applicable.
- C. CBE Program Requirements: Compliance with CBE participation goal requirements is a matter of responsibility; Vendor should submit all required forms and information with its solicitation submittal. If the required forms and information are not provided with the Vendor's solicitation submittal, then Vendor must supply the required forms and information no later than three (3) business days after request by OESBD. Vendor may be deemed non-responsible for failure to fully comply with CBE Program Requirements within these stated timeframes.
1. Vendor should include in its solicitation submittal a **Letter Of Intent Between Bidder/Offeror and County Business Enterprise (CBE) Subcontractor/Supplier** for each CBE firm the Vendor intends to use to achieve the assigned CBE participation goal. The form is available at the following link:
<http://www.broward.org/EconDev/Documents/CBELetterOfIntent.pdf>
 2. If Vendor is unable to attain the CBE participation goal, Vendor should include in its solicitation submittal an **Application for Evaluation of Good Faith Efforts** and all of the required supporting information. The form is available at the following link:
<http://www.broward.org/EconDev/WhatWeDo/Documents/GoodFaithEffortEval.pdf>
- D. OESBD maintains an online directory of CBE firms. The online directory is available for use by Vendors at <https://webapps4.broward.org/smallbusiness/sbdirectory.aspx>.
- E. For detailed information regarding the CBE Program contact the OESBD at (954) 357-6400 or visit the website at: <http://www.broward.org/EconDev/SmallBusiness/>
- F. If awarded the contract, Vendor agrees to and shall comply with all applicable requirements of the Business Opportunity Act and the CBE Program in the award and administration of the contract.
1. No party to this contract may discriminate on the basis of race, color, sex, religion,

national origin, disability, age, marital status, political affiliation, sexual orientation, pregnancy, or gender identity and expression in the performance of this contract.

2. All entities that seek to conduct business with the County, including Vendor or any Prime Contractors, Subcontractors, and Bidders, shall conduct such business activities in a fair and reasonable manner, free from fraud, coercion, collusion, intimidation, or bad faith. Failure to do so may result in the cancellation of this solicitation, cessation of contract negotiations, revocation of CBE certification, and suspension or debarment from future contracts.
3. If Vendor fails to meet or make Good Faith Efforts (as defined in the Business Opportunity Act) to meet the CBE participation commitment (the "Commitment"), then Vendor shall pay the County liquidated damages in an amount equal to fifty percent (50%) of the actual dollar amount by which Vendor failed to achieve the Commitment, up to a maximum amount of ten percent (10%) of the total contract amount, excluding costs and reimbursable expenses. An example of this calculation is stated in Section 1-81.7, Broward County Code of Ordinances.
4. Vendor shall comply with all applicable requirements of the Business Opportunity Act in the award of this contract. Failure by Vendor to carry out any of these requirements shall constitute a material breach of the contract, which shall permit the County to terminate this contract or to exercise any other remedy provided under this contract, the Broward County Code of Ordinances, the Broward County Administrative Code, or other applicable laws, with all such remedies being cumulative.
5. Vendor shall pay its CBE subcontractors and suppliers, within fifteen (15) days following receipt of payment from the County, for all completed subcontracted work and supplies. If Vendor withholds an amount from CBE subcontractors or suppliers as retainage, such retainage shall be released and paid within fifteen (15) days following receipt of payment of retained amounts from the County.
6. Vendor understands that the County will monitor Vendor's compliance with the CBE Program requirements. Vendor must provide OESBD with a Monthly Utilization Report (MUR) to confirm its compliance with the Commitment agreed to in the contract; timely submission of the MUR every month throughout the term of the contract, including amendment and extension terms, is a condition precedent to the County's payment of Vendor under the contract.

Supplier: BVK**LITIGATION HISTORY FORM**

The completed form(s) should be returned with the Vendor's submittal. If not provided with submittal, the Vendor must submit within three business days of County's request. Vendor may be deemed non-responsive for failure to fully comply within stated timeframes.

- ☒ There are no material cases for this Vendor; or
☐ Material Case(s) are disclosed below:

Is this for a: (check type) <input type="checkbox"/> Parent, <input type="checkbox"/> Subsidiary, or <input type="checkbox"/> Predecessor Firm?	If Yes, name of Parent/Subsidiary/Predecessor: Or No <input type="checkbox"/>
Party	
Case Number, Name, and Date Filed	
Name of Court or other tribunal	
Type of Case	Bankruptcy <input type="checkbox"/> Civil <input type="checkbox"/> Criminal <input type="checkbox"/> Administrative/Regulatory <input type="checkbox"/>
Claim or Cause of Action and Brief description of each Count	
Brief description of the Subject Matter and Project Involved	
Disposition of Case (Attach copy of any applicable Judgment, Settlement Agreement and Satisfaction of Judgment.)	Pending <input type="checkbox"/> Settled <input type="checkbox"/> Dismissed <input type="checkbox"/> Judgment Vendor's Favor <input type="checkbox"/> Judgment Against Vendor <input type="checkbox"/> If Judgment Against, is Judgment Satisfied? <input type="checkbox"/> Yes <input type="checkbox"/> No
Opposing Counsel	Name: Email: Telephone Number:

Vendor Name: Birdsall, Voss & Associates, Inc.

Supplier: **BVK**

AFFILIATED ENTITIES OF THE PRINCIPAL(S) CERTIFICATION FORM

The completed form should be submitted with the solicitation response but must be submitted within three business days of County's request. Vendor may be deemed non-responsive for failure to fully comply within stated timeframes.

- a. All Vendors are required to disclose the names and addresses of "affiliated entities" of the Vendor's principal(s) over the last five (5) years (from the solicitation opening deadline) that have acted as a prime Vendor with the County.
- b. The County will review all affiliated entities of the Vendor's principal(s) for contract performance evaluations and the compliance history with the County's Small Business Program, including CBE, DBE and SBE goal attainment requirements. "Affiliated entities" of the principal(s) are those entities related to the Vendor by the sharing of stock or other means of control, including but not limited to a subsidiary, parent or sibling entity.
- c. The County will consider the contract performance evaluations and the compliance history of the affiliated entities of the Vendor's principals in its review and determination of responsibility.

The Vendor hereby certifies that: (select one)

- ☒ No principal of the proposing Vendor has prior affiliations that meet the criteria defined as "Affiliated entities"
- ☐ Principal(s) listed below have prior affiliations that meet the criteria defined as "Affiliated entities"

Principal's Name:

Names of Affiliated Entities:

Principal's Name:

Names of Affiliated Entities:

Principal's Name:

Names of Affiliated Entities:

Authorized Signature Name: **Mary L. DeLong**

Title: **Sr. VP, Director of Tourism Division**

Vendor Name: **Birdsall, Voss & Associates, Inc.**

Date: **3.20.19**

Supplier: BVK**AGREEMENT EXCEPTION FORM**

The completed form(s) should be returned with the Vendor's submittal. If not provided with submittal, it shall be deemed an affirmation by the Vendor that it accepts the terms and conditions of the County's Agreement as disclosed in the solicitation.

The Vendor must either provide specific proposed alternative language on the form below. Additionally, a brief justification specifically addressing each provision to which an exception is taken should be provided.

- ☒ There are no exceptions to the terms and conditions of the County Agreement as referenced in the solicitation; or
- ☐ The following exceptions are disclosed below: (use additional forms as needed; separate each Article/ Section number)

Term or Condition Article / Section	Insert version of exception or specific proposed alternative language	Provide brief justification for change

Vendor Name: Birdsall, Voss & Associates, Inc.

Supplier: **BVK**

RFP-RLI-RFQ LOCAL PREFERENCE AND TIE BREAKER CERTIFICATION FORM

The completed and signed form should be returned with the Vendor's submittal to determine Local Preference eligibility, however it must be returned at time of solicitation submittal to qualify for the Tie Break criteria. If not provided with submittal, the Vendor must submit within three business days of County's request for evaluation of Local Preference. Proof of a local business tax should be submitted with this form. Failure to timely submit this form or local business tax receipt may render the business ineligible for application of the Local Preference or Tie Break Criteria.

In accordance with Section 21.31.d. of the Broward County Procurement Code, to qualify for the Tie Break Criteria, the undersigned Vendor hereby certifies that (check box if applicable):

- ☐ The Vendor is a local Vendor in Broward County and:
- a. has a valid Broward County local business tax receipt;
 - b. has been in existence for at least six-months prior to the solicitation opening;
 - c. at a business address physically located within Broward County;
 - d. in an area zoned for such business;
 - e. provides services from this location on a day-to-day basis, and
 - f. services provided from this location are a substantial component of the services offered in the Vendor's proposal.

In accordance with Local Preference, Section 1-74, et. seq., Broward County Code of Ordinances, a local business meeting the below requirements is eligible for Local Preference. To qualify for the Local Preference, the undersigned Vendor hereby certifies that (check box if applicable):

- ☐ The Vendor is a local Vendor in Broward and:
- a. has a valid Broward County local business tax receipt issued at least one year prior to solicitation opening;
 - b. has been in existence for at least one-year prior to the solicitation opening;
 - c. provides services on a day-to-day basis, at a business address physically located within the Broward County limits in an area zoned for such business; and
 - d. the services provided from this location are a substantial component of the services offered in the Vendor's proposal.

Local Business Address:

Vendor does not qualify for Tie Break Criteria or Local Preference, in accordance with the above requirements. The undersigned Vendor hereby certifies that (check box if applicable): The Vendor is not a local Vendor in Broward County.

mary.delong@bvk.com

**AUTHORIZED
SIGNATURE/NAME**

TITLE

COMPANY

DATE

Supplier: **BVK**

RFP-RFQ-RLI LOCATION ATTESTATION FORM (EVALUATION CRITERIA)

The completed and signed form and supporting information (if applicable, for Joint Ventures) should be returned with the Vendor's submittal. If not provided with submittal, the Vendor must submit within three business days of County's request. Failure to timely submit this form and supporting information may affect the Vendor's evaluation. Provided information is subject to verification by the County.

A Vendor's principal place of business location (also known as the nerve center) within Broward County is considered in accordance with Evaluation Criteria. The County's definition of a principal place of business is:

1. As defined by the Broward County Local Preference Ordinance, "Principal place of business means the nerve center or center of overall direction, control and coordination of the activities of the bidder [Vendor]. If the bidder has only one (1) business location, such business location shall be considered its principal place of business."
2. A principal place of business refers to the place where a corporation's officers direct, control, and coordinate the corporation's day-to-day activities. It is the corporation's 'nerve center' and in practice it should normally be the place where the corporation maintains its headquarters; provided that the headquarters is the actual center of direction, control, and coordination, i.e., the 'nerve center', and not simply an office where the corporation holds its board meetings (for example, attended by directors and officers who have traveled there for the occasion).

The Vendor's principal place of business in Broward County shall be the Vendor's "Principal Address" as indicated with the Florida Department of State Division of Corporations, for at least six months prior to the solicitation's due date.

Check one of the following:

- ☐ The Vendor certifies that it has a principal place of business location (also known as the nerve center) within Broward County, as documented in Florida Department of State Division of Corporations (Sunbiz), and attests to the following statements:

1. Vendor's address listed in its submittal is its principal place of business as defined by Broward County;
2. Vendor's "Principal Address" listed with the Florida Department of State Division of Corporations is the same as the address listed in its submittal and the address was listed for at least six months prior to the solicitation's opening date. A copy of Florida Department of State Division of Corporations (Sunbiz) is attached as verification.
3. Vendor must be located at the listed "nerve center" address ("Principal Address") for at least six (6) months prior to the solicitation's opening date;
4. Vendor has not merged with another firm within the last six months that is not headquartered in Broward County and is not a wholly owned subsidiary or a holding company of another firm that is not headquartered in Broward County;
5. If awarded a contract, it is the intent of the Vendor to remain at the referenced address for the duration of the contract term, including any renewals, extensions or any approved

interim contracts for the services provided under this contract; and

6. The Vendor understands that if after contract award, the County learns that the attestation was erroneous, and upon investigation determines that the error was willful or intentional on the part of the Vendor, the County may, on that basis exercise any contractual right to terminate the contract. Further any misleading, inaccurate, false information or documentation submitted by any party affiliated with this procurement may lead to suspension and/or debarment from doing business with Broward County as outlined in the Procurement Code, Section 21.119.

If the Vendor is submitting a response as a Joint Venture, the following information is required to be submitted:

- a. Name of the Joint Venture Partnership
- b. Percentage of Equity for all Joint Venture Partners
- c. A copy of the executed Agreement(s) between the Joint Venture Partners

- ☒ Vendor does not have a principal place of business location (also known as the nerve center) within Broward County.

Vendor Information:

Vendor Name: **Birdsall, Voss & Associates, Inc.**

Vendor's address listed in its submittal is:

**250 W. Coventry Court, #300
Milwaukee, WI 53217**

The signature below must be by an individual authorized to bind the Vendor. The signature below is an attestation that all information listed above and provided to Broward County is true and accurate.

Mary L. DeLong	Sr. VP, Dir. of Tourism	Birdsall, Voss & Associates, Inc.	3.20.19
Authorized Signature/Name	Title	Vendor Name	Date

Supplier: **BVK**

SUBCONTRACTORS/SUBCONSULTANTS/SUPPLIERS REQUIREMENT FORM
Request for Proposals, Request for Qualifications, or Request for Letters of Interest

The following forms and supporting information (if applicable) should be returned with Vendor's submittal. If not provided with submittal, the Vendor must submit within three business days of County's request. Failure to timely submit may affect Vendor's evaluation.

- A. The Vendor shall submit a listing of all subcontractors, subconsultants and major material suppliers (firms), if any, and the portion of the contract they will perform. A major material supplier is considered any firm that provides construction material for construction contracts, or commodities for service contracts in excess of \$50,000, to the Vendor.
- B. If participation goals apply to the contract, only non-certified firms shall be identified on the form. A non-certified firm is a firm that is not listed as a firm for attainment of participation goals (ex. County Business Enterprise or Disadvantaged Business Enterprise), if applicable to the solicitation.
- C. This list shall be kept up-to-date for the duration of the contract. If subcontractors, subconsultants or suppliers are stated, this does not relieve the Vendor from the prime responsibility of full and complete satisfactory performance under any awarded contract.
- D. After completion of the contract/final payment, the Vendor shall certify the final list of non-certified subcontractors, subconsultants, and suppliers that performed or provided services to the County for the referenced contract.
- E. The Vendor has confirmed that none of the recommended subcontractors, subconsultants, or suppliers' principal(s), officer(s), affiliate(s) or any other related companies have been debarred from doing business with Broward County or any other governmental agency.

If none, state "none" on this form. Use additional sheets as needed. Vendor should scan and upload any additional form(s) in BidSync.

1. Subcontracted Firm's Name: **None**

Subcontracted Firm's Address:

Subcontracted Firm's Telephone Number:

Contact Person's Name and Position:

Contact Person's E-Mail Address:

Estimated Subcontract/Supplies Contract Amount:

Type of Work/Supplies Provided:

2. Subcontracted Firm's Name: **None**

Subcontracted Firm's Address:

Subcontracted Firm's Telephone Number:

Contact Person's Name and Position:

Contact Person's E-Mail Address:

Supplier: BVK**VOLUME OF PREVIOUS WORK ATTESTATION FORM**

The completed and signed form should be returned with the Vendor's submittal. If not provided with submittal, the Vendor must submit within three business days of County's request. Failure to provide timely may affect the Vendor's evaluation. This completed form must be included with the Vendor's submittal at the time of the opening deadline to be considered for a Tie Breaker criterion (if applicable).

The calculation for Volume of Previous Work is all amounts paid to the prime Vendor by Broward County Board of County Commissioners at the time of the solicitation opening date within a five-year timeframe. The calculation of Volume of Previous Work for a prime Vendor previously awarded a contract as a member of a Joint Venture firm is based on the actual equity ownership of the Joint Venture firm.

In accordance with Section 21.31.d. of the Broward County Procurement Code, the Vendor with the lowest dollar volume of work previously paid by the County over a five-year period from the date of the submittal opening will receive the Tie Breaker.

Vendor must list all projects it received payment from Broward County Board of County Commissioners during the past five years. If the Vendor is submitting as a joint venture, the information provided should encompass the joint venture and each of the entities forming the joint venture. The Vendor attests to the following:

Item No.	Project Title	Solicitation/ Contract Number:	Department or Division	Date Awarded	Paid to Date Dollar Amount
1					
2					
3					
4					
5					
Grand Total					0

Has the Vendor been a member/partner of a Joint Venture firm that was awarded a contract by the County? Yes ☐ No ☒

If Yes, Vendor must submit a **Joint Vendor Volume of Work Attestation Form**.

Vendor Name: Birdsell, Voss & Associates, Inc.

Mary L. DeLong

**Sr. VP, Director of Tourism
Division**

3.20.19

Authorized Signature/ Name

Title

Date

VOLUME OF PREVIOUS WORK ATTESTATION JOINT VENTURE FORM

If applicable, this form and additional required documentation should be submitted with the Vendor's submittal. If not provided with submittal, the Vendor must submit within three business days of County's request. Failure to timely submit this form and supporting documentation may affect the Vendor's evaluation.

The calculation of Volume of Previous Work for a prime Vendor previously awarded a contract as a member of a Joint Venture firm is based on the actual equity ownership of the Joint Venture firm. Volume of Previous Work is not based on the total payments to the Joint Venture firm.

Vendor must list all projects it received payment from Broward County Board of County Commissioners during the past five years as a member of a Joint Venture. The Vendor attests to the following:

Item No.	Project Title	Solicitation/ Contract Number:	Department or Division	Date Awarded	JV Equity %	Paid to Date Dollar Amount
1						
2						
3						
4						
5						
Grand Total						

Vendor is required to submit an executed Joint Venture agreement(s) and any amendments for each project listed above. Each agreement must be executed prior to the opening date of this solicitation.

Vendor Name:

Authorized Signature/ Name

Title

Date

Supplier: **BVK**

SCRUTINIZED COMPANIES LIST REQUIREMENT CERTIFICATION FORM

The completed and signed form(s) should be returned with the Vendor's submittal. If not provided with submittal, the Vendor must submit within three business days of County's request. Vendor may be deemed non responsive for failure to fully comply within stated timeframes.

Any company, principals, or owners on the Scrutinized Companies with Activities in Sudan List, the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or the Scrutinized Companies that Boycott Israel List is prohibited from submitting a response to a solicitation for goods or services in an amount equal to or greater than \$1 million.

The Vendor, by virtue of the signature below, certifies that:

- a. The Vendor, owners, or principals are aware of the requirements of Sections 287.135, 215.473, and 215.4725 Florida Statutes, regarding Companies on the Scrutinized Companies with Activities in Sudan List, the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or the Scrutinized Companies that Boycott Israel List; and
- b. The Vendor, owners, or principals, are eligible to participate in this solicitation and are not listed on either the Scrutinized Companies with Activities in Sudan List, the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or the Scrutinized Companies that Boycott Israel List; and
- c. If awarded the Contract, the Vendor, owners, or principals will immediately notify the County in writing if any of its principals are placed on the Scrutinized Companies with Activities in Sudan List, the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or the Scrutinized Companies that Boycott Israel List.

Mary L. DeLong	Sr. VP, Dir. / Tourism	Birdsall, Voss & Assoc.,	3.20.19
Authorized Signature/Name	Title	Vendor Name	Date

Supplier: **BVK**

Security Requirements

A. General Security Requirements and Criminal Background Screening:

1. All contractor and sub-contractor personnel requiring unescorted access to Broward County facilities must obtain a County issued contractor identification badge (contractor ID badge); except as specifically stated herein.
2. The background screening requirements for obtaining a contractor ID badge will depend on the facility to which unescorted access is being requested. Contract Administrators or designees and contractors may contact Broward County Security at (954) 357-6000 or FMsecurity@broward.org for the required background screening requirements associated with access to specific facilities. Contract Administrators will communicate all current and appropriate requirements to the contractor and sub-contractor throughout the contract period.

B. General Facilities:

1. Contractor and sub-contractor personnel servicing and requiring unescorted access to General Facilities must have a County issued contractor ID badge (contractor ID badge) which will be the responsibility of the contractor to obtain. Depending upon the request, the badge may carry electronic access privileges. The badge must be visible and worn at all times together with the contractor's company/business contractor ID badge. Similar to employee security/ID badges, requests for contractor ID badges are initially approved by the requesting agency director or designee and then submitted to Facilities Management Division (FMD) Security for final approval.
2. The issuance of a contractor ID badge for unescorted access to General Facilities requires a "Level 1" FDLE background check, which can be conducted by the Florida Department of Law Enforcement (FDLE). This "Level 1" FDLE background check is the contractor's responsibility and should be included in the bid price. FDLE background checks can be done by the contractor by phone at (850) 410-8109 or online at <https://web.fdle.state.fl.us/search/app/default>.
3. Upon completion of the background check, the contractor must attach a copy of the results to the contractor's application for a contractor ID badge. The Project Manager or designee utilizing the service of the contractor will be the "Sponsor" and will either provide the contractor with a Contractor ID Badge Request Form or assist the contractor in completing an on-line application for the County issued contractor ID badge.
4. Requests for a contractor ID badge requiring an FDLE background check may require lengthy processing and review by the Broward Sheriff's Office (BSO). Contractors and subcontractors must therefore submit the request to Broward County Security at least two (2) weeks prior to the start of service by the contractor. When identification badges are ready, Broward County Security will contact the contractor to arrange pick up. Upon pick up, the applicant must present a valid Florida identification and must be accompanied by his or her supervisor. Broward County Security will then supply contractor ID badge valid for the anticipated period within which the work will be performed. The validity period must be clearly stated on the Contractor ID Badge Request Form; however, the period of validity will not exceed one (1) year. Background checks will be required for renewal of contractor ID badge. At the termination of the contract and separation of employee services, the contractor is responsible for the collection and return of all contractor ID badge to the Project Manager and/or to Broward County Security.
5. Compliance with the County's security requirements is part of the overall contract performance evaluation. Final payment will, in part, be contingent on the return of all contractor ID badges issued to contractor personnel.
6. Broward County Security is located at Governmental Center East, 115 South Andrews Avenue Fort Lauderdale, FL 33301. Telephone (954) 357-6000.
7. All contractors must wear distinctive and neat appearing uniforms with vendor's company

name. Sub-contractor personnel must also have Broward County issued contractor IDs and meet the same security requirements and uniform standards as the primary contractor.

8. Contractors will not be allowed unescorted on the job site without proper County issued contractor ID badges.

C. Facilities Critical to Security and Public Safety:

Many Broward County government facilities will have areas designated as critical to security and public safety, pursuant to Broward County Ordinance 2003-08 Sections 26-121 and 26-122, as may be amended. The issuance of a contractor ID badge for unescorted access to facilities critical to security and public safety may entail a comprehensive statewide and national background check. Unescorted access to certain facilities occupied by the Broward Sheriff's Office (BSO) and the State Attorney's Office will require a national fingerprint-based records check per the Criminal Justice Information System (CJIS) policy.

A contractor employee found to have a criminal record consisting of felony conviction(s) shall be disqualified from access to the State Attorney's Offices and certain BSO facilities. A contractor employee with a record of misdemeanor offense(s) may be granted access if the System Security Officer (CSO), Terminal Access Coordinator (TAC), and FDLE determines that the nature of the offense(s) do not warrant disqualification. Applicants shall also be disqualified on the basis of confirmations that arrest warrants are outstanding for such applicants.

D. Contractor Work Crews:

Background investigations are generally not required for each member of a contractor work crew working on county premises and outside a building or structure. Examples are landscape crews and roofers. If it is necessary to enter the building or structure unescorted, these work crew members should obtain a contractor ID badge. If not, work crew members must be escorted at all times by the project manager, or designee, and must be under the direct supervision of a foreperson for the contractor. The foreperson must be aware of the crew members' whereabouts, has completed the appropriate background check for the location and type of work being undertaken, and has been issued and is displaying a contractor ID badge.

All members of a night cleaning crew must complete a background investigation appropriate to the requirements of the facility and so should all work crew members not escorted when working at a critical county facility.

Notwithstanding, the using agency is best positioned and suited to determine the safeguards and requirements that should be in place to manage the risks and consequences associated with the roles and activities of contractor, subcontractor, and work crews, when requesting a contractor ID badge. The agency is aware of the characteristics of the client population being served by the classes of persons, the need to safeguard high-value assets, and the requirement to comply with all statutory requirements governing background investigations.

E. Other Vendors:

Consultants, delivery personnel, and vending machine operators, without a County issued contractor badge, may obtain a Visitor pass and should be escorted by County personnel when accessing and working in designated non-public and employee work areas at both general facilities and facilities critical to security and public safety.

F. Port Everglades Locations:

1. The Port Everglades Department requires persons to present, at port entry, a valid driver's license, and valid reason for wishing to be granted port access in order to obtain a temporary/visitor ID badge. For persons who will visit the Port more than 15 times in a 90 day period, a permanent identification badge must be obtained and paid for by the contractor for all employees, subcontractors, agents and servants visiting or working on the port project. A restricted access badge application process will include fingerprints and a comprehensive background check. Badges must be renewed annually and the

fees paid pursuant to Broward County Administrative Code, Section 42.6. For further information, please call 954-765-4225.

2. All vehicles that are used regularly on the dock apron must have a Dockside Parking Permit. Only a limited number of permits will be issued per business entity. The fee is \$100.00 per permit/vehicle. Individuals requesting a permit must possess a valid Port-issued Restricted Access Area badge with a "Dock" destination. Requests for Dockside Parking Permits must be submitted in writing, on company letterhead, to the ID Badge Office. Applicants must demonstrate a need for access to the dock apron. Requests shall be investigated, and approved, if appropriate justification is provided. Supporting documentation must be supplied, if requested. Dock permits are not transferable and must be affixed to the lower left corner of the permitted vehicle's windshield. Should the permit holder wish to transfer the permit to another vehicle during the term of issuance, the permit will be removed and exchanged at no charge for a new permit. Only one business entity representative will be permitted on the dock at a time at the vessel location.
3. The Federal Government has instituted requirements for a Transportation Worker Identification Credential (TWIC) for all personnel requiring unescorted access to designated secure areas within Port Everglades. The contractor will be responsible for complying with the applicable TWIC requirements. For further information, please call 1-855-347-8371, or go on line to <https://www.tsa.gov/for-industry/twic>.

G. Airport Security Program and Aviation Regulations:

1. Consultant/contractor agrees to observe all security requirements and other requirements of the Federal Aviation Regulations applicable to Consultant/contractor, including without limitation, all regulations of the United States Department of Transportation, the Federal Aviation Administration and the Transportation Security Administration, and the Consultant/contractor agrees to comply with the County's Airport Security Program and the Air Operations area (AOA) Vehicle Access Program, and amendments thereto, and to comply with such other rules and regulations as may be reasonably prescribed by the County, and to take such steps as may be necessary or directed by the County to insure that sub lessees, employees, invitees and guests observe these requirements. If required by the Aviation Department, Consultant/contractor shall conduct background checks of its employees in accordance with applicable Federal regulations.
2. If as a result of the acts or omissions of Consultant/contractor, its sub lessees, employees, invitees or guests, the County incurs any fines and/or penalties imposed by any governmental agency, including without limitation, the United States Department of Transportation, the Federal Aviation Administration or the Transportation Security Administration, or any expense in enforcing any federal regulations, including without limitation, airport security regulations, or the rules or regulations of the County, and/or any expense in enforcing the County's Airport Security Program, then consultant/contractor agrees to pay and/or reimburse the County all such costs and expenses, including all costs of administrative proceedings, court costs, and attorneys' fees and all costs incurred by County in enforcing this provision. Consultant/contractor further agrees to rectify any security deficiency or other deficiency as may be determined as such by the County or the United States Department of Transportation, Federal Aviation Administration, the Transportation Security Administration, or any other federal agency. In the event consultant/contractor fails to remedy any such deficiency, the County may do so at the cost and expense of consultant/contractor. The County reserves the right to take whatever action is necessary to rectify any security deficiency or other deficiency.
3. Operation of Vehicles on the AOA: Before the consultant/contractor shall permit any employee of consultant/contractor or any sub consultant/subcontractor to operate a motor vehicle of any kind or type on the AOA (and unless escorted by an Aviation Department approved escort), the consultant/contractor shall ensure that all such vehicle operators possess current, valid, and appropriate Florida driver's licenses. In addition, any motor vehicles and equipment of consultant/contractor or of any sub consultant/subcontractor operating on the AOA must have an appropriate vehicle identification permit issued by the Aviation Department, which identification must be

displayed as required by the Aviation Department.

4. Consent to Search/Inspection: The consultant/contractor agrees that its vehicles, cargo, goods, and other personal property are subject to being inspected and searched when attempting to enter or leave and while on the AOA. The consultant/contractor further agrees on behalf of itself and its sub consultant /subcontractors that it shall not authorize any employee or other person to enter the AOA unless and until such employee other person has executed a written consent-to-search/inspection form acceptable to the Aviation Department. Consultant/contractor acknowledges and understands that the forgoing requirements are for the protection of users of the Airport and are intended to reduce incidents of cargo tampering, aircraft sabotage, thefts and other unlawful activities at the Airport. For this reason, consultant/contractor agrees that persons not executing such consent-to-search/inspection form shall not be employed by the consultant/contractor or by any sub consultant/contractor at the Airport in any position requiring access to the AOA or allowed entry to the AOA by the consultant/contractor or by any sub consultant/contractors.
5. The provisions hereof shall survive the expiration or any other termination of this contract.

H. Water and Wastewater Services (WWS):

1. Contractors/Consultants may receive a WWS ID Badge and/or Access Card and/or Keys while working at WWS facility work sites. These items provide modified access to certain areas and systems otherwise restricted to non-WWS employees and can only be obtained from the WWS Security Manager. These items may be rescinded at the discretion of the WWS Security Officer. The WWS ID Badge, Access Card and/or Keys remain the property of Broward County and must be returned to your WWS contact person at the end of the contract/project.
2. All contractors will complete and sign the WWS Contractor/Consultant Security Memorandum and provide a copy of their Driver's License to be recorded on Schlage Card Access System Profile.
3. A lost or stolen ID Badge and/or Access Card and/or Keys must be reported to the Security Manager immediately.
4. WWS may terminate access to any contractor who acts inappropriately while on County property and has the right to contact BSO if necessary to have the contractor removed and/or file charges against them.

I. Additional Security Requirements for Parks and Recreation:

1. Contractor expressly understands and agrees that a duty is hereby created under this Contract that requires contractor to provide ongoing disclosure throughout the term of this Contract as provided for herein relative to the criminal background screening required by this Section.
2. Contractor shall perform criminal background screening as identified in Item 3 below on its officers, employees, agents, independent contractors and volunteers who will be working under this contract in any County park ("collectively referred to as "County Park Property"). Further, if contractor is permitted to utilize subcontractors under this contract, contractor shall perform or ensure that the background screening as required in Item 3 below is conducted on any permitted subcontractor, which term includes the subcontractor's officers, employees, agents, independent contractors and volunteers who will be working under this contract on County Park property.
3. Contractor shall not permit any person who is listed as a sexual predator or sexual offender on the Florida Department of Law Enforcement, Sexual Offenders and Predators Website or the United States Department of Justice, National Sex Offender Public Website, to provide any services for contractor on County Park Property. All persons subject to the criminal background screening under this contract shall be rescreened annually based on the date of initial screening.
4. Contractor shall maintain copies of the results of the criminal background screening required by this Section for the term of this contract and promptly forward copies of same to County, upon its request.
5. Contractor shall be required to furnish to County's Parks and Recreation Project Manager, on a monthly basis, an Affidavit affirming the persons listed in the Affidavit have been background screened as required in Item 3 above and have been deemed eligible by

- contractor to work on County Park property. Contractor's monthly Affidavit shall update information from the previous Affidavit by reconfirming the status of persons who have previously been deemed eligible as provided for above and updating the list, when applicable, to specifically identify new persons providing services for contractor under this Contract who have been background screened as required in Item 3 above and deemed eligible to work on County Park Property. The Contract Administrator may, in his or her discretion, permit contractor to furnish the monthly Affidavit in an electronic format.
6. In the event contractor obtains, or is provided, supplemental criminal background information, including police reports and arrest information, which potentially disqualifies a person previously deemed eligible by contractor to provide services under this contract, contractor shall take immediate action to review the matter; however, during such review time and until a determination of eligibility is made by contractor based on the requirements of this Section, contractor shall immediately cease allowing the person to work on County Park Property. Additionally, contractor shall be required to inform any person background screened pursuant to this Section who is providing services under this contract, to notify contractor within forty-eight (48) hours of any arrest related to sexual misconduct which has occurred after the person was deemed eligible to work on County Park Property.
 7. Contractor shall, by written contract, require its permitted subcontractors to agree to the requirements and obligations of this Section.
 8. County may terminate this contract immediately for cause, with Notice provided to contractor, for a violation related to contractor's failure to perform the required background screening on its officers, employees, agents, independent contractors and volunteers who will be working under this Agreement on County Park Property. County may also terminate this contract immediately for cause, with Notice provided to contractor, if County determines contractor failed to ensure that its permitted subcontractors, as defined in Item 2 above, have been background screened as required in this section prior to performing any services under this Agreement on County Park Property. Contractor will not be subject to immediate termination in the event County determines a violation of this Section was outside the reasonable control of contractor and contractor has demonstrated to County compliance with the requirements of this Section.
 9. County may terminate this contract for cause if contractor fails to provide the monthly Affidavit to County as provided for under Item 5 above, and contractor does not cure said breach within five (5) days of Notice provided to contractor.