

**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: 

* *

Metropolitan Public Strategies

Bid Contact **Jason Heard** Address **1677 Lexington Avenue 2nd Fl**
jasonheard@gmail.com **New York, NY 10029**
Ph 415-642-9970

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.

Item #	Line Item Notes	Unit Price	Qty/Unit	Attch.	Docs
GEN2116476P1--01-01	Flat Fee Supplier Services - Product Year 1 Code:	First Offer - \$99,083.00	12 / month \$1,188,996.00	Y	Y
GEN2116476P1--01-02	Flat Fee Supplier Services - Product Year 2 Code:	First Offer - \$99,083.00	12 / month \$1,188,996.00		Y
GEN2116476P1--01-03	Flat Fee Supplier Services - Product Year 3 Code:	First Offer - \$99,083.00	12 / month \$1,188,996.00		Y
Supplier Total				\$3,566,988.00	

Metropolitan Public Strategies

Item: **Flat Fee Services - Year 1**

Attachments

Sunshine Solutions - RFP Response.pdf

JV Agreement.pdf

CBE Letter of Intent.pdf

Project List - MPS.xlsx

Project List - SPARK.xlsx

Vendor References - MPS.pdf

Vendor References - SPARK.pdf



METROPOLITAN
PUBLIC STRATEGIES



SPARK

#GEN2116476P1 – Advertising Agency Services
Sunshine Solutions, LLC
Submittal Date: 03/20/2019



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Spark Workload List 133

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Pricing Support 138

Dear Selection Committee Members,

It is with genuine interest and heartfelt enthusiasm that Sunshine Solutions – a joint effort by Metropolitan Public Strategies and SPARK Branding House – presents our qualifications for the Advertising Agency Services RFP. With our combined experience, we feel uniquely qualified to undertake the challenges outlined in the scope of work defined by the county. The mission of revitalizing and extending creative brand development for the Greater Fort Lauderdale Convention & Visitors Bureau, the airport, port, and parks and recreation department is one of critical importance for the county and we believe that our collective talent will allow us to excel in the pursuit of those goals.

Although our joint venture will be created to specifically serve you in this contract, each firm individually represents a wealth of experience that seamlessly complements the other. Throughout this document, we have sought to highlight our individual strengths, while also presenting our joint approach that, together, makes us even stronger.

We recognize that the foundation of your request is a desire for stronger control and oversight of your brand, including transparent pricing and account management, increased access to work product, timely proof points, and financial controls. We pledge to offer a fully transparent, accountable process that meets these goals in full consultation with your staff.

As well, we share your vision for a GFLCVB brand that seeks to showcase life beyond the beach—expanding your message to include local businesses, such as your emerging craft brewery scene, natural attractions, cultural and music venues, and more. We also understand the desire to increase your performance in group and international sales categories while opening up your brand to more diverse markets.

We know that as the digital landscape continues to progress and change, it's created a more complicated place where potential customers are more fragmented than ever. Simply staying abreast of emerging trends has become more difficult as technology progresses every day. A broad, simple campaign no longer drives adequate results. That is why we are focused on delivering adaptive, highly-targeted, digitally-driven campaigns informed by the best data available enabling GFLCVB to focus specifically on attracting its core customer segments.

We are not simply an ad agency or a strategic marketing firm. Acting together, we will be your partner and collaborator—keeping you informed and being proactive on your behalf. With our combined passion and determination, we look forward to working with your organization, its people, and the people of Broward every step of the way.

NEAL KWATRA

FOUNDER AND CEO, METROPOLITAN PUBLIC STRATEGIES

1.0

Ability of

Professional Personnel

Describe the qualifications and relevant experience of the Project Manager and all key staff that are intended to be assigned to this project.

Sunshine Strategies is a joint venture that combines the extensive experience and talents of a premiere strategic public affairs firm – **Metropolitan Public Strategies** – with a world-class advertising and destination marketing agency – **SPARK**. Bringing together a deep pool of creative designers, marketing strategists, and communications professionals, we believe that our team has the unique tools and expertise to effectively execute the full scope of services that the GFLCVB is seeking to accomplish through a single partner enterprise.

Leadership Team

FOR GFLCVB'S ADVERTISING AGENCY SERVICES PROGRAM, our Joint Venture offers a leadership team rich in brand development, creative content design and storytelling, market insight generation and targeting, and media planning backgrounds with decades of combined experience in Florida and other tourism destinations nationally.



Neal Kwatra

CEO, METROPOLITAN
PUBLIC STRATEGIES

Neal brings more than two decades of experience in strategic campaign management and operationalizing innovative communications solutions, with extensive expertise as a nationally recognized leader throughout the hotel and hospitality industry. He has built successful media and marketing campaigns throughout Florida, including in Broward County, and across tourism hotspots nationwide. Neal is widely respected for his unique ability to anticipate trends and challenges, develop tactical strategies, and deliver results that give his clients the competitive advantage they need to succeed.



Dulani Porter

PARTNER & EVP, SPARK

Dulani has nearly 20 years of experience as a leading business development expert for strategic planning, brand development, and marketing. Her work on VISIT FLORIDA, Visit Tampa Bay, and national hotel brands such as Hilton, Marriott, and Kimpton, will allow her to effectively drive creative and consumer insight efforts for Broward County.



Yvonne Garth

PRESIDENT & CEO, GARTH SOLUTIONS

Yvonne brings over 25 years of relevant experience, with the past 18 years in Broward County. She has led her team to build successful programs for some of the most notable projects in Broward County, including the \$800 million SMART Bond program for Broward County Public Schools and the capital improvement programs at three Broward Health hospital campuses. She will provide on-the-ground leadership to ensure accountability.

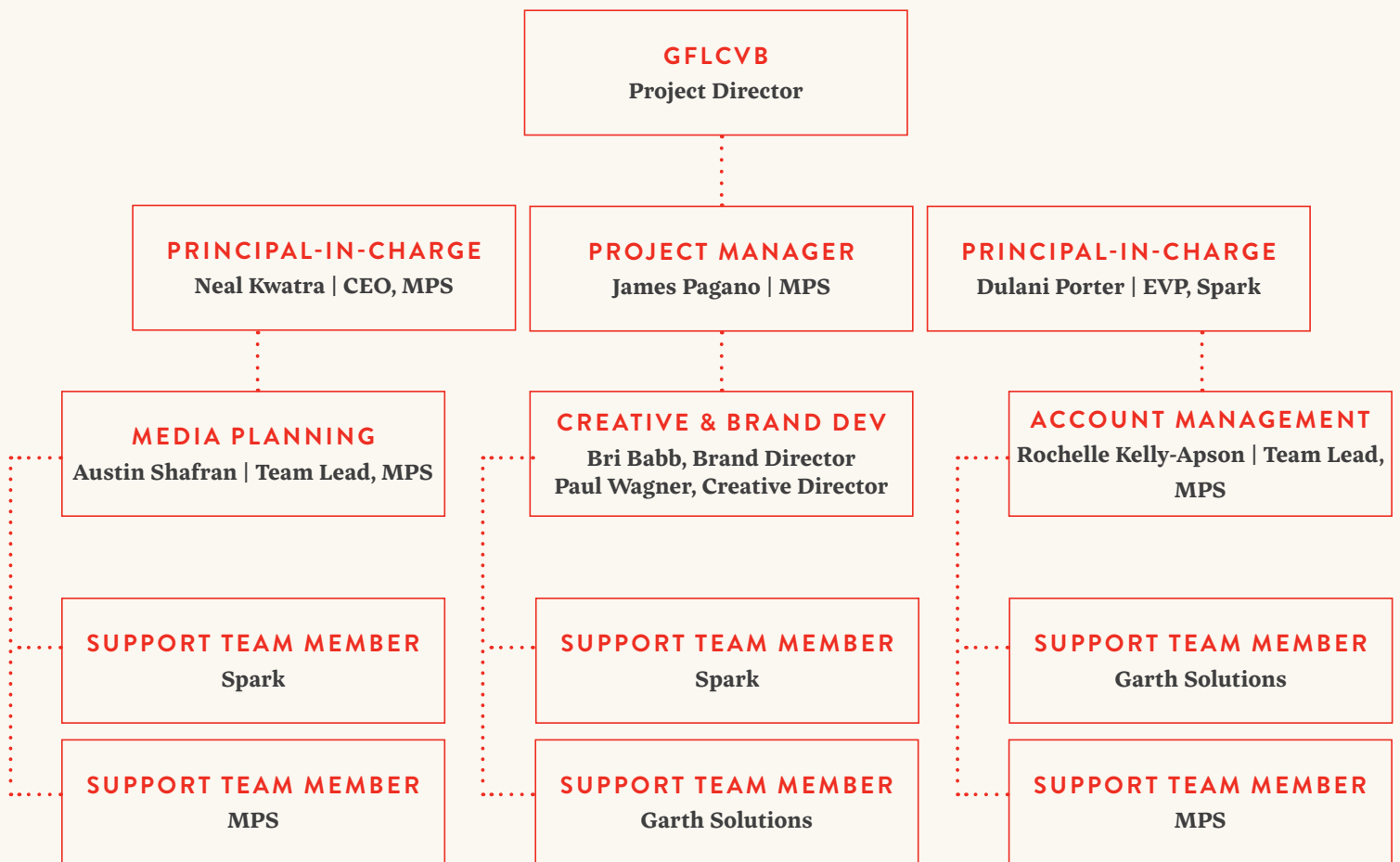


James Pagano

FULL-TIME PROJECT MANAGER

James has more than a decade of integrated media strategy and team management experience in Florida and at the national level. As a Florida native who has worked for premier media planning, buying and strategic research and project management firms, James is uniquely qualified to lead the GFLCVB program due to his experience developing strategy for dozens of media campaigns while training, recruiting, and supervising teams operating at every budget level.

Organization Chart of Key Staff



Neal Kwatra

CEO & FOUNDER
METROPOLITAN PUBLIC STRATEGIES

As Founder and CEO of MPS, Neal is the chief strategist, working with clients to develop and execute effective public affairs, brand management and marketing campaigns. He has developed a reputation as one of the nation's leading strategists for helping clients navigate, manage and solve their most intractable challenges. Before founding MPS, Neal founded INMEX (The Informed Meetings Exchange) in 2006 – a unique non-profit third-party meeting planning corporation that works with media, environmental, human rights, philanthropic, labor, and community groups to provide comprehensive meeting planning services and connect organizations seeking an event venue with socially responsible hotel corporations – where he further built on his extensive network of hotels industry contacts. Neal has also served as the Chief of Staff in the Office of the New York State Attorney General, the Director of Political and Strategic Affairs at the New York Hotel Trades Council (the largest union of hotel workers anywhere in the US) and the Deputy Director of Strategic Affairs for UNITE HERE, where he helped build political, research, media and organizing operations for the national hotel workers' union and its largest local union, giving him a unique insight into corporate travel industry and tourism-focused media campaigns. Just this past year, Neal managed the Broward County Transportation Ballot Referendum, that after having previously failed, won 60% of the vote to secure the passage of the largest transportation ballot referendum in the country.

DUTIES FOR GFLCVB:

- Brand strategy leadership
- Campaign strategy development

RELEVANT BRAND EXPERIENCE:

- Transportation is the Future (Broward County Transportation Plan Ballot Referendum)
- Informed Meetings Exchange
- American Hotel & Lodging Association
- Hotel Association of NYC
- UNITE HERE (nation's largest Union of Hotel Workers)
- New York Hotel Trades Council
- UNITE HERE Florida PAC
- Rush Street Gaming
- Genting NY, LLC
- Uber
- ShareBetter Coalition

James Pagano

SENIOR STRATEGIST
METROPOLITAN PUBLIC STRATEGIES

James is a seasoned media strategist and project manager who has supervised the planning and execution of dozens of integrated media campaigns for major media companies (NCC Media and Comcast Spotlight), strategic consulting firms (MPS, GMMB, Buying Time), and political organizations (DCCC, Priorities USA, many others) stretching back over a decade.

Currently, James manages all media strategy and placement for MPS and is the proposed Project Manager for Broward County. He has previously overseen integrated media strategy development for similar projects in both the brand and political categories for campaigns of all sizes and in nearly every major national media market, including the Miami-Ft. Lauderdale region.

With a combination of traditional brand, direct-marketing, and political clients throughout his career, James is uniquely qualified to bring to Broward County a holistic understanding for the demands of a fast-paced, data-forward project looking to quickly identify currently neglected audiences and connect them with a revitalized, diverse messaging strategy that spurs them to action.

James is also a certified scuba instructor, giving him a deep appreciation for the warm-weather appeal of Ft. Lauderdale as a travel destination.

DUTIES FOR GFLCVB:

- Project Manager
- Media Strategy Development
- Media Planning & Buying

RELEVANT BRAND EXPERIENCE:

- Transportation is the Future (Broward County Transportation Plan Ballot Referendum)
- UNITE HERE Florida PAC
- American Hotel & Lodging Association
- Hotel Association of NYC
- UNITE HERE
- Hotel Trades Council
- ShareBetter Coalition

Austin Shafran

**PRESIDENT
METROPOLITAN PUBLIC STRATEGIES**

Austin has served as a communications strategist, spokesperson, speechwriter and legislative affairs director for prominent political campaigns and governmental offices on the local, state and national levels. As President of MPS, he manages day-to-day operations while overseeing strategic and campaign development. Prior to joining MPS, Austin was appointed by Governor Andrew Cuomo as Vice President of Public Affairs for the New York Empire State Development Corp., where he managed all communications, marketing and public relations efforts for the state's multi-billion dollar economic and business development programs.

DUTIES FOR GFLCVB:

- Brand strategy leadership
- Media strategy development
- Campaign strategy development
- Media Planning and Buying

RELEVANT BRAND EXPERIENCE:

- Transportation is the Future (Broward County Transportation Plan Ballot Referendum)
- UNITE HERE Florida PAC
- American Hotel & Lodging Association
- Hotel Association of NYC
- UNITE HERE
- Hotel Trades Council
- Uber
- ShareBetter Coalition

Rochelle Kelly-Apson

**DIRECTOR OF ORGANIZING
METROPOLITAN PUBLIC STRATEGIES**

Rochelle has held key roles in leading dozens of political and public affairs campaigns. She has also served as Director of Intergovernmental Affairs for the Office of the Governor of New York, Deputy Director of Intergovernmental Affairs for the Office of the New York State Attorney General, and Deputy Chief of Staff for the Hempstead (Long Island) Town Supervisor. Rochelle's deep experience bringing people together to serve a common cause will be an enormous asset in her role leading the account services team on this project.

DUTIES FOR GFLCVB:

- Strategy development
- Account management

RELEVANT BRAND EXPERIENCE:

- Hotel Association of NYC
- UNITE HERE
- Hotel Trades Council
- ShareBetter Coalition

Jason Heard

**CFO
METROPOLITAN PUBLIC STRATEGIES**

As the CFO of Metropolitan Public Strategies, Jason is chiefly responsible for overseeing the invoicing and billing operations for clients, while also ensuring compliance for all financial and legal matters. His focus on improving financial efficiencies, increasing the bottom-line, and streamlining the accounting processes for his clients make him well-suited to the task of overseeing the account stewardship of any major project.

DUTIES FOR GFLCVB:

- Account stewardship and management

Yvonne Garth

PRESIDENT & CEO
GARTH SOLUTIONS

Yvonne is respected throughout Broward County's private and public sectors for her ability to leverage her deep community relationships to facilitate effective communication solutions that deliver measurable results time and time again. In fact, in 2014 she was formally recognized by Legacy Broward as one of the 50 most influential African-American business leaders in Broward County. After a 15-year career in the advertising agency world, where she led account teams on some of the world's most recognized brands, Yvonne founded Garth Solutions in 2004. She continues to provide strategic communications and management solutions to local, national, and global clients, including Broward County. For this project, she will provide local account support and thought leadership on creative and campaign strategies.

DUTIES FOR GFLCVB:

- Campaign strategy development
- Account management

RELEVANT BRAND EXPERIENCE:

- Broward County Convention Center Master Plan Study
- Broward County Public Schools SMART Bond Program
- City of Fort Lauderdale Las Olas Beach Park project
- City of Hallandale Beach Community Benefits Program Development
- Sole Mia Local Preference Office, North Miami, FL: 185-acre mixed-use development

Becky Weir

CHIEF STRATEGY OFFICER
GARTH SOLUTIONS

Becky has over 19 years of B2B experience working for, and consulting with, prominent businesses in Broward County. With a well-rounded background in visual communications and business development, she can quickly evaluate market and industry trends, and transform rough ideas and concepts into relevant strategic initiatives and multi-channel deliverables. For this project, she will provide local creative support and thought leadership on creative and campaign strategies.

DUTIES FOR GFLCVB:

- Brand strategy
- Creative services

RELEVANT BRAND EXPERIENCE:

- Broward County Public Schools SMART Bond Program
- City of Fort Lauderdale Las Olas Beach Park project
- City of Hallandale Beach Community Benefits Program Development
- Sole Mia Local Preference Office, North Miami, FL: 185-acre mixed-use development

Jake VanWoerkom

DATA ANALYST

Jake has over 12 years of experience directly consulting clients in all aspects of digital advertising. For the past seven years, Jake has worked with industry-leading programmatic digital advertising technology companies, keeping abreast of the latest changes and challenges facing the industry.

DUTIES FOR GFLCVB:

- Digital campaign strategy and management
- Media Planning and Buying

RELEVANT BRAND EXPERIENCE:

- Travel Group Division at Questex Media Group

Dulani Porter

PARTNER & EVP SPARK

As EVP, Dulani is responsible for overseeing the development of strategic planning, brand development, and marketing initiatives on behalf of SPARK's clients. She works with the agency's brand, creative, technology, social, and integrated media teams to craft strategies that help clients create holistic, measurable, and effective solutions to move their businesses forward. In addition to strategy development for the agency's clients, she is also responsible for overseeing the agency's media, social and consumer insights teams. With an obsessive eye on evolving SPARK's strategies, Dulani spearheads many of SPARK's thought leadership efforts as well as innovations in our processes to better understand our clients and drive brands to new and greater success.

EDUCATION

B.S. Mass Communications, Advertising, University of South Florida, 2002

DUTIES FOR GFLCVB:

- Brand strategy leadership
- Campaign strategy development
- Consumer insights and innovation opportunities

RELEVANT BRAND EXPERIENCE:

- VISIT FLORIDA
- Marriott Autograph Collection
- Tribute Hotels
- Kimpton Hotels & Restaurants
- Hilton Hotels
- Experience Kissimmee
- Visit Tampa Bay
- Zentila

Elliott Bedinghaus

**PARTNER & VP OF CREATIVE
SPARK**

As VP of Creative, Elliott manages a team which is responsible for developing innovative and effective marketing solutions across all media. His experience includes integrating sound marketing sensibilities into a wide variety of executions, from environmental treatments, to branding and collateral materials, to large-scale campaign work. His work has been recognized by PRINT Magazine, Communication Arts, HOW, and the Webby's. He initially honed his creative skills at The University of Florida, and the Gator grad works tirelessly to push SPARK's work to be worthy of international recognition.

EDUCATION

B.A. Art & Art History, Graphic Design, University of Florida, 2006

DUTIES FOR GFLCVB:

- Brand strategy leadership
- Campaign strategy development
- Creative leadership
- Consumer insights and innovation opportunities

RELEVANT BRAND EXPERIENCE:

- VISIT FLORIDA
- Marriott Autograph Collection
- Tribute Hotels
- Kimpton Hotels & Restaurants
- Hilton Hotels
- Experience Kissimmee
- Visit Tampa Bay
- Zentila

Brianna Babb

**BRAND DIRECTOR
SPARK**

Combine a love of people, an insatiable curiosity to figure out what makes them tick, and a relentless pursuit of meaningful ideas that meet those people where they want to be met, and you have Bri. She's a seasoned strategist and brand director who treats her clients' businesses as if they were her own, consistently bringing passion and dedication to their success on even the smallest of projects. She balances a strict attention to detail with a keen ability to step back and see the big picture, keeping everything (and everyone) on-strategy, on-schedule and under budget.

EDUCATION

B.S. Journalism & Communications - Advertising, University of Oregon, 2006

DUTIES FOR GFLCVB:

- Account stewardship and management
- Brand strategy development
- Campaign strategy development
- Consumer insights and innovation opportunities

RELEVANT BRAND EXPERIENCE:

- Coca-Cola
- City of Tillamook
- Cover Oregon
- PetSmart Charities
- Washington State Dept. of Health
- T-Mobile
- Bank of America

Paul Wagner

CREATIVE DIRECTOR
SPARK

Paul brings over a decade of creative leadership and experience working on global brands. Coming to Florida by way of Brazil, New York, and Puerto Rico, Paul has created and transformed brands at agencies like BBDO, Ogilvy, and Razorfish. His passion lies in working collaboratively with clients to find the right solutions for each opportunity—developing brands, content, interactive tools, films or space and product design. His work has been recognized by One Show, Clio, Communication Arts, and his mom, among many others. When he's not in the office, you can find him collecting (hoarding) pens and notebooks, or taking in every minute with his wife and daughter.

EDUCATION

Creative Art Direction Portfolio Track, Miami Ad School, 2006

DUTIES FOR GFLCVB:

- Brand strategy leadership
- Campaign strategy development
- Creative leadership
- Campaign development

RELEVANT BRAND EXPERIENCE:

- VISIT FLORIDA
- Tribute Hotels
- Westin Hotels
- Travel Channel
- Puerto Rico Convention Center
- City of San Juan (Puerto Rico)
- Orbitz

Vincent Rescigno

DATA ANALYST
SPARK

Vincent is passionate about uncovering customer insights to optimize marketing programs and solve key customer experience issues for Fortune 100 and 500 companies in both agency and in-house settings. He has 3.5 years of experience in digital analytics, data visualization and crafting compelling stories using data across various verticals such as health/wellness, finance, telecom, luxury goods and B2C/B2B. He graduated from the University of South Florida, Saint Petersburg with a bachelor's degree in Marketing and a minor in Journalism. Vincent is our resident HubSpot Inbound Content Marketing Certified team member.

EDUCATION

B.S Marketing, Mass Communications, University of South Florida, St. Pete, 2016

DUTIES FOR GFLCVB:

- Reporting, analytics & insights

RELEVANT BRAND EXPERIENCE:

- BayCare
- Verizon
- American Eagle
- Lane Bryant / Catherines
- Skyzone

Shawna Boals

RESEARCH DIRECTOR SPARK

Shawna has an extensive research background that includes conducting primary research studies and building primary research products. Her detective-style thinking helps her uncover insights that are hidden deeply below the surface. The motivations behind why people do what they do fascinates her and keeps her wheels spinning. Over the course of her 12-year career, she's worked for research companies like Nielsen and Experian and spent the other half of her career living and breathing the agency life as the Director of Research at Zimmerman Advertising. Growing up, Shawna always wanted to be Oprah, but since that role is taken, she still managed to find a career where she gets to interview people regularly.

EDUCATION

MSc, Social Sciences, Universiteit Utrecht
Bachelor of Social Science, University College Utrecht
Core Curriculum, Indiana University Bloomington

DUTIES FOR GFLCVB:

- Consumer insights
- Brand perception research
- Quantitative and qualitative Insights
- Consumer Trends

RELEVANT BRAND EXPERIENCE:

- VISIT FLORIDA
- Dunkin' Donuts
- Jamba Juice
- US Bank
- Chuck E. Cheese

Nashira Babooram

MEDIA DIRECTOR SPARK

Nashira oversees the development and implementation of innovative media strategies for all our clients. She previously contributed research and insights integral in the Visit Tampa Bay rebrand completed with SPARK in 2013, and contributes strategies for other current travel and attraction clients like VISIT FLORIDA, Experience Kissimmee, and The Dali Museum. With a robust understanding of the traditional and digital media landscapes, she leads media planners and buyers that aren't constrained to a certain channel or medium. Starting her career in London in the music industry, Nashira juggled management and promotion of tours for artists around the world and managing the marketing for Amalie Arena and the Tampa Bay Lightning.

EDUCATION

BSc Psychology, University of Surrey, 2004

DUTIES FOR GFLCVB:

- Campaign strategy development
- Integrated media strategy
- Reporting, analytics & insights

RELEVANT BRAND EXPERIENCE:

- VISIT FLORIDA
- Experience Kissimmee
- Visit Tampa Bay
- Tampa Bay Lightning
- Amalie Arena

Jay Heffron

CREATIVE DIRECTOR & SENIOR COPYWRITER SPARK

Jay is a seasoned creative professional who has spent his career focused on brands that value the creative process and understand the importance of communicating with their customers through advertising, integrated marketing and environmental design. His experience spans everything from traditional and non-traditional advertising to customized retail experiences. He has led and collaborated with teams of talented writers, photographers, environmental designers, master craftsmen, videographers, editors, animators, and motion graphics specialists. His work strives to create an emotional bond between brands and their customers by conveying one continuous and cohesive message that starts with the advertising and flows all the way through to the shopping experience.

EDUCATION

BA Business Administration, Flagler College, 1993

Masters of Fine Arts, Creative Writing, Queens University, 2017

DUTIES FOR GFLCVB:

- Brand strategy leadership
- Campaign strategy development
- Creative leadership
- Campaign development

RELEVANT BRAND EXPERIENCE:

- VISIT FLORIDA
- VISIT ST. PETE/CLEARWATER
- Quiksilver
- Oakley Sunglasses
- PACSUN

Matthew Bongiolatti

DESIGNER SPARK

Florida by way of Connecticut, Matt migrated south from the farm to join SPARK as a designer. He contributes graphic design, branding, and motion design for SPARK brands, with a focus on clients in the travel and hospitality industry. With work featured in HOW Design, Print Magazine, The One Show, and NSAC, he strives to create timeless designs while focusing on simplicity and creativity to convey compelling stories for our clients.

EDUCATION

B.F.A Graphic & Interactive Communication, Ringling College of Art + Design, 2016

DUTIES FOR GFLCVB:

- Campaign strategy development
- Campaign development

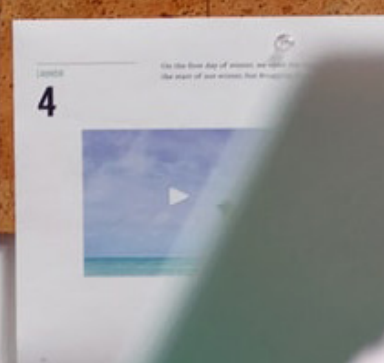
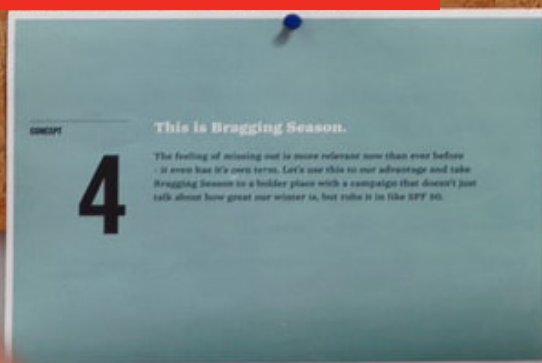
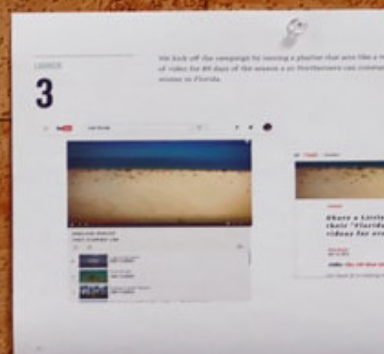
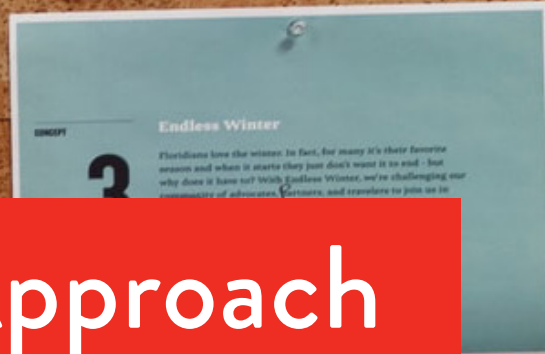
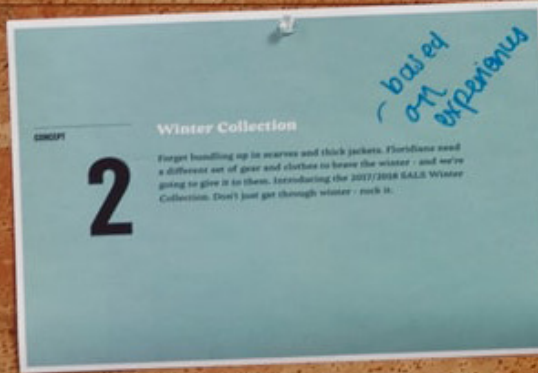
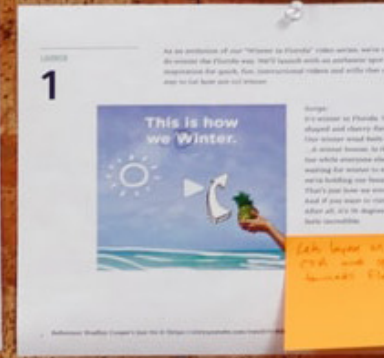
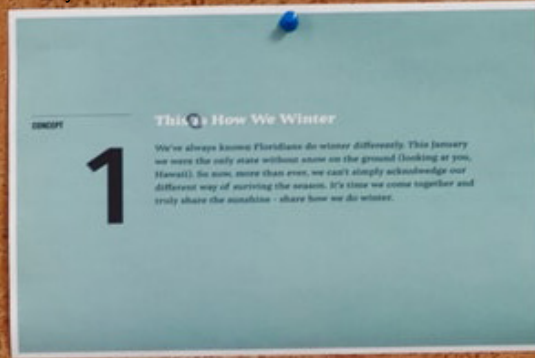
RELEVANT BRAND EXPERIENCE:

- VISIT FLORIDA
- Experience Kissimmee
- Marriott Autograph Collection
- Tribute Hotels

PROJECT APPROACH

2.0

Project Approach



Introduction

Describe the prime Vendor's approach to the project (message platform, channel strategy, integration). Include how the prime Vendor will use subconsultants in the project.

Approach to Project: Message Platform

As a seamless collaboration between industry leaders with decades of combined experience, Sunshine Solutions is a full-service brand development venture with expertise in strategic development, creative production, and media planning capable of fully executing the services outlined in the Scope of Services document. And our responsive, transparent approach ensures that the GFLCVB would be an equal, informed partner in achieving those goals laid out in the RFP.

What sets our team apart is not only the capability to meet and exceed expectations for research and insight analysis to drive messaging strategy while providing world-class creative production services, but the ability to draw on our experience in building genuine movements in the public arena to shape citizen action. We can go beyond data analytics to develop the human relationships with local and regional businesses, organizations, and vendors that will drive traffic to the GFLCVB, fuel co-op partnerships, and leverage value-added sponsorships—building the connective tissue that will ultimately make this project a success.

We understand that to fully realize the County's goals, we will need to innovate beyond a traditional messaging strategy that has focused too heavily on the beach, to the exclusion of cultural and natural attractions such as the emerging craft brewery scene, local art and music, and other highlights. And in crafting a media plan centered on these too often ignored features of the County, we must also bring diversity of thought and experience to the research, audience targeting, and creative aspects of our campaigns—for example, by focusing on lagging group travel sales and engagement from Latin American/Caribbean audiences.

By bringing together a top-tier strategic communications firm with a creative powerhouse possessing a strong background in destination marketing, you will find in Sunshine Solutions a superior partner that provides a unique opportunity for GFLCVB to develop a brand strategy that will last far beyond the duration of our contract.



We are—

METROPOLITAN PUBLIC STRATEGIES Since its inception in 2013, Metropolitan Public Strategies has quickly become a driving force in public affairs campaigns with offices in New York and Broward County, FL. Specializing in crafting thoughtful and creative solutions to its clients most complex strategic problems, MPS comes out of the labor movement with decades of leadership experience helping to build broad, publicly-supported movements. MPS runs one of the largest grassroots campaigns in the country – the ShareBetter Coalition – and was recently instrumental in the passage of Broward County’s transportation sales tax while also helping to push Florida’s groundbreaking voter rights restoration law. MPS is owned and led by Neal Kwatra.

SPARK Founded in October of 2001 when Michael Peters left NYC after a successful career at Grey Worldwide to start his own agency in his hometown of Tampa, FL. Over the last two decades, SPARK has been creating award winning branding, content, social media, marketing, and advertising. In 2014, SPARK opened a second office in San Diego, CA, to better serve its national client base. The agency is owned and led by Michael Peters, Dulani Porter, and Elliott Bedinghaus.

Channel Strategy & Integration

Our approach to channel strategy will be characterized by a cycle of constant refinement based on performance and iterative research, always multi-channel and fully integrated in nature. Utilizing an in-house media placement team, we will execute all campaign strategies using a mix of data-driven and highly targeted tactics. As any campaign progresses, we will consistently evaluate and adapt as needed – we take great care to ensure each of our tactics includes the ability to track and optimize effectiveness through measurement and analytics tools, while also providing required proof of performance.

For us, measurement doesn't just happen at the end of a campaign. It's an everyday activity to review how campaigns are working and make optimizations in real-time based on actual customer behaviors. That reporting will not just inform our internal decision-making, but will also be a central component of our relationship with the County—we will always be proactive in compiling key insights and providing recommendations as a campaign progresses day by day.

Along with more traditional channels such as TV, Radio, Print, and OOH advertising, the innovative core of our approach for any given campaign will be drawn from our powerful digital targeting and activation platform.

Digital Toolkit

We aim to develop and execute a comprehensive, strategic, research-based, integrated and evolved digital media plan targeting key audiences and market segments promoting GFLCVB and the Greater Fort Lauderdale area as a travel destination. Any sophisticated digital program hinges on the ability to target these unique audiences and segments across diverse and innovative platforms to support this effort.

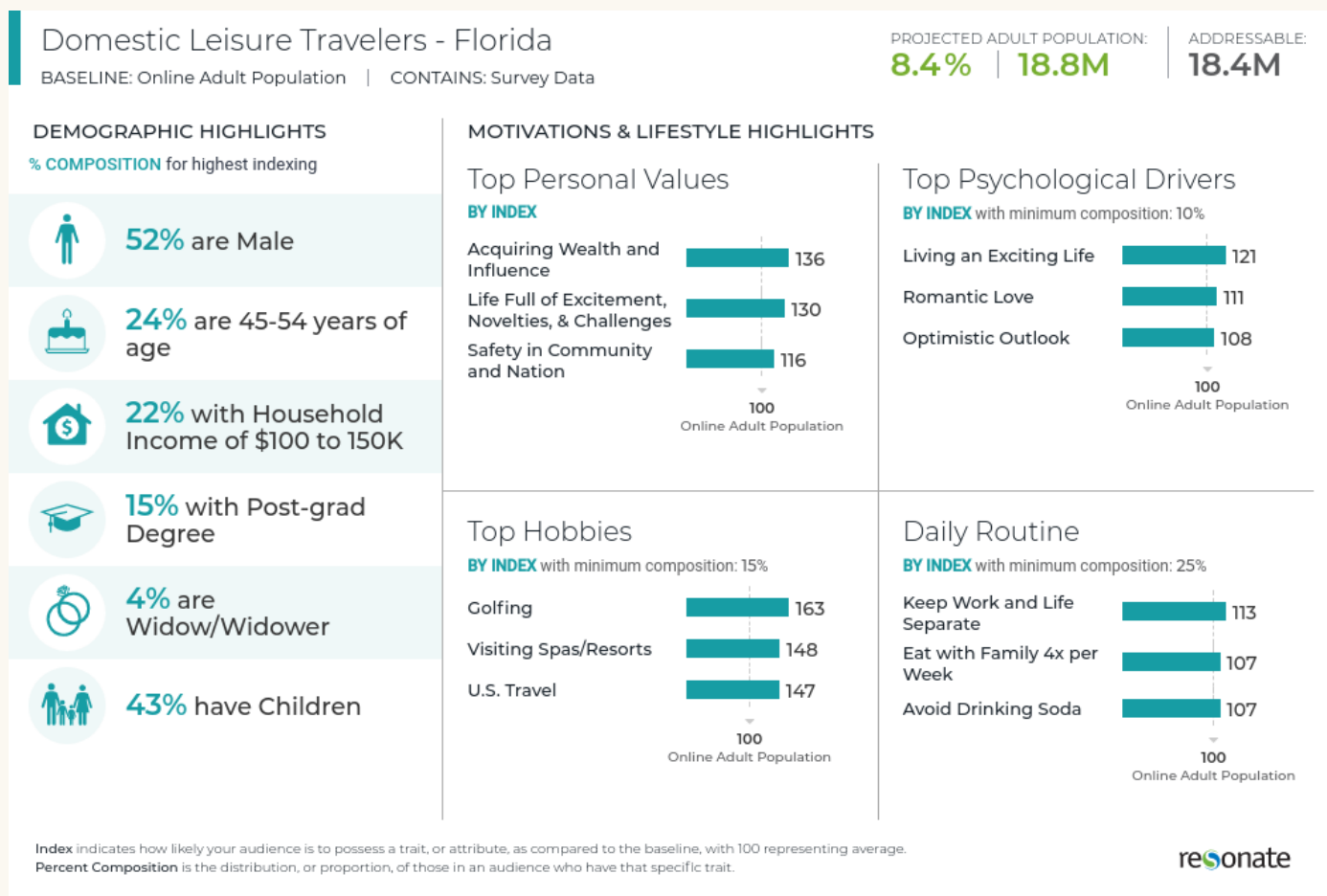
Our strategic partner in this effort, Resonate, maintains the ability to engage specific audiences online through its massive survey research methodology, an unparalleled capability within the industry. That will allow us to identify and engage your key audience segments better than ever before.

We understand that Travel and Tourism campaigns require exceptionally precise targeting and rapid response to engage key audience segments, and that digital is inherently the most measurable and insightful of all advertising mediums. By leveraging Resonate's targeting and mid-stream data collection capabilities, we will have a tremendous competitive advantage by informing all strategic components (earned, owned, and paid media) with real-time, actionable data that will help drive the campaign with a fierce optimization machine.

And with access to one of the largest comprehensive research vaults of U.S. Consumer behavior, we will be able to leverage big data to drive key insights at every step of the campaign.

Sample Audience

Domestic Leisure Travelers - Those who travel to Florida for the purposes of spending time with family, relaxing/rejuvenating, and getting in touch with nature.



Domestic Leisure Travelers - Florida

BASELINE: Online Adult Population

CONTAINS: Survey Data

PROJECTED ADULT POPULATION:

8.4% | 18.8M

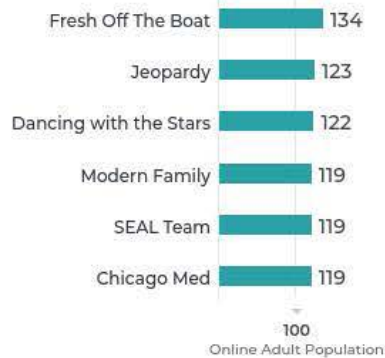
ADDRESSABLE:

18.5M

Top TV Shows Watched

BY INDEX with minimum composition: 15%

FRESH OFF THE BOAT

INDEX
134 % COMPOSITION
33%

Top TV Networks

BY INDEX with minimum composition: 3%

199 Fox Sports 1
158 NBC Sports Network
147 PBS
140 MSNBC
137 Lifetime

TV Consumption Insights

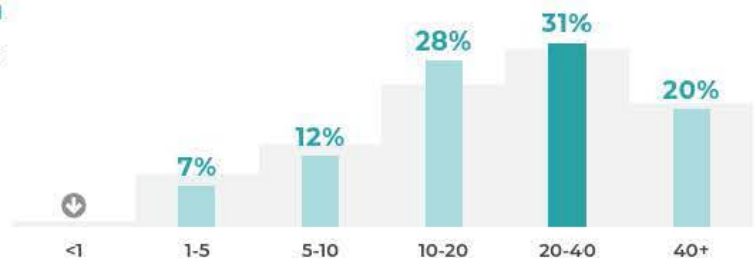
BY INDEX with minimum composition: 15%

Online - Computer **108**
Time-adjusted/DVR **107**
On Standard TV **104**
Through TV Streaming Service **103**

Hours Online Per Week

% COMPOSITION

Online Adult Population



Top Paid Streaming Subscriptions

BY INDEX with minimum composition: 5%

141 Starz
112 Showtime
108 Amazon Prime Video
95 Netflix
93 HBO Now

Top Social Media Networks

BY INDEX with minimum composition: 10%

Instagram **114**
Pinterest **114**
Snapchat **113**
Twitter **112**

Top Apps By Category

BY INDEX with minimum composition: 10%

TRAVEL

INDEX
145 % COMPOSITION
19%

Top Newspapers Read

BY INDEX with minimum composition: 3%

141 USA Today
115 Washington Post
114 A Local Daily Newspaper Not Indicated Above
96 Los Angeles Times
93 New York Times

Top Magazines Read

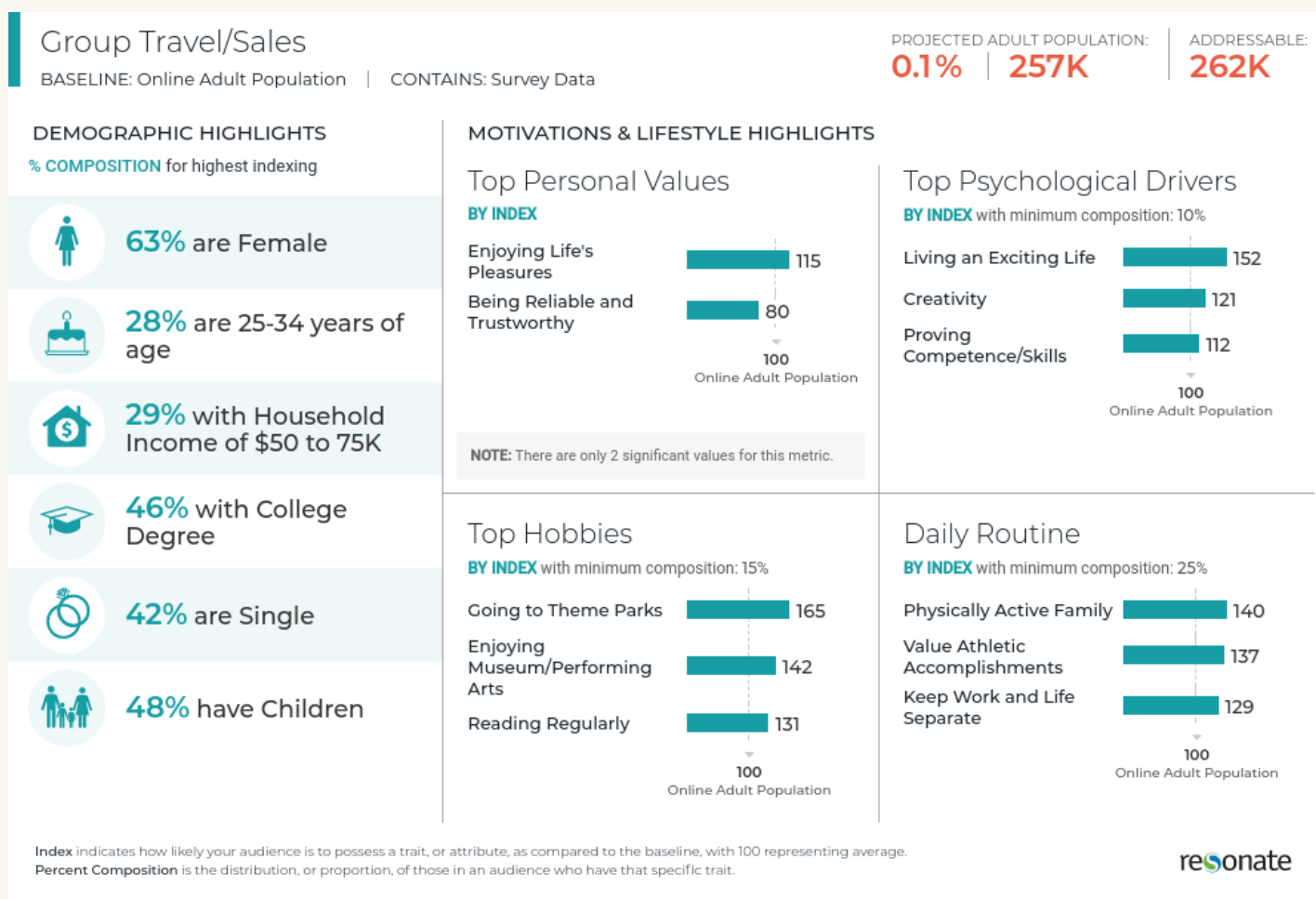
BY INDEX with minimum composition: 5%

145 Men's Health
134 Cooking Light
134 National Geographic
114 People
108 Reader's Digest

Index indicates how likely your audience is to possess a trait, or attribute, as compared to the baseline, with 100 representing average.
Percent Composition is the distribution, or proportion, of those in an audience who have that specific trait.

resonate

Group Travel/Sales - Those who plan or participate as purchasing agents for the Travel & Tourism industry, or are likely to plan group travel for themselves and others.



Group Travel/Sales

BASELINE: Online Adult Population | CONTAINS: Survey Data

PROJECTED ADULT POPULATION:

0.1% | 257K

ADDRESSABLE:

261K

Top TV Shows Watched

BY INDEX with minimum composition: 15%

CBS EVENING NEWS

INDEX
139% COMPOSITION
29%

Top TV Networks

BY INDEX with minimum composition: 3%

113 ABC
91 NBC
89 CBS

NOTE: There are only 3 significant values for this metric.

TV Consumption Insights

BY INDEX with minimum composition: 15%

On Standard TV 105
Online - Computer 104
Time-adjusted/DVR 103
Through TV Streaming Service 55

Hours Online Per Week

% COMPOSITION

Online Adult Population



Top Paid Streaming Subscriptions

BY INDEX with minimum composition: 5%



This audience does not have statistically significant data for these insights.

Top Social Media Networks

BY INDEX with minimum composition: 10%

LinkedIn 131
Twitter 116
Instagram 115
Pinterest 115

Top Apps By Category

BY INDEX with minimum composition: 10%

SOCIAL NETWORKING

INDEX
138% COMPOSITION
67%

Top Newspapers Read

BY INDEX with minimum composition: 3%

109 A Local Daily Newspaper
Not Indicated Above

NOTE: There is only 1 significant value for this metric.

Top Magazines Read

BY INDEX with minimum composition: 5%

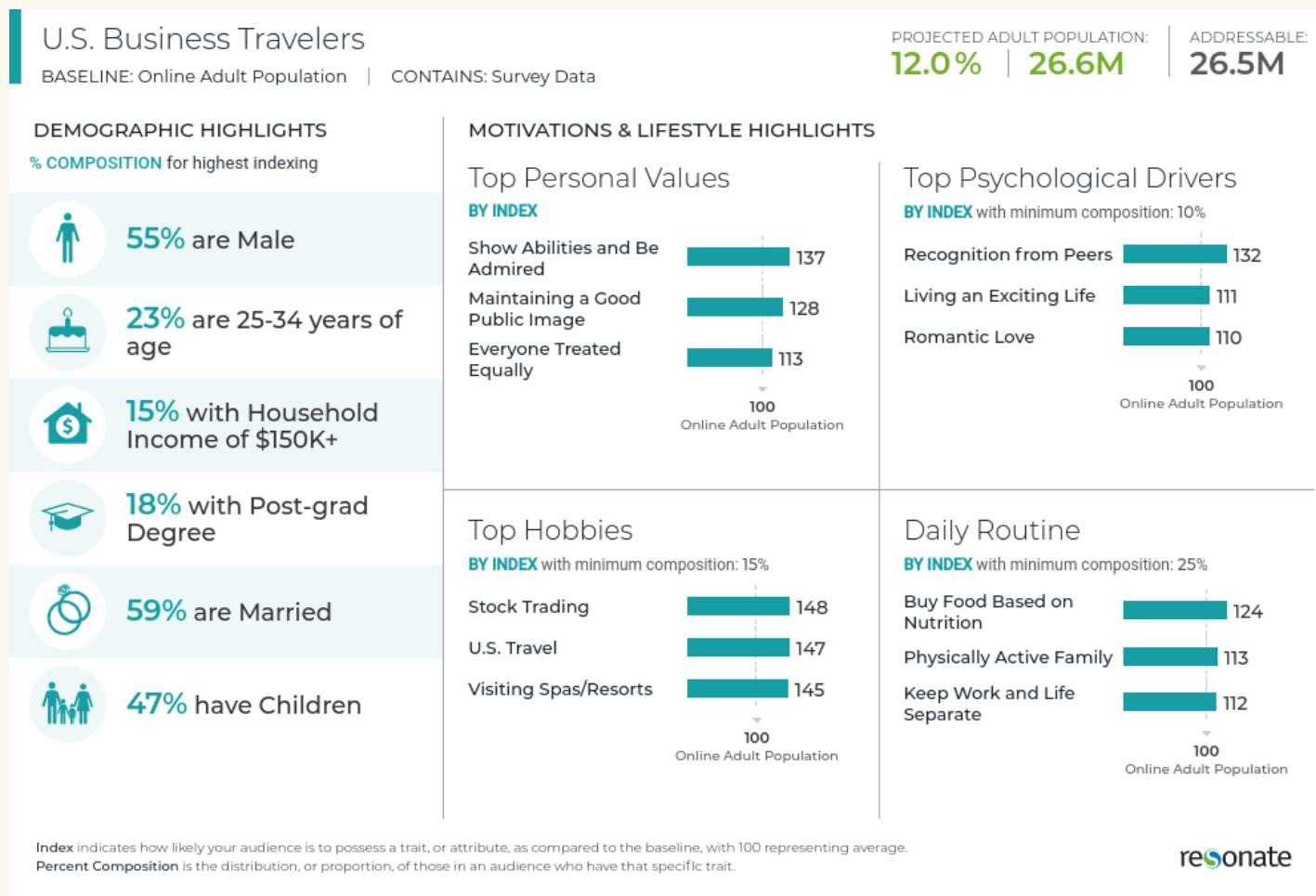


This audience does not have statistically significant data for these insights.

Index indicates how likely your audience is to possess a trait, or attribute, as compared to the baseline, with 100 representing average.
Percent Composition is the distribution, or proportion, of those in an audience who have that specific trait.

resonate

Business Travelers - Those who are executives or other corporate managers who are likely to travel on business, as well as those working in logistics, corporate operations, marketing or administrative departments likely to plan such travel.



U.S. Business Travelers

BASELINE: Online Adult Population | CONTAINS: Survey Data

PROJECTED ADULT POPULATION:

12.0% | 26.6M

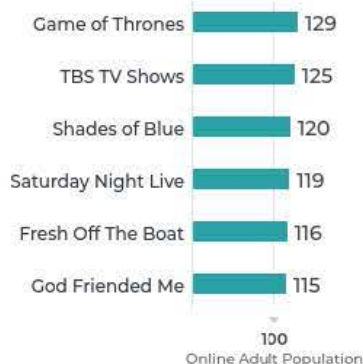
ADDRESSABLE:

26.5M

Top TV Shows Watched

BY INDEX with minimum composition: 15%

GAME OF THRONES

INDEX
129% COMPOSITION
21%

Top TV Networks

BY INDEX with minimum composition: 3%

147	ESPN 2
146	TBS
140	National Geographic Channel
133	ESPN
132	Lifetime

TV Consumption Insights

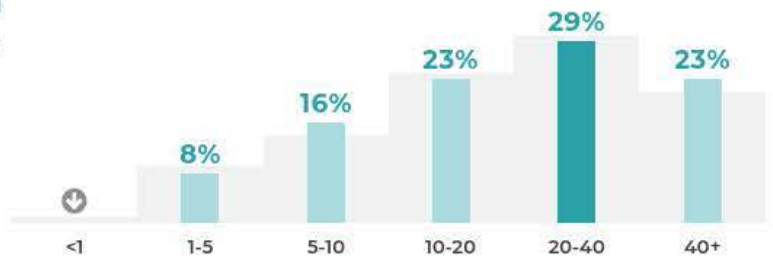
BY INDEX with minimum composition: 15%

	On Standard TV	103
	Online - Computer	100
	Time-adjusted/DVR	99
	Through TV Streaming Service	96

Hours Online Per Week

% COMPOSITION

Online Adult Population



Top Paid Streaming Subscriptions

BY INDEX with minimum composition: 5%

139	HBO Now
103	Netflix
102	Amazon Prime Video
97	HBO
93	Showtime

Top Social Media Networks

BY INDEX with minimum composition: 10%

	Reddit	147
	LinkedIn	125
	Snapchat	110
	Instagram	105

Top Apps By Category

BY INDEX with minimum composition: 10%

BUSINESS TOOLS / PRODUCTIVITY

INDEX
125% COMPOSITION
11%

Top Newspapers Read

BY INDEX with minimum composition: 3%

151	Wall Street Journal
142	Los Angeles Times
140	Chicago Tribune
112	USA Today
108	New York Times

Top Magazines Read

BY INDEX with minimum composition: 5%

144	Sports Illustrated
135	Cooking Light
130	Good Housekeeping
128	Time
118	Woman's Day

Index indicates how likely your audience is to possess a trait, or attribute, as compared to the baseline, with 100 representing average.
Percent Composition is the distribution, or proportion, of those in an audience who have that specific trait.

resonate

SAMPLE DIGITAL TACTICS

Display & Video Pre-Roll Advertising

Utilizing the precise delivery of ads via IP-targeting, we can provide one of the most effective ways to reach and engage our target audiences with the ability to place specific messages in front of viewers based on highly-defined targeting criteria, no matter where they are on the web. And Resonate's research & real-time insights platform also allows us to activate campaigns across various premium, brand-safe video channels.

Benefits to Campaigns:

- **MANAGED REAL TIME ACTIVATION:** Activate and optimize key audiences in real-time against the ongoing data intelligence and performance to ensure the right targets are reached throughout the campaign.
- **PREMIUM INVENTORY:** We can reach 99% of all internet users across all devices and platforms with access to highly viewable, high impact, safe display inventory.
- **CREATIVE FLEXIBILITY:** Deliver static, animated, Flash, HTML5, and rich media creative to the right user at the right time on the right device.

Social Advertising:

Drawing on our advanced targeting segments far beyond the native capabilities of typical social media campaigns, we can build, analyze, and activate our key audiences utilizing Resonate data on platforms such as Facebook, Instagram, and Twitter.

Benefits to Campaigns:

- **PERFORMANCE:** Promote and drive more traffic to campaign sites, increase likes and social shares, and add scale to display campaigns beyond typical social campaign performance.
- **AUDIENCE INTELLIGENCE:** Eliminate waste and break outside the walls of third-party data by leveraging our abundance of first-party data points, including values, motivations, and social media consumption.

Connected TV

We can complement video pre-roll campaigns by utilizing audience segments in a connected-TV environment, offering targeted audiences a lean-back experience on the biggest screen in their home while they engage with campaign content.

Benefits to Campaigns:

- Consumer behavior is shifting to on-demand from live viewing; Connected TV delivers this experience at scale.
- Connected TV expands reach by adding the television to the list of accessible devices.
- Connected TV is available through programmatic channels today and offers real-time targeting/decisioning.

Search

Leveraging Search Engine Marketing (SEM) to help generate traffic to a designated landing page on campaign websites by serving advertising alongside relevant key terms on the major search engines. We will execute and optimize campaigns against the keywords associated with GFLCVB's goals, target markets and audience segments. Search ads run on desktop, mobile and tablets.

Native Advertising

Utilizing the power of our data platform and the technology behind tile-based advertising that seamlessly fits in with surrounding content, we can reach our audiences by bridging the gap between brand publishing and banner advertising.

What is Native?

A form of paid digital media where the ad experience is organic, meaning it follows the natural form and function of the user experience in which it is placed. Native ads match the visual design of the experience they live within and look and feel like natural content. The ads can be either static display or video content.

Internet Radio Advertising

Internet radio and podcast advertising allows us to reach audience segments through sight, sound, and motion with access to video inventory across premium sites, including premium radio vendors. Plans typically include a mix of premium internet radio video ads, and internet radio audio and display ads.

Digital Billboards/Digital OOH

Allowing us to reach leisure-travel intenders and group travel/sales decision makers in high impact, real-world environments, scaled across multiple partners and venues, including airports, billboards, malls, movie theaters, and more.

Benefits to Campaigns:

- **MASS REACH & FREQUENCY:** Most effective driver of mobile, social, and digital engagement.
- **COST EFFICIENCY:** Reach large groups of travel intenders with just one ad impression.
- **HIGH IMPACT:** Always on, surrounding and immersing audiences with real and powerful advertising where travel intenders live, work, travel, shop, and play.
- **CONTEXTUALLY RELEVANT:** Right message, right audience, right time, right place.
- **100% VIEWABLE:** No ability to scroll, block, or skip.

SUBCONSULTANT STRATEGY

Beyond the subconsultants listed below, we do not foresee the need to further subcontract any services contained in the scope of work described in the County's RFP. While we possess the ability to conceptualize and execute all strategic and creative work within the scope outlined by the County, we would work with our network of vendors depending on the need at hand. Although that list would change depending on the exact strategy we ultimately agree upon and pursue, suffice it to say that our structure and process will maintain a tight level of control over all work product, transparently operating in full consultation with County staff on all such decisions.

Garth Solutions, Inc

Based in Miramar, FL, Garth is a boutique communications and management consulting firm with deep roots in the local community. They have a diverse portfolio of clients in both the public and private sectors across the U.S. and Caribbean.

GSI is also the Strategic Communications Team for Broward County Public School's \$800 Million SMART Bond Program and has current, diverse public outreach in every municipality in the County. In addition, GSI is well versed on travel and tourism in Broward County as it was instrumental in the Broward County Convention Center Master Plan Study and has spent over 10 years at the Fort Lauderdale International Airport on the Advertising Concession project as a Clear Channel subconsultant. GSI is familiar with many of the same stakeholders that will be involved in developing an effective Travel and Tourism Campaign, and will serve as the CBE consultant on this project.

Resonate

Based in Reston, VA, Resonate is a consumer research and digital campaign activation platform that maintains a monthly census-level survey in order to drive powerful branding insights.

As our primary digital vendor, Resonate will help provide campaign activation, analytics, and reporting.

Sample Timeline

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

**Our project communication structure
is rooted in collaboration from the
start. This creates unity and efficiency
by spending the most time in the
beginning to garner understanding
and trust prior to execution.**

MORE UP FRONT

Client time
investment
during
the process



LESS IN THE END

STRATEGIC DEVELOPMENT

- Kick-off meeting
- Immersion
- Define the problem and goals
- Customer profiling
- Media strategy
- Client summits

CONCEPT & IDEATION

- Create multiple solutions
- Craft a single direction
- Form clear distribution strategy

EXECUTION & OPTIMIZATION

- Design campaign elements
- Design refine
- Seamless execution of production
- Campaign implementation
- Reporting and optimization



Overarching Communication

SPARK is dedicated to providing each of our clients with access to each person on the assigned account team. Each client is provided dedicated managers of their account on the brand team (brand director, managers, and coordinators). In addition, our larger team often has communication with the client as needed. We limit the number of direct contacts per requests from the client for a smaller communication team. However, for clients that desire a wider and more involved relationship, our creative, social, and media teams often have direct and independent relationships with many of our clients. We find this creates a more transparent relationship and enables us to mitigate any gaps in communication, creating a “no down time” situation for our clients.

Communication Channel:

EMAIL, VIDEO CONFERENCE, PHONE, AND CELL PHONE ACCESS FOR CLIENTS AS REQUESTED



Strategic Kick-Off (One Week)

This is the first communication our collective teams will have on any given project. At this meeting, our key account leads on the brand, creative, and media teams will participate in preliminary discussions with the client to review the core goals and objectives of the project. This meeting includes a review of any project brief provided by the client, relevant research, and an in-depth Q&A that enables each agency discipline to understand their roles and goals for the project. This is an opportunity for both teams to be aligned in what it is we are collectively trying to accomplish and the key metrics that will be used to gauge success.

Communication Channel:

IN-PERSON, VIDEO CONFERENCE,
OR PHONE MEETING WITH KEY
AGENCY LEADS AND CLIENT TEAM

Deliverables:

CONFERENCE REPORT AND MEETING SUMMARY



Timeline & Benchmarks (One Week)

Once we have an overview of the entire campaign, we create a master timeline that outlines key project deadlines for both agency and client. This is the primary tool that will be used to track progress throughout campaign development and set expectations on deliverables and timing for both teams. Adjustments will be made to the timeline as necessary and all changes will be communicated to the client accordingly.

Communication Channel:

IN-PERSON, VIDEO CONFERENCE,
OR PHONE MEETING WITH KEY
AGENCY LEADS, AND CLIENT TEAM

Deliverables:

PROJECT TIMELINE AND KEY BENCHMARK DETAILS



Immersion & Research (Two Weeks)

During this phase, the agency will find and review additional research to support various aspects of the project. This includes additional research on the target audience to create consumer profiles, identify behaviors, and motivators. We will also explore various media platforms to ensure we are utilizing the best tools for each project and identifying key opportunities that exist to ensure campaign effectiveness. This phase also includes a review of competitive behavior and messaging to ensure we create something that ultimately will stand out and move the needle.

Communication Channel:

IN-PERSON, VIDEO CONFERENCE,
OR PHONE PRESENTATION

Deliverables:

RESEARCH SUMMARY DOCUMENT



Strategic Brief Options (Three Weeks)

Based on our findings, we will present the client with multiple options on how to solve for the stated goal. The strategic brief options highlight key findings from the immersion and research stage and various approaches to solve for the insights that are presented. This brief will also include preliminary thoughts on media and social strategy for each brief option. The client will select the strategic approach that is the best fit for their brand, and the agency will move forward with campaign development.

Communication Channel:

IN-PERSON, VIDEO CONFERENCE,
OR PHONE MEETING WITH KEY
AGENCY LEADS AND CLIENT TEAM.
CONFERENCE REPORT FOLLOW-UPS
FROM MEETING.

Deliverables:

PRESENTATION OF FINDINGS AND BRIEF OPTIONS



Concept Development (Five Weeks)

Once a strategic direction has been selected, the agency team will develop various approaches to execute the campaign. This includes creative messaging concepts and visuals, as well as media and social media recommendations to ensure we get the most from every integrated campaign we do. We share various concept directions for review by the client and based on feedback, refine into a single concept direction that will move forward into development.

Communication Channel:

IN-PERSON, VIDEO CONFERENCE, OR
PHONE MEETING WITH KEY AGENCY
LEADS AND CLIENT TEAM. MEETING
FOLLOW-UPS VIA EMAIL.

Deliverables:

CONCEPT PRESENTATION (INCLUDES 2-3
CONCEPT DIRECTIONS)



Campaign Development (Six-Eight Weeks)*

All campaign elements will be developed during this stage. This includes studio production, the design of final campaign assets per approved media plans, and export of final files for production as needed. During this stage, the client will have an opportunity to review each asset for the campaign for final approval. The agency will manage sending all assets to approved media vendors and ensuring these elements are published and “go-live” according to approved plans.

Communication Channel:

FINAL CAMPAIGN ASSETS SENT VIA EMAIL
FOR REVIEW AND APPROVAL

Deliverables:

FINAL PRESENTATION OF ALL CAMPAIGN FILES
AND ASSETS

* Dependent on campaign size, scope and production needs



Reporting & Optimization (Duration of campaign in-market)

Once the campaign is in the marketplace, our teams begin to monitor performance. The agency teams share results internally and make recommendations for optimizations on messaging and placement of campaign elements. The agency team will share campaign performance via reports and status calls to share observations on performance, as well as proactive optimizations made throughout the course of the campaign. These reports are shared weekly and monthly to ensure ongoing dialogue with the client about performance and to ensure we are collectively making decisions that will deliver the greatest return on campaign investments. A final campaign wrap-up report will be provided to the client highlighting the entire campaign and results.

Communication Channel:

WEEKLY AND MONTHLY STATUS
CALLS AND EMAIL COMMUNICATION
OF OPTIMIZATIONS THROUGHOUT
CAMPAIGN

Deliverables:

CAMPAIGN PERFORMANCE REPORTS AND
ONGOING MID-CAMPAIGN UPDATES

Sample GFLCVB Program Milestone Schedule

Weeks	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Strategic Kick-Off																				
Immersion & Research																				
Strategic Brief																				
Media Strategy Development																				
Concept																				
Campaign Development																				
Reporting & Optimization **																				

Cost Estimates & Containment Strategies

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.

As an agency partner of GFLCVB, we believe it is our responsibility to be financial stewards on behalf of the organization's budget. We recognize that funding is provided by our fellow taxpayers, and providing a clear and easy to understand process for estimation, billing, and overall fiscal management is of the utmost importance. The following section outlines the processes we have created to provide clarity, transparency, and flexibility on behalf of our clients. Regardless of the preferred structure, we operate under full transparency which includes only billing per approved estimates, always providing back-up documentation for every invoice, staffing reports on time spent for each project and receipts for hard cost to ensure there is no markup of expenses.

We understand the operational needs of each client are different. This is why we try to remain as flexible as possible when developing compensation and billing requirements with our clients. We have three main methods of compensation which can be mixed and matched to fit any need: retainer-based, contracted short-term projects, and estimated projects. For GFLCVB, we can structure a contract based on retainer, project-based, or a combination thereof to best suit your needs. A summary of each structure type and subsequent controls for each project type is included here for your reference.

01

Retainer Based

This type of agreement is set up for long-term partnerships with clients. A regular monthly retainer is established for ongoing strategic, creative, and project management required to assist clients with their ongoing marketing needs. An in-scope set of deliverables is outlined in our retainer-based agreements. In this type of agreement, our clients are billed on a monthly basis, with payments expected within 20 days.

02

Project Based

These agreements are developed for any needs not included in a retainer or short-term agreement. These projects typically include all print production, video and photography production, and website or mobile development. In these instances, a formal estimate that outlines all of the costs for a given initiative will be outlined and provided to the client for approval. The client will be billed per the terms of each estimate, or as requested by any third-party vendors. For these types of projects, the payment terms will vary based on the type of project as outlined later in this section of the RFP. In the case we will be leveraging outside partners to complete print production work, payment terms can be adjusted as dictated by our outside partner's requirements. In all scenarios, the costs will be communicated up-front and agreed to by the client prior to the start of any project and before costs are incurred.

03

Reimbursable Expenses

SPARK's reimbursable expenses with regards to travel, transportation, or hard costs expenses will be billed to the client at cost with prior approval or authorization from GFLCVB. These charges are billed with copies of receipts or invoices as reference for the client. We do not charge clients for other expenses including printouts, copies, etc.

Estimation Process

BRAND, SOCIAL, & CREATIVE PROJECTS

- Estimate will clearly outline deliverables:
 1. A detailed list of final deliverables
 2. Estimated hours by task and rate (based on contracted hourly rates)
 3. Payment terms and associated deliverables
- Estimate should not include deliverables for media, technology development, or studios projects
- Approved estimate must have a client signature to be considered approved

STUDIO PROJECTS

- Estimate will clearly outline deliverables:
 1. A detailed list of final deliverables
 2. Separate breakdown of hours and fees for pre-production, production, and post-production phases - Phased payment terms and associated deliverables
- Estimate should not include deliverables for media, technology development, or creative
- Approved estimate must have a client signature to be considered approved

MEDIA PROJECTS

- Estimate will clearly outline deliverables:
 1. - A detailed list of final deliverables
 2. - Estimated hours by task and rate (based on contracted hourly rates)
 3. - Estimated media budget parameters
 4. - Payment terms and associated deliverables
- Estimate should not include deliverables for creative, technology development, or studios projects
- Approved estimate must have a client signature to be considered approved

TECHNOLOGY DEVELOPMENT PROJECTS

- Estimate will clearly outline deliverables:
 1. A detailed list of final deliverables
 2. An approved feature/function checklist, site map, and wireframes for coding/development estimates - Estimated hours by task and rate (based on contracted hourly rates)
 3. Separate breakdown of hours and fees for website assessment, design/development and testing/launch phases - Phased payment terms and associated deliverables
- Estimate should not include deliverables for media, studios, or creative projects
- Approved estimate must have a client signature to be considered approved

Invoicing & Reconciliation Process

BRAND, SOCIAL, & CREATIVE PROJECTS

- Typically invoiced upon completion of project or phase. Back-up deliverables include:
 1. Approved/signed estimate
 2. Spreadsheet of actual hours by task/rate/employee
 3. Final/approved deliverables (as outlined in estimate, typically includes: Concept documents, final layouts/designs, scripts, storyboards, etc)

STUDIO PROJECTS

- Invoiced upon completion of each phase. Back-up deliverables include:
 1. Approved/signed estimate
 2. Spreadsheet of actual hours for phase by task/rate/employee
 3. Pre-Production: final/approved pre-production document outlining production parameters and guidelines
 4. Production: rough cut or photo selects document, hard costs summary sheet and all vendor invoices/purchase receipts
 5. Post-Production: Final/approved video/photo assets and hard costs summary sheet

MEDIA PROJECTS

- Short-Term Campaign Initiatives: Typically invoiced upon completion of project
- Long-Term Initiatives (anything over three months): Invoiced monthly for duration of campaign. Back-up deliverables include:
 1. Approved/signed estimate
 2. Spreadsheet of actual hours by task/rate/employee
 3. Final/approved deliverables (as outlined in estimate, typically includes: media strategy documents, media plans, media affidavits, performance reports etc)

TECHNOLOGY DEVELOPMENT PROJECTS

- Invoiced upon completion of each phase. Back-up deliverables include:
 1. Approved/signed estimate
 2. Spreadsheet of actual hours for phase by task/rate/employee
 3. Assessment: final/approved site map, wire frames, and concept documents
 4. Design/Development: final/ approved page designs & copy for all site/app pages AND round 1 development link

2.1

Creative Portfolio

2.1a

Creative Samples

Provide samples of creative portfolio under agency's current management as a measure of creative capabilities and quality.



We moved people
to use their
imagination

CLIENT | EXPERIENCE KISSIMMEE
CAMPAIGN | WINTER BRAND LAUNCH
SCOPE | DOMESTIC & CANADA

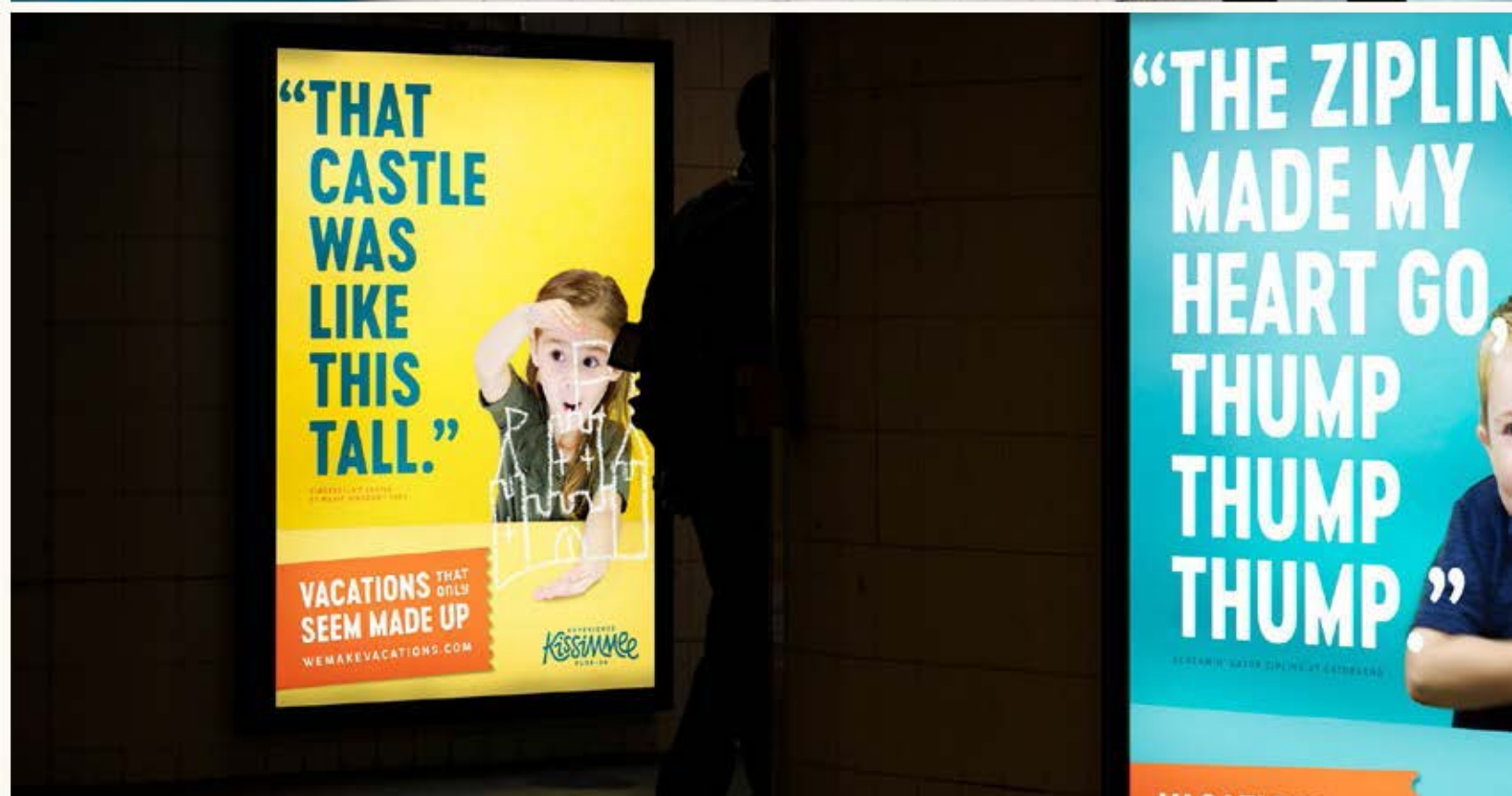


SITUATION OVERVIEW

In 1977, the Osceola County Tourist Development Council was established to support tourism activities in the area. The organization has seen many changes since its inception, including a transition to a public-private organization and multiple name changes, until becoming Experience Kissimmee (EK) as it's now known.

SPARK joined EK to create a standout brand that launched in the winter of 2016/2017. By creating a campaign that didn't just rely on warm weather, but showcased the emotional truths of how travel impacts parents and their kids, we appealed to a wider and younger audience while maintaining a hold on legacy family visitors. The campaign included highly-targeted digital placements across all markets and many high-profile placements, including New York City's Times Square, Boston's Copley Plaza, and Toronto's Yonge Dundas Square.







VALUE DELIVERED

- Created new positioning, enabling the brand to widen its audience for long-term success
- Developed and executed new campaigns to capitalize on the most important vacation planning season
- Created distinct separation from a highly active and visible set of competitors
- Created high-profile placements in key markets to increase campaign visibility and impact

Relevance to GFLCVB

As Experience Kissimmee's first market launch of the new brand, this campaign created immediate impact during a particularly critical time. In addition to outperforming previous year's campaigns, the campaign garnered recognition by Brand USA as a compelling approach to destination marketing. In the development of GFLCVB's new brand, the launch is critical to creating both impact and staying power with your potential visitors.

A woman with curly hair, wearing sunglasses, a white t-shirt, a blue neckerchief, and a denim skirt, is jumping joyfully with her arms raised. She is positioned in front of a vibrant, colorful mural that features large, abstract shapes in shades of yellow, orange, green, and blue, resembling a stylized landscape or a child's drawing. The mural is set against a background of horizontal wooden planks.

We moved people
to experience
the unknown

CLIENT | VISIT FLORIDA
CAMPAIGN | EXPERIENCE SEEKERS
SCOPE | DOMESTIC & CANADA



SITUATION OVERVIEW

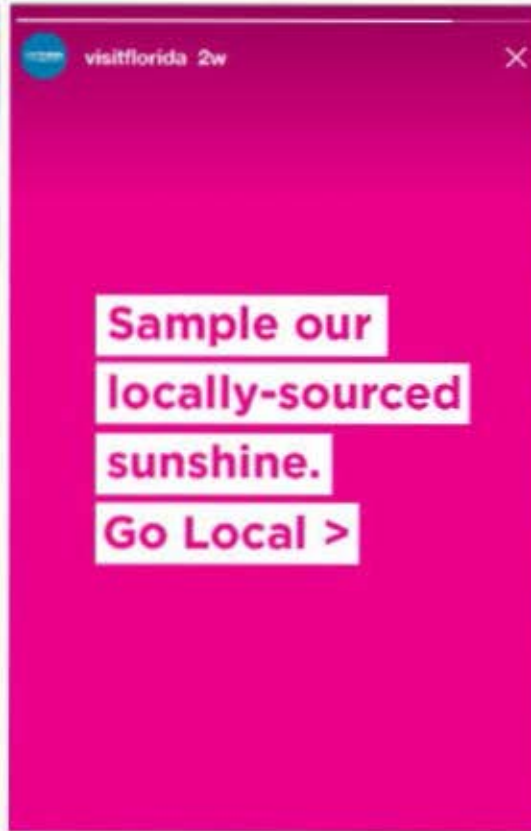
Florida has long been known for its staples of beautiful sandy beaches and ample theme parks. However, this perception as being a one-dimensional destination without much else to offer was hurting the state's ability to attract a younger and more culturally-driven audience that seeks out real and meaningful connections with the places they visit. Our challenge was to show people that not only is the state full of undiscovered art, food and unique experiences, but that it was also full of real locals who are proud to share what they love most about their state. With this campaign, we surprised potential visitors with stories that made them say, "wow, I didn't know you could do that in Florida!"



**THIS IS
LOCALLY-SOURCED
SUNSHINE**



THIS IS FLORIDA





IN ADDITION TO A FULLY INTEGRATED CAMPAIGN,

we executed an experiential component targeted at one of our core markets, with younger millennials who seek cultural experiences when traveling. Instead of just saying we're different, we hosted an event at Royal Palms Shuffleboard Club in Brooklyn, NY to show this audience how Florida is different from what they perceived. We galvanized a team of cultural movers and shakers from throughout the state, including restaurateurs, artists and designers, to physically bring Florida to Brooklyn and enable members of the media and actual travelers to experience the Florida difference first hand.

See the full video at <https://vimeo.com/304405772> >





VALUE DELIVERED

- Changed perception of the state as just a place for families
- Educated key opportunity audiences about lesser known activities and locations
- Elevated Florida's locals to cultural ambassadors who deliver authentic experiences
- Focused campaign to drive millennial travelers to Florida, an audience that under indexes for the state

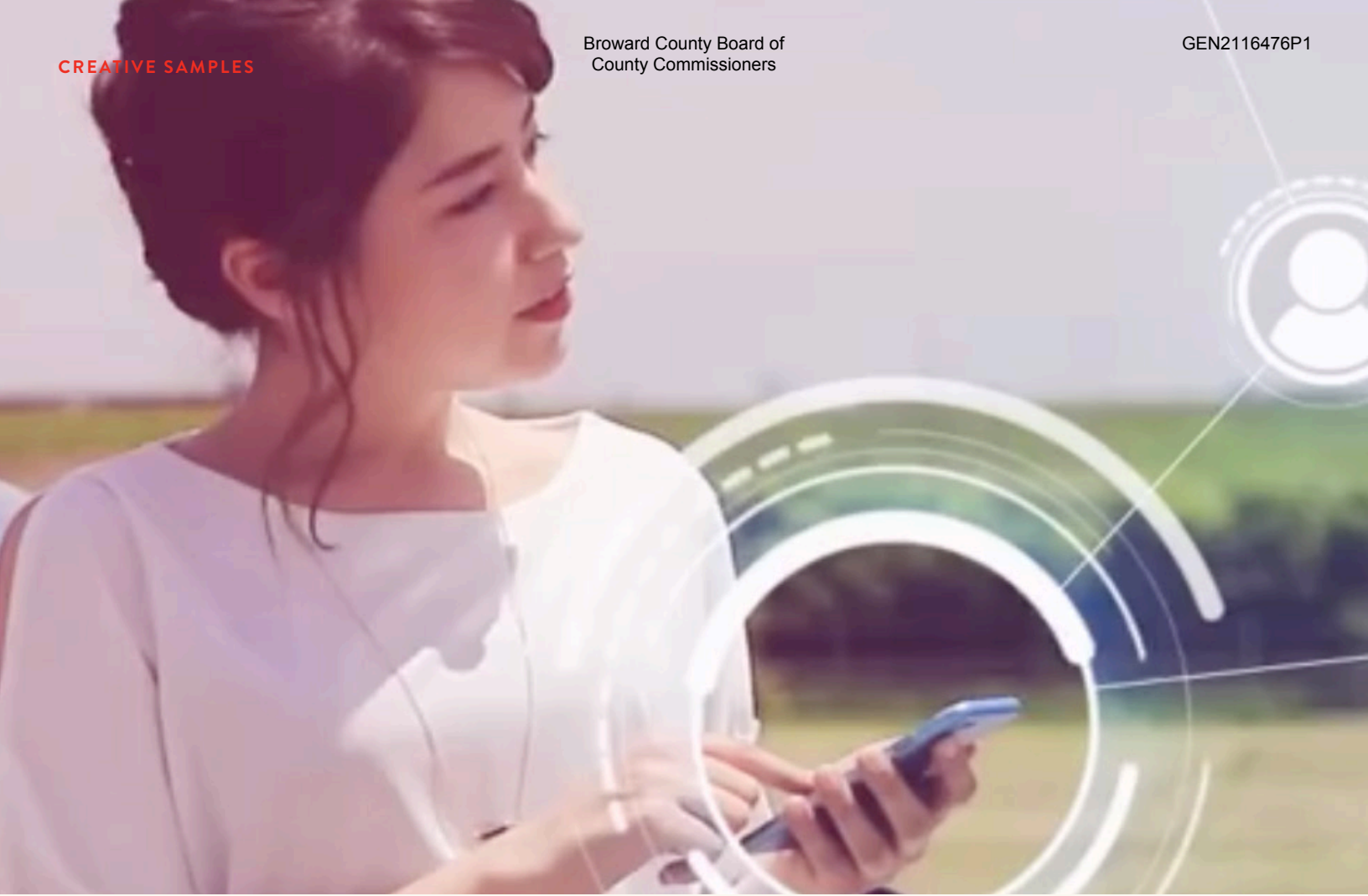
Relevance to GFLCVB

GFLCVB is seeking to evolve its story from the beaches to its cultural and local offerings. As the sunshine state, we have the opportunity to showcase that our sunshine is found in more places than beaches and palm trees. Ft. Lauderdale's sunshine comes from its many diverse neighborhoods, craft brewers, restaurants and outdoor art scene. By elevating the lesser known stories in GFLCVB, we have the same opportunity to surprise and delight visitors to rediscover a new side of Ft. Lauderdale.



We moved people
to fund
transportation

CLIENT | TRANSPORTATION IS THE FUTURE
CAMPAIGN | BROWARD TRANSPORTATION BALLOT INITIATIVE
SCOPE | BROWARD COUNTY, FLORIDA



SITUATION OVERVIEW

Broward County was not seeing the needed federal funding necessary to care for local transportation infrastructure. Surrounding counties had passed small sales taxes in order to fund their needed transportation repairs. The ballot initiative failed in 2016 and the 2018 election cycle was not looking friendly toward progressive initiatives in the area.

**NEW MILES OF SAFER
SIDEWALKS****40****NEW SCHOOL SAFETY
ZONES****80****NUMBER OF IMPROVED
INTERSECTIONS****1,400****NUMBER OF NEW, MORE
ACCESSIBLE BUS STOPS****73****11.6.18 // SUPPORT THE BROWARD
TRANSPORTATION BALLOT INITIATIVE**

METROPOLITAN PUBLIC STRATEGIES

came in to run a public affairs campaign to secure the necessary funding to fix roads and sidewalks, cut congestion, and create local jobs. While political campaigns can quickly climb into the millions, Metropolitan was able to deliver with just a fraction of that. On a shoestring budget, MPS executed a multi-channel, integrated marketing campaign using graphics and video across the digital and traditional media landscape, effectively targeting a diverse mid-term electorate and driving the initiative to an incredibly successful passage with 60.2% of the final vote tally.

BROWARD HAS THE 2ND HIGHEST RATE OF CYCLIST DEATHS STATEWIDE

SUPPORT THE BROWARD
TRANSPORTATION BALLOT
INITIATIVE

11.6.18

IMAGINE THE FUTURE OF BROWARD COUNTY'S BUS PROGRAM

- 150 miles of new rapid bus transit options
- 1,400 new bus stops



VOTE FOR THE BROWARD TRANSPORTATION BALLOT INITIATIVE ON TUESDAY, NOVEMBER 6

ARE YOU SICK OF TRAFFIC CONGESTION?

SUPPORT THE NEW PLAN TO BUILD
27 MILES
OF LIGHT RAIL THAT WILL MOVE
YOUR COMMUTE INTO
THE FAST LANE



VALUE DELIVERED

- Full campaign creative production, including video and graphics
- Targeting models to reach potential supporters among many diverse communities in Broward County
- Built a strategic plan around effective, tested campaign messaging
- Turned a narrow loss from 2016 into a 60-40% winning referendum in 2018


Relevance to GFLCVB

Metropolitan Public Strategies has a demonstrated ability to develop messaging and social media targeting for the benefit of Broward County. As Broward launches its new brand, it is critical the messaging connects with Broward County residents along with visitors. The launch will need to identify and reach its target audience to engage successfully.

2.1b

Tourism Case Studies

Provide tourism case studies that measure return on investment (ROI) on work developed under the agency's existing executive or creative management.

A person is seen from the side, looking into a large aquarium tank. The tank is filled with various fish, including several large silver ones, and coral. The background is a deep blue. Large, white, stylized letters "DIS" are visible on the right side of the image.

We moved people
to embrace a
bold new brand

CLIENT | VISIT TAMPA BAY



SITUATION OVERVIEW

A destination emerges from neutral. Lost in a sea of sunshine sameness, Tampa Bay had been suffering from a lackluster position in the minds of travelers. Our objective was to identify where and why the misconceptions existed to create change. Throughout the process, we rallied Visit Tampa Bay leaders, stakeholders, and community members to unlock their potential and reclaim local pride with an identity and re-branding that was true to the dynamic spirit of the Bay.

METHODOLOGIES

RESEARCH

Domestic and international testing for leisure and business showed Tampa was middle-of-the-road, at best.

POSITIONING

We worked with stakeholders across the region to develop a position built to combat misperceptions.

IDENTITY DEVELOPMENT

Beyond the logo, every touchpoint had to be designed and updated in tone.

TESTING

Testing against our original research revealed our shifted identity would be effective in changing perception.

LAUNCH

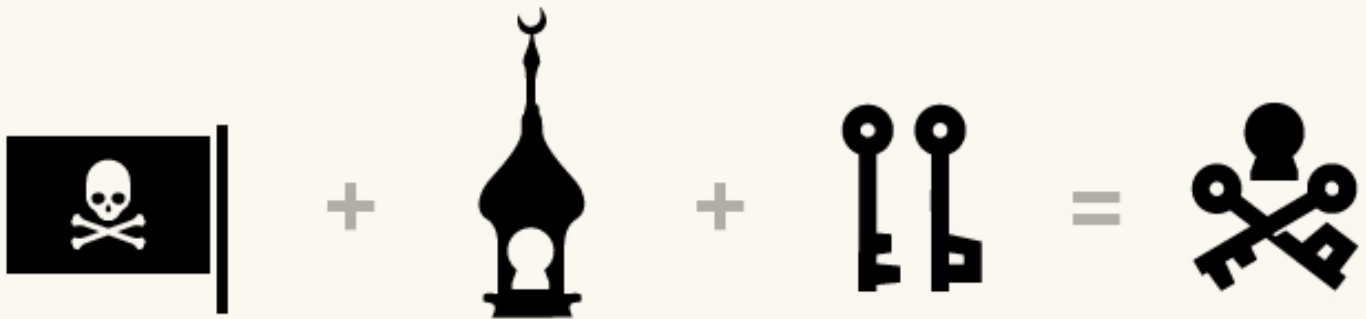
The success of a brand often lies in the hands of those who didn't actually create it. Presentations and launch events got the community on board.



UNLOCK

TAMPA BAY

TREASURE AWAITS



Pirate Flag

The area plays host to numerous pirate-themed events, the most popular being the month-long Gasparilla Festival, celebrated since 1904.

University of Tampa Minaret

Originally the Tampa Bay Hotel, this magnificent example of Moorish Revival architecture has been an iconic part of the Tampa skyline since 1888.

Keys to the City


Each year during Gasparilla, the mayor of Tampa hands the keys to the city over to the hoards of invading pirates/visitors. Hidden in the key design are the letters “t” and “b.”

SNORKEL BLUE

YBOR GOLD

GASPAR'S HULL

THE KEY
TO LIFE IS
ADVENTURE





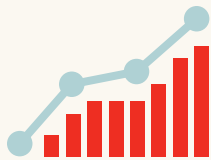


EVERY DETAIL of the new brand, including the heavy use of black, was designed to help Tampa Bay stand out during launch and for years to come in future destination marketing efforts.



RESULTS

To connect with our core audience groups, we created a positioning that leveraged the spirit of adventure and exploration that came ashore with Tampa Bay's first visitors, creating a fresh brand that is both bold and daring. The new brand stands apart from other in-state, national, and international competitors as a prime destination for leisure and meetings/events. And proof of that is found in the results. Initially, focus groups all agreed that the new brand would make them give Tampa another chance. Since the launch, that research has been validated by measurable return on investment in the form of an increase in travel metrics such as bed tax revenue and total number of visitors.



14.7%

Record increase
for bed-tax for
the first two years
after launch



AWARDED

National recognition as a
top identity in major
branding publication Print



4/4 FOCUS GROUPS

Gave the brand the
highest marks

Florida 34747
Broward County Board of
County Commissioners
ExperienceKissimmee.com

GEN2116476P1

We moved people
to own
their city



CLIENT | EXPERIENCE KISSIMMEE



BICENTEN



SITUATION OVERVIEW

Helping a small sister city assert its own identity. Kissimmee was routinely passed up as travelers naturally gravitated toward the more well-known neighbor, Orlando. Tired of Orlando stealing its thunder, Kissimmee came to us to help them establish a meaningful brand identity and destination marketing strategy that would ensure travelers not only took notice, but chose to plan their trips here in order to discover something new. By targeting Orlando-bound travelers with our unique message, they learned Kissimmee was more than just the gateway to Orlando, and the results spoke for themselves.

METHODOLOGIES

RESEARCH

After surveying 1,500+ people from around the world, four misconceptions rose to the top: Kissimmee appeared less exciting than Orlando, was a part of Orlando, catered only to older audiences, and didn't offer anything besides theme parks.

POSITIONING

With a goal to keep the destination's offerings front and center, the new brand promise of "We Make Vacations" conveyed Kissimmee's long-standing role in the vacation industry quickly became a destination marketing device that literally expands to tell people just how many ways it's what they do.

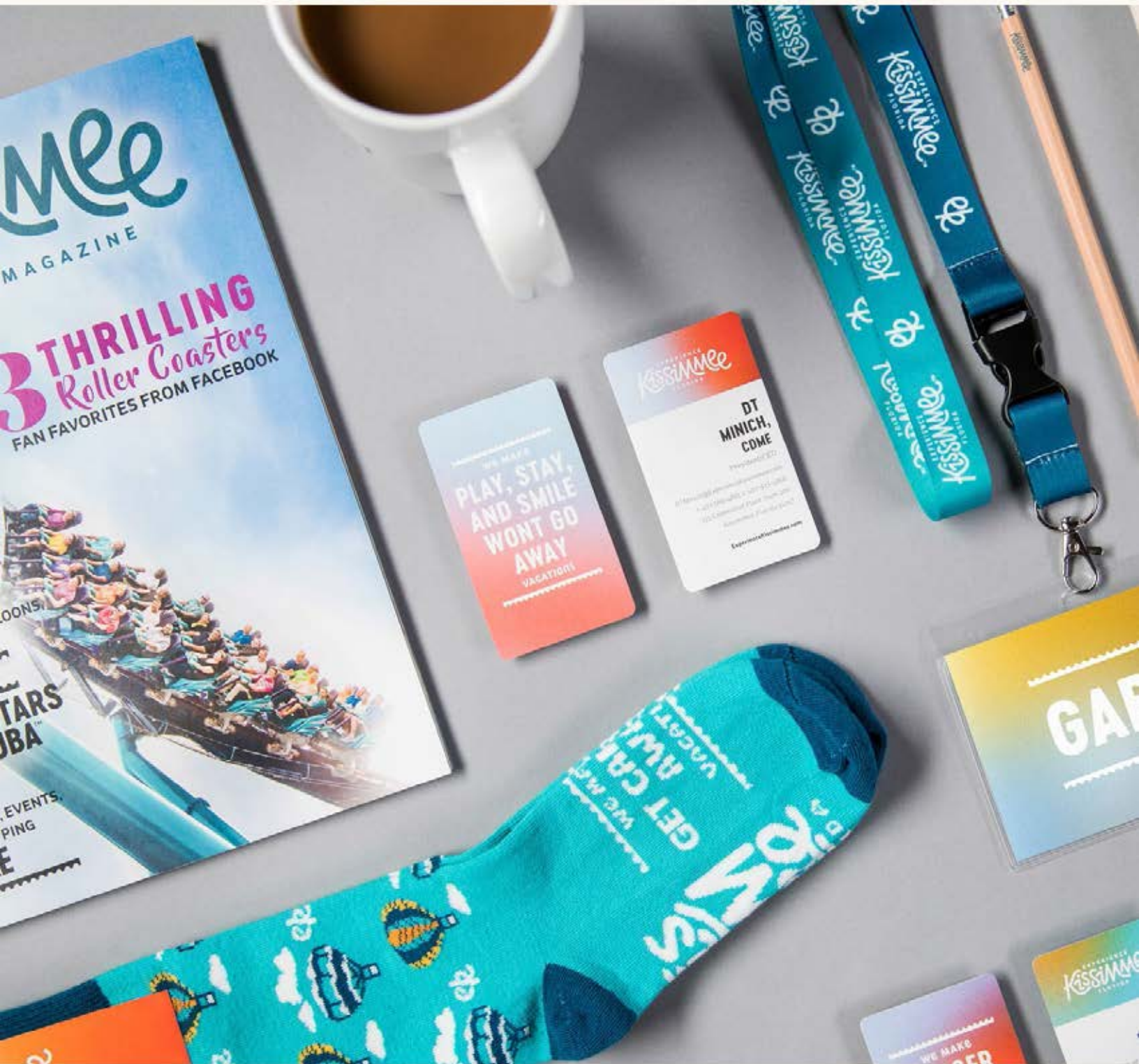
OWNABLE DESIGN

In addition to a more playful take on the destination's previous logo design, vintage postcard stamps provided a timeless inspiration for the rebrand's identity system.

AUTHENTICITY & PRIDE

Real moments guided both the destination marketing photography and color palette.

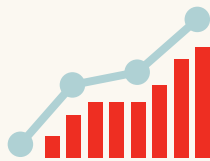






RESULTS

A unique identity and flexible messaging platform enabled the destination to reach out to new audience segments in a way that would enable Kissimmee to appear from the shadows of Orlando and present its destination on its own merits. The results of this renewed effort showed a substantial return on investment in the form of increased visitation, average daily room rate (ADR), and revenue per available room (RevPAR).



VISITATION

+8.5%

2016 vs 2017

ADR

+8.1%

2016 vs 2017

REVPAR

+13.9%

2016 vs 2017

2.1c

Brand Development Architecture

Provide explanations and samples of how the team approaches the development of brand architecture for a destination or travel product.

The following outlines our recommended process and timeline for a Destination Brand Architecture Development initiative. Please note, every client's needs are different and therefore a more detailed timeline can be provided once we have an opportunity to collaborate on GFLCVB's destination brand needs.

01. Discovery & Onboarding (Two-Three Weeks)

We believe in genuine collaboration. A positive working relationship starts with a face-to-face meeting to find common ground and gain an understanding of our shared objectives and processes. An initial on-boarding process will include a kick-off meeting, knowledge sharing, content audit, identification of challenges and obstacles and, finally, an official job start.

We do this so both parties have a clear understanding of the project, the players and what success looks like. You walk away from this first week knowing a few new faces, understanding our processes and having had the chance to download us with your perspective on the project.

KICK-OFF MEETING: This is an initial meeting between our teams. The purpose of this meeting is for the primary people responsible for building this brand to get to know each other and discuss the assignment, process and expectations. This is an opportunity for us to listen and see the business and its needs through your eyes.

KNOWLEDGE SHARE: We understand that you know your business better than anyone, which makes you our greatest resource. In the days following a face-to-face meeting we ask that you provide any existing strategic documentation. This may include a business plan, marketing plan, brand guidelines and style guide, customer profiles, website and campaign analytics, third party research or any other documentation that currently exists. We'll also want to talk with as many people as possible within your organization, including operations, sales, marketing, your destination partners and even IT.

CONTENT AUDIT: We will complete an audit of your existing external communication. We want to know how your brand is being presented to the world and what the key message and themes are. We ask that you provide us with all material being used in sales and marketing efforts and provide access to analyze your web and social presence.

STAKEHOLDER INTERVIEWS: In the case of GFLCVB, we know there are many stakeholders who will be critical to the process. We will want to meet with each key group to understand their goals and priorities for the destination rebrand to ensure we understand what success looks like from every point of view.

PROJECT START: While our entire team will always be available throughout the process, we provide you with a dedicated core team so that you have a clear point of contact throughout the brand's development. With the on-boarding process completed, your core team will take over day-to-day communication and lead the brand development process.

02.

Consumer Insights Research (Four-Eight Weeks)

Once we have evaluated the materials that are readily available to us, we will identify any gaps in consumer insights that are critical to the brand development process. In order to understand the opportunities for the brand, we must engage your existing customers, and our opportunity audiences, to gauge priorities and understand how GFLCVB can meet their needs.

The consumer insights research will be conducted through a mix of qualitative and quantitative research focused on core audience segments in feeder and opportunity markets. Our research team will work collaboratively with your team to ensure the study focuses on priority insights that will serve as the foundation for the brand development process.

INSIGHTS DISCOVERY: This process will help both teams identify key research priorities including audience segments, domestic and international geographies and product focus areas that we will explore with consumers. Once the research priorities have been set, the research design phase will begin.

SURVEY/QUESTIONNAIRE DEVELOPMENT: Whether for quantitative or qualitative research, our team works to carefully craft consumer questions to mitigate bias and provide a high level of confidence in consumer response. In this process, we will work to identify key evaluation criteria as needed for each situation.

SURVEY CODING/TESTING: For online research, our team will carefully develop the consumer interface and conduct testing prior to any fielding. This process helps us to ensure the test is running smoothly and the process is easy for consumers to complete.

RESEARCH FIELDING: In this phase, the test is active with consumers. Whether it's in-person focus groups or online surveys, we keep our clients apprised of progress and identify any areas to optimizing testing for the future.

REPORTING & INSIGHTS: Upon completion of the testing, our team compiles a comprehensive report of findings to share with both agency and client teams. These reports will include key consumer insights that will drive our collective thinking around the opportunity for the destination brand.

03.

Brand Positioning Development (Six Weeks)

The brand definition process is an extremely collaborative process where we define who you are as a brand, and begin to craft the story that will position your destination for the long-term. Throughout this phase, we will facilitate group brainstorming sessions to ensure that your brand is articulated in a way that will be meaningful and powerful within your organization and without.

We do this because a brand is more than a logo, it's story that involves both your organization and the consumer. You will receive documentation for internal distribution, but more importantly, you'll now have a foundation on which we can creatively execute.

POSITIONING OPTIONS: Based on the insights from our research and your organizational priorities, we craft options for how your destination can be positioned in the market and how it is relevant to consumer needs. The positioning will function as the platform around which your entire brand will be built. This is why we work with your team to explore a variety of options and refine to a singular direction that will drive the process forward. We'll work closely with you to develop and finalize this statement to ensure it will position your brand for differentiation in the marketplace over the long-term.

FINAL POSITIONING & BRAND STORY: Your brand story is the narrative that brings your position to life. This process is critical to understanding potential go-to-market approaches and to ensure your story will have emotional resonance with all of the audiences your destination must connect with.

BRAND MISSION & VALUES: Once the brand story is finalized, we codify your story with a clear mission and actionable values that will help to prioritize decision-making moving forward. The values will become a compass for how your brand is taken to market, drive opportunities for the new and innovative ways you can connect with visitors and help to operationalize the brand story beyond marketing within your own organization.

04.

Identity Development, Proof of Concept & Testing (Ten Weeks)

Once a brand positioning has been developed, we will begin to bring that brand to life through creative execution. Creative executions will include logo, brand marks, tagline, font family and proof of concept executions that start to illustrate how your story can come to life through marketing and experience activations.

We do this because the brand needs an external, tangible presence. This is the stuff that everyone will see and come to remember. When we've completed this phase, GFLCVB will have an entirely new look and feel.

IDENTITY & PROOF OF CONCEPT: We explore multiple options on identity marks that will support and reinforce your new positioning. Beyond a mark that will bear your name, we explore how the mark can facilitate iconic campaign storytelling through color palettes, secondary marks and unique photography styles. These options are shared with your team for consideration and refinement.

IDENTITY CONCEPT REFINE: Based on feedback from you and your various stakeholders, we will refine each concept and prepare materials for identity testing. The proof of concept materials will be created, including examples of print, outdoor and digital banners for the purpose of concept testing.

IDENTITY CONCEPT TESTING: Consumer testing materials, including surveys and brand sentiment parameters, will be prepared to help GFLCVB and the agency make decisions on the new brand mark utilizing consumer data as a guide. The research will test how well each concept is able to raise the perception of the destination and resonate on an emotional level with consumers.

IDENTITY FINALIZATION & BRAND USAGE GUIDELINE: Based on the selected direction, we will finalize the logo marks, color palettes, font and photography style. These basic brand elements will be outlined in a simple brand guideline that will be made available immediately to client and agency teams for use while the brand on-boarding process continues. Final identity files will be exported as part of the final deliverables.

05.

Brand On-Boarding & Launch (Three+ Months)

The success of a brand is incumbent upon all brand ambassadors of an organization to be properly on-boarded. As the next phase in this process, we will work with the destination marketing organization to ensure both internal teams and key agencies are on-boarded to the new brand story and facilitate the development of marketing strategies that are consistent with the new positioning to ensure long-term success.

BRAND ON-BOARDING PRESENTATIONS: We will create a comprehensive overview of the brand development process, including key consumer insights, the new positioning, identity, and testing results. This allows all teams to have context into why the brand was redeveloped and what the opportunities are moving forward.

BRAND ACTIVATION WORKSHOPS: Working with multidisciplinary teams at your organization and that of your partner agencies, we will host workshops that will help to facilitate brand launch strategies as it relates to each specialty. This will ensure that all teams from social to content to public relations will be working towards brand launch and beyond in an integrated and connected manner.

COMPREHENSIVE BRAND GUIDELINES: Once the departmental plans are completed and new assets for the brand are created, we will work to create a digital brand guideline that can be accessed by all teams as the one-stop-shop for all brand usage information and asset. By creating a digital tool with all final assets, we ensure consistent execution and understanding of the brand and how it should be used.

Sample GFLCVB Onboarding & Launch Timeline

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Discovery & On-Boarding																	
Consumer Research																	
Brand Positioning																	

	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34
Identity Development																	
Testing & Refinement																	
Brand On-Boarding & Launch																	

2.1d

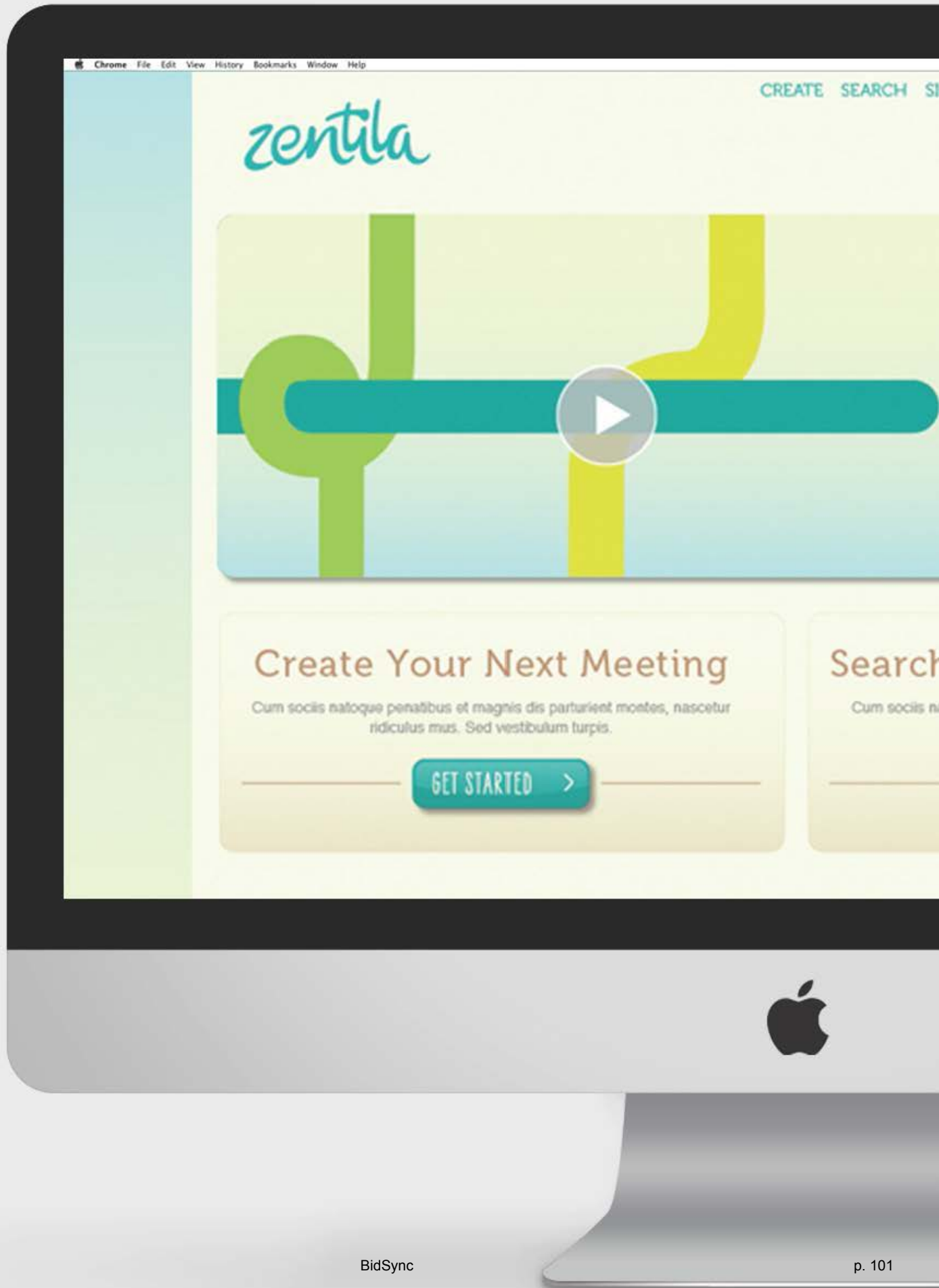
Group Sales Marketing

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

The background features large, thick, teal-colored wavy lines that create a sense of movement and flow. Overlaid on this are two red rectangular boxes containing white text. The first box is horizontal and contains the text 'We moved people'. The second box is smaller, positioned below and slightly to the right of the first, and contains the text 'to book'.

We moved people
to book

CLIENT | ZENTILA



SITUATION OVERVIEW

Third-party strategic meeting management services handle roughly 70% of all group business and meeting space booking in the U.S. Corporate meeting planners use these services to source and secure meeting space, and hotels depend on these services to book inventory.

KEY INSIGHT

The amount of inquiries from meeting planners to hotels jumps in the 90 days before an event. This is because planners are inquiring with multiple hotels to fill an urgent need. This creates unqualified “information only” leads on the hotel side. There needed to be an easier way.

Hi James! Logout > | You are currently editing: Tampa Sales Meeting | Switch

Find your ideal meeting destination

278 Hotels

SELECT
A
STATE



Meeting Type

Number of Rooms

Number of People

How do you envision your ideal hotel?

EXPLORE

Simplify your booking. Find short-term meeting bliss.

Why will
planners
use us?



TRUSTED RESOURCE

They search only the best hotels
on a natural search engine
– not pay-to-play.



EASY TO USE

Simple RFP creation and an
easy-to-navigate site.



SAVES TIME

They go from needing a space
to having one in just 24 hours.

What do
we do for
hotels?



MORE QUALIFIED LEADS

We connect you directly with planners
that are serious about booking inside
90 days, so you won't waste any time
on leads that don't convert.



BETTER METRICS

A combination of lag time and real
time reporting help you maximize
your RevPOR and RevPAR. More
information means smarter selling
and less energy wasted.



CONTROL COST

A lower commission than existing
online booking platforms, and less
employee time wasted chasing leads
that don't convert.



BRAND DEVELOPMENT

Planners need meeting space, and hotels have space to book, but somehow the communication between the two had become far too complicated. Enter Zentila—a simpler path between meeting planners and hotels. The Zentila brand needed to represent that simplicity. The origin of the name was derived from the combination of the word scintilla, a Latin word meaning spark, and the eastern Zen philosophy. Zentila represents the balance that the brand was returning to the industry. The logo and supporting visual elements communicate this balance as well as a “path” between both parties. The logo itself is inspired by a singular line form--or “path”--between two points in space.

YOUR PATH — TO — BOOKING ZEN

ACTIVATION

After developing the brand positioning, identity system and supporting visual elements, we began website design. The user experience mirrored the brand promise by creating a more simple path between planners and hotels in comparison to other strategic meetings management sites. Offline we needed a collateral piece that would introduce this new option for planners and hotels. The piece needed to speak to both the hotels and planners. We created a printed piece that could be read from either side depending on the audience. The planner from one side of the brochure, and the hotelier from the other. Both stories “met” in the middle with an introduction and call to action to simplify the way they communicate with one another through Zentila.

Zentila

RESULTS

Zentila successfully secured venture capital funding and signed initial contracts with Hilton, Starwood and Gaylord hotel groups as well as over 200 independent hoteliers. Since then, Zentila has been acquired and continues to thrive in this business model and approach.

2.2

Account

Management

2.2a

Annual Advertising Budget Process

Indicate how the team will handle account management of the annual advertising budget, including creative production, digital production, and media placements.

Account management of the annual advertising budget will follow a cyclical process that we anticipate repeating each year of the contract, including any eventual renewals. By working closely with the GFLCVB each step of the way from strategic planning, through creative production, placement strategies, and reporting, to invoice expectations, we want to provide a fully transparent and accountable process to eliminate any potential miscommunications or misaligned expectations.

Each phase is broken down in the following pages:

Strategic Planning & Development

Includes participation by strategic services staff in overarching marketing planning efforts, campaign strategy, and strategic research. Strategic planning also encompasses serving as a partner to GFLCVB as it evaluates new opportunities as they arise to ensure every effort will deliver meaningful and measurable returns. We also strive to be extremely proactive on behalf of the organization and will provide a forward-thinking point-of-view on issues directly facing the destination and tourism marketing world, as well as the marketing industry overall. This phase includes but is not limited to:

- Participation in ongoing planning meetings
- Development of yearly/quarterly marketing strategy
- Campaign planning & strategy
- Messaging brief/KPI development
- Research development and coordination
- Ongoing trend tracking & sharing
- Development of point-of-view position papers
- Sample reporting and invoicing

Creative & Digital Production

Creative production encompasses all creative development and production work in support of the various marketing campaigns and initiatives required throughout the fiscal year. Many initiatives will also require video, photography, and digital production services, which will be handled in-house. This phase includes, but is not limited to:

- Creative concept development and design services
- Creative oversight of photography/video production
- Production coordination & management
- Post-production, final mix, export, and trafficking

Campaign Execution & Media Placement

Execution includes all media planning and placement services, optimization, and initial reporting for each campaign. With a dedicated team to serve as key points of contact and liase with internal and external partners to ensure efficient and timely coordination of campaign and planning efforts, this team will also be responsible for tracking and optimizing campaigns as they are launched and continue to run. This process includes daily management of campaign performance and distillation of findings and actions into comprehensive and easy to understand reports to the County. The primary objective is to ensure the organization sees direct returns on every campaign investment it makes. This phase includes, but is not limited to:

- Project management
- Media planning & placement services
- Campaign analytics and measurement
- Campaign auditing, including proof of performance
- Campaign optimization
- Mid-campaign reporting of ROI and all other Key Performance Indicators

Reporting & Invoicing

As campaigns draw to a close, a final auditing and reporting period takes place before invoicing to ensure the accuracy of all data being passed back to the County. In addition to campaign-specific reporting, we will also work with the County to develop a regular reporting and presentation schedule as defined in the Scope of Services to ensure that the project is sufficiently monitored from a holistic perspective.

As campaigns or project phases are completed, we will provide GFLCVB's accounting department with invoices as outlined in the payment terms of each approved estimate and proof of performance materials in the way of final deliverables documents, files, web links, and/or media plans and affidavits.

Sample Mid-Campaign Performance Report

Sample Reporting (of 1)

2017 Jan 01 - 2019 Feb 25

Campaign Performance Report

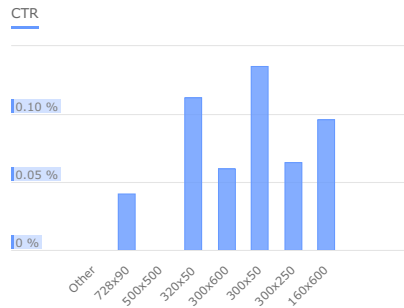
Delivery Overview

Media Type	Impressions Booked	Impressions Run	Impressions Remaining	Total Budget	Budget Spent	Remaining Budget
Video Pre-Roll	1,750,000	1,902,761	-152,761	\$29,750.00	\$29,750	\$0.00
Display - Branding	1,133,333	1,241,957	-108,624	\$8,500.00	\$8,500	\$0.00
Total	2,883,333	3,144,718	-261,385	\$38,250.00	\$38,250	\$0.00

1 - 2 of 2 items

Display Performance

Performance by Ad-Size



Performance by Ad Size

Ad-Size	Impressions	Clicks	CTR
300x250	480,472	309	0.06 %
320x50	449,998	507	0.11 %
728x90	212,520	89	0.04 %
300x600	35,032	21	0.06 %
160x600	34,374	33	0.10 %
300x50	29,502	40	0.14 %
500x500	50	0	0.00 %
Total	1,241,957	999	0.08 %

1 - 8 of 8 items

Video Performance

Performance by Device Type

Device Type	Impressions	Clicks	CTR	Completions	Completion Rate
Mobile/Tablet	169,278	399	0.24 %	104,563	61.77 %
Desktop	1,733,483	1,513	0.09 %	1,409,481	81.31 %
Total	1,902,761	1,912	0.10 %	1,514,044	79.57 %

1 - 2 of 2 items

2.2b

Research & Business Intelligence

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

Sunshine Solutions combines cutting-edge research and market intelligence assets for data collection and analysis with a wealth of real-world, award-winning expertise borne from years of experience at the top of the travel and hospitality industry.

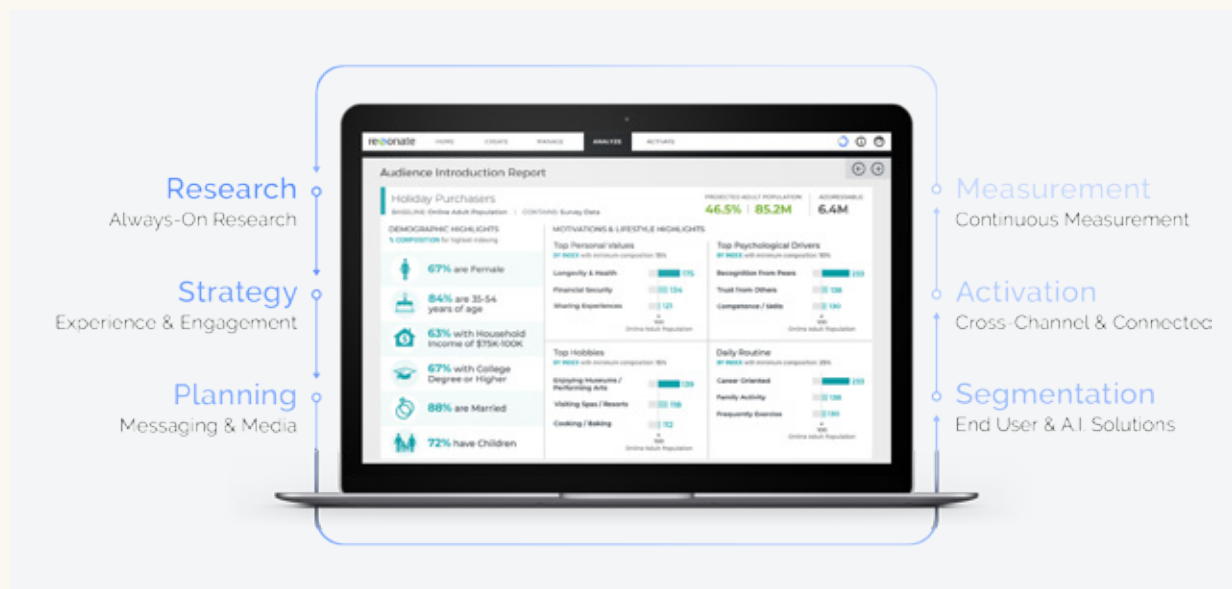
For a project such as this, we understand that there is both an art and a science to building an effective brand - and we must use data to better inform our efforts in real-time while also providing us with a deep understanding of the most compelling messages and communications modes to capture the hearts and minds of our target audiences.

In the following pages, we will demonstrate not only our capability in defining, targeting, communicating with, and activating key target audiences while keeping ahead of industry trends in a thoughtful, data-driven way, but that our record shows we know how to deliver a vibrant, effective message geared to resonate with those audiences.

RESONATE PLATFORM

Powered by machine learning and advanced Artificial Intelligence, the backbone of our Research & Business Intelligence insight generation is our longtime partner and collaborator, Resonate – a digital strategy firm that employs the nation’s largest proprietary database of U.S. consumer profiles to give us a real-time, deep understanding of our key audiences. And for tourism products, there are no insights more powerful than those driven by real consumer experiences.

Along with access to its kit of data and audience engagement tools is a turn-key campaign management system, seamlessly linking planning to activation, measurement, and iterative optimization. By pulling together research, targeting, and execution into a single platform, we are able to deliver hyper-relevant, adaptive and nuanced marketing strategies that drive results and maximize values above more traditional, fractured solutions used by many other legacy agencies.



Resonate's platform is driven by a combination of proprietary data collection in the form of a census level survey with more than **200,000 long-form responses** every year, and a contextual tracking system that records and analyzes more than **15 billion events** by consumers every day, covering the online activity of **more than 90% of the U.S. adult online population**.

OUR WINNING METHODOLOGY

The Resonate Difference

ASK

WHAT **MOTIVATES** CONSUMERS TO TAKE ACTION



200K+ long-form surveys a year

PROPRIETARY

CONSISTENTLY IN FIELD

OBSERVE

90% OF THE U.S. ADULT ONLINE POPULATION AND U.S. ELECTORATE



Anonymous contextual online behavioral data of **230M+** people

15 BILLION EVENTS DAILY

2 TRILLION WORDS DAILY

PREDICT/MODEL

BENCHMARK & VERIFY:
SURVEY DATA, BEHAVIOR DATA, ADDITIONAL 3RD PARTY DATA SOURCES TO PROJECT LEARNINGS



Algorithms produce **7,000** attributes for each individual

ATTRIBUTE MODELS UPDATED NIGHTLY

3-D PICTURE OF EACH INFLUENCER

Connected & Actionable Insights

With Resonate, we will be able to easily create and compare multiple audiences or topics at one time and define them at granular, human-level detail—tracking changes of behavior in our audiences mid-stream to remain nimble in our approach to targeting and optimization. We can also quickly surface significant differences between segments to better drive our messaging and channel development strategies.

Custom Research at Speed & Scale

The County has requested regular, in-depth market research and insight analysis reporting, and we plan to deliver on those requests using a variety of sources. With Resonate's platform, we will be able to take primary research from multiple sources and incorporate it directly into the platform's custom research tools—preparing data from all sources for seamless cross-channel measurement and activation to create a singular, cohesive approach to our data analysis effort.

Real-Time Measurement Across Digital Touchpoints

With always-on reporting and turn-key audience analysis tools, we will have a single source from which to easily monitor and measure performance across digital touchpoints to validate and continuously optimize our creative and messaging.

Engagement with Precision & Scale

We will not only use these tools to define and capture our target audiences, but also to drill down to the people most likely to convert – across all channels and devices – with integrated programmatic media buying capabilities.

175M

U.S. Adult
Consumer Profiles

550M

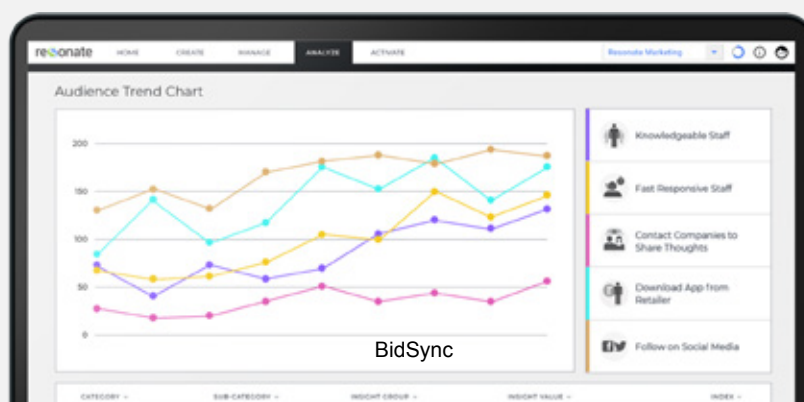
U.S. Adult Device
Users Modeled

7,000

Attributes on
Each Individual

10B

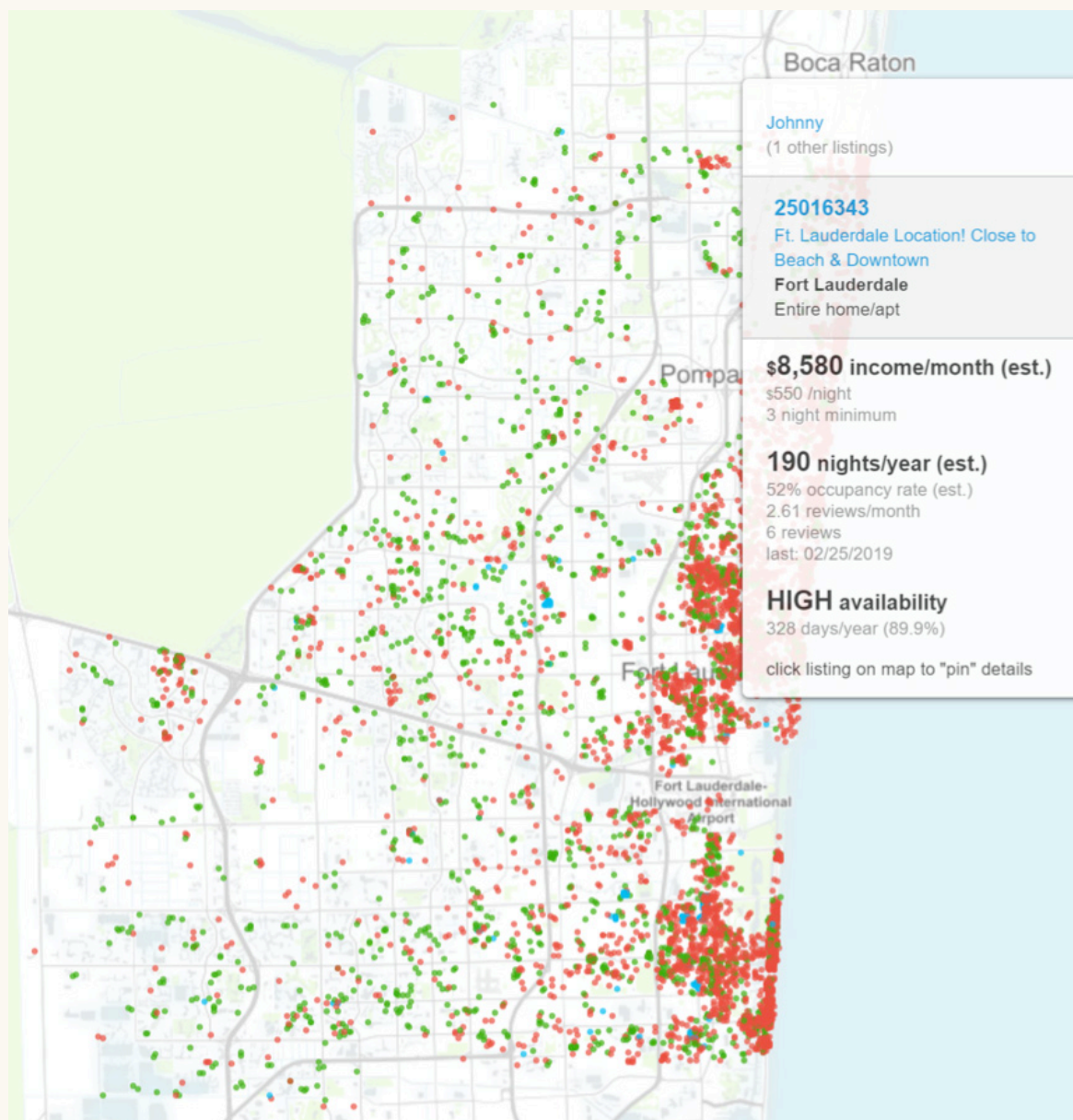
Web & App Pages
Observed Daily



MARKET INTELLIGENCE

In addition to our advanced consumer data platform, we also have access to a number of unique data sources acquired over years of relationship building within both the traditional and niche tourism industry. Just one such example is our ability to curate and analyze data scrapes of online rental platforms, like Airbnb, within Broward County on a regular basis, giving us a deep, full-scope look into tourism activity not generally captured in traditional industry reporting.

Using that data, we can gather insights at every resolution from macro-level statistics - such as the total Short-Term Rental (STR) listings, types of listings offered, and rates of availability and occupancy - to hyper-micro level information such as the per-night rental fee and curation of activity reviews of every individual property listed in the County.



	Total Listings	Entire Home Listings	Multiple Listing Units
Listings	8,495	6,339	5,741
Average Price-per-Night	\$187	\$221	\$190
Est. Nights-per-Year Booked	91	90	88
Est. Nights-per-Year Listed	222	225	229
Est. Availability Rate	60.9%	61.8%	62.8%
Est. Occupancy Rate	25.1%	24.7%	24.1%
Est. Income-per-Month-per-Listing	\$1,031	\$1,220	\$997

Get the Complete Picture

Layering in Airbnb or other STR data sources on top of typical hotel industry data will help fill in the gaps by finding tourists who don't travel using traditional models and are potentially looking to visit the County but stay in a non-traditional accommodation. And with our snapshots, we will be able to establish a better understanding of market pricing information, key occupancy periods, demographic and travel trends and more.

Track Activity

With regular reporting, we can spot surges in activity and watch for shifting tourism movement outside neighborhoods covered by hotels. This will allow hotspots seeing an uptick in energy that might otherwise go unnoticed to instead be fully utilized by developing co-op agreements or other community events.

Monitor STR Market

In addition to aiding potential enforcement activity, our data sources will power sophisticated geo-fence targeting of STR rentals based on any number of criteria. We can tailor campaign segmentation around finding and delivering relevant messaging to, for example, the top-earning commercial operators or neighborhoods with large clusters of units. We can even pick out inland areas for off-the-beaten-path travelers who may otherwise not be exposed to our campaigns.

TOURISM PRODUCT AND DMO EXPERIENCE

VISIT FLORIDA, Since 2009

Over seven years ago we established an advocacy strategy that continues to drive record tourism to the state.

- #LoveFL campaign with over 1.6B impressions
- 2M+ pieces of UGC
- 348,721 # of advocates

Visit Tampa Bay, 2012-2013

Completed scope of successful rebrand in 2013 that shifted brand perception and aligned a vast number of stakeholders around a new bold brand that makes a statement.

- Recognized twice in the PRINT Regional Design Annual

Experience Kissimmee, Since 2016

AOR for Experience Kissimmee, the destination's authority on travel and tourism. Provide strategic, creative, and media services to promote visitation to this diverse location.

HOSPITALITY EXPERIENCE

Marriott Autograph Collection, Since 2013

Developed brand identities, guest experiences, and marketing strategies for five hotel properties.

- Positioned Epicurean as the first ground-up property in the Autograph portfolio
- Won Marriott's 2013 Opening of the Year

Other Autograph Collection properties

- Koloa Landing | Kauai, HI
- Epicurean Hotel | Tampa, FL
- The Current on Tampa Bay | Tampa, FL
- Inn at the Mission | San Juan Capistrano, CA
- Waterline Resort & Marina | Anna Maria Island, FL
- Cadillac Hotel & Beach Club | Miami, FL
- The Fenway Hotel | Dunedin, FL
- Luminary Hotel & Co. | Fort Myers, FL (in progress)
- Tetra Hotel | Sunnyvale, CA (in progress)
- Daytona Shores Hotel | Daytona Shores, FL (in progress)

HOSPITALITY EXPERIENCE (CONT.)

Motif, Since 2013

Renamed, repositioned, and rebranded this property to become the top performing hotel in Seattle.

- HOW International Design Award winner
- 127% Increase in referral traffic
- 40% overall traffic increase YOY

The Scottsdale Resort, Since 2014

In partnership with Destination Hotels, reimagined an iconic Scottsdale property through rebranding and repositioning both the resort and its outlets.

Hilton Sedona, Since 2014

With the Hilton team, we created a brand foundation and a completely revamped guest experience. Establishing a robust online operational guide for employees to actualize the brand in everyday touchpoints with customers.

ATTRACTIONS

Marriott Autograph Collection, Since 2013

Created media strategy that helped double visitation year-over-year for two consecutive years.

- 62% increase in web traffic

THOUGHT LEADERSHIP

We regularly discuss and ideate on our industry—and our clients' industries—in an effort to better understand and lead the future of marketing and advertising. The links below represent a sampling of our POVs and thought leadership content we consistently publish:

Brand Building For Destinations:

<https://www.thebrandberries.com/2019/02/03/brand-building-for-destinations-qa-with-sparks-dulani-porter/>

Brand Marketing POV

[https://www.dropbox.com/s/6g10d13537lxgrv/Brand%20Marketing_POV%20\(1\).pdf?dl=0](https://www.dropbox.com/s/6g10d13537lxgrv/Brand%20Marketing_POV%20(1).pdf?dl=0)

Meeting at the Peak

<http://stickquarterly.com/issue-1/#meeting-peak>

Building A Mobile Marketing Toolkit

<https://www.tripadvisor.com/TripAdvisorInsights/w603>

Marketing Mayhem

<http://stickquarterly.com/issue-2/#marketing-mayhem>

Hotel Branding; What We Got Wrong

<http://stickquarterly.com/#hotel-branding>

CERTIFICATIONS

- HootSuite Social Media Certification
- Meaningful Marketing Insights Certification
- Spredfast 101 Experiences Certification
- Hubspot Inbound Content Marketing Certified
- Advanced Google Analytics Certification
- Google Ads Certification
- Facebook Blueprint Certification (in progress)
- AMA Professional Certified Marketer in Digital Marketing (in progress)

2.3

Media Planning and Buying

2.3a

Value-added Opportunities

Indicate how the team can leverage value-added opportunities.

We understand that value-added opportunities are integral to the success of destination marketing campaigns to effectively amplify limited budgets and achieve more robust performance. We pride ourselves on always negotiating for the lowest available rates and pushing for value-added opportunities to give our campaigns a strong competitive advantage.

By developing and aggressively leveraging local and key market media relationships, we will always endeavor to achieve a value-added goal of 50% or more net media spend across all campaigns. In order to achieve that goal, we pursue any number of strategies, including:

Sponsored Material

Pushing relationships with publishers that combine display advertising placements with no- or low-cost sponsorships including:

- Advertorials and sponsored articles
- Sponsored and organic social media posts
- Email blasts to top newsletter lists

TV & Radio

Due to the nonprofit nature of tourism-branding campaigns, high percentage value-added schedules, fixed programming spots, and other discounts are often possible on broadcast, cable, and radio schedules—especially by holding a portion of the budget in reserve for last-minute opportunities.

Digital Tactics

With the large number of tactics available in the digital toolkit, value-added opportunities can take many forms. We are constantly vigilant for new and innovative ways to squeeze every last impression out of our digital budgets, including:

- Value-added impressions above budget on video and display advertising campaigns
- Connected-TV schedules that roll up video impressions of lower-tier platforms
- Native advertising packages that include bonus banner ad impressions at no cost
- Podcast and internet radio schedules that add video impressions to audio-only schedules with no additional budget or include long-lasting impression opportunities when live-recordings are uploaded to on-demand hosting services.

2.3b

Co-op Advertising

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

**Unifying our
destination, one
partner at a time.**

We understand how critically important participation by GFLCVB's many Partners is with all of the organization's marketing efforts. Providing opportunities for Partners of all sizes to expand their reach and influence is one of the most important responsibilities a DMO has. Increased participation by Partners in marketing programs enables GFLCVB to reach its goals of creating awareness of the diverse experiences this area has to offer and supports the growth of the destination by actively driving visitation across the region. The key to seeing this success is to create turnkey cooperative marketing opportunities that are scalable, accessible, and measurable. The following outlines Sunshine Solution's recommended approach to creating and managing this program on behalf of GFLCVB. →

Campaign Creation

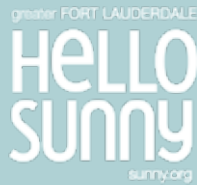
The first step in creating a turnkey program is creating campaigns that include co-op opportunities. While GFLCVB will make large investments in awareness campaigns that target visitors both domestically and internationally, we will ensure we also create opportunities for co-op partners of all sizes to participate in these efforts at the level that is right for them. We will ensure these campaigns include the ability to customize messaging and campaign assets with messaging to drive direct results for partners throughout the region. We will accomplish this by creating a simple, templated approach that enables buy-in structure for small, medium, and large partners, with flexibility based on needs.

Co-op Campaign Packages

Not all co-op partners have the same budgets, staff, and creative support to enable full participation in marketing initiatives. A key to success is making the opportunities for participation crystal clear, and the benefits simple. We will work with the County team to create co-op packages for each campaign that are easy to understand, provide flexibility in budget, and minimize the amount of work required by partners to participate.

Co-op Campaign Sell-Through

We believe a clear, easy-to-understand sales process is important. To that end, we will support and participate in selling the value of co-op opportunities to partners along with the GFLCVB team. By utilizing existing communication channels, including web presentations and partner emails, we will create sales pitch presentations that showcase the campaign creative, buy-in options, and measurement tools. We will ensure we answer any questions that partners may have as they make the decision to participate, and we will provide dedicated staff to manage the co-op program directly with them. We believe this will provide clarity about the benefits and ease of buying into and participating in programs, thereby increasing overall participation by co-op partners throughout the County.



Partner Campaign Packages

SOCIAL IMPULSE CAMPAIGN

NATURE



This campaign targets travelers for Spring/Summer travel opportunities. We utilize Facebook and Instagram to deliver compelling nature experience content to the most likely travelers during this time frame. Includes the opportunity to optimize your messaging during this 12 week campaign.

[LEARN MORE](#)
NEW

WINTER CAMPAIGN

NEW YORK



Embrace the opportunity to showcase your destination to our northern visitors. The winter campaign includes opportunities for partners of all sizes to gain exposure during this key campaign period.

[LEARN MORE](#)

MEETINGS VIDEO

PRE-ROLL



This unique opportunity enables destinations that focus on large corporate meetings to get in front of key meeting planners with this YouTube focused digital campaign. Your unique meeting venue will be shared with decision makers in the NY, Chicago and Washington D.C. markets.

[LEARN MORE](#)

SOCIAL IMPULSE CAMPAIGN

NATURE

NEW

WINTER CAMPAIGN

NEW YORK

HOT

MEETINGS VIDEO

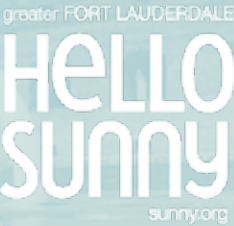
PRE-ROLL

Co-op Campaign Management

Once co-op partners buy in, our dedicated co-op team would manage all aspects of customizing assets for partners based on their buy-in level. We would work with partners to ensure campaign packages are tracked and measured and take all the headache of coordinating with partners off GFLCVB's hands.

Co-op Campaign Reporting

We would work with all relevant parties to create a single reporting template that we would be able to provide back to each partner. So, while the larger campaign team would be working on campaign reporting for GFLCVB, our co-op team would be working on creating performance reports for each co-op partner who has bought in, and demonstrating the ongoing value of GFLCVB's efforts in support of partners. Through this process, we would ensure they continue to see value in the great marketing programs and opportunities GFLCVB provides to them every day.



Winter Campaign NEW YORK

NEW

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Explore the campaign
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MEASUREMENT

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CUSTOMIZATION

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- List 2 • List 4

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LEVEL 2 \$0,000

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MEASUREMENT

- KPI 1 • KPI 3
- KPI 2 • KPI 4

CUSTOMIZATION

- List 1 • List 3
- List 2 • List 4



3.0

Past Performance

Note: Although Sunshine Solutions has been created specifically to serve you, each firm individually represents a wealth of relative experience that seamlessly complements one another. In the following section, we will include details from both MPS and Spark.

Please see attached Vendor Reference forms for each project described here.

MPS Vendor Reference Narratives (3)

The following projects demonstrate MPS' capability to satisfactorily complete projects of a similar nature, scope, and duration, compared to GFLCVB's requirements on this project, on time and within budget.

In all three examples, MPS provided services that included creative brand development services, production services, media planning (including the buying and designing of strategic marketing campaigns), and account maintenance. As indicated by the attached reference forms, MPS' performance was excellent, within budget, and to the satisfaction of the client in each case.

Transportation is the Future

Project Overview

- Coming off the defeat of the Broward County Transportation Plan Ballot Referendum in 2016, MPS was hired by a coalition of local developers and pro-transportation groups to design and execute a new and more data-driven strategic campaign. With only a fraction of the budget spent in the previous election cycle, we built a highly-targeted, multi-channel integrated marketing campaign to engage, educate, and mobilize segmented voter universes. we delivered innovative creative content and online/offline voter contact tools that ultimately resulted in a resounding 60.2% victory for the \$16 billion ballot referendum – the largest in the nation – which will allow Broward County to upgrade its transportation infrastructure and fund much-needed investments in roads, sidewalks, school safety zones, public transportation and internet accessibility.

Key Staff

- Neal Kwatra, CEO
- Austin Shafran, President and Project Manager
- Jason Heard, Director of Operations
- James Pagano, Senior Strategist

Project Details

- **i. Demographic Targeting** - On the basis of data-driven analysis that included past electoral performance and forward-looking online polling, MPS identified key demographic targets that included high-performing African American and Hispanic voter segments as well as suburban women, new and inactive voters, seniors, and working class voters with an interest in transportation issues. With those targets identified, MPS then conducted additional online surveys, message testing, and behavioral trend analysis to develop a highly-tuned strategy that matched effective messages to the most efficient media channels to reach each audience.
- **ii. Services; Creative; Account Processes** - MPS provided services for this project that included campaign strategy, management and fundraising; earned media management; paid media content production and design; integrated media targeting, planning, and placement services.

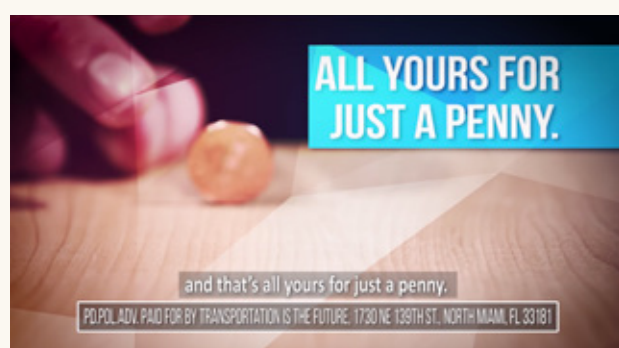
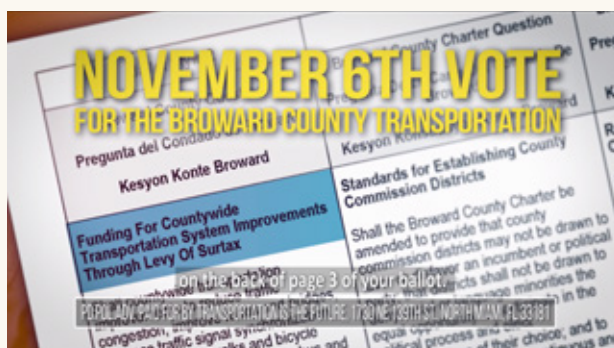
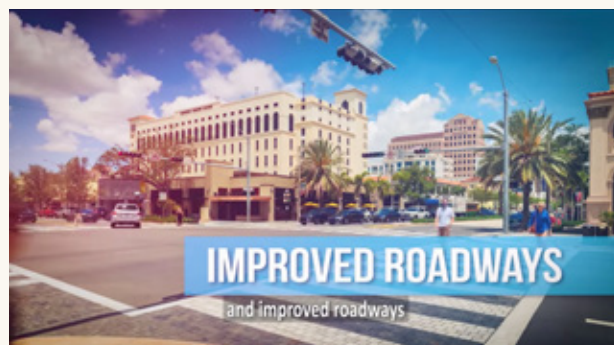
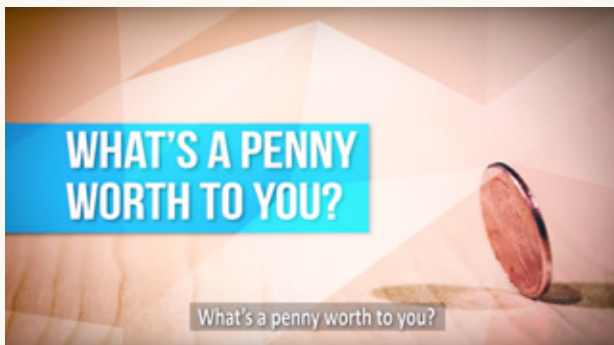
For Creative Samples, please see Case Study on page 33

Video Sample: Vote Yes: <https://youtu.be/RNw4-dEDsJU> video stills located to the right >

MPS provided highly responsive and transparent account services, including regular status updates, weekly performance reports and analysis, and prompt billing.

- **iii. Integrated Marketing** - As described above, MPS utilized an integrated, multi-channel approach to this public affairs campaign. On the basis of our targeting and channel analysis, and in accordance with the limited budget, we mapped out a streamlined strategy for paid media and voter contact tools that maximized our ROI and effectively halved the cost-per-vote metric seen by the County in the failed 2016 effort. To effectively reach our targeted audiences, engaging them and driving them to take our desired action of voting Early or on Election Day, we executed a strategy that included:
 - Newly developed website serving as a central hub for the campaign
 - Locally-targeted TV program with demographically-targeted content placements
 - Direct one-to-one text program
 - Highly-targeted digital program with placements on social media, YouTube, AdWords, and across the web using voter IP targeting and geo-fencing of high-value locations throughout the County
 - Email marketing program using a cultivated list of more than 90,000 voters identified through online petitions and other collection strategies
- **iv. Value-added Advertising** - Although not explicitly a component of our deliverables for this project, MPS was able to deliver value-added schedules across both digital and TV advertising campaigns throughout the project's duration, maximizing the cost-per-vote efficiency.

Video Stills



ShareBetter 2018 Campaign

Project Overview

Bringing compression to a multi-year campaign we created with the goal of raising public awareness and building support for stronger regulations of the short-term rental industry in order to protect affordable housing stock in NYC, the 2018 campaign spearheaded by MPS culminated in the passage of groundbreaking legislative reforms. The new industry-wide regulations we helped pass will have drastic and lasting impact on New York's tourism and housing markets, significantly inhibiting the ability of Airbnb and other short-term rental platforms to pull tourism dollars away from traditional hotels and other local attractions and public accommodations while also helping preserve vital affordable housing stock for local area residents. MPS's vision for industry reform became a reality through our strategic execution of a robust and coordinated program of earned and paid media ad placements, digital and grassroots advocacy, message development and data-driven audience targeting, and other online education tactics that helped create a fertile environment to pass the reforms we sought.

Key Staff

- Neal Kwatra, CEO | Austin Shafran, President | Jason Heard, Director of Operations | James Pagano, Project Manager

Project Details

- **i. Demographic Targeting** - Utilizing market data sources to identify key audience segments that were open to relevant messaging and modeled as likely to take action on affordable housing issues, MPS directed a large portion of its message and media strategy towards African American, women, and other minority groups throughout the ShareBetter campaign.
- **ii. Services; Creative; Account Processes** - MPS provided services for this project that included campaign strategy, development and management; earned media operations; paid media content production, design and integrated media placement targeting; analytical and market industry research, planning, and brand development services.

Video sample: Airbnb Invasion: <https://youtu.be/c6cmKbOYNKg> video stills located to the right >

MPS provided highly responsive and transparent account services, including regular status updates, weekly performance reports and analysis, and prompt billing.

- **iii. Integrated Marketing** - MPS developed and executed a multi-phase integrated marketing campaign that relied on many different tactics at key moments throughout the year, including leveraging our deep understanding of the hotel and hospitality industry markets and public-facing audience targeting and segmentation tools. On the basis of our targeting and iterative channel analysis, we executed a campaign that included:
 - Broadcast, Cable TV, and Radio program with placements on networks with high viewership among Women, African Americans, and other high-value demographic targets
 - Connective Digital TV including YouTube, Addressable TV, TV Everywhere, and other set-top box strategies
 - Online Radio and Podcast placements on carefully selected programming
 - Highly-targeted digital program with placements on social media, Ad Words, and across the web using IP-targeting and geo-fencing of key locations throughout the city
 - Grassroots advocacy programs including Live Calling, Tele-Town Halls with city officials, Canvass and Petitioning programs.
 - Email blasts and regular newsletters to a continually growing list built through repeated contact with target audiences
 - A Direct Mail campaign in top zip codes corresponding to our targeted audiences
 - Sponsored content and other value-added advertising in top local publications

- **iv. Value-Added Advertising** - As mentioned above, MPS executed a number of high-value sponsorships with local press and relevant newsletters, amplifying our messaging on platforms such as Politico, City & State, and Empire Report to maximize the ROI of our paid efforts.

Video Stills



Creative Samples



United for Affordable NYC Campaign

Project Overview

- In 2016, when some of the city's most prominent business, labor, advocacy, and clergy leaders wanted to support the Mayor's affordable housing plan, they turned to MPS to organize, develop, and execute a campaign to mobilize NYC residents in support. Under the auspices of "United for Affordable NYC," MPS brought together a large coalition of individuals and organizations such as the Brooklyn Chamber of Commerce, AARP, NY Hotels Trade Council, 1199 SEIU, 32BJ SEIU, DC37, faith leaders, tenant associations, and community and grassroots organizations.

Backing up a robust grassroots and digital organizing program that included rallies, door-to-door canvassing, calls, letters, and petitioning, MPS built a paid media program to educate and mobilize a wide base of residents—directing them to a newly developed website that served as a central organizational hub for the coalition. MPS produced and aired multiple TV ads as well as a series of informative graphics and videos in a robust integrated media plan across both traditional and digital marketing channels, exceeding industry standard performance metrics across the board.

Key Staff

- Neal Kwatra, CEO
- Austin Shafran, President and Project Manager
- Jason Heard, Director of Operations

Project Details

- **i. Demographic Targeting** - Utilizing market data sources to identify key audience segments that were open to relevant messaging and modeled as likely to take action on affordable housing issues, MPS directed a large portion of its message and media strategy towards African Americans, women, and other minority groups throughout the campaign.
- **ii. Services; Creative; Account Processes** - MPS provided services for this project that included campaign strategy, development and management; earned media operations; paid media content production, design and integrated media placement targeting; analytical and market industry research, planning, and brand development services.

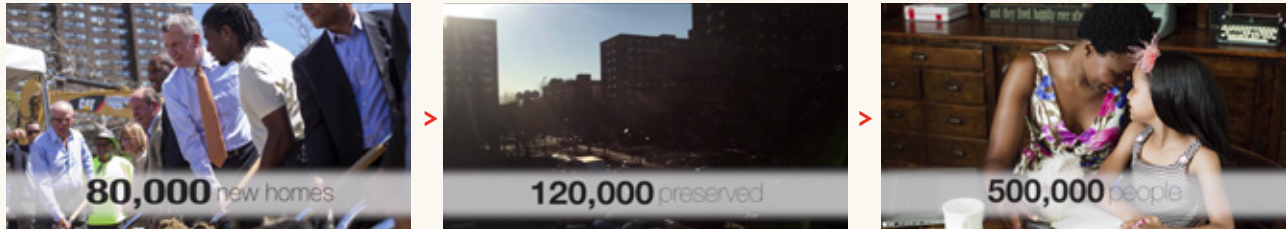
Video sample: A City for Everyone: <https://youtu.be/-31crYxuYG8> video stills located to the right >

MPS provided highly responsive and transparent account services, including regular status updates, weekly performance reports and analysis, and prompt billing.

- **iii. Integrated Marketing** - As described above, MPS developed and executed an integrated marketing campaign that relied on a deep understanding of the affordable housing and related markets to effectively reach our key audiences, utilizing a variety of tactics including the following:
 - Newly developed website serving as a central hub for the campaign
 - Local cable and broadcast TV program with demographically-targeted content placements
 - Highly-targeted digital program with placements on social media, YouTube, AdWords, and across the web using voter IP targeting and geo-fencing of high-value locations
 - Grassroots advocacy programs including Live Calling, Tele-Town Halls with city officials, Canvass and Petitioning programs

- **iv. Value Added Advertising** - Although not explicitly a component of our deliverables for this project, MPS was able to deliver value-added schedules across both digital and TV advertising campaigns throughout the project's duration.

Video Stills



Creative Samples



Spark Vendor Reference Narratives (3)

The following projects demonstrate Spark's capability to satisfactorily complete projects of a similar nature, scope, and duration, compared to GFLCVB's requirements on this project, on time and within budget.

In all three examples, Spark provided services that included creative brand development services, production services, media planning (including the buying and designing of strategic marketing campaigns), and account maintenance. As indicated by the attached reference forms, Spark's overall performance was excellent, within budget, and to the satisfaction of the client in each case

Visit Tampa Bay Destination Rebrand (2014)

Project Manager and other key professionals involved

- EVP/Partner: Dulani Porter
- VP Creative/Partner: Elliott Bedinghaus
- Senior Brand Manager (project manager): James Robbins
- Designer: Nathan Carter
- Copywriter: Hunter Savage

Whether it involved Minority Demographic markets

- Tampa Bay is a diverse destination that attracts audiences from all over the world. A critical part of this initiative was to understand the priorities of domestic, European and domestic/in-state Spanish-language speakers who come to the area for both business and leisure. In addition, as a key destination for events, the meeting planner audience priorities were a core portion of our brand development considerations.

Description of services

- Brand Perception Studies
- Brand Development (naming, identity, communications platform)
- Brand Testing
- Go-To-Market Strategy

Creative portfolio examples

- Included in case study section of RFP

Account processes (contract structure, billing, communication protocols, etc.)

- The entirety of this scope was fee for service in which deliverables and costs are outlined for each phase of the process
- All project phases were billed per an agreed-upon schedule included in the contract

Whether the project demonstrated integrated marketing communications expertise

- Tampa Bay is a destination in which communicating to leisure audiences and b2b audiences is equally important. Both segmentation of messaging, distribution channels and cultural versioning for various communications was an integral part of this initiative.

Whether the project demonstrated co-op advertising opportunities, leverage media buys, and sponsorships.

- Co-Op advertising was not a component of our deliverables for this project. However, the brand development process did require the team to create mock examples of co-branded messaging to ensure the new brand platform would work for co-op marketing efforts.

Experience Kissimmee Destination Rebrand (2016)

Project Manager and other key professionals involved

- EVP/Partner: Dulani Porter
- VP Creative/Partner: Elliott Bedinghaus
- Brand Manager (project manager): Katy Guion
- Designer: Matt Bongiolatti
- Copywriter: Burton Runyon

Whether it involved Minority Demographic markets

- Kissimmee attracts audiences from across the state of Florida, the U.S., Latin and South America. In the development of the destination's new brand, it was important to be cognizant of cultural sensitivities and priorities for each of these unique audience segments. While the destination is well known for its theme parks, it was important to create a flexible platform that allowed the Kissimmee to speak to its various audiences on their own terms, highlighting both natural and man-made attractions available to its guests. In addition, translating the new brand to speak to African-American and domestic and international Spanish-language or Portuguese audiences was key in the development of this new brand.

Description of services

- Brand Perception Studies
- Brand Development (identity, communications platform)
- Go-To-Market Strategy
- Campaign Development & Management

Creative portfolio examples

- Included in the case studies portion of this response

Account processes (contract structure, billing, communication protocols, etc.)

- Experience Kissimmee's services were outlined in a retainer-based agreement. The retainer was created by outlining specific deliverables that were due in accordance to the campaign calendar with the total sum of yearly deliverables billed on a monthly basis over the course of the fiscal year.
- In the event that deliverable items or additional projects were requested outside of the MSA, a project estimate was provided to the client for approval with clear deliverables outlined, and billed according to the terms outlined in the estimate. The client always received back-up reporting including hours reports or hard cost invoices as needed or required for the project.

Whether the project demonstrated integrated marketing communications expertise

- Once the brand development work was completed, we were responsible for developing and executing the go-to-market strategy. The launch of the new brand started with the Winter Campaign -- the largest integrated campaign for the destination each year. This campaign focused on northern markets in New England, Canada and Atlanta to drive traffic during their core year. The campaign targeted a wide range of families, necessitating a fully integrated approach from media to promotions and public relations. To develop this, we worked hand-in-hand with EK's internal teams to ensure all efforts were in alignment and complementary.

Whether the project demonstrated co-op advertising opportunities, leverage media buys, and sponsorships.

- When developing the brand platform, it was of key importance to ensure it was one that could accommodate co-op advertising efforts and co-branded initiatives. Kissimmee is a destination that works with large theme park partners on integrated efforts. Brands like Disney and Universal have specific requirements and limitations when leveraging their assets, therefore we had to carefully consider creating a flexible platform that would accommodate the rules without limiting the brand exposure and ownership opportunity for the destination.

Dali Museum Campaign Strategy & Management (since 2013)

Project Manager and other key professionals involved

- EVP/Partner: Dulani Porter
- VP Creative/Partner: Elliott Bedinghaus
- Media Director (project manager): Nashira Babooram
- Media Buyer: Gregory Reinhart
- Senior Community Manager: Nicole Luistro
- Data Analyst: Vincent Rescigno

Whether it involved Minority Demographic markets

- The Tampa Bay market is one that is unique and diverse, consisting of locals, transient guests and potential audiences from surrounding markets. The museum-goer is a niche audience to target, so much of our time is spent on identifying new and potential audience that could be converted to visitation. This requires a deep understanding of what culturally-driven travelers are looking for as well as an understanding of the most likely guests who we can target at the right moment to consider the museum a viable option. Our targeting strategies have effectively done this to drive year over year increases in visitation since the start of our relationship.

Description of services

- Integrated Media Strategy
- Media Buying
- Media Management, Optimization and Reporting
- Social Strategy Development
- Social Reporting & Optimization

Creative portfolio examples

- N/A: scope is strategic in nature with client's in-house teams handling creative development

Account processes (contract structure, billing, communication protocols, etc.)

- The Dali is a retainer-based client whose scope includes a clear cadence of deliverables aligned to specific campaigns throughout the fiscal year. The contract outlines the total number of campaigns, frequency of reporting and total annual media budget that the team will be required to manage. Based on those deliverables, a retainer is charged to the client on a monthly basis with a summary of activities completed within the month. In addition, a system of quarterly reporting has been implemented to ensure alignment and effective management of client resources. In the event that an out-of-scope project is requested, an estimate is provided to the client for approval with clear deliverables outlined, and billed according to the terms outlined in the estimate.

Whether the project demonstrated integrated marketing communications expertise

- As a primarily media-driven relationship, it is of utmost importance that we provide The Dali with integrated strategies to fulfill on the market opportunities presented. The museum attendance is driven by various exhibits that are available throughout the year, with each necessitating a well-considered and thoughtful approach to audience and targeting. A key piece of the added value we provide to our client is identifying additional integration opportunities to leverage community organization, internal resources and industry influencers to further strengthen communication opportunities.

Whether the project demonstrated co-op advertising opportunities, leverage media buys, and sponsorships.

- The Dali Museum does not have co-op programs available to others. However, it has been a participant in programs available through the local DMO. In those events, SPARK has been a key part of determining which programs would deliver clear ROI to the attraction and worked to negotiate the terms and coordinate the execution of these partner initiatives.



4.0

Workload

For the prime Vendor only, list all completed and active projects that Vendor has managed within the past five years. In addition, list all projected projects that Vendor will be working on in the near future. Identify any current or future clients with any potential conflicts of interest.

Please see attached Excel documents containing the workload history for MPS and SPARK. As our newly-created joint venture has not yet taken on any clients, we will be submitting the history separately for each firm.

And as our workload histories demonstrate, we have a wealth of combined experience handling multiple, concurrent projects and are fully capable of scaling resources up or down to meet the needs of our clients. As with any firm that consistently and effectively handles such projects, MPS and SPARK each have a team and communication structure in place that is rooted in collaboration both internally with leadership, and externally with our clients. By building out clear timelines and responsibilities from the beginning of each concurrent project we take on, we are able to safely navigate any challenges that may crop up from the demands of our workload.

5.0

Location

LOCATION

Although neither the joint venture nor its constituent firms meet the requirements to qualify for points under the Evaluation Criteria, we would like to highlight that we have a local presence in the County and will be able to fulfil any obligations to report or present in person at the GFLCVB offices.

MPS maintains a local satellite office located at 401 East Las Olas Blvd, Suite 1400, just minutes away from the County government buildings and a short drive from the Port and Convention Center area. MPS has also successfully run multiple campaigns covering the Broward County area in the recent past, including our work with Transportation is the Future in support of the Broward Transportation ballot initiative during the 2018 election season.

Additionally, we have partnered with local CBE Garth Solutions, a firm that also serves as the Strategic Communications Team for Broward County Public School's \$800 Million SMART Bond Program and has current, diverse public outreach in every municipality in the County. Garth is well versed on travel and tourism in Broward County as it was instrumental in the Broward County Convention Center Master Plan Study and has spent over 10 years at the Fort Lauderdale International Airport on the Advertising Concession project as a Clear Channel subconsultant. GSI is familiar with many of the same stakeholders that will be involved in developing an effective Travel and Tourism Campaign.

6.0

Price

Monthly Flat Fee for Service

For the Flat Fee Services for the initial term, inclusive of all activities defined in the Scope of Services document, including creative development fees, project management, copy writing, digital media and content strategy, media buying, etc. Sunshine Solutions proposes the following monthly amount:

\$99,083 per month

7.0

Pricing Support

Provide an average monthly projection of level of effort, including a breakdown of the hourly fees by job classification, and the total hours for each job classification, for the proposed project team, totaling to the Flat Fee Services by month (noted in Section 6.0).

On the following pages, we will provide a series of tables that break down our monthly Flat Fee Services and one-time costs. These include the hourly rates for each relevant position, as well as the projected level of effort required for each category based on the scope of services on an annual or per-project basis.

Flat Fee Services

	Annual Quantity	Hours	Total Cost
Large Campaign	2	610	\$250,000
Medium Campaign	1	508	\$100,000
Small Campaign	2	427	\$170,000
Co-op Advertising Program	1	600	\$115,000
Digital Vacation Planner	1	225	\$46,000
Email Marketing Planner	1	250	\$55,000
Social Media Services	1	410	\$70,000
Ad Hoc Creative Needs	1	820	\$143,000
Annual Marketing Plan Development	1	220	\$40,000
Industry Meeting Attendance	1	170	\$30,000
Ongoing Strategic Services	1	510	\$95,000
Account Management Services	1	200	\$37,000
Content Marketing Strategy	1	210	\$38,000
Annual Total		5,160	\$1,189,000

\$99,083 / Month

The included costs indicate the total estimated level of effort for all activities detailed under the Flat Fee Services in the County's scope of services document, on an annual basis. These numbers are based on the assumption that we will develop and execute two large campaigns, two small campaigns, and one medium-sized campaign per year (the details of which are broken down on the next page) in addition to all other listed ongoing services. Based on an annual estimate of \$1,189,000 for Flat Fee Services, our anticipated monthly cost would be \$99,083 with 430 hours of effort. Final numbers will be dependent on consultation with the County.

One Time Project Fees

	Hours	Total Cost
Client/Stakeholder Discovery	90	\$20,000
Qualitative Research	95	\$45,000
Quantitative Research	115	\$48,000
Brand Positioning Development	288	\$50,000
Identity & Proof of Concept	605	\$105,000
Brand Messaging Concepts	400	\$70,000
Brand Concept Testing	105	\$41,000
Brand Guidelines	290	\$50,000
Internal Brand On-Boarding	155	\$28,000
External Agency On-Boarding	50	\$10,000
Partner On-Boarding	25	\$5,000
Website Strategy & Design Architecture	210	\$100,000

The included costs detail the estimated level of effort required to perform the services that fall outside the scope of the Flat Fee Services monthly retainer, such as initial website strategy and design, one-time on-boarding costs, and initial branding services.

Campaign Development

Hours By Role	Large Campaign	Medium Campaign	Small Campaign
Creative Director	50	45	35
Art Director	60	50	45
Sr. Copywriter	60	50	45
Designer	80	65	50
Studio Director	10	10	5
Producer	15	5	2
Media Director	65	60	50
Media Planner/Buyer	55	35	25
Digital Operations	35	25	15
Account Manager	20	15	10
Senior Community Manager	20	15	15
Brand Director	50	45	45
Brand Manager	80	75	70
Research Director	10	10	5
Traffic Manager	10	8	5
Project Total	620	513	422

The included table breaks down the estimated hourly commitment by the listed staff for Large, Medium, and Small Campaigns, respectively. The per-hour rate for each position is listed on the following page.

Ongoing Brand Services

Hours by Role	Co-Op Advertising	Vacation Planner	Email Marketing	Social Media	Ad Hoc Creative
VP Creative/Partner	0	0	0	0	50
Creative Director	50	40	20	0	120
Art Director	60	55	60	0	150
Sr. Copywriter	60	40	90	0	120
Designer	80	55	20	0	150
Media Director	65	0	10	0	0
Media Planner/Buyer	55	0	0	0	0
Digital Operations	30	35	30	50	0
Senior Community Manager	20	0	20	360	0
EVP/Partner	50	0	0	0	50
Brand Director	50	0	0	0	80
Brand Manager	80	0	0	0	100
Project Total	600	225	250	410	820

The table above details the expected level of commitment for each listed role, on an annual basis, for the services listed in each column. These totals correspond to the values in the table on the previous page that contains the Flat Fee Services costs for these services.

Client Services & Support

Hours by Role	Annual Plan	Industry Meetings	Strategic Services	Account Mgmt.	Content Marketing
VP Creative/Partner	20	10	40	0	10
Creative Director	60	40	60	0	30
Sr. Copywriter	0	0	60	0	0
Media Director	0	0	60	0	0
Media Planner/Buyer	0	0	0	0	25
Account Manager	10	10	20	200	0
Senior Community Manager	0	0	40	0	45
Social Content Manager	0	0	0	0	40
EVP/Partner	20	10	40	0	10
Brand Director	60	50	80	0	40
Brand Manager	50	50	70	0	10
Research Director	0	0	40	0	0
Project Total	220	170	510	200	210

Similarly, this table has the annualized level-of-effort anticipated for each of the services listed below, broken out by role. By applying the hourly rate of the listed roles, to the expected level of effort, we arrived at a Total Cost demonstrated in the Flat Fee Services table located at the beginning of this section.

Hourly Rates by Role

LEADERSHIP	ACCOUNT MANAGEMENT
Chief Creative Office/Founder \$250/HR	Account Manager \$75/HR
EVP, Partner \$225/HR	Account Coordinator \$50/HR
VP Creative, Partner \$225/HR	
BRAND TEAM	CREATIVE
Brand Director \$200/HR	Creative Director \$50/HR
Senior Brand Manager \$170/HR	Associate Creative Director \$50/HR
Brand Manager \$150/HR	Senior Art Director \$50/HR
Brand Coordinator \$125/HR	Senior Copywriter \$50/HR
SOCIAL	Senior Designer \$50/HR
Social Media Director \$200/HR	Art Director \$50/HR
Senior Community Manager \$170/HR	Copywriter \$50/HR
Senior Social Content Manager \$170/HR	Designer \$50/HR
Community Manager \$150/HR	Production Designer \$50/HR
Social Content Manager \$150/HR	Traffic Manager \$50/HR
Social Coordinator \$150/HR	
MEDIA	PRODUCTION STUDIO
Media Director \$200/HR	Studio Director \$200/HR
Senior Media Planner \$200/HR	Producer \$200/HR
Senior Media Buyer \$170/HR	Senior Cinematographer \$200/HR
Media Planner \$170/HR	Video Editor \$200/HR
Media Buyer \$150/HR	Shooter/Editor \$200/HR
Digital Operations Planner \$150/HR	Editor/Motion \$200/HR
	RESEARCH & INSIGHTS
	Research Director \$200/HR
	Data Analyst \$150/HR

Thank

You

JOINT VENTURE AGREEMENT

This Joint Venture Agreement (**Agreement**) is made this 4th day of February, 2019, among METROPOLITAN PUBLIC STRATEGIES, INC., a New York corporation (hereinafter referred to as “**MPS**”), having its principal place of business at 401 East Las Olas Boulevard, Suite 1400, Fort Lauderdale, Florida 33301, and SPARK BRANDING HOUSE, INC., a Florida corporation (hereinafter referred to as “**SBH**”), having its principal place of business at 2309 West Platt Street, Tampa, Florida 33609. MPS and SBH may be also referred to individually as “**Party**” or “**JV Partner**” and/or collectively as “the **Parties**”, “**Partners**”, “**Joint Venture Partners**” or as “**JV Partners**”.

Whereas, the Broward County Board of County Commissioners (“**Broward County**”) has published a Request for Proposals with respect to “Advertising Agency Services”, Bid Number GEN2116476P2, generally described as: Creative brand development services for the Greater Fort Lauderdale Convention & Visitors Bureau, project specific work for the Aviation Department, Port Everglades Department and the Broward County Parks and Recreation Department **in Broward County**, (the “**Project**”) and the Parties wish to cooperate in the preparation, submission and performance in the resulting contract (the “**Contract**”) as a joint venture under the name – **Sunshine Solutions JV** (the “**Joint Venture**” or the “**JV**”).

Therefore, in consideration of the promises, mutual undertakings and benefits to be derived under this Agreement, the Parties agree:

SECTION 1 SCOPE AND DESCRIPTION

The Parties agree to cooperate in the preparation and submission of a Proposal and, in the event of the award of a Contract to the Parties, to perform the Contract on the terms set out in this Agreement.

This Agreement shall not be binding upon either Party unless and until the contract with the County has been accepted and the terms of the Contract with the County have been agreed upon by the JV Partners. Either Party may make changes to the JV Agreement upon mutual agreement between both Parties after the acceptance of the contract with the County.

If successful in obtaining award of the Contract, the Parties will allocate the work to be performed pursuant to the Contract, as follows:

A. Each Party shall bear and enjoy the sole and exclusive risk, reward and responsibility for its “**Scope of Work**” generally described, as follows:

i. MPS: Works to be performed on the project as set forth on **Exhibit A**, attached hereto and made a part hereof.

ii. SBH: Works to be performed on the Project as set forth on **Exhibit B**, attached hereto and made a part hereof.

B. Each Party's Scope of Work will have the items and value as indicated in spreadsheet **Exhibit C** attached hereto and made a part hereof.

The Parties shall bear the risk, reward and responsibility for all labor, services and materials required for timely and complete performance of the Contract that is not included in the Scope of Work allocated to a specific Party but rather to be performed by the Parties jointly, including, without limitation, furnishing of capital during, prior or after the carrying out of the Contract work, providing bonds, security, insurance and guarantees, profit and/or losses, shall in accordance with the following proportions ("**Proportionate Interest**"):

MPS	60%
SBH	40%

All operations and decisions regarding the Joint Venture will be under the authority of the JV Executive Committee, as more fully described below. Work that may fall within certain scope of work considered by the JV Executive Committee to be of mutual interest, such as some subcontractors, specialty subcontractors, special material purchases and contingency work, if any, and any other work shall be jointly performed by the Parties through the Joint Venture. Each Party shall bear its own direct and indirect costs arising in connection with the preparation and submission of the Proposal, except as may be otherwise agreed in writing and included in the Proposal.

The Joint Venture shall be classified as a partnership under Treasury Regulations § 301.7701-3, and it is neither the purpose nor the intent of the JV Partners to create an association taxable as a corporation.

SECTION 2 PREPARATION OF PROPOSAL

A. It shall be a condition precedent to the Joint Venture's submission of the Proposal that the JV Executive Committee approve the Proposal in writing. During the preparation of the Proposal, each Party shall produce a competitive budget for the portion of works anticipated to be included in its Scope of Work. Each Party shall cooperate and exchange information with the other Parties detailed information on an "open book" basis regarding its assumptions and calculations and allow the other Parties to review it, make suggestions for improvements and obtain bids from vendors to evaluate the competitiveness of the budget. Notwithstanding the foregoing, the JV Executive Committee shall have sole and exclusive authority to determine the price for the work included in its Scope of Work. Each Party undertakes to make its best effort to match competitive market conditions when presenting the final budget for the approval by the JV Executive Committee. In the event any Party intends to subcontract any work to a non-JV partner, the other JV partners will have the right of first refusal to perform that portion of the work.

The JV Executive Committee shall have primary responsibility for the preparation of the Proposal to be submitted to the County. Each JV Partner shall be primarily responsible for the preparation of each JV Partner's respective Proposal for its Scope of Work set forth in Section 1 above. Each Proposal will then be submitted to the other JV Partners within a sufficient amount of time for each

respective JV Partner to review the Proposal before a Proposal must be submitted to the County for the Project.

A single Proposal signed by the Joint Venture (taking into consideration of the proposals of each JV Partner) will be submitted to the County within the required time to properly have the Proposal considered by the County.

SECTION 3 MANAGING PARTY AND JOINT VENTURE EXECUTIVE COMMITTEE

A. The Joint Venture shall be managed by a Joint Venture Executive Committee (the “**JV Executive Committee**”), which JV Executive Committee shall consist of one (1) representative from MPS and one (1) representative from SBH (collectively, the “**Representatives**”). Each such Representative shall have full authority on behalf of such Representative’s respective JV Partner to act on all matters related to the Joint Venture, except as provided elsewhere in the Agreement. The JV Executive Committee shall designate one of its members to be the Attorney-in-Fact. All actions taken by the JV Executive Committee shall be by vote unless otherwise specified herein. In the event that the JV Executive Committee is unable to agree on any matter, it shall have a 24 hour “cool off” period and shall meet, discuss and vote again on that subject matter. In the event the JV Executive Committee is, again, unable to agree on that subject matter, then the MPS Representative’s vote will be the final decision of the JV Executive Committee on the subject matter. In no event shall the Project be delayed or otherwise impacted by the dispute and all Parties agree to continue timely performance of their respective Scope of Work during any and all pending disputes and dispute resolution proceedings. The initial representatives, and alternates, on the JV Executive Committee shall consist of the following:

MPS: Neal Kwatra
SBH: Dulani Porter

Alternate: Andre Madtes
Alternate: Michael Peters

In the event that any of the initial Representatives, or alternates, of any of the JV Partners is unable or unwilling to represent its company on the JV Executive Committee, the corresponding Partner may choose a substitute representative subject to the approval of the other Partners, which approval shall not be unreasonably withheld, conditioned, or delayed.

B. MPS will be the Managing Party of this JV and will work under the direction of and report to the JV Executive Committee. MPS shall not be entitled to, and shall not receive, a “sponsor fee” or other compensation for its services as Managing Party.

C. The JV Executive Committee is the supreme authority of the Joint Venture and shall rule on all matters concerning the Joint Venture, including, but not limited to:

- i. Entering into any subcontracts
- ii. Establishing and modifying budgets of the Joint Venture
- iii. Receiving and monitoring and approving monthly reports

- iv. Deciding all matters of policy of the Joint Venture
- v. Monitoring the progress of all Joint Venture Partners
- vi. Purchasing any major materials
- vii. Making decisions regarding any and all money matters including the amount and timing of capital calls, the amount and timing of distributions, and similar considerations
- viii. Making changes to the assigned Scope of Work allocated to the Partners
- ix. Providing any adjustment of the price of the Contract or other amendment, supplement, or modification to the Contract releasing a right or imposing liability on the Joint Venture
- x. Designating a JV Project Manager.

During the initial meeting of the JV Executive Committee, it shall select a bank for Joint Venture banking, specify check-signing authority and limitations, decide invoicing procedures, make specific delegations of authority to a Project Manager, and adopt such policies and administrative procedures as it deems necessary for the orderly conduct of Joint Venture business. MPS will do the accounting and cost control at the direction of the JV Executive Committee for this project for the JV at the pre-established rate established in Section 6 (Accounts and Accounting).

D. The Joint Venture shall have the powers set forth as follows:

- i. Preparing and submitting a Proposal in accordance with this Agreement pursuant to the Request for Proposals from Broward County with respect to the Project.
- ii. If awarded the Contract, performing and completing the Contract in accordance with the terms of the Proposal. It is understood that this Agreement extends only to the submission of the Proposal and performance of the Contract, together with any agreed changes or additions to the Proposal or agreed extra work under the Project. In no event shall this Agreement extend to or cover any other or different work. The Parties desire that all gains and losses arising out of the performance of the Project work be allocated as defined by this Agreement.
- iii. The relationship between the Parties to this Agreement is limited to the performance of the Project in accordance with the terms of this Agreement and the Proposal. This Agreement shall be construed and deemed to be a Joint Venture for the sole purpose of carrying out of the Project. Nothing contained in this Agreement shall be construed to create a permanent partnership between the Parties, or to authorize any Party to act as general agent for another Party, or to permit any Party to bid for or to undertake any contracts for another Party or the Joint Venture.

E. If a Contract is awarded to the Joint Venture, the JV Executive Committee shall have general supervisory control over the Project work and shall make all day-to-day decisions concerning the conduct of the work. General policy decisions including financial and administrative decisions including, but not limited to, payment arrangements with Broward County or any selection of subcontractors, sub-subcontractors, laborers or suppliers, shall only be made

after approval by the JV Executive Committee. The JV Executive Committee shall also be responsible for establishing and monitoring budgets for the Joint Venture and receiving and monitoring monthly accounting reports issued by MPS. No excess Project monies or prospective profits available for the Joint Venture shall be disbursed to the JV Partners until and unless unanimously approved in writing by the JV Executive Committee.

SECTION 4 CONTRIBUTIONS AND RELATIVE INTERESTS

A. The JV will start with an initial working capital of one dollar (\$1) that will be provided by the partners in accordance with their Proportionate Interests. All additional Capital required for a Party to perform its Scope of Work on the Project shall be furnished by the Party to whom the Scope of Work is assigned. Gains and losses for items within each respective Scope of Work shall be the sole responsibility of the JV Partner performing that Scope of Work. Further, MPS and SBH are each responsible for providing in accordance with their Proportionate Interest all additional working capital as and when deemed necessary by the JV Executive Committee, for the shared scope of work representing work that will be performed by the Joint Venture that is not included in the Scope of Work of any individual Party. This shared scope of work is set forth in **Exhibits A and B** attached hereto.

If any Party borrows funds to meet its obligation to fund capital for the Project or the Joint Venture, such borrowing and interest payable thereon shall be the sole and separate obligation of the borrowing Party and shall not be the debt or obligation of the Joint Venture.

B. If any Party fails or is unable to provide its proportionate share of the funds required by the Joint Venture at the time required, the interest of such Party in the profits of this Joint Venture shall be decreased to the proportion that the amount it actually provides bears to the total amount of the funds provided by all Parties, and the interest of any Party which may have contributed more than its proportionate share of such funds shall be increased in the same proportion, however this shall not increase or decrease the proportionate liability of any Party for losses suffered or sustained by the Joint Venture.

SECTION 5 DETERMINATION OF COSTS

For the purpose of determining costs of the Joint Venture, the cost shall be deemed to include the combined costs of all subcontracts, labor, materials, taxes, legal fees incurred, liabilities not secured by insurance, and all other expenses and obligations incurred in performance of the Project of a nature under sound accounting practices properly chargeable as a cost of the Joint Venture, except as provided otherwise in this Agreement.

SECTION 6 ACCOUNTS AND ACCOUNTING

A. All funds advanced by the Parties or borrowed for account of the Joint Venture or received for the performance of the Project work shall be deposited to bank accounts opened for the Joint Venture subject to withdrawal by the JV Executive Committee as it may from time to time designate. The JV Executive Committee shall determine the number and locations of the bank

accounts servicing the Joint Venture for this Project. All payments must be approved electronically by the JV Project Manager. Payments by bank wire transfer to select vendor(s) may be allowed upon receipt of written approval from the JV Executive Committee.

B. MPS will keep the books and records and have the JV selected certified public accountant file the tax returns of the JV and will provide all JV Partners with a complete check register every month and/or any time one is requested by any JV Partner. Books of account correctly and adequately reflecting the business transactions of the Joint Venture shall be kept by MPS in accordance with generally accepted accounting principles. Such books shall be open to inspection of any Party to this Agreement at any reasonable time. MPS shall prepare for the Joint Venture quarterly reports concerning the Joint Venture's financial condition, the progress of the Project work and any adjustments to the Project work whether initiated by Broward County or other entity. The quarterly reports shall be issued on or about the 20th day of the following month. MPS shall receive compensation for the accounting responsibilities undertaken in this Agreement in the amount of \$250 per project month.

C. A yearly audit of the Joint Venture books shall be made by MPS's independent certified public accountants and a like audit will be made upon completion of the Project to the extent necessary. With respect to yearly audits, there shall be included, if requested by any of the JV Partners, a periodic comparison between the items of costs and the items set up in the estimate of the costs. The costs of any such audit and the yearly and final audits shall be a part of the costs of the Project and paid by the Joint Venture. Copies of all such audit reports shall be sent by the auditors directly to each JV Partner's address as designated in this Agreement. Reports of the financial condition of the Joint Venture and the progress of the Project work shall be made to each JV Partner. This information is confidential and shall be subject to confidentiality provisions in Section 17 ("Confidentiality").

SECTION 7 ADJUSTMENTS OF ACCOUNTS

On completion of the Project, the JV Executive Committee shall render a true and correct account to all JV Partners of all expenses incurred on account of such performance related to the JV scope of work and all moneys received as a result of such performance. The Parties mutually agree, on completion of the performance of the Project, to settle and adjust all accounts in connection with the performance of the Project, and to pay, each to the other, such sums as will result in each of the Parties receiving that portion of the JV profit as provided in this Agreement.

SECTION 8 INDEMNIFICATION

Each JV Partner shall indemnify the Joint Venture and each other for their incurred costs that arise from or relate to the indemnifying Party's wrongful acts and omissions under this Agreement, but only to the extent such costs were caused directly, in whole or in part, by the indemnifying Party.

SECTION 9 INSURANCE

The Joint Venture, at its own expense, shall carry and maintain at all times while performing the Work for this Project, General Liability, Excess Liability, Pollution Liability and Professional Liability insurance to cover the entire scope of work for the Project, including the entire scope of work set forth in Section 2 of this agreement (including Exhibits A and B). Such policies shall include products and completed operations for not less than three (3) years after final acceptance of the project by the Owner. The Joint Venture will carry at its own expense all other insurance as required by the RFP. The cost of the above insurance shall be paid by the Joint Venture. The limits of these policies will be determined and agreed by the JV Executive Committee prior to the Proposal. The insurance policies of the Joint Venture shall name the Joint Venture Partners as additional named insureds and shall contain provisions stating that their severability of interest and cross liability rights against each other are waived as well as the subrogation rights of the carriers.

Additionally, the JV Partners, at all times while performing work on the Project shall maintain, at a minimum and at their own expense, Workers Compensation, Employers Liability, Business and auto insurance to cover each JV Partner's liability for their respective scope of work in connection with the Project.

SECTION 10 ARBITRATION AND DISPUTES

In the event that any dispute shall arise among the Parties relating to this Agreement or claimed breach thereof, the management or operations of the Joint Venture, or performance of the Project, the Parties shall use commercially reasonable efforts to resolve such dispute promptly by mutual agreement. In the event that a dispute remains unresolved for thirty (30) calendar days, any Partner may commence arbitration. Any controversy or claim arising out of or relating to this Agreement, or the breach thereof, shall be settled by arbitration administered by the American Arbitration Association in accordance with its Commercial Arbitration Rules, and judgment on the award rendered by the arbitrator may be entered in any court having jurisdiction thereof. The Parties agree that any arbitration process shall be conducted in a confidential manner in order that the existence of the proceeding and any element of it shall not be disclosed beyond the arbitrators, the administering institution, and the Parties. The Parties will cooperate in taking whatever steps are reasonably available to protect to the extent practicable the confidentiality of any judicial proceeding required to confirm the arbitral award. To the maximum extent allowable by law, neither Party shall be liable for incidental or consequential damages, or punitive damages, whether foreseeable or not, even if such Party has been advised of the possibility of such damages, arising out of or in connection with the performance or non-performance of the Agreement.

SECTION 11 TERMINATION, DISSOLUTION AND WINDING UP

This Agreement and the Joint Venture shall commence as of the date first written above and, unless extended by agreement of the Parties, shall terminate, unless stated elsewhere in this Agreement, upon the earlier of the following: (i) termination of the Project as evidenced by the written acknowledgment of all members of the JV Executive Committee and the separate written

acknowledgement by Broward County; or (ii) agreement of the Parties to terminate this Agreement and the Joint Venture.

At the termination of the Joint Venture, the assets of the Joint Venture shall be allocated first to pay all debts and obligations of the Joint Venture and to fund any reserves for such payments, and thereafter to reimburse each JV Partner for its respective capital contributions to the Joint Venture.

SECTION 12 CLAIMS AND EXTRA WORK

The Joint Venture shall prosecute every claim and extra work pertaining to the JV portion of the work for additional compensation and contract time that arises from the Project, unless agreed otherwise in writing by the JV Executive Committee. The Parties shall distribute all revenue or credits arising from the claims/extra work based on each JV Partner's costs associated therein. Each JV Partner will prepare the claim/extra work associated with its respective Scope of Work under the JV's portion of the work and it will be processed and prosecuted by the JV. Claims and extra works may be for increase or decrease in the scope of work. However, the JV Project Manager shall be present when a JV Partner is negotiating extra work/claim with the client. Claims/extra work must be transmitted to the client by the JV Project Manager. The JV should receive a markup for the work performed by Partners to cover cost of bonds and insurance.

In addition, the JV will also process and prosecute claims/extra work that pertains to any JV Partner(s) scope of work. Each JV Partner shall prepare and pursue its own claims under the JV's name and the supervision of the JV Executive Committee.

SECTION 13 GOVERNING LAW, VENUE, ATTORNEY'S FEES

This Agreement shall be governed by and interpreted according to the laws of the State of Florida, without regard to its choice of law rules. The exclusive venue for any arbitration proceeding relating to this Agreement shall be in Broward County, Florida. In any arbitration brought by the Joint Venture or any Party against another for breach of a duty arising under the express or implied terms of this Agreement, the prevailing Party, as determined by the arbitrator, shall be entitled to recover from the non-prevailing Party its reasonable costs, including attorney's fees.

SECTION 14 NOTICES

All notices shall be made to the addresses shown below and shall be effective upon receipt:

To MPS:	1677 Lexington Avenue, Suite 2A New York, NY 10029
To: SBH:	2309 West Platt Street Tampa, FL 33609

SECTION 15 GENERAL PROVISIONS

This Agreement:

(a) constitutes the full understanding of each Party and supersedes any prior or contemporaneous representations and agreements;

(b) may be executed by facsimile and in counterparts;

(c) is not intended to create any rights for any person or entity not a Party hereto.

Time is of the essence of this Agreement.

Each JV Partner shall perform all further acts and execute and deliver any documents that may be necessary to carry out the provisions of this Agreement.

Every provision of this Agreement is intended to be severable. If any term or provision is illegal or invalid for any reason, then its illegality or invalidity shall not affect the validity or legality of the remainder of this Agreement.

SECTION 16 ASSIGNABILITY


No Party shall sell, assign, or in any manner transfer its interests or any part of its interests in this Joint Venture without first obtaining the JV Executive Committee's written approval.

SECTION 17 CONFIDENTIALITY

The Parties anticipate that during the term of this Joint Venture, it may be necessary to exchange information of a proprietary and confidential nature. MPS and SBH agree that the unauthorized disclosure of the proprietary or confidential information of the others will cause irreparable injury to the competitive position and other proper business interests of MPS and SBH. Accordingly, MPS and SBH agree to protect and preserve the confidentiality of information that each has identified as proprietary and confidential business information and shall not disseminate or exchange any business or information about the Joint Venture, MPS and SBH without written consent of each JV Partner or Court Order. The provisions of this Confidentiality Provision shall survive any termination of the Joint Venture Agreement and any withdrawal of a JV Partner from the Joint Venture for a period of three (3) years.


IN WITNESS WHEREOF, MPS and SBH hereto have executed this Agreement as of the date first written above.

Witnesses:



Jason Heard

**METROPOLITAN PUBLIC
STRATEGIES, INC.**

By: 

Its: CEO _____
Date: 3/8/19 _____

Witnesses:

SPARK BRANDING HOUSE, INC.

By: 

Its: EVP and Partner _____
Date: 3/8/19 _____

EXHIBIT A

[MPS – Works to be Performed on the Project]

Brand Strategy and Creative Services

- 1) Maintain digital vacation planner and meeting planner brochures making updates as necessary on multiple platforms for optimal user experience.
- 2) Implement a monthly email marketing program including the creation and deployment of newsletters for leisure and group sales audiences, with a goal of open rates and Click Through Rates (i.e., the percentage of people visiting a web page who access a hypertext link to a particular advertisement) that meet and exceed industry standards.
- 3) If necessary, mobile app design and development.

Account Maintenance

- 1) Conduct weekly status calls/in-person meetings with GFLCVB internal marketing team and partner agencies (social, public relations, and global representation firms) regarding all active projects, and maintain highly responsive email and phone communications. These weekly status calls/in-person meetings are non-billable and included in the Flat Fee Services, but do not apply towards the calculation of any Flat Fee Differential as defined in the Agreement.
- 2) Attend stakeholder meetings, such as the Tourist Development Council (“TDC”) and the Marketing Advisory Committee (“MAC”), and others hospitality and industry meetings as needed.
- 3) Compile monthly reports including analytics of the impact of executed media strategies and tactics, as well as provide recommendations for improvement for all Key Performance Indicators and generate custom reports and analytics, as needed.
- 4) Create, produce and participate in presentations to County boards and committees, partners or other groups as requested and needed.
- 5) Complete monthly billing with all appropriate back-up documents, including detailed time sheets, media proof of performance and detailed invoices (including preapproved reimbursables), original line item receipts and comprehensive billing recap including projections through end of the Fiscal Year.
- 6) Design and conduct quantitative and qualitative market research, survey and annual reports as requested.
- 7) Compile and submit award applications for top associations in marketing and tourism.

Media Planning

- 1) Develop and execute a comprehensive, strategic, research-based, integrated, and evolving mixed media annual media plan targeting key audiences and market segments in both domestic and international regions (in consultation with Global Representation

Firms, retained by the CVB). Recommend appropriate media channels, including digital, email, print, TV, radio and out of-home, and to adhere to specific goals.

- 2) Create and implement a comprehensive co-op media plan with broad-based participation (with hotels and other tourism attractions, e.g. print, digital, radio, vacation planner, etc.). Contractor will secure creative assets, ad sales and recruitment, billing and collection of partner contributions and reporting of leads.
- 3) Monthly digital reporting and analysis of all advertising including optimization recommendations. Provide Return on Investment insights with measurable results including: 1) Increase in visitors to GFLCVB website and/or digital vacation planner; 2) Increase in awareness and intent to visit Broward County (i.e. searches for flights and hotels, as well as bookings); 3) Monthly budget reviews, media verification and invoicing; 4) Audit all media buys for accuracy and provide proof of performance including tear sheets, photo sheets, screenshots and run reports, and ensure “make good accommodations” as necessary.
- 4) Optimize media buys on an ongoing basis to control the effectiveness of advertising and impact spend, evaluating new media opportunities and determining efficient and effective media mix
- 5) Negotiate across all media channels, obtaining competitive pricing, with a strong focus on leveraging strategic added value (ideally at least 50% of net media buy, e.g. advertorials, targeted emails, etc.).
- 6) If requested by County and subject to prior written approval as to each media buy, media buys cumulatively up to Four Million Dollars (\$4,000,000) each Fiscal Year. After securing all required approvals and before completing the media buy, Contractor will notify the Contract Administrator of the intended media buy to verify it conforms with what was originally approved and to secure a written Notice to Proceed.
- 7) Help create and implement a comprehensive co-op media plan with broad-based participation (with hotels and other tourism attractions, e.g. print, digital, radio, vacation planner, etc.). Contractor will secure creative assets, ad sales and recruitment, billing and collection of partner contributions and reporting of leads.

Optional Services

Optional Services includes any other related services (other than Flat Fee Services or Commissioned Media Services) deemed by County necessary to the successful implementation of the GFLCVB advertising program to promote the destination or any aspect of the destination, or for Aviation, Port, or Parks, relating to the County’s advertising program.

- 1) Initial Branding Services: Services relating to the development, implementation, and publication of new branding for the GFLCVB.
- 2) Adverse Impact Services: Services relating to a unique occurrence impacting the South Florida area that has a significant material adverse impact on tourism in Broward County (e.g. posthurricane, regional public health crisis, etc.)
- 3) Social Media Services: Services relating to the creation and posting of organic content and engaging with users on social media. This is inclusive of developing and executing

campaigns and daily organic content; providing twenty-four-hour monitoring of owned social media channels; and engaging with users quickly, accurately, and in the proper brand-voice.

- 4) Website Design Services: Services relating to the developing and implementing a website that reflects new branding.

EXHIBIT B

[SBH – Works to be Performed on the Project]

Brand Strategy and Creative Services

- 4) Development of a research-based brand and marketing and advertising creative strategy for both the domestic and international markets and provide recommendations.
- 5) Development and production of results-driven marketing and advertising creative to support overall media and brand strategy
- 6) Design and graphics services, including the creation and implementation of original creative, designs, artwork, layout and design templates, typography and illustrations, photography and other related elements that present a consistent brand for print, TV, out-of-home (billboards), email, social media, apps and online advertising.
- 7) Editorial services including copywriting, fact-checking, proofreading and editing of all materials placed or handled by Contractor.
- 8) Production services necessary to create promotional materials from concept to final format, including those required for relevant media and added value placements and delivery to media vehicles as required.
- 9) Supervision of photography and video production (including overseeing the direction of photo and video shoots and creative asset selections).
- 10) Project management related to production work.
- 11) Development and production of the Annual Marketing Communications Plan in a manner and format approved by County.
- 12) Collateral projects including copy, design, production, studio services, Contractor selection and management (as required) and print production management (including attending press checks when required). Collateral projects to include annual vacation guide, meetings guide, Superior Small Lodging directory, Visitors Map brochure and others as needed.
- 13) Develop a content marketing strategy to deploy across a variety of platforms including digital content design, programming and production

Account Maintenance

- 1) Delivery of all native and finished layered photoshop files to County, upon request, including Airport, Port, and Parks.
- 2) Assist in the management of all County digital assets including photo library, video footage and delivery of media-related assets such as reader response forms, etc.
- 3) Conduct weekly status calls/in-person meetings with GFLCVB internal marketing team and partner agencies (social, public relations, and global representation firms) regarding all active projects, and maintain highly responsive email and phone communications. These weekly status calls/in-person meetings are non-billable and included in the Flat Fee Services, but do not apply towards the calculation of any Flat Fee Differential as defined in the Agreement.

- 4) Complete monthly billing with all appropriate back-up documents, including detailed time sheets, media proof of performance and detailed invoices (including preapproved reimbursables), original line item receipts and comprehensive billing recap including projections through end of the Fiscal Year.
- 5) Attend stakeholder meetings, such as the Tourist Development Council (“TDC”) and the Marketing Advisory Committee (“MAC”), and others hospitality and industry meetings as needed.
- 6) Compile monthly reports including analytics of the impact of executed media strategies and tactics, as well as provide recommendations for improvement for all Key Performance Indicators and generate custom reports and analytics, as needed.
- 7) Create, produce and participate in presentations to County boards and committees, partners or other groups as requested and needed.
- 8) Purchase unique specialty items for promotional purposes.
- 9) Special projects including design and production of support materials and tradeshow elements including displays

Media Planning

Optional Services

Optional Services includes any other related services (other than Flat Fee Services or Commissioned Media Services) deemed by County necessary to the successful implementation of the GFLCVB advertising program to promote the destination or any aspect of the destination, or for Aviation, Port, or Parks, relating to the County’s advertising program.

- 5) Initial Branding Services: Services relating to the development, implementation, and publication of new branding for the GFLCVB.
- 6) Adverse Impact Services: Services relating to a unique occurrence impacting the South Florida area that has a significant material adverse impact on tourism in Broward County (e.g. post-hurricane, regional public health crisis, etc.)

EXHIBIT C**[Detailed Cost Breakdown of Scope of Work]**

Phase	Deliverable	Cost
BRAND DEVELOPMENT	Client & Key Stakeholder Discovery	\$20,000
	Qualitative Brand Perception Research*	\$45,000
	Quantitative Brand Perception Research*	\$48,000
	Brand Positioning Development	\$50,000
	Identity & Proof of Concept Development	\$105,000
	Brand Messaging Concept Development	\$70,000
	Brand Concept Testing*	\$41,000
	Brand Guidelines Creation	\$50,000
	Internal Brand On-Boarding	\$28,000
	External Agency Brand On-Boarding	\$10,000
	Partner Brand On-Boarding	\$5,000
	Website Strategy & Design Architecture	\$100,000
TOTAL		\$572,000

Phase	Deliverable	Large Campaign**	Medium Campaign**	Small Campaign**
CAMPAIGN DEVELOPMENT	Brief Review & Research	-	-	-
& EXECUTION	Messaging Strategy Development	-	-	-
	Concept Development	-	-	-
	Media Strategy Development	-	-	-
	Campaign Production***			
	Campaign Launch, Management & Optimization	-	-	-
	Final Campaign Reporting & Insights	-	-	-
TOTAL		\$125,000	\$100,000	\$85,000

* Research costs are based on historic data for destination brand perception research. Costs can be scaled to client need, with a final research proposal provided to the client for approval prior to start of work. *

** Campaign Definitions: Large Campaign: \$1M-\$3M campaign media budget, Medium Campaign: \$500K - \$999K campaign media budget, Small Campaign: less than \$499K media budget

*** Production budgets will be determined upon final media plan approval. All estimates will be provided to client for approval.

Phase	Deliverable	Cost
CLIENT SERVICES & SUPPORT	Annual Marketing Plan Development	\$40,000
	Industry Meeting Attendance	\$30,000
	Ongoing Strategic Services	\$95,000
	Account Management Services	\$37,000
	Content Marketing Strategy	\$38,000
TOTAL		\$240,000

Brand Development

Client & Key Stakeholder Discovery

Client Brand Immersion

- Identify organizational goals for the destination rebrand
- Discuss what is/isn't working about the current brand
- Identify what success looks like and great clear goals for the rebrand

Industry Stakeholder Immersion

- Meet with key destination partners to identify how the rebrand can better serve their needs
- Identify priorities for key stakeholder of Broward County
- Identify opportunities for the brand through the eyes of this group
- Includes up to 3 key stakeholder sessions (any additional sessions or revisions will be charged hourly for personnel in attendance)

Consumer Brand Perception Research

Qualitative Brand Perception Testing

- Assumes online qualitative testing
- Multiple audience segments (up to 8)
- Assumes N. American markets
- Includes participant costs, test development, facilitation and final reporting

Quantitative Brand Perception Testing

- Assumes online quantitative testing
- Multiple audience segments (up to 8)
- Assumes N. American markets
- Includes participant costs, test development/deployment and final reporting

Brand Positioning Development

Positioning Options Development

- Develop 3 positioning directions based on research findings
- Explore implications of each direction on messaging and visualization of brand
- Refine positioning based on client feedback

Industry Stakeholder Check-In**

- Share positioning directions with key stakeholder groups as needed
- Includes 1 check-in meeting to present positioning directions and/or final positioning ((any additional sessions or revisions will be charged hourly for personnel required)

Identity & Proof of Concept Development

Identity & Proof of Concept

- Develop new identity directions (maximum of 3 new directions)
- Develop multiple applications for how new identity could be used
- Refine directions based on client feedback

Industry Stakeholder Check-In**

- Share identity directions with key stakeholder groups as needed
- Includes 1 check-in meeting to present positioning directions and/or final positioning (any additional sessions or revisions will be charged hourly for personnel required)

Brand Messaging concept Development

Brand Messaging Development

- Based on approved identity direction, development of new messaging concepts
- Exploration of how brand will repositioned with various core audiences
- Exploration of multiple directions and refinement to a single direction

Brand Concept Testing

Quantitative Concept Testing

- Testing of up to 3 creative directions for new brand messaging
- Assumes online qualitative testing
- Multiple audience segments (up to 8)
- Assumes N. American markets
- Includes participant costs, test development, facilitation and final reporting

Brand Guidelines Creation

Digital Brand Guidelines

- Development of web-based guideline to showcase usage of identity, fonts, color palette and imagery for new brand
- Toolkit to share with both internal Broward County teams and external agency partners

Internal Brand On-boarding

Brand Launch Workshops

- Explore implications of new brand with internal Broward County marketing team staff
- Workshop ideas on how existing strategies should evolve to meet new brand standards
- Brainstorming workshop with initial tactical plan ideas for each team
- Includes a total of 3 in-person sessions with internal marketing staff

External Agency Brand On-boarding

Brand Launch Workshop

- Share new brand with external agency partners
- Host one workshop to discuss implications for each agency's area (international markets, PR, etc)

Partner Brand On-boarding

Final Brand Presentation

- Participate/facilitate workshop with destination partners for the new brand
- Opportunity to share launch plan and discuss brand implications for destination with wider partner team

** Partner check-ins are an optional part of the process, but highly recommended. Keeping key partners stakeholders apprised of progress on the brand development is critical to the long-term success of a destination brand rollout.

Website Rebrand

Website Strategy and Design Architecture

- Development and implementation of website strategy& design to reflect new branding
- Final development costs will be provided for approval upon finalization of feature/function outline

Campaign Development & Execution

Brief Review & Research

Brief Review

- Review of campaign brief from client team
- Discussion with client for clarity and define clear KPIs for campaign

Research

- Identify areas where additional secondary research may be needed
- Conduct additional consumer and market research to support messaging development
- Share findings with client team and discuss actionable insights

Messaging Strategy Development

Brand Messaging Development

- Explore multiple messaging directions to meet campaign objective
- Align messaging directions insights gleaned from brief and/or research from previous phase
- Share messaging matrix options
- Select single direction based on client feedback and approval

Concept Development

Campaign Concepting

- Explore 2-3 directions for campaign concept based on approved messaging strategy
- Workshop to discuss each direction, its benefits and potential weaknesses
- Refine concepts based on client feedback and direction
- Final concept sent to client for approval

Media Strategy Development

Media Strategy

- Presentation of media insights for campaign audience
- Identification of unique publisher opportunities as it relates to the messaging strategy and audience needs
- Includes recommendations for media allocations by channel type to guide media plan development

Campaign Execution

Campaign Production

- Inclusive of photo/video production as needed for campaigns
- Inclusive of the design and development of social, digital and traditional placements per the approved media plan
- Includes management of campaign asset tracker and trafficking of final approved assets
- Production costs will be provided to client for approval once media plan and concept are finalized

Media Planning & Placement

- Integrated execution across all channels based on comprehensive, strategic, research-based mixed media plan
- Media buy optimization on an ongoing basis to maximize impact
- Negotiation across all media channels with a strong focus on leveraging strategic added value

Campaign Launch, Management & Optimization

Campaign Monitoring & Optimization

- Daily monitoring of campaign performance
- Weekly & Monthly reports provided to client on performance and optimization recommendations

Final Campaign Reporting & Insights

Campaign Wrap-Up Report

- Final campaign report provided to client with performance against goal KPIs, key performance insights and recommendations for the next campaign

Ongoing Brand Services

Ad Hoc Creative & Strategy Needs

- Adverse Impact Services as needed
- Special Project needs including design and production of support materials and tradeshow elements

Co-op Campaigns

- Comprehensive plan including outreach to other hotels, tourist attractions, etc.
- All coordination with partners including securing of creative assets, ad sales, recruitment, billing, and collection of partner contributions and reporting of leads

Social Media Account Management

- Creation and posting of organic content on all owned social media channels
- Development and execution of campaigns and daily organic content, including twenty-four-hour monitoring
- Engagement of users quickly, accurately, and in proper brand-voice.

Digital Vacation Planner & Brochures

- Maintenance of digital vacation planner and meeting planner brochures as necessary on multiple platforms

Email Marketing Program

- Implementation of monthly program including the creation and deployment of newsletters for leisure and group sales audiences
- Regular reporting on key performance indicators

Client Services & Support

Annual Marketing Plan Development

- Participate in the development of annual marketing initiatives with client teams
- Identify key industry trends and opportunities for fiscal year planning
- Budgeting support for core marketing initiatives

Industry Meeting Attendance

- Participate in key industry events on behalf of Broward County including key board meetings and Partner events
 - Ongoing Strategic Services
 - Agency resources available to client to participate in ideation and strategy sessions on behalf of proactive opportunities
- Collaboration with internal resources regarding strategic direction of marketing efforts

Content Strategy Development and Ongoing Strategic Services

- Based on approved brand, develop multi-channel content strategy to connect with key audiences
- Design and conduct quantitative and qualitative market research, survey, and annual reports as requested
- Analyze website experience and provide optimization recommendations
- Ideate potential new technologies to integrate into UX
- Develop content priorities calendar for utilization by content teams across agencies and organizations
- Compile and submit awards applications for top industry associations

Account Management Services

- Conduct weekly status calls/in-person meetings with GFLCVB internal marketing team and partner agencies

- Compile monthly reports including analytics of executed media strategies and recommendations for improvements on all Key Performance Indicators
- Create and participate in presentations to County boards and committees, partners, or other groups as needed
- Complete monthly billing with all appropriate back-up documents

Rate Sheet

Role	Hourly Rate
LEADERSHIP	
Chief Creative Office/Founder	\$250
EVP/Partner	\$225
VP Creative/Partner	\$225
BRAND TEAM	
Brand Director	\$200
Senior Brand Manager	\$170
Brand Manager	\$150
Brand Coordinator	\$125
RESEARCH AND INSIGHTS	
Research Director	\$200
Data Analyst	\$150
SOCIAL	
Social Media Director	\$200
Senior Community Manager	\$170
Senior Community Manager	\$170
Community Manager	\$150
Social Content Manager	\$150
Social Coordinator	\$150
MEDIA	
Media Director	\$200
Senior Media Planner	\$200
Senior Media Buyer	\$170
Media Planner	\$170
Media Buyer	\$150
Digital Operations Planner	\$150
Account Management	
Account Manager	\$75
Account Coordinator	\$50
CREATIVE	
Creative Director	\$200
Associate Creative Director	\$170
Senior Art Director	\$170
Senior Copywriter	\$170
Senior Designer	\$170
Art Director	\$150
Copywriter	\$150
Designer	\$150
Production Designer	\$150
Traffic Manager	\$100

PRODUCTION STUDIO	
Studio Director	\$200
Producer	\$200
Senior Cinematographer	\$200
Video Editor	\$200
Shooter/Editor	\$200
Editor/Motion	\$200



LETTER OF INTENT

BETWEEN BIDDER/OFFEROR AND COUNTY BUSINESS ENTERPRISE (CBE) FIRM/SUPPLIER

This form is to be completed and signed for each CBE firm. If the PRIME is a CBE firm, please indicate the percentage performing with your own forces.

Solicitation No.: GEN2116476P1

Project Title: Advertising Agency Services

Bidder/Offeror Name: Sunshine Solutions

Address: 410 East Las Olas Boulevard, Suite 1400 City: Fort Lauderdale State: FL Zip: 33301

Authorized Representative: Neal Kwatra Phone: 212-348-3119

CBE Firm/Supplier Name: Garth Solutions, Inc.

Address: 7951 Riviera Boulevard, Suite 411 City: Miramar State: FL Zip: 33023

Authorized Representative: Yvonne Garth Phone: 954-727-3001

- A. This is a letter of intent between the bidder/offeror on this project and a CBE firm for the CBE to perform work on this project.
- B. By signing below, the bidder/offeror is committing to utilize the above-named CBE to perform the work described below.
- C. By signing below, the above-named CBE is committing to perform the work described below.
- D. By signing below, the bidder/offeror and CBE affirm that if the CBE subcontracts any of the work described below, it may only subcontract that work to another CBE.

Work to be performed by CBE Firm

Description	NAICS ¹	CBE Contract Amount ²	CBE Percentage of Total Project Value
Marketing & Advertising Consulting	541613		8.50 %
			%
			%

AFFIRMATION: I hereby affirm that the information above is true and correct.

CBE Firm/Supplier Authorized Representative

Signature: [Signature] Title: President & CEO Date: 03/06/2019

Bidder/Offeror Authorized Representative

Signature: [Signature] Title: Managing Member Date: 03/08/2019

¹ Visit Census.gov and select [NAICS](#) to search and identify the correct codes. Match type of work with NAICS code as closely as possible.

² To be provided only when the solicitation requires that bidder/offeror include a dollar amount in its bid/offer.

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

Rev.: June 2018

Compliance Form No. 004

Clients	Project Services	Status	Date of Services
ShareBetter Coalition	Campaign strategy, development, and execution, earned and paid media content production, targeting and placement, coalition building/organizing, digital media and online advocacy	Ongoing	Jan - present
NY Immigration Coalition	Campaign management including public affairs and communications strategy and material production, earned media planning and execution, political organizing, social and digital media brand development, targeting and online advocacy and email platform management, social media messaging and paid media ad-buy targeting, production and placement	Ongoing	Jan - present
Hotel Association of NYC	Marketing and brand development strategy, digital/social and earned media management, industry research and market analysis, government affairs and political strategy, communications material production and event management and promotion	Ongoing	Jan - present
Hotel Trades Council / UNITE HERE Local 6	Political strategy and earned and paid media program management, contract and legislative advocacy counsel, stakeholder and hotel industry organizing and relationship management, and all political and issue-based campaign development, management and execution	Ongoing	Jan - present
UNITE HERE	Political strategy and earned and paid media program management, contract and legislative advocacy counsel, stakeholder and hotel industry organizing and relationship management, and political and issue-based campaign development, management and execution	Ongoing	Jan - present
The Informed Meetings Exchange	Strategic market guidance for comprehensive meeting planning services for businesses to access the hotel and hospitality industry	Ongoing	Jan - present
Americare	Marketing and brand development strategy, organic digital/social and earned media management, healthcare industry research and market analysis, government affairs, paid digital/social media content production, targeting and ad buy placements, and email marketing and list building	Ongoing	Jan - present
Genting	Communications and brand strategy for the gaming and tourism market, political counsel related to the gaming industry, strategic guidance of earned and digital/social media operations and activity related for advocacy efforts and management of the design, production and strategic targeting of creative content assets for paid media ad placements, and government relations counsel	Ongoing	Jan - present
Capital Region Gaming	Communications and brand strategy for the gaming and tourism market, political counsel related to the gaming industry, strategic guidance of earned and digital/social media operations and activity related for advocacy efforts and management of the design, production and strategic targeting of creative content assets for paid media ad placements, and government relations counsel	Ongoing	Jan - present
Exelon Corp.	Strategic political, policy and communications counsel, legislative and issue campaign advocacy management, energy industry research and analysis, earned media planning, management, content production, targeting and paid media placements	Ongoing	Jan - present
Vote Solar	Political, policy and communications counsel and tactical campaign management related to solar industry advocacy efforts, brand development, and media and government relations management	Ongoing	Jan - present
Sun Run	Political, policy and communications counsel and tactical campaign management related to solar industry advocacy efforts, brand development, and media and government relations management	Completed	Jan-Feb
Etain LLC.	Marketing and communications counsel and tactical campaign management related to medical cannabis industry advocacy efforts, brand development, and media and government relations management	Completed	Jan-March
BusPatrol America LLC	Business development and marketing/communications strategy, advocacy campaign management related to school bus transportation industry, brand development, and media and government relations management	Ongoing	Jan - present
White Rabbit	Marketing and brand development and business growth counsel related to women's health technology	Ongoing	Jan - present
Brooklyn Heights Association	Strategic earned and paid media management, transportation policy and communications counsel, government relations, organizational brand development, digital/social media and email campaign execution and organizational marketing	Ongoing	Jan - present

Clients	Project Services	Status	Date of Services
Transportation is the Future	Campaign strategy, management and fundraising, earned media management, paid media (TV, radio, digital) content production and design, targeting and ad buy	Completed	July-Nov
UNITE HERE Florida PAC	Campaign strategy, management and fundraising, earned media management, paid media (TV, radio, digital) content production and design, targeting and ad buy	Completed	March-Nov
R. David Walker for Florida Commissioner	Campaign strategy, management and fundraising, earned media management, paid media (TV, radio, digital) content production and design, targeting and ad buy	Completed	June-Sept
Floridians Against Guns	Campaign strategy, management and fundraising, earned media management, paid media (TV, radio, digital) content production and design, targeting and ad buy	Completed	June-Aug
Brighter Future for Florida	Campaign strategy, management and fundraising, earned media planning, paid media content production and design, targeting and ad buy placements, website and	Completed	July-Aug
Committee to Elect Fed, Andrew and	Campaign strategy and management, earned media planning, paid media content production and design, targeting and ad buy placements, social media assets design	Completed	Sept-Oct
ShareBetter Coalition	Campaign strategy, development, and execution, earned and paid media content production, targeting and placement, coalition building/organizing, digital media and	Completed	Jan - Dec
Hotel Association of NY	Marketing and brand development strategy, digital/social and earned media management	Completed	Jan - Dec
Hotel Trades Council / U	Political strategy and earned and paid media program management, contract and legis	Completed	Jan - Dec
UNITE HERE	Political strategy and earned and paid media program management, contract and legislative advocacy counsel, stakeholder and hotel industry organizing and	Completed	Jan - Dec
Hotel Workers For Stronger Communities	Political strategy and earned and paid media program management, creative content production, targeting and ad-buy placements	Completed	July-Dec
The Informed Meetings Exchange	Strategic market guidance for comprehensive meeting planning services for businesses	Completed	Jan - Dec
Americare	Marketing and brand development strategy, organic digital/social and earned media management, healthcare industry research and market analysis, government affairs,	Completed	Jan - Dec
Genting	Communications and brand strategy for the gaming and tourism market, political counsel related to the gaming industry, strategic guidance of earned and digital/social	Completed	Jan - Dec
Capital Region Gaming	Communications and brand strategy for the gaming and tourism market, political counsel related to the gaming industry, strategic guidance of earned and digital/social	Completed	Jan - Dec
Exelon Corp.	Strategic political, policy and communications counsel, legislative and issue campaign advocacy management, energy industry research and analysis, earned	Completed	Jan - Dec
Etain LLC.	Marketing and communications counsel and tactical campaign management related to medical cannabis industry advocacy efforts, brand development, and media and	Completed	Jan - Dec
ShowUp 2018	Campaign strategy and management, earned media planning and execution, paid digital and social media content production and design, targeting and ad buy	Completed	Aug-Nov
NYS Democratic Committee	Campaign strategy and earned media management, paid media (TV, radio, digital) content production and design, targeting and ad buy placements, website design and	Completed	Jan-April
House Majority PAC	Campaign strategy, earned media planning, and direct mail production, targeting and placements	Completed	March-Nov

Clients	Project Services	Status	Date of Services
American Hotel and Lodging Association	Public relations, media/communications, industry research, tactical and strategic political counsel, earned media management, and paid media content production/design, targeting and ad-buy placements	Completed	Jan - Dec
Uber	Public relations, media/communications, brand marketing management, strategic political counsel, earned media management, and paid media content production/design, targeting and ad-buy placements	Completed	Jan - Dec
ShareBetter Coalition	Campaign strategy, development, and execution, earned and paid media content production, targeting and placement, coalition building/organizing, digital media and online advocacy	Completed	Jan - Dec
Hotel Association of NYC	Marketing and brand development strategy, digital/social and earned media management, industry research and market analysis, government affairs and political strategy, communications material production and event management and promotion	Completed	Jan - Dec
Hotel Trades Council / UNITE HERE Local 6	Political strategy and earned and paid media program management, contract and legislative advocacy counsel, stakeholder and hotel industry organizing and relationship management, and all political and issue-based campaign development, management and execution	Completed	Jan - Dec
UNITE HERE	Political strategy and earned and paid media program management, contract and legislative advocacy counsel, stakeholder and hotel industry organizing and relationship management, and political and issue-based campaign development, management and execution	Completed	Jan - Dec
Hotel Workers For Stronger Communities	Political strategy and earned and paid media program management, creative content production, targeting and ad-buy placements	Completed	July-Dec
The Informed Meetings Exchange	Strategic market guidance for comprehensive meeting planning services for businesses to access the hotel and hospitality industry	Completed	Jan - Dec
Americare	Marketing and brand development strategy, organic digital/social and earned media management, healthcare industry research and market analysis, government affairs, paid digital/social media content production, targeting and ad buy placements, and email marketing and list building	Completed	Jan - Dec
Capital Region Gaming	Communications and brand strategy for the gaming and tourism market, political counsel related to the gaming industry, strategic guidance of earned and digital/social media operations and activity related for advocacy efforts and management of the design, production and strategic targeting of creative content assets for paid media ad placements, and government relations counsel	Completed	Jan - Dec
Innocence Project	Communications strategy, political counsel and campaign management for criminal justice reform legislation and advocacy efforts, strategic guidance of earned and digital/social media operations and paid media content production (TV, digital), targeting and ad-buy placements, website, email/petition and digital advocacy tool management	Completed	Jan-Apr
Etain LLC.	Marketing and communications counsel and tactical campaign management related to medical cannabis industry advocacy efforts, brand development, and media and government relations management	Completed	Jan - Dec
International Brotherhood of Electrical Workers Local 3	Campaign strategy, development, and execution, earned and paid media content production, targeting and placement, coalition building/organizing, digital media and online advocacy	Completed	Sept-Dec
New York Thoroughbred Horsemen's Association, Inc	Campaign strategy, development, and execution, earned and paid media content production, political strategy guidance and government relations counsel	Completed	Jan-Apr
New York Gaming Association	Media strategy and execution, paid media content production and placements, political strategy guidance and government relations counsel, gaming industry research and analytics	Completed	Jan - Dec
Corey Johnson 2017	Managed the winning campaign of Cprey Johson for NYC Council Speaker, political strategy, media management, stakeholder, influencer, labor and elected official organizing	Completed	June-Dec
New York State Correctional Officers & PBA, Inc.	Campaign strategy, development, and execution, earned and paid media content production, political strategy guidance and government relations counsel	Completed	Jan - Dec

Clients	Project Services	Status	Date of Services
American Hotel and Lodging Association	Public relations, media/communications, industry research, tactical and strategic political counsel, earned media management, and paid media content production/design, targeting and ad-buy placements	Completed	Jan - Dec
Uber	Public relations, media/communications, brand marketing management, strategic political counsel, earned media management, and paid media content production/design, targeting and ad-buy placements	Completed	Jan - Dec
ShareBetter Coalition	Campaign strategy, development, and execution, earned and paid media content production, targeting and placement, coalition building/organizing, digital media and online advocacy	Completed	Jan - Dec
Hotel Association of NYC	Marketing and brand development strategy, digital/social and earned media management, industry research and market analysis, government affairs and political strategy, communications material production and event management and promotion	Completed	Jan - Dec
Hotel Trades Council / UNITE HERE Local 6	Political strategy and earned and paid media program management, contract and legislative advocacy counsel, stakeholder and hotel industry organizing and relationship management, and all political and issue-based campaign development, management and execution	Completed	Jan - Dec
UNITE HERE	Political strategy and earned and paid media program management, contract and legislative advocacy counsel, stakeholder and hotel industry organizing and relationship management, and political and issue-based campaign development, management and execution	Completed	Jan - Dec
The Informed Meetings Exchange	Strategic market guidance for comprehensive meeting planning services for businesses to access the hotel and hospitality industry	Completed	Jan - Dec
Americare	Marketing and brand development strategy, organic digital/social and earned media management, healthcare industry research and market analysis, government affairs, paid digital/social media content production, targeting and ad buy placements, and email marketing and list building	Completed	Jan - Dec
Mario Cuomo Campaign for Economic Justice	Campaign strategy, development, and execution, earned and paid media content production, targeting and placement, coalition building/organizing, digital media and online advocacy, website/email/text program creation and maintenance	Completed	Jan-Apr
Affordable NYC	Campaign strategy, development, and execution, earned and paid media content production, targeting and placement, coalition building/organizing, digital media and online advocacy, website/email/text program creation and maintenance	Completed	Jan-June
Cities United for Immigration Action	Campaign strategy, development, and execution, earned media management, coalition building/organizing, digital media and online advocacy, website/email/text program creation and maintenance	Completed	Jan - Dec
New York Gaming Association	Media strategy and execution, paid media content production and placements, political strategy guidance and government relations counsel, gaming industry research and analytics	Completed	Jan - Dec

The SAFE Foundation, Inc	Media strategy, government relations, event planning, policy and healthcare industry research, analysis and tactical guidance	Completed	Jan - Dec
Capital Region Gaming	Communications and brand strategy for the gaming and tourism market, political counsel related to the gaming industry, strategic guidance of earned and digital/social media operations and activity related for advocacy efforts and management of the design, production and strategic targeting of creative content assets for paid media ad placements, and government relations counsel	Completed	Jan - Dec
New York State Correctional Officers NYSCOPBA	Media strategy, government relations, policy and legislative research, email, social/digital media marketing, and paid media content production, targeting and placement.	Completed	Jan - Dec
Mayor's Fund to Advance New York City	Media strategy, government relations, policy and legislative research for transportation, housing and immigration related issues, email, social/digital media marketing, and paid media content production, targeting and placement.	Completed	Jan - Dec
Express Scripts Holding Company	Communications and brand strategy for the pharmaceutical industry market, political counsel, strategic guidance of earned and digital/social media operations and activity related to advocacy efforts, and government relations counsel	Completed	Jan - Dec

Clients	Project Services	Status	Date of Services
American Hotel and Lodging Association	Public relations, media/communications, industry research, tactical and strategic political counsel, earned media management, and paid media content production/design, targeting and ad-buy placements	Completed	Jan - Dec
Uber	Public relations, media/communications, brand marketing management, strategic political counsel, earned media management, and paid media content production/design, targeting and ad-buy placements	Completed	Jan - Dec
Caesars Enterprise Services LLC	Public relations, media/communications, brand marketing management, strategic political counsel, earned media management, government relations, gaming and tourism market research and analysis	Completed	Jan - Dec
ShareBetter Coalition	Campaign strategy, development, and execution, earned and paid media content production, targeting and placement, coalition building/organizing, digital media and online advocacy	Completed	Jan - Dec
Hotel Association of NYC	Marketing and brand development strategy, digital/social and earned media management, industry research and market analysis, government affairs and political strategy, communications material production and event management and promotion	Completed	Jan - Dec
Hotel Trades Council / UNITE HERE Local 6	Political strategy and earned and paid media program management, contract and legislative advocacy counsel, stakeholder and hotel industry organizing and relationship management, and all political and issue-based campaign development, management and execution	Completed	Jan - Dec
UNITE HERE	Political strategy and earned and paid media program management, contract and legislative advocacy counsel, stakeholder and hotel industry organizing and relationship management, and political and issue-based campaign development, management and execution	Completed	Jan - Dec
The Informed Meetings Exchange	Strategic market guidance for comprehensive meeting planning services for businesses to access the hotel and hospitality industry	Completed	Jan - Dec
Americare	Marketing and brand development strategy, organic digital/social and earned media management, healthcare industry research and market analysis, government affairs, paid digital/social media content production, targeting and ad buy placements, and email marketing and list building	Completed	Jan - Dec
New York Gaming Association	Media strategy and execution, paid media content production and placements, political strategy guidance and government relations counsel, gaming industry research and analytics	Completed	Jan - Dec
The SAFE Foundation, Inc	Media strategy, government relations, event planning, policy and healthcare industry research, analysis and tactical guidance	Completed	Jan - Dec
Southern Wine & Spirits of	Media strategy, government relations, market research, analysis and tactical political and legislative advocacy guidance	Completed	Jan - Dec
New York State Correctional Officers NYSCOPBA	Media strategy, government relations, policy and legislative research, email, social/digital media marketing, and paid media content production, targeting and placement.	Completed	Jan - Dec
Mayor's Fund to Advance New York City	Media strategy, government relations, policy and legislative research for transportation, housing and immigration related issues, email, social/digital media marketing, and paid media content production, targeting and placement.	Completed	Jan - Dec

Clients	Project Services	Status	Date of Services
Caesars Enterprise Services LLC	Public relations, media/communications, brand marketing management, strategic political counsel, earned media management, government relations, gaming and tourism market research and analysis	Completed	Jan - Dec
ShareBetter Coalition	Campaign strategy, development, and execution, earned and paid media content production, targeting and placement, coalition building/organizing, digital media and online advocacy	Completed	Jan - Dec
Hotel Association of NYC	Marketing and brand development strategy, digital/social and earned media management, industry research and market analysis, government affairs and political strategy, communications material production and event management and promotion	Completed	Jan - Dec
Hotel Trades Council / UNITE HERE Local 6	Political strategy and earned and paid media program management, contract and legislative advocacy counsel, stakeholder and hotel industry organizing and relationship management, and all political and issue-based campaign development, management and execution	Completed	Jan - Dec
UNITE HERE	Political strategy and earned and paid media program management, contract and legislative advocacy counsel, stakeholder and hotel industry organizing and relationship management, and political and issue-based campaign development, management and execution	Completed	Jan - Dec
The Informed Meetings Exchange	Strategic market guidance for comprehensive meeting planning services for businesses to access the hotel and hospitality industry	Completed	Jan - Dec
Americare	Marketing and brand development strategy, organic digital/social and earned media management, healthcare industry research and market analysis, government affairs, paid digital/social media content production, targeting and ad buy placements, and email marketing and list building	Completed	Jan - Dec
Southern Wine & Spirits of	Media strategy, government relations, market research, analysis and tactical political and legislative advocacy guidance	Completed	Jan - Dec
New York State Correctional Officers NYSCOPBA	Media strategy, government relations, policy and legislative research, email, social/digital media marketing, and paid media content production, targeting and placement.	Completed	Jan - Dec
NYS Democratic Committee	Campaign strategy and earned media management, paid media (TV, radio, digital) content production and design, targeting and ad buy placements, website design and maintenance, email, text, phone advertising, research and analytical metrics - Issue Based Campaigns for the NYS Democratic Committee	Completed	Jan-April
Andrew Cuomo 2014	Campaign strategy and earned media management, paid media content oversight, direct mail editorial drafting and production, issue-based and electoral strategy modeling and research	Completed	June-Dec

Clients	Project Services	Status	Date of Services
All Children's	Campaign Strategy & Development, Media Strategy & Management, Production Services	Completed	January - December
AVI-SPL	Campaign Strategy & Development, Media Strategy & Management, Production Services	Completed	January - December
BST	Website Design & Development, Studio Production Services	Completed	February - October
Ciccios Cali	Brand Development	Completed	January - December
Coppertail	Brand Support, Label/Packaging Design	Completed	January - November
Dali Museum	Media Strategy & Management, Studio Production Services	Ongoing	January - December
Debartolo	Campaign Development, Collateral Development, Studio Production Services	Ongoing	January - December
Destin Sands	Studio Production Services	Completed	September
The Epicurean Hotel	Brand Development	Ongoing	January - October
Fresh Kitchen	Brand Development, Studio Production Services	Completed	July - October
Green Lemon	Brand Development, Studio Production Services	Completed	July - October
Independent Financial F	Brand Development, Website Development, Studio Production Services	Completed	January - December
Majestic	Studio Production Services	Completed	October - November
Motif	Brand Development	Completed	January - July
Reeves	Campaign Strategy & Development, Media Strategy & Management, Studio Production Services	Completed	January - December
Scottsdale Resort	Brand Development	Completed	September - October
Space Florida	Campaign Strategy & Development, Media Strategy & Management, Studio Production Services	Completed	February - October
Tampa Maid	Campaign Strategy & Development, Media Strategy & Management, Studio Production Services	Completed	January - December
Texas Children's Hospit	Experience Design, Campaign Development, Studio Production Services	Ongoing	April - December
Visit Florida	Campaign Development, Social Media Management, Studio Production Services, Media Strategy & Management, Brand Strategy	Ongoing	January - December
Vology	Brand Development, Studio Production Services	Completed	July - December
Monticciolo	Campaign Development, Collateral Development, Studio Production Services	Completed	January - October
AGW Capital Advisors	Studio Production Services	Completed	February
CEO Council	Collateral Development	Completed	February - May
Sweetbay	Studio Production Services	Completed	Jan - March

Sundial	Brand Development	Completed	February
Vaka	Website Development	Completed	June - November
Valpak	Studio Production Services	Completed	February - December
Chris Craft	Studio Production Services	Completed	June - September
Hilton Sedona	Experience Design	Completed	December
HAI Vision Systems	Studio Production Services	Completed	December

2015 Project List

Clients	Project Services	Status	Date of Services
All Children's	Campaign Strategy & Development, Media Strategy & Management, Studio Production Services	Complete	January - July
AVI-SPL	Campaign Strategy & Development, Media Strategy & Management, Studio Production Services	Complete	January - December
Baycare	Campaign Strategy & Development, Media Strategy & Management, Studio Production Services	Complete	July - December
BST	Studio Production Services	Complete	March - September
Coppertail	Brand Support, Label/Packaging Design	Complete	January - December
Dali Museum	Media Strategy & Management	Complete	January - December
Debartolo	Campaign Development, Collateral Development, Studio Production Services	Complete	January - December
Hilton Sedona	Brand Development, Experience Design	Complete	January - September
Helicon	Campaign Strategy & Development, Media Strategy & Management, Studio Production Services	Complete	January - December
Independent Financial P	Brand Launch, Website Design & Development	Complete	January - May
Koloa Landing Resort	Brand Development, Studio Production Services	Complete	July - October
Mainsail Hotels (Waterli	Brand Development	Complete	January - October
Marinemax	Galeon Brand Positioning, Campaign Development	Complete	November-December
Monticciolo	Campaign Development, Collateral Development, Studio Production Services	Complete	January - December
Piquant	Experience Design, Social Media Strategy	Complete	August - October
Reeves	Campaign Strategy & Development, Media Strategy & Management, Studio Production Services	Complete	January - December
Scottsdale Resort	Brand Development	Complete	March - June
Site Ready	Brand Development	Complete	July - November
Tampa Maid	Campaign Strategy & Development, Media Strategy & Management, Studio Production Services	Complete	January - December
Texas Children's Hospit	Experience Design, Campaign Development, Studio Production Services	Complete	January - September
Visit Florida	Campaign Development, Social Media Management, Studio Production Services, Media Strategy & Management, Brand Strategy	Complete	January - December
Vology	Brand Launch & Campaign Development	Complete	January - August
Chris Craft	Studio Production Services	Complete	January - March
CEO Council	Collateral	Complete	January
Ciccio	Brand Consulting	Complete	January

Green Lemon	Brand Consulting	Complete	July
Majestic	Studio Production Services	Complete	February
Polycom	Studio Production Services	Complete	March
HAI Vision Systems	Studio Production Services	Complete	January
Valpak	Studio Production Services	Complete	February
Ankrom Architects	Studio Production Services	Complete	February
Bulldog Gin	Studio Production Services	Complete	May - June
Vaka	Studio Production Services	Complete	June
Visit Citrus	Campaign Support	Complete	June - July
The Moorings	Studio Production Services	Complete	September - October
Bailey Foundation	Website Design	Complete	October - November
Bottle Shop	Experience Design	Complete	November-December
Rocky Point	Brand Development	Complete	November-December
San Juan	Brand Development	Complete	December

Clients	Project Services	Status	Date of Services
American Heart Association	Campaign Strategy & Development, Studio Production Services	Completed	September - December
AVI-SPL	Studio Production Services	Completed	January - May
Baycare	Campaign Strategy & Development, Media Strategy & Management, Studio Production Services Brand Development	Completed	January - December
Bottle Shop		Completed	July - August
Cadillac Hotel		Completed	July - December
Coppertail	Label Design & Brand Support	Completed	January - December
Dali Museum	Media Strategy & Management	Ongoing	January - December
Debartolo	Campaign Development, Collateral Development, Studio Production Services	Ongoing	January - December
Experience Kissimmee	Brand Development, Campaign Strategy & Development, Media Strategy & Management, Studio Production Services	Completed	May - December
Fenway	Brand Development	Completed	June - December
Franklin Manor	Social Media Strategy, Content & Management	Completed	June - December
Ft. Myers Hotel (Mainsail)	Brand Development	Ongoing	November - December
Helicon	Brand Development, Campaign Strategy & Development, Media Strategy & Management, Studio Production Services	Completed	January - May
Hilton Sedona	Brand Development	Completed	January - October
Keep Florida Beautiful	Studio Production Services	Completed	July - October
Kimpton	Brand Development	Completed	July - November
Koloa Landing Resort	Brand Development, Studio Production Services	Completed	April - November
Mainsail Hotels (Waterline)	Brand Development	Ongoing	July - September
Marinemax (Galeon)	Brand Development, Launch Strategy	Completed	February - December
Monticciolo	Campaign Development, Collateral Development, Studio Production Services	Completed	February - August
Oxford Exchange	Brand Development	Completed	January - June
Planet Fitness	Media Strategy	Completed	April - July
Reeves	Campaign Strategy & Development, Media Strategy & Management, Studio Production Services	Completed	January - April
Rocky Point	Brand Development	Completed	January - July

San Juan Capistrano	Brand Development	Completed	January - August
St. Joes	Campaign Development, Media Strategy & Management, Collateral Development, Studio Production Services	Completed	March - December
St. Petersburg Distillery	Brand Development	Completed	September
Sunnyvale	Brand Development	Ongoing	July - December
Tampa Bay Rays	Website Development, Campaign Development	Completed	March - November
Tampa Maid	Studio Production Services	Completed	January - May
Texas Children's Hospital	Experience Design, Campaign Development, Studio Production Services	Ongoing	January - December
Time Inc.	Studio Production Services	Completed	September - November
Visit Florida	Campaign Strategy & Development, Media Strategy & Management, Studio Production Services	Ongoing	January - December
Vology	Studio Production Services	Completed	January
Bailey Family Foundation	Website Development	Completed	January
Pet Smart	Campaign Strategy & Development	Completed	January
CEO Council	Collateral Development	Completed	February - March
Invenergy	Studio Production Services	Completed	February - March
Piquant	Social Media Strategy	Completed	January - March
BST	Studio Production Services	Completed	March - April
Craft a Brew	Brand Development	Completed	May
Espolon Tequila	Studio Production Services	Completed	May
Health Plan Services	Studio Production Services	Completed	June
Bonomotion	Studio Production Services	Completed	July

Clients	Project Services	Status	Date of Services
American Heart Association	Campaign Strategy & Development, Media Strategy & Management, Studio Production Services	Closed	Jan - July
AVI-SPL	Studio Production Services	Closed	Jan-March
Baycare	Campaign Strategy & Development, Media Strategy & Management, Studio Production Services	Closed	Jan - Dec
Bertram Yachts	Campaign Strategy & Development, Media Strategy & Management, Studio Production Services	Closed	Jan - Sep
Bonefish	Studio Production Services	Closed	May - June
City of St. Petersburg	Social Media Strategy	Closed	August - December
Coppertail Brewing Company	Brand Development	Closed	Jan - June
Craig Ranch Hotel	Brand Development	Closed	December
Dali Museum	Media Strategy & Management, Social Strategy	Ongoing	Jan - Dec
DeBartolo	Campaign Development, Collateral Development, Studio Production Services	Ongoing	Jan - Dec
Disney Institute	Brand Development, Campaign Strategy & Development	Ongoing	May - December
Experience Kissimmee	Campaign Strategy & Development, Media Strategy & Management, Studio Production Services	Closed	Jan - Dec
Hyatt Clearwater	Social Media Strategy	Closed	July - December
Jersey College	Studio Production Services	Closed	March - September
Keep Florida Beautiful	Studio Production Services	Closed	March - May
Kimpton Hotel	Brand Development	Closed	Jan - Oct
Mainsail Fenway Hotel LLLP	Brand Development	Closed	July - August
Marine Max, Inc.	Campaign Strategy & Development, Media Strategy & Management, Studio Production Services	Closed	Jan - Nov
Natalie's Orange Juice	Social Media Strategy, Content & Management	Closed	Jan - Dec
Rocky Point Hotel	Brand Development	Closed	May - June
Tetra	Brand Development	Ongoing	May - December
Texas Children's Hospital	Experience Design, Campaign Development, Studio Production Services	Ongoing	Jan - Dec
Time, Inc.	Studio Production Services	Closed	March
Unico	Brand Development	Ongoing	December
ValPak	Studio Production Services	Closed	January
Vaka	Studio Production Services	Closed	March
Visit Florida	Campaign Strategy & Development, Media Strategy & Management, Studio Production Services	Ongoing	Jan - Dec

Clients	Project Services	Status	Date of Services
BayCare	Studio Production Services	Completed	January - February
Bertam Yachts	Campaign Strategy & Development	Completed	May - June
Craig Ranch Hotel (McGough Companies)	Brand Development	Completed	January - February
Daytona Shores Hotel	Brand Development	Ongoing	July - December
Dali Museum	Media Strategy & Management, Social Media Strategy	Ongoing	January - December
DeBartolo	Campaign Development, Collateral Development, Studio Production Services	Ongoing	January - December
Disney Institute	Brand & Campaign Development	Ongoing	January - September
Epicurean Hotel - Little Midway	Brand Development	Completed	October - December
Experience Kissimmee	Campaign Development, Social Media Management, Studio Production Services, Media Strategy & Management, Brand Strategy	Completed	January - March
Franklin Manor	Social Media Strategy, Content & Management	Completed	January - March
Gator Co./Levy's Leather	Brand Development, Studio Production Services	Completed	October - December
Hersha Hospitality Trust	Experience Design	Ongoing	January - April
Hyatt Clearwater Beach Resort and Spa	Social Media Strategy	Completed	February - March
IMG Hotel	Brand Development	Completed	May - November
ISC2	Brand Development	Ongoing	September - December
Mainsail Ft. Myers Hotel	Brand Development	Completed	July - December
Mainsail Naples Hotel	Brand Development	Completed	May - December
Mainsail Fenway Hotel LLLP	Brand Development	Completed	June - July
Mainsail Macon Hotel	Brand Development	Ongoing	November - December
Marine Max	Media Strategy & Management	Completed	September - October
Natalie's Orange Juice	Social Media Strategy, Content & Management	Completed	January
PetSmart	Campaign Strategy & Development	Ongoing	January - February
PetSmart Charities	Campaign Strategy & Development, Social Media Strategy & Management	Ongoing	January - December
Rays Baseball	Website Development	Completed	July - October
Rocky Point Hotel	Brand Development	Completed	October - December
St. Joseph's Hospital	Collateral Development	Completed	February
Texas Children's Hospital	Experience Design, Campaign Development, Studio Production Services	Ongoing	January - December
Trellance	Brand Development	Completed	January - December
University of South Florida	Brand Development	Ongoing	May - December
Unico	Brand Development, Experience Design	Ongoing	January - December
Visit Florida	Campaign Development, Social Media Management, Studio Production Services, Media Strategy, Brand Strategy	Ongoing	January - December



Vendor Reference Verification Form

Broward County Solicitation No. and Title:

GEN2116476P1, Advertising Agency Services

Reference for: Metropolitan Public Strategies, Inc.

Organization/Firm Name providing reference:

Transportation is the Future

Contact Name: Jacqui Carmona

Title: Treasurer

Reference date: 02/22/2019

Contact Email: jacquicarmona@gmail.com

Contact Phone: 305-283-4558

Name of Referenced Project: Broward County Penny Tax

Contract No.

N/A

Date Services Provided:

07/01/2018

to

10/31/2018

Project Amount:

\$ 250,000.00

Vendor's role in Project: ☒ Prime Vendor ☐ Subconsultant/SubcontractorWould you use this vendor again? ☒ Yes ☐ No If No, please specify in Additional Comments (below).

Description of services provided by Vendor:

MPS provided services for this project that included campaign strategy, management and fundraising; earned media management; paid media content production and design; integrated media targeting, planning, and placement services.

Please rate your experience with the
referenced Vendor:Needs
Improvement

Satisfactory

Excellent

Not
Applicable

1. Vendor's Quality of Service

a. Responsive

☐☐☒☐

b. Accuracy

☐☐☒☐

c. Deliverables

☐☐☒☐

2. Vendor's Organization:

a. Staff expertise

☐☐☒☐

b. Professionalism

☐☐☒☐

c. Turnover

☐☐☒☐

3. Timeliness of:

a. Project

☐☐☒☐

b. Deliverables

☐☐☒☐

4. Project completed within budget

☐☐☒☐

5. Cooperation with:

a. Your Firm

☐☐☒☐

b. Subcontractor(s)/Subconsultant(s)

☐☐☒☐

c. Regulatory Agency(ies)

☐☐☒☐

Additional Comments: (provide on additional sheet if needed)

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Vendor Reference Verification Form

Broward County Solicitation No. and Title:

GEN2116476P1, Advertising Agency Services

Reference for: Metropolitan Public Strategies, Inc.

Organization/Firm Name providing reference:

ShareBetter Education Fund

Contact Name: Ian Dunford

Title: Board Member

Reference date: 02/18/2019

Contact Email: iandunford@gmail.com

Contact Phone: 347-225-5491

Name of Referenced Project: 2018 ShareBetter Campaign

Contract No.

N/A

Date Services Provided:

01/01/2018

to

12/31/2018

Project Amount:

\$ 5,000,000.00

Vendor's role in Project: ☒ Prime Vendor ☐ Subconsultant/SubcontractorWould you use this vendor again? ☒ Yes ☐ No If No, please specify in Additional Comments (below).

Description of services provided by Vendor:

Campaign strategy, development and management; earned media operations; paid media content production, design and integrated media placement targeting; analytical and market industry research, planning, and brand development services.

Please rate your experience with the referenced Vendor:

Needs
Improvement

Satisfactory

Excellent

Not
Applicable

1. Vendor's Quality of Service

a. Responsive

☐☐☒☐

b. Accuracy

☐☐☒☐

c. Deliverables

☐☐☒☐

2. Vendor's Organization:

a. Staff expertise

☐☐☒☐

b. Professionalism

☐☐☒☐

c. Turnover

☐☐☒☐

3. Timeliness of:

a. Project

☐☐☒☐

b. Deliverables

☐☐☒☐

4. Project completed within budget

☐☐☒☐

5. Cooperation with:

a. Your Firm

☐☐☒☐

b. Subcontractor(s)/Subconsultant(s)

☐☐☒☐

c. Regulatory Agency(ies)

☐☐☒☐

Additional Comments: (provide on additional sheet if needed)

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Vendor Reference Verification Form

Broward County Solicitation No. and Title:

GEN2116476P1, Advertising Agency Services

Reference for: Metropolitan Public Strategies, Inc.

Organization/Firm Name providing reference:

United for Affordable NYC

Contact Name: Jason Ortiz

Title: Campaign Manager Reference date: 02/22/2019

Contact Email: jmobile25@gmail.com

Contact Phone: 917-337-7746

Name of Referenced Project: Affordable Housing and Rezoning Project

Contract No.

N/A

Date Services Provided:

12/01/2015 to 04/30/2016

Project Amount:

\$ 500,000.00

Vendor's role in Project: ☒ Prime Vendor ☐ Subconsultant/SubcontractorWould you use this vendor again? ☒ Yes ☐ No If No, please specify in Additional Comments (below).

Description of services provided by Vendor:

MPS provided services for this project that included campaign strategy, development and management; earned media operations; paid media content production, design and integrated media placement targeting; analytical and market industry research, planning, and brand development services.

Please rate your experience with the referenced Vendor:

Needs
Improvement

Satisfactory

Excellent

Not
Applicable

1. Vendor's Quality of Service

a. Responsive

☐☐☒☐

b. Accuracy

☐☐☒☐

c. Deliverables

☐☐☒☐

2. Vendor's Organization:

a. Staff expertise

☐☐☒☐

b. Professionalism

☐☐☒☐

c. Turnover

☐☐☒☐

3. Timeliness of:

a. Project

☐☐☒☐

b. Deliverables

☐☐☒☐

4. Project completed within budget

☐☐☒☐

5. Cooperation with:

a. Your Firm

☐☐☒☐

b. Subcontractor(s)/Subconsultant(s)

☐☐☒☐

c. Regulatory Agency(ies)

☐☐☒☐

Additional Comments: (provide on additional sheet if needed)

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Vendor Reference Verification Form

Broward County Solicitation No. and Title:

GEN2116476P1, Advertising Agency Services

Reference for: **SPARK**

Organization/Firm Name providing reference:

Visit Newport BeachContact Name: **Doug McClain**

Title: SVP CMO

Reference date: **2/19/2019**Contact Email: **doug@newportbeachandco.com**Contact Phone: **949-467-2756**Name of Referenced Project: **Visit Tampa Bay Destination Brand Development**

+

Contract No.

Date Services Provided:

Project Amount:

08/01/2014 to 06/01/2015**\$250,000 (includes research)**

+

Vendor's role in Project: ☒ Prime Vendor ☐ Subconsultant/SubcontractorWould you use this vendor again? ☒ Yes ☐ No If No, please specify in Additional Comments (below).**Description of services provided by Vendor:****Destination brand development from initial benchmarking research phases, brand positioning studies, brand identity creation and focus group/online panel customer research testing.****Please rate your experience with the referenced Vendor:**Needs
Improvement

Satisfactory

Excellent

Not
Applicable

1. Vendor's Quality of Service

a. Responsive

☐☐☒☐

b. Accuracy

☐☐☒☐

c. Deliverables

☐☐☒☐

2. Vendor's Organization:

a. Staff expertise

☐☐☒☐

b. Professionalism

☐☐☒☐

c. Turnover

☐☐☒☐

3. Timeliness of:

a. Project

☐☐☒☐

b. Deliverables

☐☐☒☐

4. Project completed within budget

☐☐☒☐

5. Cooperation with:

a. Your Firm

☐☐☒☐

b. Subcontractor(s)/Subconsultant(s)

☐☐☒☐

c. Regulatory Agency(ies)

☐☐☒☐**Additional Comments:** (provide on additional sheet if needed)**Excellent full-service branding/advertising agency with amazing creative and account teams that**

+

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Vendor Reference Verification Form

Broward County Solicitation No. and Title:

GEN2116476P1, Advertising Agency Services

Reference for: **SPARK**

Organization/Firm Name providing reference:

The Dali MuseumContact Name: **Beth Bell**

Title: Marketing Director

Reference date: **02/19/2019**Contact Email: **bbell@thedali.org**Contact Phone: **727-623-4791**Name of Referenced Project: **Ongoing Strategic and Media Services**

Contract No.

Date Services Provided:

Project Amount:

08/01/2014 to 02/19/2019**\$121,000 (annual)**Vendor's role in Project: ☒ Prime Vendor ☐ Subconsultant/SubcontractorWould you use this vendor again? ☒ Yes ☐ No If No, please specify in Additional Comments (below).**Description of services provided by Vendor:****Integrated marketing planning (goals, ideas); Media planning (development, negotiation, budget, reporting); Google Grant management; Social Media (strategy ideas, reporting)****Please rate your experience with the referenced Vendor:****Needs
Improvement****Satisfactory****Excellent****Not
Applicable**

1. Vendor's Quality of Service

a. Responsive

☐
☐
☒
☐

b. Accuracy

☐
☐
☒
☐

c. Deliverables

☐
☐
☒
☐

2. Vendor's Organization:

a. Staff expertise

☐
☐
☒
☐

b. Professionalism

☐
☐
☒
☐

c. Turnover

☐
☐
☒
☐

3. Timeliness of:

a. Project

☐
☐
☒
☐

b. Deliverables

☐
☐
☒
☐

4. Project completed within budget

☐
☐
☒
☐

5. Cooperation with:

a. Your Firm

☐
☐
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☐

b. Subcontractor(s)/Subconsultant(s)

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☐
☒

c. Regulatory Agency(ies)

☐
☐
☐
☒
Additional Comments: (provide on additional sheet if needed)

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Vendor Reference Verification Form

Broward County Solicitation No. and Title:

GEN2116476P1, Advertising Agency Services

Reference for: SPARK

Organization/Firm Name providing reference:

Experience Kissimmee

Contact Name: DT Minich

Title: President

Reference date: 02/18/2019

Contact Email: DTMinich@ekcvb.com

Contact Phone: 407-569-4801

Name of Referenced Project: EK Re-branding -brand development project

Contract No.

Date Services Provided:

Project Amount:

05/02/2016 to 01/20/2017

Vendor's role in Project: ☒ Prime Vendor ☐ Subconsultant/SubcontractorWould you use this vendor again? ☒ Yes ☐ No If No, please specify in Additional Comments (below).

Description of services provided by Vendor:

Vendor associated in the successful re-branding of the destination

Please rate your experience with the
referenced Vendor:Needs
Improvement

Satisfactory

Excellent

Not
Applicable

1. Vendor's Quality of Service

a. Responsive

☐☐☒☐

b. Accuracy

☐☐☒☐

c. Deliverables

☐☐☒☐

2. Vendor's Organization:

a. Staff expertise

☐☐☒☐

b. Professionalism

☐☐☒☐

c. Turnover

☐☒☐☐

3. Timeliness of:

a. Project

☐☐☒☐

b. Deliverables

☐☐☒☐

4. Project completed within budget

☐☐☒☐

5. Cooperation with:

a. Your Firm

☐☐☒☐

b. Subcontractor(s)/Subconsultant(s)

☐☐☐☒

c. Regulatory Agency(ies)

☐☐☐☒

Additional Comments: (provide on additional sheet if needed)

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

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Supplier: Metropolitan Public Strategies

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: Metropolitan Public Strategies

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: **Metropolitan Public Strategies**
2. Doing Business As/ Fictitious Name (if applicable):
3. Federal Employer I.D. no. (FEIN): **46-2234465**
4. Dun and Bradstreet No.:
5. Website address (if applicable): **www.metropolitan.nyc**
6. Principal place of business address: **1677 Lexington Avenue, 2nd Floor
New York, NY 10029**
7. Office location responsible for this project: **401 East Las Olas Blvd, Suite 1400
Fort Lauderdale, FL 33301**
8. Telephone no.: **212-348-3119** Fax no.:
9. Type of business (check appropriate box):
 - ☒ Corporation (specify the state of incorporation): **New York**
 - ☐ 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): **F19000000072**
11. List name and title of each principal, owner, officer, and major shareholder:
 - a) **Neal Kwatra, CEO**
 - b)
 - c)
 - d)
12. AUTHORIZED CONTACT(S) FOR YOUR FIRM:

Name: **Jason Heard**

Title: **CFO**

E-mail: **jasonheard@gmail.com**

Telephone No.: **415-624-9970**

Name: **Neal Kwatra**

Title: **CEO**

E-mail: **kwatraneal@gmail.com**

Telephone No.: **917-337-7661**

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. ☐ Yes ☒ No
 Living Wage had an effect on the pricing. ☐ 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:

Jason Heard	CFO	03/08/2019
<hr/>	<hr/>	<hr/>
*AUTHORIZED SIGNATURE/NAME	TITLE	DATE

Vendor Name: **Metropolitan Public Strategies**

* 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: Metropolitan Public Strategies

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: **Michael W. Moskowitz**

Lobbyist's Firm: **Moskowitz, Mandell, Salim & Simowitz, P.A.**

Phone: **954-491-2000**

E-mail: **mmoskowitz@mmsslaw.com**

Name of Lobbyist:

Lobbyist's Firm:

Phone:

E-mail:

Authorized Signature/Name: Jason Heard Date: 03/08/2019

Title: CFO

Vendor Name: Metropolitan Public Strategies

Supplier: Metropolitan Public Strategies**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).

Jason Heard

CFO

Metropolitan Public
Strategies

03/08/2019

Authorized Signature/Name

Title

Vendor Name

Date

Supplier: Metropolitan Public Strategies

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: Metropolitan Public Strategies**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: Metropolitan Public Strategies

Supplier: Metropolitan Public Strategies

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: **Jason Heard**

Title: **CFO**

Vendor Name: **Metropolitan Public Strategies**

Date: **03/08/2019**

Supplier: Metropolitan Public Strategies

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: Metropolitan Public Strategies

Supplier: Metropolitan Public Strategies**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.

Jason Heard	CFO	Metropolitan Public Strategies	03/08/2019
AUTHORIZED SIGNATURE/NAME	TITLE	COMPANY	DATE

Supplier: Metropolitan Public Strategies

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: **Metropolitan Public Strategies**

Vendor's address listed in its submittal is:

**401 East Las Olas Blvd, Suite 1400
Fort Lauderdale, FL 33301**

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.

Jason Heard	CFO	Metropolitan Public Strategies	03/08/2019
Authorized Signature/Name	Title	Vendor Name	Date

Supplier: Metropolitan Public Strategies

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: **Resonate**

Subcontracted Firm's Address: **Washington DC**

Subcontracted Firm's Telephone Number: **202-792-8130**

Contact Person's Name and Position: **Jake VanWoerkom, Director**

Contact Person's E-Mail Address: **jake.vanwoerkom@resonate.com**

Estimated Subcontract/Supplies Contract Amount: **\$150,000**

Type of Work/Supplies Provided: **Digital Strategy & Market Research**

2. Subcontracted Firm's Name:

Subcontracted Firm's Address:

Subcontracted Firm's Telephone Number:

Contact Person's Name and Position:

Contact Person's E-Mail Address:

Supplier: Metropolitan Public Strategies**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	None				0
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: Metropolitan Public Strategies

Jason Heard
Authorized Signature/ Name

CFO
Title

03/08/2019
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

**jasonheard@gmail.com
Date**

Supplier: Metropolitan Public Strategies

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.

Jason Heard	CFO	Metropolitan Public Strategies	jasonheard@gmail.com
Authorized Signature/Name	Title	Vendor Name	Date

Supplier: Metropolitan Public Strategies

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.