

**Bid Tabulation Packet
for
Solicitation GEN2116476P1**

Advertising Agency Services

Bid Designation: Public



Broward County Board of County Commissioners

Bid #GEN2116476P1 - Advertising Agency Services

Creation 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

<p>jasonheard@gmail.com Ph 415-642-9970 New York, NY 10029</p>		
Bid Notes	<p>Please find attached the following items:</p> <ul style="list-style-type: none"> * RFP Response * JV Agreement * CBE Letter of Intent * Workload history for MPS and SPARK * Vendor Reference forms for MPS and SPARK <p>These documents apply to the entire bid.</p>	
Agency Notes:	Supplier Notes:	Head Attch:
	<p>Please find attached the following items:</p> <ul style="list-style-type: none"> * RFP Response * JV Agreement * CBE Letter of Intent * Workload history for MPS and SPARK * Vendor Reference forms for MPS and SPARK <p>These documents apply to the entire bid.</p>	
f &Barr \$3,690,540.00 (3/3 items)		
Bid Contact	<p>Douglas White douglas.white@andbarr.co Ph 407-758-6509 Address 600 E Washington Street Orlando, FL 32801</p>	
Agency Notes:	Supplier Notes:	Head Attch:
		
f PPK \$3,832,776.00 (3/3 items)		
Bid Contact	<p>tom kenney tkenney@uniteppk.com Ph 813-393-8564 Address 1102 N. Florida Ave. Tampa, FL 33602</p>	
Agency Notes:	Supplier Notes:	Head Attch:
		
f Aqua [Ad] \$3,955,392.00 (3/3 items)		
Bid Contact	<p>Dave DiMaggio NewBiz@welcometoaqua.com Ph 727-687-4670 Address SAINT PETERSBURG, FL 33701</p>	
Agency Notes:	Supplier Notes:	Head Attch:
		
f Starmark \$5,325,840.00 (3/3 items)		
Bid Contact	<p>Jacqui Hartnett lpunte@starmark.com Ph 954-874-9000 Address 210 S. Andrews Fort Lauderdale, FL 33301</p>	
Supplier Code	VC0000039094	
Agency Notes:	Supplier Notes:	Head Attch:
		
f Fuseideas \$5,820,000.00 (3/3 items)		
Bid Contact	<p>Dennis Franczak dfranczak@fuseideas.com Ph 617-776-5800 Fax 617-776-5821 Address 8 Winchester Place Suite 303 Winchester, MA 01890</p>	

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: 

* *

ModOp

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.**

Item #	Line Item	Notes	Unit Price	Qty/Unit	Attch.	Docs
GEN2116476P1--01-01	Flat Fee Services - Year 1	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.	First Offer - \$264,148.00	12 / month \$3,169,776.00	Y	Y
GEN2116476P1--01-02	Flat Fee Services - Year 2	Supplier Product Code: Supplier Notes: We have used estimates based on expected deliverables, increasing video	First Offer - \$263,440.00	12 / month \$3,161,280.00		Y

production
and digital
experiences.

GEN2116476P1--01-03	Flat Fee Services - Year 3	Supplier Product Code: Supplier Notes: We have used estimates based on expected deliverables, increasing video production and digital experiences.	First Offer - \$262,440.00	12 / month	\$3,149,280.00	Y
					Supplier Total	\$9,480,336.00

ModOp

Item: Flat Fee Services - Year 1

Attachments

broward_rfp_r10_final.pdf

March 20, 2019

Broward County Board of County Commissioners

Advertising Agency Services Proposal
Solicitation GEN2116476P1

Prepared By:
Mod Op

March 20, 2019

Broward County Board of County Commissioners

To Whom It May Concern:

Please allow this letter to affirm our submission to the Invitation to Negotiate: Digital Technology and Managed Services opportunity for the Greater Fort Lauderdale Convention and Visitors Bureau (GFLCVB).

We're incredibly enthused to be presenting this proposal, and as requested, are hereby providing the names of three individuals authorized to represent and negotiate on our company's behalf:

Eric Bertrand, Chief Executive Officer (eric.bertrand@modop.com)
Ray Singer, Managing Director, Miami (ray.singer@modop.com)
Pam Watkins, Managing Director (pam.watkins@modop.com)

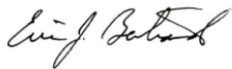
Additionally, the signature below is from an authorized company officer and affirms that all information contained within this proposal is accurate and representative of the submitting agency: Mod Op.

This document addresses the proposal requirements stipulated in the RFP dated February 1, 2019. Costs and timing as outlined within this document are accurate based on our understanding of the Broward County Board of Commissioner's requirements, and where we've had to make assumptions in this proposal, we've clearly called those out.

We're accustomed to a very collaborative workflow where project requirements evolve and should adjustments need to be made to scope, timing or costs, we'll bring these to your attention as early as possible.

Again, we thank you for this very exciting opportunity. We are looking forward to the conversations to come.

Sincerely,



Eric J. Bertrand
CEO

TABLE OF CONTENTS

1. AGENCY	5
a. Vendor Overview	5
b. Team	7
2. PROJECT APPROACH	12
a. Introduction	12
b. Project Timeline	13
c. Creative Portfolio	14
LEGO	14
Baha Mar	18
Hilton	20
d. Account Management	22
e. Media Planning & Buying	24
f. Options	35
Web Design & Development	35
Social Media	38
SEO	43
3. RELATED EXPERIENCE	47
a. Visit Florida	47
b. Celebrity	52
c. Baha Mar	57
d. Texas Instruments	58
e. BG	59
f. Hudson & Marshall	60
g. WNYC	61
4. PROJECT HISTORY	62
5. LOCATION	63
6. PRICE	64
7. PRICING SUPPORT	65

EXECUTIVE SUMMARY

We are a global award-winning digital agency. Mod Op's U.S. offices are strategically positioned throughout the country, headquartered in Miami, with additional offices in New York, Los Angeles, Dallas, Portland and Panama City, Panama.

Our agency's services are fully turnkey – from brand strategy to creative campaign development, digital strategy to design and development, content creation to live production, digital media in all forms including SEM, display, social and SEO, and much more.

We reviewed the Advertising Agency Services Proposal Solicitation comprehensively and feel we offer a compelling proposal, as Mod Op is uniquely positioned based on our experience providing integrated branding, digital design, media planning and buying and development services for our clients.

Our value proposition is that we start with being passionate lovers of Florida. We have worked with Visit Florida over the past several years, helping the organization to achieve record breaking tourist visits to the State. Our team comprises folks that have lived or traveled to Fort Lauderdale for decades. Although we don't have an office in Fort Lauderdale today, we would open an office (adding new jobs) to Fort Lauderdale if we were to win this opportunity. Adding both new team members to our Fort Lauderdale location as well as redirecting our Miami employees to Fort Lauderdale.

Mod Op has unique experience collaboratively working with agencies, partners and internal tech teams to fulfill our clients' goals, so we believe a position as Broward County Board of County Commissioners' dedicated agency will maximize value. Our approach is to develop a synergistic ecosystem that allows us to synthesize data from multiple sources, collaboratively work with existing partners and internal tech teams and generate an execution strategy that provides the best return on investment for the budget being spent.

We have included case studies for comparable accounts, including those within the travel & tourism section, which we believe illustrates the above effectively. In addition to the travel and tourism clients we currently (and historically) have worked with, our staff has significant experience working with many travel and tourism clients, as seen from our team member bios.

We feel many of the focal areas GFLCVB has highlighted over the past several years are compelling, but also feel the execution of several of the executions may not have been up to the standards required by today's travelers. We identified a number of website issues that we felt made the user experience less than desirable. We found links that were broken. Several of the website components did not work with the browsers we were using. There is some video content on the site, but video should be available for as many sections as possible.

In short, we believe in today's technology environment, user experience, user journey, user interface, are paramount in developing the information required for both consumers and businesses to make decisions on their travel and convention choices. We have worked with organizations such as Visit Florida to successfully create programs to increase value from their website, including content strategy, SEO, website development, etc. We believe if an integrated strategy is employed, led by brand strategy and executed with an integrated digital and video strategy, we will drive bookings (both hotel and convention). Our goal is to increase the projected occupancy rate for 2020 (since this contract doesn't begin until September) across the Greater Fort Lauderdale region.

As folks passionate about both culture and travel, specifically within South Florida, we're incredibly enthused by the opportunity. We truly believe that we can use our experience, tools, tenacity and creativity to generate partner with the GFLCVB to develop the creative and digital ecosystem whereby we generate value for the region, its partners, its convention clients, travelers and residents.

1. AGENCY

a. Vendor Overview

Company Contact Information

Name: Modop
Mailing Address: 444 Brickell Ave. #900
Miami, FL. 33131
Main Phone Number: (323) 467-9600
Main Fax Number: (323) 467-9605
Website: www.modop.com
Primary Contact: Eric J. Bertrand
Chief Executive Officer
(201) 320-2310 mobile
eric@modop.com

Agency Background

Mod Op's pedigree extends over 25+ years, including its young roots as Eyeball, its acquisitions of Swish Digital, Creative Asylum, Veritas Digital, and Dark Matter, and the most recent brand transformation from Modus Operandi to Mod Op.

We are a full-service and global award-winning digital agency, headquartered in Miami, with additional offices in Dallas, Los Angeles, New York and Portland. We also service clients in Latin America through our regional headquarters in Panama City, Panama.

Broward County Board of County Commissioners and their chosen advertising agency will benefit from Mod Op's ability to work collaboratively with other agencies across enterprise digital platforms, global media and search initiatives along with hundreds of other projects that have included small to large agencies alike.

Commitment to Excellence

Mod Op holds its clients and accounts in the highest regard, and our largest accounts have been with the company for multiple years.

We believe our client references and case studies will reinforce our commitment to the highest standards of excellence.

In addition to the dedicated project team, the Broward County Board of County Commissioners will have a partner(CEO) attached to the account should elevated escalation issues arise.

Our uncompromising focus is to provide a level of quality and success that ensures Broward County Board of County Commissioners renews with Mod Op through successive years.

AGENCY

a. Vendor Overview continued

Agency Services

Mod Op provides the following strategy, creative and development services:

- Branding
- Campaigns
- Digital Experiences
- Digital Strategy
- Social Engagement
- Strategic Innovation
- Ventures
- Social Good
- Brand Definition
- Marketing Strategy
- Social Strategy
- Media
- Search
- Communications (Naming, Tags, Copy)
- Design (Visual Identity, Digital, Print, OOH)
- Content Creation (Treatments, Scripts, Boards)
- Production (Direction, Live Action, Narrative, Doc)
- Post Production (In-house Editorial, Motion Graphics, Animation, Color, Mix)
- Development
- Enterprise CMS
- Single Page Application
- Content Authoring
- UX/UI
- Analytics

Clients

We have successfully provided services for a number of clients, including but not limited to:

- Visit Florida
- Celebrity Cruises
- Baha Mar
- Hilton
- Marriott
- Microsoft
- Amazon
- Belvedere Vodka
- Polaroid
- Verizon
- NY Public Radio
- NBC
- Nickelodeon

1. AGENCY

b. Team

Please see below for all anticipated team members who we intend to assign to this account. We have included bios to describe their qualifications and relevant experience.

Eric J. Bertrand

Chief Executive Officer

Eric J. Bertrand is the CEO of Mod Op, focusing on strategic planning, digital strategy, leading Mergers & Acquisitions, developing financial systems as well as launching the digital advertising group in South Florida, which he leads from our downtown Miami office. Prior to Mod Op, Eric was a Venture Capital fund manager, having invested \$400 million in 60+ companies over 25 years. Eric has served on over 30 boards, including several non-profit organizations.

Pam Watkins,

SVP, Media and Business Strategy

Pam drives strategic media counsel for the agency's clients. Her experience in consumer and business environments, marketing, media, sales and business management is a unique combination and a valuable asset to the agency and its clients.

Before her agency life, Pam spent 12 years at CMP Media, a leading B2B media company. As Group President of the Technology Solutions Group, she led a team of 250 to drive \$100 million in revenue from magazines, websites and the group's research and conference businesses.

Pam serves on several business and non-profit boards and is an ardent CrossFitter.

Ray Singer

Managing Director, Miami

Prior to joining Mod Op, Ray was the digital team lead at Worldmedia Interactive, focusing on travel and tourism. Ray has 20 years of agency experience, with 12 years at the Creative Director level. Leading projects from a user experience and design standpoint, Ray cultivates a thoughtful environment for his team to do great work. He encourages innovation, new and diverse ideas and creative collaboration, directing the creative process along a results-oriented timeline to completion.

- Air Canada – 2006-2014
- Alamo/National – 2014-2014
- Aloha Airlines – 2005-2008
- Aston Hotels & Resorts Hawaii – 2012-2014
- Cayman Airways – 2007-2011
- ClubMed – 2005-2007
- LATAM Airlines – 2007-2014
- Melia Hotels – 2007-2014
- Occidental Hotels & Resorts – 2012-2013
- Our Lucaya – 2011-2013
- Norwegian Cruise Line – 2008-2014
- Regent Seven Seas Cruises – 2009-2011
- South African Airways – 2008-2014
- Starwood Hotels & Resorts – 2005-2010

1. AGENCY

b. Team

Jim Terry

SVP, Account Service

Jim supervises the agency's account managers and promotes the vitality of client/agency partnerships. Jim's relationship-based approach to marketing is built around two principles. He's relentless in his understanding of our clients' businesses, and he builds personal collaboration between clients, agency employees and industry players.

A hardcore believer in strategic brand development, Jim has led integrated marketing programs for consumer and B2B clients such as Chuck E. Cheese's, Alienware/Dell, Verizon, the Harris Corporation and Raytheon. Before joining the agency, Jim worked at Temerlin McClain as well as McCann-Erickson and Fogarty, Klein & Partners. In his off-time, Jim enjoys live music, hanging with family and coaching his daughters' sports teams.

Shannon Sullivan

SVP, Digital Engagement Strategy

Shannon provides guidance and leadership to the agency's clients and team members alike. Her wealth of experience in the digital space and her deep expertise in analytics provides strategic insight to drive our clients' businesses forward.

Shannon's thorough nature and client-first approach has led to effective strategies and tactics for global brands, such as Alienware/Dell, Texas Instruments, Samsung and the Los Angeles Lakers organization. She has a bachelor's degree from Pepperdine University. Away from work, Shannon spends much of her time cooking, reading spy novels and volunteering with her daughter's school PTA.

Audra V. Pace

Creative Director & Brand Strategist

Audra V. Pace is a strategist and creative director whose writing background drives her unique approach to brand storytelling and creative development. Her experience ranges from hospitality to retail products and services to broadcast media. Audra believes in narrative by any means necessary and focuses on developing meaningful, differentiated content guided by cultural analysis and insights. Her work shows up on screens of all sizes, in print, and in person. Past believers include SPG, Marriott, Hilton, A&E, The History Channel, Cessna, Seiko, LVMH, and Google.

Hannah Woodham

Director of Digital Strategy

Hannah specializes in digital media and analytics. She enjoys finding solutions to marketing challenges and establishing measurement strategies for performance that can be applied across multiple channels and mediums. Hannah has a specific passion for exploring and utilizing measurement tools and platforms, including Google DV360, Google Analytics and Tableau, which help drive actionable results for her clients.

Outside of the office, Hannah is mom to a little boy and little girl and is married to a chef. She loves to be outside with her family and dogs and cooking in her kitchen with veggies and herbs that she grows in her small backyard garden.

1. AGENCY

b. Team continued

Nicole Taic

Director of Social Media & Influencer Strategy

Nicole is a creative and data-driven leader with nine years of professional experience in both the digital & editorial space. Nicole has worked with a diverse group of brands like AVID Technology, Belvedere Vodka, Fender, Hilton, LEGO, Norwegian Cruise Line, Polaroid – among others. She also holds a graduate degree in journalism (go ‘Canes!), which serves her well as she has written for Greater Miami Convention & Visitors Bureau, *Showboats Magazine*, *The Miami Herald*, *Sun Sentinel* but more recently for the travel app: Localeur.

When she’s not typing away, she’s traveling or exploring local hotspots, testing out new recipes in the kitchen, perfecting her Pilates skills or spending quality time with her husband, family & beloved Rottweiler, Maxi.

Kevin Krekeler

Director of Client Engagement

Kevin helps connect the agency with new clients and develops strategies to help existing clients connect with their customers. With his broad experience in both consumer and B2B markets, he understands the business challenges our clients face and provides the expertise to help them achieve the results we all expect.

Kevin has served in both account service and new business roles throughout his career. Having worked with clients such as Nissan, BG Products, FairLease, Alienware/Dell, Texas Instruments, TI DLP®, CommScope, CyrusOne Data Centers and Hudson & Marshall, Kevin has a number of areas of expertise, including the automotive, technology and real estate markets.

In his free time, Kevin enjoys road cycling and cyclocross racing and spends much of his free time with his wife, son and daughter.

Gareth Cunningham

Director of SEO

Gareth was the VP of Search at Swish Digital, an established and early pathfinder for the SEO industry prior to their acquisition. Gareth brings 12+ years of experience in SEO, working for clients that have included:

- Visit Florida
- Celebrity Cruises
- Easyvoyage
- AAA
- NHS
- Ocean Finance
- Jaguar

1. AGENCY

b. Team continued

Todd Brashear

Creative Director

Todd's primary responsibility is to continually elevate the creative product of the agency. In the current media environment, that not only includes developing "the big idea" but also exploring unconventional, new opportunities to engage our clients' audiences experientially and digitally. Todd's client experience includes, among others, Market Street supermarkets, Texas Instruments, Samsung, Fujitsu, Raytheon, Alienware, BigThought and Professional Bank. Specializing in brand strategies, concept development and copywriting, Todd's work also, including Armstrong Floors, ASKO appliances, Motel 6 and Bally Total Fitness. His work has appeared in national television and international print campaigns, and he has won multiple ADDY, Creativity, MarCom, Davey, Stevie and Telly Awards.

Maurice White

Senior Project Manager

Maurice is a highly experienced project manager who has focused on overseeing digital accounts, including: brand identity, creative asset production, website & mobile app development, social media campaigns, SEO, UX/UI and content creation. He has managed a large number of high-profile clients including: Phillips Conoco, Carmichael Lynch, Nickelodeon, Hallmark. Maurice always maintains open lines of communications with all vested parties in order to provide transparency on the status of each project. He ensures the success of projects that he manages, maintaining adherence to standards of quality, scope, budget and timelines.

Dan Sutterby

Associate Creative Director, Digital

Before coming on to Mod Op as ACD, Dan was an AD at Navigant Marketing, specializing in tourism and hospitality clients. Dan's creative experience with travel and hospitality includes: Wyndham Hotel Group, Planet Hollywood, Ramada Worldwide, Hilton, Hard Rock Hotels and more.

Elizabeth Baro

Art Director

Hailing from Havana, Cuba, Eli holds a degree in Advertising with a concentration in Graphic Design. She's enthusiastic about every design project and is a master of telling a brand's story, visually. Outside her decade of experience in advertising, she's passionate about art history, music and is always up for an adventure requiring a plane.

Frank Ponce

Content Strategist, Social

Born and raised in Broward County, Frank understands the phrase "You Are Broward" to his core. With over four years of experience within the public relations, digital and social realm, Frank's work extends into both the regional and national levels. His client roster includes the Miami-Dade County Fair & Exposition, Miami Super Bowl Host Committee, Southland Mall, LEGO, NVIDIA, Retro Fitness and more. A graduate of Florida State University with a B.A. in Editing, Writing and Media, Frank is a natural-born creative with a passion for pop culture. In his spare time, you can find him writing, attending concerts, laying on the beach or digging through local vintage shops.

1. AGENCY

b. Team continued

Laurin Engle

Associate Digital Campaign Manager

Laurin is a key contributor to the digital campaigns team and oversees implementation, analysis and optimization of digital media programs for the agency's clients. She is expert in the agency's Google marketing stack and leveraging digital to reach even the most niche audiences. Laurin enjoys being outside, watching sports and attending live music shows.

Rachel Gensler

Social Media Coordinator, Social

Rachel is the newest addition to Mod Op's social team. So far, she's worn many hats but specifically focuses on community management, influencer relations, campaign management and content planning for various clients such as Retro Fitness and NVIDIA. Rachel holds a B.S. in Human and Social Development from the University of Miami, which uniquely positions her to view the social media sphere from an innovative, scientific, and practical angle. Aside from life at Mod Op, Rachel is a yoga enthusiast, adept rock climber, and proud mom of two beautiful French Bulldogs.

Lorena Barquin

SEO Associate

Lorena Barquin is an SEO associate at Mod Op. She has worked in the SEO for a year, and 3 years in the digital marketing field. Lorena received her bachelor's degree in entrepreneurship from the University of Miami and is currently studying a master's in digital strategy from the University of Florida. Lorena's experience and fresh knowledge make her great addition to the team.

Julie Collins

Senior Data Analyst

Results-oriented problem solver with roughly 20 years of experience in consumer research, marketing analytics and strategic planning, including three years at Nielsen BASES, five years in the Consumer Market Knowledge group at P&G. She also has strong skills in qualitative and quantitative research design, execution and analysis, as well as volume forecasting and social listening. Some of her clients include Sandals, Avid Technology and Celebrity Cruises – among others. When she's not analyzing, she teaches Jazzercise or with husband and two beautiful kids.

Jessica Griscti

Graphic Designer & Copywriter

Prior to Mod Op, Jessica has consulted for Google Fonts and interned on the exhibition team at C&G Partners. Jess is an alumna of Parsons School of Design where she majored in communication design, writing, and How to Take the Best Instagram Picture of Her Cat, who is named after a typeface. Her current role involves creating thoughtful and communicative design solutions with excellent typography. She has worked to develop branding and create innovative digital, print and out of home campaigns for multiple brands including Audible, Verizon Fios and WNYC

2. PROJECT APPROACH

a. Introduction

In the following sections we will describe our approach to the GFLCVB account.

Our proposal focuses on creative brand development services, production services, media planning, including buying and designing strategic marketing campaigns for the Greater Fort Lauderdale Convention & Visitors Bureau (GFLCVB), as well as project-specific-work for the Aviation Department(Airport), Port Everglades Department (Port), and Parks and Recreation. The scope of this account will include, but not be limited to:

- Brand Architecture
- Strategy Development
- Creative Services
- Media Planning & Buying
- Production (video and digital)
- Account Management
- Competitive Analysis
- Editorial/Link Outreach
- eCRM

Besides creating strategic, quality work product, one of our main goals is to provide the highest possible Return on Investment for our client partners. In developing cost estimates, we fundamentally consider the goals to be attained and the most efficient process to complete the tasks. We have been able to build internal capabilities to handle all services required by GFLCVB in house. Whether it be video production or post production or website builds or banner versioning, we have built internal teams that are able to control the costs at every point of the process. By not having to partner or outsource aspects of the services required, we maintain a cost level that a firm who needs to outsource can not achieve.

When producing deliverables, unless changes to the original scope of the project are requested by the client, we always deliver within budget. We often are able to generate more deliverables from the original estimates as we often find efficiencies while in production.

2. PROJECT APPROACH

b. Project Timeline

We have compiled a timeline which demonstrates the intended program that Mod Op would use to fulfill the marketing mission of the GFLCVB. This includes major milestones during the account lifespan.

Please reference Addendum VII.

2. PROJECT APPROACH

Please see below for examples of our creative portfolio under the current management. These reference examples will demonstrate our creative capabilities and quality of work across a variety of execution formats.

c. Creative Portfolio / LEGO

Brick by brick.

Since early 2016, Mod Op has managed multiple products for WB, including LEGO Dimensions, LEGO Worlds, and Cars 3. We created a comprehensive 360 campaign for LEGO Dimensions, including trailers, TV spots, social media activations and display, point-of-sale marketing, and a hilarious online video series.

What started as a purely AV engagement evolved into a full 360° undertaking, providing Social Media Strategy, ongoing content strategy, social media campaigns and productions, ongoing analytics, HTML display production, social planning and execution. These grew to include LEGO Worlds and the Cars franchise as well.

Challenge

Develop a creative concept that buttresses and provides meaning for the product tagline, and drive buzz for classic 80's IP to a new generation.

Insight

High conversation and engagement focus on mash-up of IP's. 80's IP's work as a generational bridge between parents and kids.

Solution

Go Bigger! Bigger Characters. Bigger Stories. Bigger Battles. Bigger Possibilities.

Showcase all that LD has to offer within the confines of these pillars. Focus content and communications on hilarious mash-ups of IPs to excite kids and parents alike for the classic franchises.

We conceived and produced a dozen videos throughout the campaign, including a full CG E3 trailer. We handled all aspects of these videos, including all creative, live action production, game capture, stop-motion, and post production.

Video Trailer: <https://wdrv.it/2f0840d89>

Video Series: <https://wdrv.it/29546924e>

For additional creative samples, reference Addendum I, Example 1.

2. PROJECT APPROACH

c. Creative Portfolio / LEGO continued

Display and Social Media Advertising

Mod Op provided comprehensive social media services for LEGO Dimensions, as well as LEGO Worlds, on a monthly basis. This includes social strategy, ongoing content strategy, creative development, content production, and analytics.

Each month Mod Op produced 55-75 original assets for use across social channels, with many being entirely platform specific. Content includes mini-trailers, short form video, Gifs, Cinemagraphs, original photography, motion graphics, infographics, custom images, etc.

Across the three franchises, Mod Op produced 70-80 unique assets per month.

Our content includes a variety of mediums, from original photography, stop-motion trailers, graphically driven videos, educational content, GIF's, break outs, boomerangs, etc. The result is consistent, diverse content that produces engagement and discussion.

For example, Instagram growth was key in 2017 to retain the kids and adult enthusiast audience. By the end of Q3, LEGO Dimensions followers grew by 32%.

Video: <https://wdrv.it/b439bc063>

For additional creative samples, reference Addendum I, Example 2.

Game Development

Since early 2016, Mod Op managed multiple products for Warner Brothers Interactive, including LEGO Dimensions and Cars 3.

With the addition of LEGO Worlds, WBIE once again changed the game. Unlike any of its LEGO predecessors, LEGO Worlds allows for players to construct their own 3D generated worlds, brick by brick. Through social strategy and creative content creation, Mod Op worked with the WB team to launch the game in early 2017 and continues to leverage the brand on social.

Collaborating with TT Games, we've produced over 150 pieces of content around three pillars: Educational/Sales, Evergreen and User-generated Content.

YEAR ONE (2017): To introduce the game to the world, we began crafting content to educate and inform. Educational/sales content around new releases, game updates, announcements and general brand awareness, made up the majority of our content.

YEAR TWO (2018): We optimized our strategy to focus on generating light social engagement among our existing audiences, while expanding the brand into new gaming territory. Culturally-relevant content that coincides with the game's thematics was a driving focus for our content creation.

2. PROJECT APPROACH

c. Creative Portfolio / LEGO continued

Paid Social

Since 2017, we use geo and interest targeting to promote 14+ assets on social. Also, across both years, our ads have reached over 1.5MM+ users, garnering a total of 3.4MM+ impressions, with an average cost-per-result (CPR) of \$0.06.

Results

In 2017, LEGO Worlds received 105,226+ total engagements across all channels and gained 30K+ followers across all social channels.

LEGO Worlds has earned 641MM+ in total potential buzz impressions, with top authors reaching a total audience of 9MM+.

YouTube has earned over 163MM+ views from top content creators, as well as 4MM+ views from owned channel.

In 2018, LEGO Worlds has already generated 4K+ followers and some of our most successful content to date.

For additional creative samples, reference Addendum I, Example 3.

2. PROJECT APPROACH

c. Creative Portfolio / LEGO continued

Services

- **Strategy**
 - Research & positioning
 - Brand Strategy
 - Social Strategy
- **Creative**
 - Campaign
 - Video production & post
 - Display Advertising
 - Social media
- **Technology**
 - Display media
 - Analytics

Team

- Aaron Sternlicht (EP)
- Mat Segal (Producer)
- Hank Strong (Producer)
- Joshua Temkin (Producer)
- Andrei Haq (CD/Copywriter)
- Pride St. Clair (Designer)
- Leslie McMullin (Designer)
- Nicole Taic (Director of Social Media)
- Frank Ponce (Content Strategist)
- Tai Erskine (Editor)
- Jacobo Candanedo (Motion Designer)

2. PROJECT APPROACH

Please see below for an example of how our team approaches the development brand architecture for a destination or travel product.

c. Creative Portfolio / Baha Mar

A brand new spectacular

We helped launch Baha Mar, a new \$4.2 billion Bahamian resort destination, from brand strategy to a \$25M global ad campaign.

Challenge

Attract to The Bahamas a new demographic of luxury travelers who may negatively perceive Caribbean resorts as mass market and impersonal.

Insight

Although it's a massive \$4.2B development, Baha Mar feels intimate and personal, allowing you to customize your 'LUXURY OF CHOICE' from 3 hotel brands, dozens of world-class amenities, and over 40 restaurants and lounges.

Solution

Position Baha Mar as a luxury destination that's designed entirely around you. It's your moment in the sun... and everything else under the sun. Custom tailored to your perfect blend of bliss and play, chill and thrill, personal and spectacular.

Creative

Refer to **Addendum II** for creative examples.

2. PROJECT APPROACH

c. Creative Portfolio / Baha Mar

Services

Strategy

- Research & positioning
- Brand Strategy

Creative

- Branding
- Logos & Identity
- Tagline & copywriting
- Ad Campaigns
- Live Action & Photography
- Video production & post
- Original Music
- Key art, print & OOH
- Display Advertising
- Social Content
- Brand Collateral

Account Team

- JC Addison - Mod Op EVP
- Marcelo Cardoso Mod Op Creative Director
- Cory Becker - Mod Op Producer
- Deirdre Corley - Mod Op Writer
- Mollie Abelman - Mod Op Designer
- Justine Webster - Mod Op Producer
- Yisak Kuo - Mod Op Art Director
- Jessica Griscti Mod Op Designer
- Marius Christensen - Mod Op Designer

2. PROJECT APPROACH

c. Creative Portfolio / Hilton

Stand out in a crowd.

We created brand films for Hilton's Tapestry and Curio Collections, launching one and evolving the other to stand out in their robust and diverse portfolio of hotels.

Services

Challenge / Tapestry Collection

Tapestry Collection is a brand-new group of independent hotels that are upscale and on trend, but not too fancy. Although only one hotel officially existed in the Tapestry Collection, Hilton had a vision for its style and spirit: fun, vibrant, playful, casual and experiential. It was our challenge to bring Tapestry to life and introduce it to the hospitality world by shaping the identity and tone with a brand anthem.

Solution / Tapestry Collection

We crafted a script that was playful and proud, redefined their color palate, developed a visual style, and traveled around the country to create the perfect Tapestry moments, never relying too heavily on a single hotel destination.

Result / Tapestry Collection

The finished product is an energetic brand anthem that touts the Tapestry's independent spirit and effortless style, distinguishes it from other Hilton collections, and inspires guests and property owners alike to explore this new group.

Video: <https://wdrv.it/41088e3b6>

View additional image reference under Appendix III, Example 1

Challenge / Curio Collections

Curio is Hilton's coveted collection of upper upscale hotels with independent style, cultural relevance, and boutique charm. With over 50 hotels worldwide, Curio had an established brand identity and personality. Hilton was ready to evolve that identity, leaving behind a black-and-white-only visual schema and gritty, early-aughts rock tracks for a more dynamic and complex style that best displays the variety of property types.

Solution / Curio Solutions

Our story—set in dramatically distinct locations—featured enticing, magical travel and hotel experience moments. We chose a deeply framed cinematic style and introduced rich jewel tones and vivid color. A new approach to audio and editing gave the brand fast-paced, highly-polished sensibility that's neither trendy nor traditional, but uniquely timeless and chic.

2. PROJECT APPROACH

c. Creative Portfolio / Hilton

Result / Curio Solutions

The finished product is a video which reflects Curio's enhanced style and presents a story which ushers in a new era for the collection.

Video: <https://wdrv.it/572020a97>

View additional image reference under Appendix III, Example 2

Services

Creative

- Concept and Script
- Art Direction and Style
- Live Action and Photography
- Video Production
- Post Production
- Social Edits

Account Team

- TJ McCormick (ECD)
- Audra Pace (CD)
- Sarah Lamping (Producer)
- Jessica Griscti (Designer)

2. PROJECT APPROACH

d. Account Management

Team Collaboration

Our account, project management and creative teams work closely together to ensure a consistent vision and end-product.

For this account team members will be based out of the Miami, FL office. A collaborative environment is already in-place that will ultimately benefit Broward County Board of County Commissioners.

Client Review

Mod Op utilizes the Atlassian JIRA system for testing and quality assurance. Broward County Board of County Commissioners can be granted visibility to review progress on in-development tickets, QA-submitted tickets, and open/close tickets, including those that are pertinent to post-launch.

Specifically, with regards to revisions and adjustments, we are proposing a retained cost structure and model that will allow Mod Op members to address revisions and adjustments on a consistently evolving basis.

Our commitment to quality and desire for an ongoing engagement with Broward County Board of County Commissioners means we will take all steps necessary to ensure the highest possible satisfaction and ROI.

Service Levels

For this proposed service engagement, we do not anticipate the need for tiered services. Should Broward County Board of County Commissioners desire a tiered engagement, we're confident we could customize a service level agreement with GFLCVB that meets their needs.

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

Based on generating the highest possible Return on Investment for our client partners, we internalize as many costs as possible. This insures there is not overlap in billing for specific service deliverables. We have a Relationship Manager, Eric Bertrand, in this case who would attend client in-person meetings and high-level events. The Project Manager, Ray Singer, who leads the Miami office, would be the point of contact for the account on a day-to-day basis. Reporting to Ray, would be three specific project managers, focusing on Brand/Creative, Media and Technology.

Our internal staff have managed large company accounts and have a set process in place for routing large quantities of deliverables, as would be required by GFLCVB.

2. PROJECT APPROACH

d. Account Management continued

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

We have worked with a number of the largest tourism and hospitality organizations in the world. Our work with Visit Florida has given us unique insights into working with a leading tourism organization. We have assisted (and continue) to work with Visit Florida to drive engagement with potential visitors and DMO partners. We believe there is a significant opportunity to enhance the relationship with co-op participants. We believe that co-op can be increased by providing a better technology solution, that allows partners to easily see opportunities that are available with an updated User Interface and more content choices. The ability to allow for more social media interaction and opportunities (including potential influencer strategy involvement) as well as video and digital opportunities is key in driving engagement, now and more so into the future.

2. PROJECT APPROACH

e. Media Planning & Buying

Greater Fort Lauderdale has been evolving its beach image to a more cosmopolitan, energetic destination filled with culture and diverse experiences. What people are looking for from travel is transforming, and Greater Fort Lauderdale is poised to offer authentic and unique experiences that extend well beyond the beach.

The GFLCVB seeks to attract a younger, more affluent consumer visitor base, while also becoming a more competitive trade show and business conference destination. Our media strategy aligns with these business objectives. Not just with the media channels themselves, but how each media channel is used, is intended to meet these goals.

Travelers are seeking information through vehicles as diverse as websites, mobile apps, social networks, blogs and video. The GFLCVB's media placements will surround the target audiences at various touchpoints in their lives, casting a wide, but targeted, net to build interest and attract them to the Greater Fort Lauderdale area.

Technology will play a significant role in this. From highly focused targeting strategies to real-time ad inventory access to measurement and optimization that help maximize every dollar spent, the #GreaterTogether story will be told in the most efficient and effective ways. A digital-first approach will maximize the GFLCVB's ability to attract, interest and engage its best prospects and bring economic impact to the area.

Target Audiences

Leisure Consumer

The current average age of a domestic leisure visitor to Greater Fort Lauderdale is 52 with an average household income of about \$113,000. As the GFLCVB repositions the personality, image and perception of Greater Fort Lauderdale as an energetic, youthful and active destination, it needs to refine its target audiences. The media plan focuses on reaching these refined target audiences as follows:

- Primary Demographic: Active adults 25-51
- Secondary Demographic: Young Adults 21-34
- Primary HHI: \$100,00+
- Secondary HHI: \$75,000+

Greater Fort Lauderdale is a diverse community where everyone is welcome, and the GFLCVB seeks to attract those that value inclusiveness and authentic and unique experiences. Personas that represent segments of the desired leisure consumer target audience include:

- "Luxe Lover"
- "Proudly Diverse"
- "Cultured and Cool"
- "Fresh and Surprising"

2. PROJECT APPROACH

e. Media Planning & Buying continued

Business

To generate business opportunities for the convention center, the GFLCVB must capture the attention of the audiences that influence and make decisions about locations for tradeshow and corporate meetings, including:

- C-Class Executives
- Corporate and Association Planners
- Pharma Planners
- Technology Planners

Media Objectives

To grow year-round visits with younger, more affluent audiences and to increase convention center bookings, the GFLCVB media program must:

- Build awareness and interest for Greater Fort Lauderdale with the new target audiences
- Build consideration for Fort Lauderdale as a distinctive, premium destination for conferences and corporate meetings
- Drive traffic and engagement with key content that moves the consumer and business audiences from lookers to bookers

Media Strategy

The media strategy is to **attract, interest and engage** the consumer and business target audiences across touchpoints and channels.

- **ATTRACT** prospective travelers by leveraging key data sets such as travel intent and history via the agency's real-time ad targeting and serving platform
- **INTEREST** prospective travelers with relevant and compelling messages and message delivery that result in high-quality engagement with GFLCVB content
- **ENGAGE** prospective travelers to nurture their interest and stay connected through engagement with key GFLCVB content

2. PROJECT APPROACH

e. Media Planning & Buying continued

Media Tactics

Aligning with how today's younger consumers and business decision-makers seek and consume information, the media plan will be primarily digitally focused. Some traditional tactics will be used in specific cases that offer the GFLCVB significant impact. Recommended media tactics include:

- Digital
- Video
- TV
- Streaming Audio
- Paid Social
- Paid Search
- Out-of-Home
- Co-op Marketing

Digital

From immersive display ads to content syndication in native formats, the agency's targeted media capability gives the agency access to real-time access to inventory around the web at competitive rates to deliver the GFLCVB story to the most valuable prospective visitors. Data sets leveraging key demographics, online behaviors and intent and purchase history, are just among a few that will be used to effectively reach the consumer leisure and business audiences. The GFLCVB's highest priority business prospects also will be hyper-targeted through additional data sets such as industry, company name, job titles, job function, industry and geography.

Specific digital tactics that will build awareness, consideration and action for Greater Fort Lauderdale travel are:

Beyond the Beach

We will go beyond standard digital ad units and immerse GFLCVB's audiences in the story through interactive mobile and desktop ad units that allow users to engage with Greater Fort Lauderdale content, aiding their decision-making process without leaving the web page they are visiting. These ads can be customized and updated dynamically in real time to serve unique messages and content to each target audience and persona.

Please see Addendum V for an interactive, cascading ad unit example.

2. PROJECT APPROACH

e. Media Planning & Buying continued

Build Position Through Premium Placements

Gone are the days of stale, large format wallpaper ad units. Today, the agency can help build Greater Fort Lauderdale's position as a top-tier travel destination by showcasing the #GreaterTogether story and other key messages through premium, high-impact and user-friendly desktop and mobile ad units. These new-age high-impact units offer increased viewability (up to 90%) and can incorporate video and interactive elements that come to life upon page scrolls or mouse moves. The placements are highly scalable with the ability to reach the GFLCVB's broad consumer audiences as well as its most specific business prospects.

Please see Addendum V for video examples (desktop and mobile).

Stay Connected and Nurture Interest with Retargeting

Retargeting programs serve ads across the web to users whose information or behaviors have expressed interest in travel to Greater Fort Lauderdale. Consistent delivery of new messages nurtures interest in Greater Fort Lauderdale across marketing channels, from the GFLCVB website and CRM to search engines and social media and supports Greater Fort Lauderdale's image as a premier travel destination.

- **Site Retargeting** targets users who have already visited the GFLCVB website as they browse the web
- **CRM Retargeting** targets people on GFLCVB's email list as they browse the web
- **Search Retargeting** targets users based on their Google searches as they browse the web
- **Social Media Retargeting** targets users who have already visited your site on Facebook and Instagram

Conquest Competitive Tradeshow and Conference Locations

As the Broward County/Greater Fort Lauderdale Convention Center expands over the next few years, Greater Fort Lauderdale will continue to become a more competitive tradeshow, conference and corporate meeting market, going toe-to-toe with similarly positioned cities such as Nashville, Charlotte and Austin.

The agency can drop geo-nets over specific locations and events and serve GFLCVB messages and content to:

- Coveted tradeshows and conferences in competitive markets to introduce Greater Fort Lauderdale as a first-class business destination
- Key meeting planner association events to build awareness and consideration for Greater Fort Lauderdale as the destination for their events
- Broward County/Greater Fort Lauderdale Convention Center to promote and offer incentives to attendees for hosting their own events there

2. PROJECT APPROACH

e. Media Planning & Buying continued

The agency also can identify top prospective GFLCVB corporate meeting prospects and meeting planner organizations and hyper-target them with digital ads using data sets such as company name, location, job title and job function.

Lastly, the agency recommends the GFLCVB utilize a tracking tool, such as Lead Forensics (LeadForensics.com), on the pages designated for meeting and convention content to monitor actual business prospect visits and to create a list of business prospects considering Greater Fort Lauderdale. This provides an opportunity to reach out directly to the prospects as well as the ability to identify the paid media source of the traffic by company visitor and the content that generated the visit. This provides insight for campaign optimization, return on investment and future planning.

Content is King, Distribution is Queen

Content syndication is a targeted, low-cost tactic to surround GFLCVB's targets with informative and interesting content across the web, including articles, lists, blog posts, videos, infographics, etc. This content most often appears in native formats to match the look, feel and function of the sites where they appear. Most of the largest, most influential sites on the web feature brand's syndicated content across news, sports, lifestyle and travel, among many others. Like other digital tactics, data sets can be layered on top of content syndication programs to promote Greater Fort Lauderdale to its best prospective visitors.

Video

Through programmatic video advertising programs, the GFLCVB can reach a larger, more targeted online video audience across the web. From in-stream (video ads that serve before, during or after other video content) to out-stream (video ads that serve in or alongside editorial content), short videos can quickly engage viewers with all that Greater Fort Lauderdale has to offer its leisure consumer and business visitors. Video is a natural part of the online experience, and the programmatic programs will meet the GFLCVB's audiences where they are on the web, including YouTube and news, sports, lifestyle and travel websites, through contextual, behavioral, geo, search, demographic and travel intent targeting.

TV

The GFLCVB can harness TV's high exposure capabilities while refining it for today's viewers. Live entertainment, sports and popular TV series attract a loyal following and are popular programming for advertising. The GFLCVB will benefit from the agency's targeted media capabilities to achieve the scale of TV while narrowing in on its best target audiences through connected and traditional TV advertising opportunities.

2. PROJECT APPROACH

e. Media Planning & Buying continued

Leverage Connected TV for Leisure Consumers

Connected TV has the scaling power of traditional TV with the digital capabilities to target key data sets such as demographics, behaviors, interests and intent. Ads are targeted and served multi-screen, including smart TVs, phones, tablets, computers, gaming consoles and streaming players.

Broadcast for the Business Audience

Finance and business-oriented networks, such as Bloomberg and CNBC, on traditional TV reaches the C-suite and broad business audience. These same audiences, networks and programming can also be targeted through connected TV.

Streaming Audio

The GFLCVB can achieve the benefits of traditional radio in a digital world. Traditional radio provides high reach and frequency, but the growing streaming audio market, led by Spotify and Pandora, offers much more targeted advertising opportunities to connect with prospective travelers. Leveraging Spotify and Pandora's programmatic marketplaces, the GFLCVB can reach its audiences through display, video and audio options. The GFLCVB can also take advantage of both streaming platforms' first-party data to sync up Greater Fort Lauderdale messaging and content with users' demographics, music profiles and other in-app behaviors.

The agency also recommends the GFLCVB seek custom programs that build awareness and engagement for Greater Fort Lauderdale beyond the standard ad units, such as:

- Developing a #GreaterTogether GFLCVB-branded page on Spotify
 - Encourage users to submit songs to the #GreaterTogether collaborative playlist that best represent inclusivity and diversity
 - Layer social sharing capabilities considering an incentive to share the playlist with friends (i.e. travel voucher, Spotify Premium subscription, etc.)
- Creating a #GreaterTogether GFLCVB-branded playlist on Pandora
 - Curate a playlist that taps into the culture and DNA of Greater Fort Lauderdale, including songs and artists that stand for authenticity and diversity

2. PROJECT APPROACH

e. Media Planning & Buying continued

Paid Social

Social media advertising will help the GFLCVB connect to more of its social community and build awareness and interest with new audiences. Facebook, Instagram and Twitter advertising should be the priority platforms for leisure consumer audiences, and LinkedIn and Facebook should be the priority for business audiences.

A focus should be placed on video ads to reach the spectrum of social media users, including:

- **Stories** to attract the daily user
- **Feeds** for “shoppers” and scrollers
- **IGTV and Facebook Watch** for social media power users that seek long-form content (i.e. repurposed VLTV programming and videos)

All ads can be segmented to tailor the #GreaterTogether story for each audience persona, and additional reach and engagement can be attained through paid partnerships with “influencers” that sync up well with the GFLCVB’s goals and mission.

For example, to bolster visitor traffic to GFLCVB website, digital vacation planner and overall, increase Broward County awareness, we recommend the following potential tactics:

- **Drive Awareness through UGC:** Promote an engaging social video that ignites GFLCVB enthusiasts to submit their best experiences to www.sunny.org:
 - Video submissions would have to be high quality and participants would have to share content onto their social channels (with specified, ownable hashtag: #GreaterTogether, #VisitLauderdale, etc.)
 - Folks with the best content have the opportunity to get featured on select channels and/or receive exciting perks (i.e. 3-Night Stay at Hard Rock, etc.)
 - Video-rich formats can include: Instagram Stories, IGTV, Facebook Watch
- **Empower the Local Community:** Position locals as “the virtual guides” of Broward County. Leveraging key events or cultural happenings like Gay Pride Week, we’ll encourage LGBTQ+ locals/advocates to outline their ideal week in Broward County via digital vacation planner:
 - CTAs would send participants directly to the Digital Vacation Planner
 - Content can be short-form instructional videos on how to develop your personalized Digital Vacation Plan
 - Seed contest prior the event and offer a deadline to heighten urgency and participation
 - Participants would drop the populated link onto the social post
 - Locals who submit the best digital vacation plans have a chance to get featured on GFLCVB social channels

2. PROJECT APPROACH

e. Media Planning & Buying continued

Paid Search

Greater Fort Lauderdale content and messages should appear online where prospective travelers go first – Google. Google Ads is a high-volume, low-cost traffic driver to specific information based on users' searches. The GFLCVB should target relevant keyword searches in a variety of ways, such as:

- Conquesting competitive travel locations
- Targeting Florida, Fort Lauderdale and beach vacation-related searches
- Keywords related to tradeshow, conference and corporate meeting location searches
- Activity and lifestyle-related keywords (i.e. "things to do in Florida," "unique food experiences," "Florida festivals")

Out-of-Home

OOH advertising can build broad-base awareness for Greater Fort Lauderdale as prospective visitors travel, shop and play. OOH should be reserved for markets that represent the best opportunity for Greater Fort Lauderdale travel and focus on high-impact digital placements, executions and activations.

Please see Addendum V for a unique OOH example.

Co-op Marketing

The GFLCVB and its partners can grow #GreaterTogether through cooperative partnerships. The GFLCVB should leverage current and new partnerships to build interest in Greater Fort Lauderdale and drive bookings for specific attractions, events, hotels and dining. When evaluating partners, the GFLCVB should consider partners that align with the GFLCVB's younger target audience and its #GreaterTogether position, such as Eater, special events like Carnival and Hugh Taylor Birch State Park.

The agency will develop a specific integrated marketing plan that taps into the media resources and relationships of the GFLCVB and its key partners and will continue using Adara Magellan to connect campaigns to specific ROI metrics.

2. PROJECT APPROACH

e. Media Planning & Buying continued

Measurement and Optimization

The agency begins with the end in mind. Media performance across all channels will consistently be evaluated against specific objectives and optimized to deliver improved results. Aggressive, yet realistic, performance benchmarks will be established with metrics tied to short-term and long-term business goals and marketing objectives. Once the campaigns are developed and launched, media performance will be reported monthly with optimization recommendations to meet the objectives and improve the ROI for each dollar invested to follow.

Typical media metrics are outlined below but can be refined and others added as required by the GFLCVB.

- **Awareness:** Impressions, TRPs, views, reach
- **Interest:** Clicks, click-thru rate, video completion percentage
- **Engagement:** Website and content engagement and conversion activity measuring the critical activity against goals and investment by placement and creative message
- **Marketing ROI:** Cost-per-click, cost-per-engagement, engagement rate, intent, bookings (Adara Magellan), conference and event lead tracking (Lead Forensics platform)

Media optimization considerations include:

- Short Term:
 - Changing messages, calls-to-action, design, etc.
 - Targeting and data sets
 - Replacing content
 - Increasing or decreasing creative exposure by running content in more or fewer placements
 - Change destination URL
- Long Term:
 - Re-allocation of budget by media channel
 - Modify/cancel placements
 - Shift investment to best performing placements
 - Add additional placements
 - Seek new opportunities
 - Develop custom programs when appropriate to break through the noise and connect with target audiences

2. PROJECT APPROACH

e. Media Planning & Buying continued

We present our approach below for ways the Mod Op team can leverage value-added opportunities.

Our approach is to extract the most value for every dollar invested in the media plan. While it turns the traditional value-added model on its head, it delivers ROI by focusing on performance versus the 'package'. Value is delivered through the lowest possible cost for the highest value delivery of the target audience. Value is measured and reported through the performance of campaigns against all metrics and against all other placements regardless of media type. Lowest cost for highest return on investment (ROI) is used to set benchmarks for the best rates for every buy. Our number one strategy for value add is to pay the lowest rate for the highest return in real dollars. This allows the flexibility to actively optimize campaigns shifting investment to the highest performing placements from those underperforming our benchmarks and objectives during the course of the campaign.

However, value-add negotiations are still a prominent part of traditional media outlets including print and broadcast and to some extent out-of-home. Minimum target rates of 20% are common and in many cases, depending on other factors including budget level, inventory availability and length of commitment, higher value-added percentages will be negotiated and secured.

Based on the expressed objectives of GFLCVB and the media strategy outlined in this RFP response, a significant portion of the budget is directed toward digital buys. In the instances where the buy is placed directly with a site, value-added negotiations are focused on additional units, bonus impressions, and bonus content to be created and displayed on the site maximizing the overall exposure of your message through various touchpoints rather than a single ad unit. These value-added negotiations are in line with the 20% to 50% targets.

Programmatic also will play a key role in the buying process. There may be cases when a private deal is negotiated where specific inventory is allocated at a special fixed rate. These deals are negotiated to deliver fixed value, through guaranteed inventory and pricing. Other options for value add can be built around performance models where payment is delivered based on specific actions by the audience.

2. PROJECT APPROACH

e. Media Planning & Buying continued

Please see below for a description of how the team would handle industry co-op advertising opportunities.

We believe the experience for co-op opportunities can be greatly enhanced. The process starts with a technology experience, which should be enhanced. Like many digital experiences, the UX/UI and content presentation followed by the breadth of opportunities available, will increase participation, reach and eventually occupancy rates and conventions. First, making the process robust to allow for more functionality is key. Then allowing additional opportunities that will be driven from original content (video and photography), as well as digital opportunities created by new website and APP development. When potential participants find they are able to find a greater breadth of opportunities as well as higher quality content, participation rates and revenue will increase

2. PROJECT APPROACH

f. Optional / Web Design & Development

Web Design & Development capabilities

Creative.	Development.	Authoring.	Quality Assurance.
UX/UI Creative Redesign HTML5 Banners Digital Production Post Production Illustrations & 3D	Web & Mobile Game Development Content Management Systems AEM Development APP Development	CMS Platforms: • Adobe Experience Manager • WordPress • Expression Engine • Drupal • Squarespace • Custom CMS	Functional Testing User Testing Performance Testing Load Testing Compatibility Testing Security Testing Test Management Mobile APP Testing

Introduction

We want to build a new platform that not only introduces the Great Fort Lauderdale brand, but also acts as an effective funnel to drive conversion, increasing room occupancies and expanding visitor numbers across all target markets.

Responsive – We will seek to make the website a truly responsive, cross-platform experience which is supported in the widest range of devices and screen resolutions.

Updatable – Based on our experience with both standard and custom content management system solutions, we will build a back-end which allows the Great Fort Lauderdale team to manage all text and image-based content.

Navigable – We will insure that users are presented with an interface which offers a highly intuitive experience, where navigation elements are always globally accessible regardless of where the user is within the user journey.

Branded – The design will be created in such a way that it is both clean and modern, with a visual design which perfectly aligns with the brand identity and presents a unified brand voice.

Targeted – We will make the content relatable, with messaging tailored to key customer segments.

We will analyze all needs associated with a new website, both currently and projecting into the future, and explore potential creative and development approaches during an in-depth discovery phase, which will culminate in the recommended solutions we feel will achieve the ideal end goal.

Developing a website where every aspect works flawlessly for potential travelers and convention decision makers is paramount in increasing visits to the Fort Lauderdale region. When a potential traveler visits the site, if they have a than desirable experience, this could drive them to seek alternative destination options. The goal is to provide the opposite experience, showing potential travelers that Fort Lauderdale is the best option for their travel destination through their digital experience, content development and underlying options for hotels and experiences.

2. PROJECT APPROACH

f. Optional / Web Design & Development continued

Website UX (User Experience)

We will evaluate all content, along with the target market/user personas, to determine how to create a website which best resonates with each audience sector. Our goal will be to ultimately create a stronger emotional connection between the audience and brand, improving engagement and increasing the number of people to seek to visit Fort Lauderdale.

Starting with the information architecture, then developing mobile-first wireframe designs, we'll quickly iterate using tools like InVision to collaboratively collect feedback and refine our approach. In the end, a precise visual framework and requirements document will be provided to the UI design.

Design

With the consideration that the content and messaging are the priority, we'll look to a clean design sensibility, with a modern aesthetic, utilizing smooth scrolling layouts that incorporate subtle movement via parallax effects and micro-interactions helping to engage and breakaway from a static environment. Leveraging negative space within the page layout, we can better direct the user's attention to key messaging and more clearly communicate information. Furthermore, by using brand colors in a consistent manner and incorporating clean and easy to understand icons, it will provide us the ability to visually communicate vital points without overwhelming users with too much text.

With a mobile first approach, utilizing a fully responsive layout and flexible modules, we will be able to design and develop a true cross-platform experience that's easy to navigate and clearly communicates the overall Greater Fort Lauderdale brand both in the written and visual form. Our designers will insure that all components are designed to display their best in each unique screen size and for each platform. Our designers will also establish a web standards guideline for the site which will insure that the site maintains a high visual standard into the post-launch phase. This will provide guidance to website administrators and partners for the recommended formats and specifications for image and video assets which will be incorporated into the site during future updates.

Development

At Mod Op, we demonstrate best-in-class, code-correct programming and development standards for front-end design and back-end development. We are versed with a wide range of CMS solutions. During the discovery phase and through interviews with stakeholders, we will explore all options and make a recommendation for the best CMS solution to suit your needs.

Our team has experience integrating with existing platforms and custom APIs, including reservation systems, CRM solutions, analytic packages and more. We also look at the best approach for localization, to enable mechanisms which offer target markets content in a way which is easily managed by the team of website administrators.

During the development process, our teams will work together to implement the site, with the project manager being the direct point of contact throughout this process.

2. PROJECT APPROACH

f. Optional Services / Web Design & Development continued

Quality Assurance

The QA team will insure that a high standard is maintained in both the website visual consistency and performance across all devices and platforms. Testing is not a separate phase, but rather is an integral part of development. Testing and coding are done incrementally and interactively. During the development process each requirement is described in the requirements document, which will be distilled into actionable tickets for the development team to implement. QA team members play an active role in this process from the project kick off and planning phase and remaining involved in daily meetings during execution.

First Step

We recommend engaging in an audit of the current websites. During this phase, we would analyze the architecture, technology infrastructure, user experience and website performance. At the end of our audit, we would return with a recommendations document which would provide a roadmap for improvements or new iterations of these sites. Based on the existing initial research, we believe there are significant upgrades and fixes that are required to enhance the user experience.

2. PROJECT APPROACH

f. Optional Services / Social Media

Introduction & Method

While paid and earned efforts are vital to accruing success, organic social media is the connective tissue that ties all elements together. Utilizing organic social as another key strategy, it ensures there are no dead ends for the Great Fort Lauderdale brand and offers a steady stream of blended content to support all messaging.

To start, we jump into a comprehensive immersion process we call “Discovery,” wherein we gather the big picture of your business. This phase is designed to capture data that will profoundly influence the overall strategy where pertinent.

Listening – Using reputable social listening tools, we delve into how GFLCVB is being discussed online

Channel Audit – We assess owned channel performance: community size, engagement and content trends

Landscape Research– Define a sample comparison set to benchmark against. For instance, how does GFLCVB stack up against similar entities like *GMCVB* or *Discover The Palm Beaches*

Discovery Roundtable – As part of our onboarding, we interview stakeholders to ensure all efforts align with our planning. We also look at the data pulled to determine key takeaways, potential goals and best practices to inform strategy development

Based on that information, we craft an organic social media strategy which will offer the foundation for all GFLCVB organic social content. Typically, our social strategy framework includes the following:

Social Persona– Using GFLCVB’s brand guidelines & identity, business goals and/or historical social material, we establish key branding pillars or themes to inform how content is laid out from both a vocal and tonal perspective.

Audience Profiles – Identify existing and desired audience profiles into the following criteria: who they are, what we want them to do, how social impacts what we want to do and then rank group by priority. Lastly, we define profile traits, demographics, psychographics and emotional drivers.

Channel Strategy - Recommend pertinent social platforms that work best for the brand: channel roles, approach, target audience, content focus, post days/times and potential measurements.

2. PROJECT APPROACH

f. Optional Services / Social Media continued

Content Strategy - Using our tried & true Hero-Hub-Hygiene method, we can identify how social content interacts and reinforces each other. Using this system, we can further develop social content pillars, frequency (%) and content thought starters that best encapsulate the brand and also support our larger goals.

1. *Hero*: Large-scale “go-big” moments designed to push campaigns and raise brand awareness
2. *Hub*: Regularly scheduled content designed to re-engage your core consumers and keep them coming back to engage with the brand
3. *Hygiene*: One-off and/or ongoing content that pulls consumers to engage with brand by appealing to the targets’ passion points & existing interests

Benchmarks & Measurement Plan – With our discovery phase as a compass, we define social objectives and goals to define a measurable approach. From that, we outline pertinent KPIs and how that will be translated through organic metrics. Additionally, we offer a recommended reporting structure & format which covers context like reporting cadence, key elements and purpose. Upon activation, we evaluate, re-evaluate and optimize for long-term growth and performance.

Creative Ideation, Development & Deployment- Based on the recommended strategy, Mod Op develop a creative exploration, overarching creative concepts all accompanied by sample content/mocks.

Upon client approval of creative approach, we develop turnkey monthly or quarterly “calendar placemats” aka. Social Content Calendars which provide actionable direction around post cadence, content categories, flighting and asset-types which are directly pulled from our social strategy. All of which can be made shareable for both agency and client access.

With expected life events and campaigns popping alongside pre-programmed content, our agile team is quick to develop opportunistic content ensuring GFLCVB channels stay timely and relevant.

Lastly, our social strategists and creatives works together to produce a steady stream of impactful, blended content. Dynamic material includes short-form material like user-generated content, branded photography/video-rich (i.e. GIFs, cinemagraphs, etc.) as well as long-form video and blogs. All of which, can be repurposed towards paid and/or earned efforts, respectively.

2. PROJECT APPROACH

f. Optional Services / Social Media continued

Community Management

Mod Op can function as an ongoing extension of the Greater Fort Lauderdale team. We see this being developed over a three-month period:

Onboarding – Similar to organic social planning, we leverage social listening to define parameters critical to reporting and analysis such as: topics, keywords, context, key partners, etc. to craft custom queries. Upon that, we build out custom listening monitors and workspaces to assess specific aspects of GFLCVB business

Process/Template Development– Create and align on an ongoing support and collaboration process for both reporting/analyses as well 24-hour monitoring of owned social media channels with nimble responsiveness in mind:

1. Create and align on templates for ongoing weekly, monthly, quarterly and/or ad hoc reports.
2. Define/align on which reports should be shared with specific GMCVB stakeholders
3. Create community management best practices and decision trees (to always be updated) as well as create and align on crisis escalation plan

Ongoing Analysis – Craft weekly, monthly, quarterly, annual as well as ongoing ad hoc reports/analyses. Our team will monitor, engage and respond based on our official template.

1. Share daily community management reports
2. Include community management KPI tracking within ongoing social listening reports

Potentially noting a large LOE for the above option, Mod Op can offer other customizable options that are more cost-effective and/or less labor-intensive for GFCVB's consideration:

Upfront Setup & Ongoing Support - Mod Op would setup your new social tools, train GFLCVB team members and provide ongoing consultative support as needed

Social Chatbot Development - Using the developed consumer journey, we can develop and continuously train AI response systems to offer personalized, automated 24/7 community management as an alternate approach or add-on to manual management. This service not only cuts down response waiting time, it has the ability to legally aggregate data (adhering to GDPR laws) from user experiences which will help with audience tracking and GFCVB optimization.

2. PROJECT APPROACH

f. Optional Services / Social Media continued

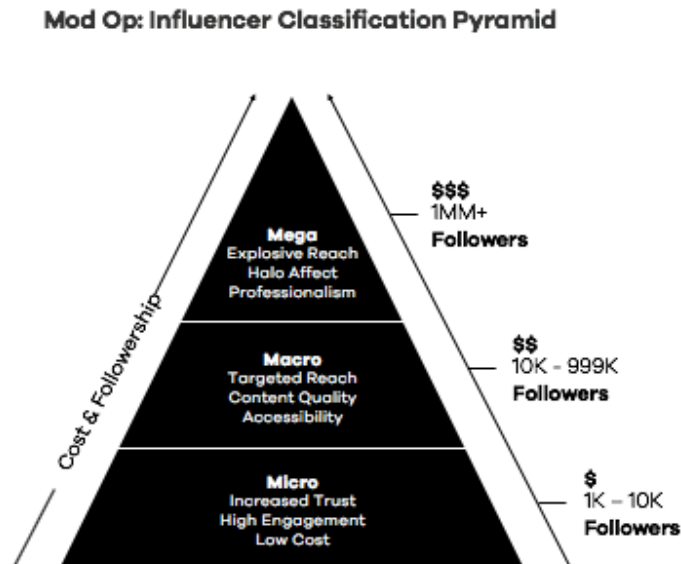
Social Influencer Strategy & Management

Influencer marketing plays to the strengths of the social media landscape by promoting authenticity and incremental exposure.

Mod Op has a proven track record of leveraging user-generated content to elevate awareness with the added benefit of providing brands with another layer of content.

Respectively, Broward County works with a PR agency that handles influencer management. Knowing that, we can collaborate or offer services to verify existing and/or new influencers using a digital approach.

First, custom classification is developed to arm outreach teams to enlist the best talent to further our strategic goals:



Using our analyses and other materials, we build out a custom plan that's meant to guide the brand and us as we can map out influencers from various niches/industries and regions (ex: Greater Fort Lauderdale area, domestic or global).

2. PROJECT APPROACH

f. Optional Services / Social Media continued

In terms of identification, we can identify influencers by social channel to essentially measure if their channels are actually effective, authentic and engaging.

Alongside GFLCVB, the PR agency and other marketing efforts, we can monitor new and existing activations as well as assess overall influencer activity.

If needed, our team can also develop stunts (to best correlate with digital efforts: affiliate marketing, website, etc.) or develop creative briefs for influencer distribution. Typically, briefs include social & creative best practices, assignment-type, branded hashtags and geo-tags to maximize awareness.

Using our social listening & engagement toolset, we can also determine ROI for any earned efforts. Our team then records influencer results into a shared tracking sheet. These results help us to assess influencer content performance, frequency, cost-efficiencies and other relevant factors important to the brand.

2. PROJECT APPROACH

f. Optional Services / SEO

Introduction

Content and search engine optimization are intrinsically linked from their foundations, as one cannot fully deliver without the other. While paid social is the connective tissue, organic content and its development are the perpetual givers. Content curation and optimization lay at the foundations of all search engines and having a well-balanced strategy is the key. Content development will play a significant part of increasing visitor ship to GFLCVB's website.

Onboarding and Discovery

The onboarding phase allows for full immersion within GFLCVB as it relates to organic content strategy and SEO management. Digging deep into the marketing, internal, city specific needs of GFLCVB, in a comprehensive and perfectly aligned foundation from which to grow organic search traffic. The aim of our audit and discovery is to highlight areas of optimization and growth which GFLCVB may not be aware existed. Principally, within the audit and discovery phase we focus on the top city groups of interest to GFLCVB, building an understanding of their strengths and weakness and a strategy to build search engine rankings for branded and generic search terms.

Key areas we will review

1. Cities, destinations, attractions and vacation, infrastructure trends that are in line with the GFLCVB objectives.
2. Top organic traffic generating competitors state and nationwide.
3. Top traffic generating competitor cities and destinations and their site's content search intent.
4. All national competitor's back link profiles to ascertain areas where GFLCVB requires improvement.

Strategy & Management

From the audit and discovery, our strategy is formulated and each tactical element for implementation is laid out. A strategy which is scalable will guide all facets of a content development and optimization campaign from the beginning.

Areas we will concentrate on while building out the strategy for GFLCVB:

1. Input from key stake holders based on the audit and discovery phase.
2. Business goals, timeline allocated resources and budget forecasting.
3. Identifying target demographic, cyclical trends, geographical and historic interests of how GFLCVB content, both existing and future, meets the visitors need with search.
4. Identify GFLCVB search competitors and understand, through data what visitors think are their strengths and weaknesses.
5. Differentiating and positioning GFLCVB better than, or different from, the competition.
6. Set specific, measurable goals and timeframes for all content development and optimization activities, mapped out to reach GFLCVB target audience.

2. PROJECT APPROACH

f. Optional Services / SEO continued

Website

The way GFLCVB's website is structured gives Google significant clues about where to find the most important content. The sites structure determines whether a search engine understands what the site is conveying and ultimately wants to rank for, and how easily it will find and index content relevant to your site's purpose and message. Our approach will be to align all search engine technical requirements, allowing for a higher search engine ranking, in turn returning more traffic.

Search engine like Googles, are designed to return the most relevant results, which a visitor entered. By correctly aligning all elements of GFLCVB's website on-page, we will give clear and more focused signals to search engines for what the site should be returning for high visitor keywords. For every site we provide data back content and website on-page SEO recommendations that add to the site while not detracting from what is already there and producing traffic.

The following areas will be address:

1. Page titles to include more focus that is in line with search intent.
2. Optimized URL's to include the focused keyword categories that GFLCVB wants to rank for.
3. Were applicable, augment the page header tags to best align the page to the target keyword(s)
4. Give recommendations on page copy that allow for focus but does not disrupt the current page layout.

Content

Creatively conceived, targeted content that holds a singular search intent, that allows for no dead ends is one of the core pillars to gaining perpetual organic traffic. GFLCVB's content will be optimized to tell a story that gives insights and leading, as well as highlighting the features, advantages and benefits of GFLCVB and everything within. The content development will be ongoing and start by listing all existing site categories and applying search insights on a page by page level. Future content ideation and curation will be centralized within an agile framework that allows for free-flowing knowledge transfer, QA and publishing.

All creative content development and optimization will be produced to:

1. Tell the very best story of GFLCVB, the destination and history
2. Engage visitors from search engine listing to find out more about GFLCVB
3. Be informative and insightful.
4. Pull/push end users further into location hotels, restaurants, airports and shipping posts
5. Point and direct users to the best GFLCVB has to offer.
6. Give no dead ends in the user experience.

2. PROJECT APPROACH

f. Optional Services / SEO continued

Off-Page Outreach

Backlinks are how end users navigate around the web and how value is passed from site A to B. Having looked at the GFLCVB link profile and assessed the input required, a strategy which encompasses a full line up of tactics can be implemented to increase authority, rankings and traffic across the board. Including things to do, regional events, restaurants and hotels, ports and more.

Having a set minimum criterion for use engagement allows for accuracy and predictability throughout tactical implementation.

Opportunities must:

1. Have a verifiable domain authority which is high.
2. Must have consistent, relevant organic traffic to that of GFLCVB
3. Have things to do, regional events, restaurants and hotels, ports related focused organic traffic.
4. Possess high rankings for relevant keywords.
5. Be 5+ years registered and indexed.
6. Have active social media accounts

Reporting and Measurement

Measurement is the organizational framework that translates content optimization into search success. We will use GFLCVB's analytics to shape the content development efforts, continuously improving the overall strategy and tactical on-page elements. For GFLCVB this will involve two key factors. First, working with key shareholders we define a measurement strategy and ongoing reporting framework that continually monitors the progress of GFLCVB's website relative to content optimization and search. Second, the measurement platform itself. While there are many things that can be achieved using simple, free solutions, e.g., Google Analytics, we also will use additional owned technology to provide informative and (otherwise) undiscoverable metrics.

3. RELATED EXPERIENCE

In the following sections, we describe our experience on projects of similar nature, scope and duration. We will show examples of successful results within our work examples, demonstrating how the team has handled account management of the budgets, creative production, and media placements.

a. Visit Florida

With the Visit Florida account, we can show a specific example of our overall business intelligence and tourism industry knowledge specific to a direct marketing organization (DMO).

Making an Impact.

In approaching our SEO engagement from a check and balance standpoint, we were able to shed light on a number of technical and structural elements of the build. This allowed us to better understand the best SEO strategy for Project Harmony. From our extensive discovery phase, we were able to lay out a pre-launch, migration and post-launch SEO strategy that encompassed all SEO best practices and industry standards.

Challenge

By 2020, have state travel and leisure generating 100+ Million visitors.

Insight


Unlike the competition, Visit Florida's new website, "Project Harmony," had no pre or post launch SEO strategy in place.

Strategy

We developed a focused content creation strategy, on-page optimization and custom link building strategy to solidify VisitFlorida.com as the top state tourism board in the US.

3. RELATED EXPERIENCE

a. Visit Florida continued

July 2016 (start of engagement)		July 2017
<p>Number of Keywords and Landing Pages VF Ranks For: Keywords- 26,755 Landing Pages- 5,090</p> <p>Average Session Duration 00:01:19</p> <p>Organic Search Impressions (Landing Pages) 15,639,028</p> <p>Referring Domains 8,834</p>		<p>Number of Keywords and Landing Pages VF Ranks For: Keywords - 39,464 +48%</p> <p>Landing Pages - 10,933 +115%</p> <p>Average Session Duration 00:01:38 +24%</p> <p>Organic Search Impressions (Landing Pages) 43,092,356 +175%</p> <p>Referring Domains 13,090 +47%</p>

3. RELATED EXPERIENCE

a. Visit Florida continued

Results

During the first year of our engagement with Visit Florida, (July, 2016-2017) we increased the organic traffic by 1.92 million visitors, with July 2017 producing an additional 456,000 visitors.

Key elements for Project Harmony:

1. Website Development

The website must be developed in a way that ensures Google can properly read important code elements and understand the content while meeting a long list of specific guidelines.

Observation

Elements of the website were being developed in a non SEO-friendly manner and required detailed input on structural and page-level best practices.

Our Strategic Approach

- Deep immersion into the sprint development cycles
- Provided guidance on key components that were missing within the page-level code base
- Collaborated with Adobe and Visit Florida's internal team to ensure that high-priority action items were completed in a timely fashion.

2. Quality Content

Content that targets the audience's consumer journey, search intent, interests and behavior is critical to being found online.

Observation

We quickly noticed that there was an abundance of content on the site, however, the existing content lacked targeted search intent and was not easily navigable.

Our Strategic Approach

- Reviewed and prioritized top performing pages in Google Analytics to be optimized (Top 2,000).
- Built out a SEO sitemap with new on-page SEO recommendations focusing on user search intent.
- Ongoing SEO consultation and standard operating procedures for future content creation.

3. RELATED EXPERIENCE

a. Visit Florida continued

3. Inbound Links

4. Backlinks from influential sites are what help your content (page) rank higher than the competition.

Observation

Visit Florida had a very strong link profile, however it was not translating into increased keyword rankings in search engines.

Our Strategic Approach

- We analyzed the underlying inbound link profile and provided recommendations for retaining the value from pages that were to be cut.
- We created redirect files to funnel organic traffic for maximum SEO value.
- We undertook an extensive link building campaign with the goal of increasing search engine rankings through earned and sponsored links.

Additional deliverables

Homepage Redesign

We designed a refresh to Visit Florida's homepage, including updated styling to carousel features, an interactive map highlighting eight regions and featuring destinations and activities in Florida. We creatively merged the current Cities page and Maps page into one, more engaging page titled "Places to Go."

Component Enhancement / Development

We enhanced the current image gallery component, making it easier to author varied experiences, and created two brand new components, the region map and the featured gallery components.

Release Support

We provided in-the-moment release support, which included liaising between ICF and VF, performed pre-release tasks / at-release tasks designed to stabilize the site and developed redirects to send users to the new site experience.

Visit website: <https://www.visitflorida.com/en-us.html>

3. RELATED EXPERIENCE

a. Visit Florida continued

Services

- Strategy
- Content Strategy
- SEO
- SEM
- Optimization
- Analytics
- Research & Positioning
- Brand Strategy
- Social Media
- Creative
 - Branding
 - Design
- Technology
 - UX/UI
 - development

Account Team

- Eric J. Bertrand
- Roy Martin
- Gareth Cunningham
- Ray Singer
- David Noel
- Surel Surve
- Alex Weintraub
- Ray Singer
- Dan Sutterby

3. RELATED EXPERIENCE

b. Celebrity

Overview

Celebrity Cruise Lines are an award winning, industry leading cruise line brand

Challenge

To increase organic traffic to meet Celebrity's peak revenue period between December and April.

Insight

CelebrityCruises.com, while having high authority and a new website, however rankings and traffic were down due to code, content and linking fundamentals not being in place and launch.

Strategy

We would deploy a page-by-page level code and content audit, followed by on-page optimization, content updates/refresh and aggressive link building initiatives.

Key Insights & Opportunity

Celebrity Cruise Lines had built up authority over the years due to being one of the industry's premier cruise line operators.

1. PROS

- Celebrity Cruise Lines had built up authority over the years due to being one of the industry's premier cruise line operators.

2. CONS

- Celebrity Cruise Lines' new web site was launched without key technical elements, important for search engine indexing.

3. OPPORTUNITIES

- By applying best practice SEO across the website's code base, content and link profile, Celebrity Cruise Lines could regain and surpass traffic levels of that of the old site.

3. RELATED EXPERIENCE

b. Celebrity continued

WEBSITE:

Our understanding of search engine technical requirements and agility in implementation helped shape our approach to the development strategy.

Website Audit Observation

- Elements of the website were nonexistent or being developed in a non-SEO friendly manner and required detailed input on structural and page-level best practices.

Strategic Steps Taken

- Deep immersion into the website code base and internal Celebrity Cruise development cycles.
- Provide guidance to development team on key components that were missing within the page-level code base.
- Consult, onsite, with Celebrity's development team to ensure that high-priority action items were completed in a timely fashion.

CONTENT:

Content that targets the audience's consumer journey, search intent, interests and behavior is critical to being found online.

Content Audit Observation

- We quickly noticed there was an abundance of content on the old site, however, the existing site structure was not built to display this valuable content.

Strategic Steps Taken

- Recommend a prioritized site restructure to build from, starting with the highest traffic generating pages. (Top 300)
- Recommend a page-by-page level analysis for visitor search intent.
- Ongoing SEO consultation and standard operating procedures for future content creation.

3. RELATED EXPERIENCE

b. Celebrity continued

LINKS:

Authoritative backlinks from influential sites are the catalyst that move the organic needle and help content rank higher than the competition.

Back Link Audit Observation

- Celebrity Cruise Lines had a very strong back link profile, however, it was not translating into increased keyword rankings in search engines due to the lack of redirects in place at launch.

Strategic Steps Taken

- We analyzed the underlying inbound link profile and provided recommendations for retaining the value from pages that were removed.
- We created the redirect files needed to help funnel organic traffic and value back to important URLs.
- We began an extensive link building campaign with the goal of increasing search engine rankings and visitors leading up to their key revenue period.

OUR TACTICS

For our strategy to work, CelebrityCruise.com required the key fundamental elements of SEO to be put in place to be a success.

1. Content Migration

- We would help Celebrity's internal team to migrate and author over 700 historic, high traffic generating pages, to Celebrity's new Adobe AEM platform.

2. Code Optimization

- We would optimize all aspects of the website's code base, allowing search engines to receive clearer signals and rank keywords in higher positions.

3. Content Optimization

- **By building out a content creation and production timeline, we would increase the page copy, which would lead to boost keyword rankings and visitor volumes.**

4. On Page Optimization

- We optimized the content of the highest ranking pages to include the high value keywords, relevant to Celebrity Cruise Lines .

5. Link Building

- We executed a link building initiative, implementing proven tactics, to regain and build trust back into the CelebrityCruise.com domain.

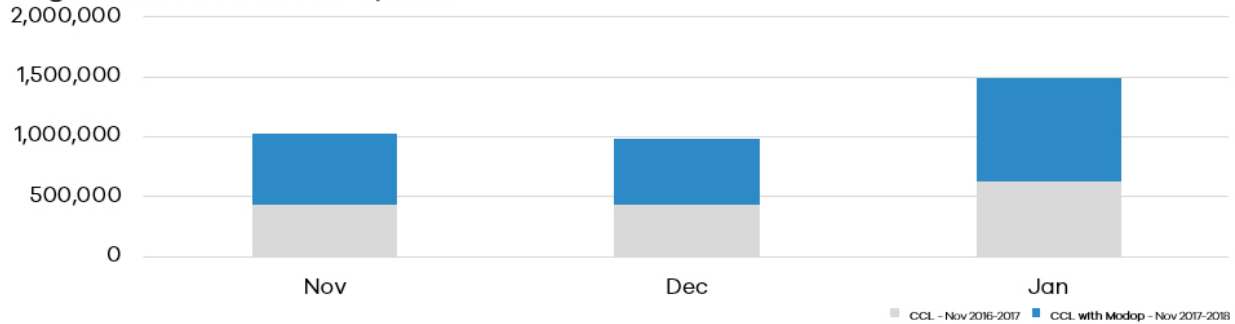
3. RELATED EXPERIENCE

b. Celebrity continued

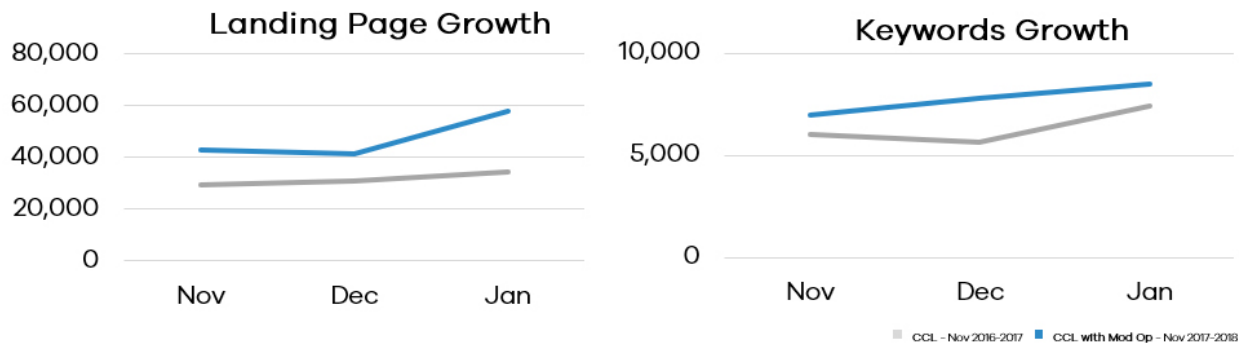
Results - Celebrity Cruises Month Over Month Growth Nov 2016 – Jan 2018

From December 2017 to January 2018, month-over-month, we increased the organic search traffic by 239,645 visits and growing.

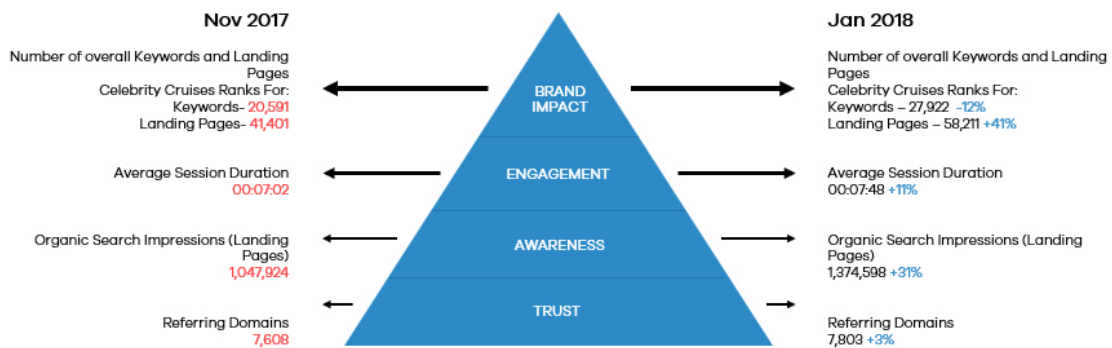
Organic Traffic MOM Comparison



Results - Celebrity Cruises Month Over Month Growth Nov 2016 – Jan 2018



Celebrity Cruises MOM SEO Strategy KPI's and Benchmarks



3. RELATED EXPERIENCE

b. Celebrity continued

Services

- Strategy
- Content Strategy
- SEO
- SEM
- Optimization
- Analytics
- Research & Positioning
- Brand Strategy
- Social Media
- Creative
 - Branding
 - Design
- Technology
 - UX/UI
 - development

Account Team

- Eric J. Bertrand
- Charles Lee
- Gareth Cunningham
- Alex Weintraub
- David Noel
- Surel Surve
- Ray Singer
- Dan Sutterby
- Roy Martin

3. RELATED EXPERIENCE

c. Baha Mar

Refer to the case study under Project Approach / Creative Portfolio / Baha Mar

3. RELATED EXPERIENCE

d. Texas Instruments

Texas Instruments, the \$16B global company, had been successful in establishing itself as a market leader primarily through the use of print placements for many years. In keeping with its reputation as an innovator, however, TI had chosen to transition 90% of its multi-million dollar global spend to digital environments. This transition required a strategic partner that understood digital media, engagement tracking, analytics and optimization to plan and execute on a targeted model that provided more insight and accountability on the company's significant media spend.

For the past 10 years, we have worked hand-in-hand to develop complex, custom online programs, fully tracking placements and media programs that addressed the needs of Texas Instruments best customers and prospects. Within 12 months, we increased TI's engagement levels with U.S. customers by 45% and with European customers by 900%. We continue to help TI maximize its budget, decreasing the cost per engagement by 42% in the U.S. and by 90% in Europe, and have built an attribution model that connects the paid media placements directly to revenue to provide a clear return on investment.

Spanning the globe and supporting revenue growth for all of its business units, a close relationship between Texas Instruments and the agency continues today, ensuring that we thoroughly understand the company's evolving objectives and are able to apply our expertise in strategic planning, advertising programs, media planning, implementation, optimization and analytics.

Services

- Global Media Management

Account Team

- Pam Watkins
- Shannon Sullivan
- Hannah Woodham
- Laurin Engle
- Jera Crawford
- Gabby Brown

3. RELATED EXPERIENCE

e. BG Products

BG Products is the number-one fuel maintenance supplier in the United States. Despite the fact that its products are available at 40,000 auto dealerships and service and repair shops, consumers had very little awareness of the brand. To help BG Products grow into the future, this needed to change. Today's better-made, more reliable vehicles are increasing the demand for aftermarket auto maintenance products, so the time was right for BG Products to amplify its story and drive consumer preference.

We proposed a strategy transition to digital advertising as the fastest and most effective way for BG Products to increase awareness, interest and engagement in the highly competitive automotive category. We leveraged available data sets, focusing on consumers' content, behaviors and interests related to vehicle maintenance and automotive fuels and lubricants. With that knowledge, we developed and executed a media strategy for high-volume, high-quality reach and engagement with the best consumer prospects.

We elevated BG Products' profile in its key DMAs and hit consumers with benefit-oriented creative and messaging. Out of the gate, campaign click-through rates were well above industry average and continue to increase today. Website activity from the ads continues to rise as well, with an 8:1 conversion-to-click ratio. Even better, many of those conversions are confirmed as consumers proactively looking for dealerships and service shops with BG Products.

BG Products' media program continues to evolve, layering more data, new channels and new ad units that will help the company connect with even more consumers.

Account Team

- Jim Terry
- Christina Phillips
- Todd Brashear
- Kevin Krekeler
- Gabby Brown
- Laurin Engle

3. RELATED EXPERIENCE

f. Hudson & Marshall

Hudson & Marshall is a 50+ year-old real estate auction service for investors in foreclosed properties. As the real estate landscape changed, the company asked us to how to transition from the traditional newspaper real estate approach to something more dynamic, accountable and effective. The strategy was to build a rich online presence for their brand.

As with all digital marketing, the difference-maker for Hudson & Marshall is providing content its community can use on a daily or near-daily basis. In this case, we used highly targeted online advertising to deliver dynamically-customized content based on location or specific properties our audiences were interested in. Atlanta real estate investors, for example, would see a carousel of images of properties available in their area as well as information about the upcoming auction. At the same time, we used a combination of Facebook and YouTube ads to promote upcoming auctions, share photos of available properties and provide helpful videos about property investment and buying at auction.

We also recommended and helped implement Google Analytics for ecommerce to connect media investment to online bid activity for their auctions and individual properties.

Thanks to these efforts, Hudson & Marshall engages its audience more regularly and deeply with less investment and has the ROI to show for it.

Account Team

- Kevin Krekeler
- Pam Watkins
- Hannah Woodham
- Todd Brashear

3. RELATED EXPERIENCE

g. WNYC

Mod Op has been working with New York Public Radio for over 7 years. We have launched a number of award-winning campaigns for this iconic NY institution.

The WNYC team approached us to launch a new Fall 2017 campaign for out of home and transit. We carried on the theme of nodding to the 'real' New York that WNYC's listeners know and love. The design team at Mod Op approached this project with a focus on witty copy that would grab the attention of daily commuters. We partnered with local photographers to capture the gritty side of NYC and portraits of everyday New Yorkers. In November 2017, this work was nominated for Best Consumer Ad Campaign in the 2017 Digiday awards.

WNYC is one example of a non-profit client which Mod Op has worked with. Our philosophy is to do work which matters, and we have worked and provided support to a number of non-profit organizations over the years.

Reference Addendum VI for reference examples

4. PROJECT HISTORY

We have compiled the requested list of all completed and active projects that Mod Op has managed within the past five years. Please reference printed documents which were delivered in advance of the submission.

5. LOCATION

Refer to Vendor's Business Location Attestation Form and submit as instructed. A Vendor with a principal place of business location (also known as the nerve center) within Broward County for the last six months, prior to the solicitation submittal, will receive five points; a Vendor not meeting all of the local business requirements will receive zero points. The following applies for a Vendor responding as a Joint Venture (JV): if a member of the JV has 51% or more of the equity and meets all of the local business requirements, the JV will receive three points; if a member of the JV has 30 to 50% of the equity and meets all of the local business requirements, the JV will receive two points; and if a member of the JV has 10% to 29% of the equity and meets all of the local business requirements, the JV will receive one point.

We firmly anticipate the Broward County Board of County Commissioners account will be serviced out of our Miami, FL office on Brickell Ave. We will commit to either move our Miami office or open an additional office in Fort Lauderdale if we were to be awarded this partnership opportunity.

The Mod Op Miami office provides web design, development, SEO strategy, social strategy, social media, media planning, account and other creative + digital services.

6. PRICE

Provide proposed monthly fee for Flat Fee Services for the Initial Term (three years). Refer to ITEM RESPONSE FORM. Proposed monthly fee (Flat Fee Services) must include all creative development fees, project management, copy writing, digital media and content strategy, media buying, etc. Price must be submitted, in BidSync, by the time of solicitation due date in order to be responsive to solicitation requirements.

Please reference the Flat Fee which we have submitted as part of this response.

7. PRICING SUPPORT

Provide an average monthly projection of level of effort, including a breakdown of the hourly fees by job classification, and total hours for each job classification, for the proposed project team, totaling to the Flat Fee Services by month (proposed in item no. 6).

Modop, LLC

GLCVB Marketing/Advertising Budget

Brand/Creative/Content	Standard	Discounted	Year 1											
	Hourly Rates	GLCVB Rates	1	2	3	4	5	6	7	8	9	10	11	12
Brand Strategist Creative Director	175.00	157.50	100	100	100	25	10	10	10	10	10	10	10	10
Brand Strategy Analyst	100.00	90.00	140	140	140	15	5	5	5	5	5	5	5	5
Director of SEO/Content	150.00	135.00	140	140	140	25	25	25	25	25	25	25	25	25
SEO Strategist/Content	85.00	76.50	140	140	140	25	25	25	25	25	25	25	25	25
Creative Director - Design	150.00	135.00	20	20	80	80	80	80	80	80	80	80	80	80
Creative Director - Copy	150.00	135.00	20	20	80	80	80	80	80	80	80	80	80	80
Digital Creative Director	150.00	135.00	20	20	20	20	20	20	20	20	20	20	20	20
Account Director	100.00	90.00	140	140	140	140	140	140	140	140	140	140	140	140
Project Manager - Creative	80.00	72.00	140	140	140	140	140	140	140	140	140	140	140	140
Associate Creative Director	100.00	90.00	25	25	25	80	80	80	80	80	80	80	80	80
Senior Designer	80.00	72.00	25	25	25	140	140	140	140	140	140	140	140	140
Art Director	50.00	45.00	25	25	25	140	140	140	140	140	140	140	140	140
Art Director	50.00	45.00	25	25	25	140	140	140	140	140	140	140	140	140
Copywriter	50.00	45.00	25	25	25	140	140	140	140	140	140	140	140	140
Technology Lead	150.00	135.00	10	10	10	10	10	10	10	10	10	10	10	10
QA Lead	75.00	67.50	160	40	40	40	40	40	40	40	40	40	40	40
Media														
SVP, Media Strategy	175.00	157.50	60	60	50	50	30	30	50	50	30	50	30	50
SVP, Digital Engagement Strategy	175.00	157.50	45	45	30	30	30	30	30	30	30	30	30	30
SVP, Account Management	175.00	157.50	40	40	40	40	20	20	40	20	40	20	40	40
Director, Client Engagement	125.00	112.50	40	40	25	25	25	25	25	25	25	25	25	25
Director, Digital Strategy	150.00	135.00	60	60	60	60	60	60	60	60	60	60	60	60
Account Manager	125.00	112.50	80	80	75	75	75	75	75	75	75	75	75	75
Associate Digital Campaign Supervisor	125.00	112.50	10	10	40	40	40	40	40	40	40	40	40	40
Digital Campaign Analyst	100.00	90.00	0	0	40	40	50	50	40	50	50	40	50	40
Digital Campaign Coordinator	80.00	72.00	0	0	40	40	45	45	40	45	45	40	45	40
Media Planner	100.00	90.00	55	55	65	65	30	30	65	30	65	30	65	65
Media Coordinator	80.00	72.00	30	30	45	45	45	45	45	45	45	45	45	45
Director of Social Media	125.00	112.50	50	50	50	50	50	50	50	50	50	50	50	50
Social Media Strategist	75.00	67.50	140	140	140	140	140	140	140	140	140	140	140	140
Brand/Creative/Content	Standard	Discounted	Year 2											
	Hourly Rates	GLCVB Rates	1	2	3	4	5	6	7	8	9	10	11	12
Brand Strategist Creative Director	175.00	157.50	15,750	15,750	15,750	3,938	1,575	1,575	1,575	1,575	1,575	1,575	1,575	1,575
Brand Strategy Analyst	100.00	90.00	12,600	12,600	12,600	1,350	450	450	450	450	450	450	450	450
Director of SEO/Content	150.00	135.00	18,900	18,900	18,900	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375
SEO Strategist/Content	85.00	76.50	10,710	10,710	10,710	1,913	1,913	1,913	1,913	1,913	1,913	1,913	1,913	1,913
Creative Director - Design	150.00	135.00	2,700	2,700	10,800	10,800	10,800	10,800	10,800	10,800	10,800	10,800	10,800	10,800
Creative Director - Copy	150.00	135.00	2,700	2,700	10,800	10,800	10,800	10,800	10,800	10,800	10,800	10,800	10,800	10,800
Digital Creative Director	150.00	135.00	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700
Account Director	100.00	90.00	12,600	12,600	12,600	12,600	12,600	12,600	12,600	12,600	12,600	12,600	12,600	12,600
Project Manager - Creative	80.00	72.00	10,080	10,080	10,080	10,080	10,080	10,080	10,080	10,080	10,080	10,080	10,080	10,080
Associate Creative Director	100.00	90.00	2,250	2,250	2,250	7,200	7,200	7,200	7,200	7,200	7,200	7,200	7,200	7,200
Senior Designer	80.00	72.00	1,800	1,800	1,800	10,080	10,080	10,080	10,080	10,080	10,080	10,080	10,080	10,080
Art Director	50.00	45.00	1,125	1,125	1,125	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300
Art Director	50.00	45.00	1,125	1,125	1,125	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300
Copywriter	50.00	45.00	1,125	1,125	1,125	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300
Technology Lead	150.00	135.00	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350
QA Lead	75.00	67.50	10,800	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700
Media														
SVP, Media Strategy	175.00	157.50	9,450	9,450	7,875	7,875	4,725	4,725	7,875	7,875	4,725	7,875	4,725	7,875
SVP, Digital Engagement Strategy	175.00	157.50	7,088	7,088	4,725	4,725	4,725	4,725	4,725	4,725	4,725	4,725	4,725	4,725
SVP, Account Management	175.00	157.50	6,300	6,300	6,300	6,300	3,150	3,150	6,300	3,150	3,150	6,300	3,150	6,300
Director, Client Engagement	125.00	112.50	4,500	4,500	2,813	2,813	2,813	2,813	2,813	2,813	2,813	2,813	2,813	2,813
Director, Digital Strategy	150.00	135.00	8,100	8,100	8,100	8,100	8,100	8,100	8,100	8,100	8,100	8,100	8,100	8,100
Account Manager	125.00	112.50	9,000	9,000	8,438	8,438	8,438	8,438	8,438	8,438	8,438	8,438	8,438	8,438
Associate Digital Campaign Supervisor	125.00	112.50	1,125	1,125	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500
Digital Campaign Analyst	100.00	90.00	0	0	3,600	3,600	4,500	4,500	3,600	4,500	4,500	3,600	4,500	3,600
Digital Campaign Coordinator	80.00	72.00	0	0	2,880	2,880	3,240	3,240	2,880	3,240	3,240	2,880	3,240	2,880
Media Planner	100.00	90.00	4,950	4,950	5,850	5,850	2,700	2,700	5,850	2,700	2,700	5,850	2,700	5,850
Media Coordinator	80.00	72.00	2,160	2,160	3,240	3,240	3,240	3,240	3,240	3,240	3,240	3,240	3,240	3,240
Director of Social Media	125.00	112.50	5,625	5,625	5,625	5,625	5,625	5,625	5,625	5,625	5,625	5,625	5,625	5,625
Social Media Strategist	75.00	67.50	9,450	9,450	9,450	9,450	9,450	9,450	9,450	9,450	9,450	9,450	9,450	9,450
Total Brand Strategy/Positioning			57,960	57,960	57,960	10,575	7,313	7,313	7,313	7,313	7,313	7,313	7,313	7,313
Total Monthly Retainer	113.97	102.57	118,108	110,003	131,850	171,180	159,728	159,728	167,918	162,878	159,728	167,918	159,728	167,918

Modop, LLC

GLCVB Marketing/Advertising Budget

Brand/Creative/Content	Standard		Year 2											
	Hourly Rates	Discounted GLCVB Rates	1											
			1	2	3	4	5	6	7	8	9	10	11	12
Brand Strategist Creative Director	175.00	157.50	10	10	10	10	10	10	10	10	10	10	10	10
Brand Strategy Analyst	100.00	90.00	5	5	5	5	5	5	5	5	5	5	5	5
Director of SEO/Content	150.00	135.00	25	25	25	25	25	25	25	25	25	25	25	25
SEO Strategist/Content	85.00	76.50	25	25	25	25	25	25	25	25	25	25	25	25
Creative Director - Design	150.00	135.00	80	80	80	80	80	80	80	80	80	80	80	80
Creative Director - Copy	150.00	135.00	80	80	80	80	80	80	80	80	80	80	80	80
Digital Creative Director	150.00	135.00	20	20	20	20	20	20	20	20	20	20	20	20
Account Director	100.00	90.00	140	140	140	140	140	140	140	140	140	140	140	140
Project Manager - Creative	80.00	72.00	140	140	140	140	140	140	140	140	140	140	140	140
Associate Creative Director	100.00	90.00	80	80	80	80	80	80	80	80	80	80	80	80
Senior Designer	80.00	72.00	140	140	140	140	140	140	140	140	140	140	140	140
Art Director	50.00	45.00	140	140	140	140	140	140	140	140	140	140	140	140
Art Director	50.00	45.00	140	140	140	140	140	140	140	140	140	140	140	140
Copywriter	50.00	45.00	140	140	140	140	140	140	140	140	140	140	140	140
Technology Lead	150.00	135.00	10	10	10	10	10	10	10	10	10	10	10	10
QA Lead	75.00	67.50	40	40	40	40	40	40	40	40	40	40	40	40
Media														
SVP, Media Strategy	175.00	157.50	50	30	50	30	30	50	30	30	50	30	30	50
SVP, Digital Engagement Strategy	175.00	157.50	30	30	30	30	30	30	30	30	30	30	30	30
SVP, Account Management	175.00	157.50	40	20	40	20	20	40	20	20	40	20	20	40
Director, Client Engagement	125.00	112.50	25	25	25	25	25	25	25	25	25	25	25	25
Director, Digital Strategy	150.00	135.00	60	60	60	60	60	60	60	60	60	60	60	60
Account Manager	125.00	112.50	75	75	75	75	75	75	75	75	75	75	75	75
Associate Digital Campaign Supervisor	125.00	112.50	40	40	40	40	40	40	40	40	40	40	40	40
Digital Campaign Analyst	100.00	90.00	40	50	40	50	50	40	50	50	40	50	50	40
Digital Campaign Coordinator	80.00	72.00	40	45	40	45	45	40	45	45	40	45	45	40
Media Planner	100.00	90.00	65	30	65	30	30	65	30	30	65	30	30	65
Media Coordinator	80.00	72.00	45	45	45	45	45	45	45	45	45	45	45	45
Director of Social Media	125.00	112.50	50	50	50	50	50	50	50	50	50	50	50	50
Social Media Strategist	75.00	67.50	140	140	140	140	140	140	140	140	140	140	140	140
Brand/Creative/Content	Standard		Year 2											
	Hourly Rates	Discounted GLCVB Rates	1											
			1	2	3	4	5	6	7	8	9	10	11	12
Brand Strategist Creative Director	175.00	157.50	1,575	1,575	1,575	1,575	1,575	1,575	1,575	1,575	1,575	1,575	1,575	1,575
Brand Strategy Analyst	100.00	90.00	450	450	450	450	450	450	450	450	450	450	450	450
Director of SEO/Content	150.00	135.00	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375
SEO Strategist/Content	85.00	76.50	1,913	1,913	1,913	1,913	1,913	1,913	1,913	1,913	1,913	1,913	1,913	1,913
Creative Director - Design	150.00	135.00	10,800	10,800	10,800	10,800	10,800	10,800	10,800	10,800	10,800	10,800	10,800	10,800
Creative Director - Copy	150.00	135.00	10,800	10,800	10,800	10,800	10,800	10,800	10,800	10,800	10,800	10,800	10,800	10,800
Digital Creative Director	150.00	135.00	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700
Account Director	100.00	90.00	12,600	12,600	12,600	12,600	12,600	12,600	12,600	12,600	12,600	12,600	12,600	12,600
Project Manager - Creative	80.00	72.00	10,080	10,080	10,080	10,080	10,080	10,080	10,080	10,080	10,080	10,080	10,080	10,080
Associate Creative Director	100.00	90.00	7,200	7,200	7,200	7,200	7,200	7,200	7,200	7,200	7,200	7,200	7,200	7,200
Senior Designer	80.00	72.00	10,080	10,080	10,080	10,080	10,080	10,080	10,080	10,080	10,080	10,080	10,080	10,080
Art Director	50.00	45.00	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300
Art Director	50.00	45.00	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300
Copywriter	50.00	45.00	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300
Technology Lead	150.00	135.00	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350
QA Lead	75.00	67.50	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700
Media														
SVP, Media Strategy	175.00	157.50	7,875	4,725	7,875	4,725	4,725	7,875	4,725	4,725	7,875	4,725	4,725	7,875
SVP, Digital Engagement Strategy	175.00	157.50	4,725	4,725	4,725	4,725	4,725	4,725	4,725	4,725	4,725	4,725	4,725	4,725
SVP, Account Management	175.00	157.50	6,300	3,150	6,300	3,150	3,150	6,300	3,150	3,150	6,300	3,150	3,150	6,300
Director, Client Engagement	125.00	112.50	2,813	2,813	2,813	2,813	2,813	2,813	2,813	2,813	2,813	2,813	2,813	2,813
Director, Digital Strategy	150.00	135.00	8,100	8,100	8,100	8,100	8,100	8,100	8,100	8,100	8,100	8,100	8,100	8,100
Account Manager	125.00	112.50	8,438	8,438	8,438	8,438	8,438	8,438	8,438	8,438	8,438	8,438	8,438	8,438
Associate Digital Campaign Supervisor	125.00	112.50	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500
Digital Campaign Analyst	100.00	90.00	3,600	4,500	3,600	4,500	4,500	3,600	4,500	4,500	3,600	4,500	4,500	3,600
Digital Campaign Coordinator	80.00	72.00	2,880	3,240	2,880	3,240	2,880	3,240	2,880	3,240	2,880	3,240	2,880	3,240
Media Planner	100.00	90.00	5,850	2,700	5,850	2,700	2,700	5,850	2,700	2,700	5,850	2,700	2,700	5,850
Media Coordinator	80.00	72.00	3,240	3,240	3,240	3,240	3,240	3,240	3,240	3,240	3,240	3,240	3,240	3,240
Director of Social Media	125.00	112.50	5,625	5,625	5,625	5,625	5,625	5,625	5,625	5,625	5,625	5,625	5,625	5,625
Social Media Strategist	75.00	67.50	9,450	9,450	9,450	9,450	9,450	9,450	9,450	9,450	9,450	9,450	9,450	9,450
Total Brand Strategy/Positioning			7,313	7,313	7,313	7,313	7,313	0	0	0	0	0	0	0
Total Monthly Retainer			113.97	102.57	167,918	159,728	167,918	159,728	159,728	167,918	159,728	167,918	159,728	167,918

Modop, LLC

GLCVB Marketing/Advertising Budget

Brand/Creative/Content	Standard Hourly Rates	Discounted GLCVB Rates	Year 3											
			1	2	3	4	5	6	7	8	9	10	11	12
			1	2	3	4	5	6	7	8	9	10	11	12
Brand Strategist Creative Director	175.00	157.50	10	10	10	10	10	10	10	10	10	10	10	10
Brand Strategy Analyst	100.00	90.00	5	5	5	5	5	5	5	5	5	5	5	5
Director of SEO/Content	150.00	135.00	25	25	25	25	25	25	25	25	25	25	25	25
SEO Strategist/Content	85.00	76.50	25	25	25	25	25	25	25	25	25	25	25	25
Creative Director - Design	150.00	135.00	80	80	80	80	80	80	80	80	80	80	80	80
Creative Director - Copy	150.00	135.00	80	80	80	80	80	80	80	80	80	80	80	80
Digital Creative Director	150.00	135.00	20	20	20	20	20	20	20	20	20	20	20	20
Account Director	100.00	90.00	140	140	140	140	140	140	140	140	140	140	140	140
Project Manager - Creative	80.00	72.00	140	140	140	140	140	140	140	140	140	140	140	140
Associate Creative Director	100.00	90.00	80	80	80	80	80	80	80	80	80	80	80	80
Senior Designer	80.00	72.00	140	140	140	140	140	140	140	140	140	140	140	140
Art Director	50.00	45.00	140	140	140	140	140	140	140	140	140	140	140	140
Art Director	50.00	45.00	140	140	140	140	140	140	140	140	140	140	140	140
Copywriter	50.00	45.00	140	140	140	140	140	140	140	140	140	140	140	140
Technology Lead	150.00	135.00	10	10	10	10	10	10	10	10	10	10	10	10
QA Lead	75.00	67.50	40	40	40	40	40	40	40	40	40	40	40	40
Media														
SVP, Media Strategy	175.00	157.50	50	30	50	30	30	50	30	30	50	30	30	50
SVP, Digital Engagement Strategy	175.00	157.50	30	30	30	30	30	30	30	30	30	30	30	30
SVP, Account Management	175.00	157.50	40	20	40	20	20	40	20	20	40	20	20	40
Director, Client Engagement	125.00	112.50	25	25	25	25	25	25	25	25	25	25	25	25
Director, Digital Strategy	150.00	135.00	60	60	60	60	60	60	60	60	60	60	60	60
Account Manager	125.00	112.50	75	75	75	75	75	75	75	75	75	75	75	75
Associate Digital Campaign Supervisor	125.00	112.50	40	40	40	40	40	40	40	40	40	40	40	40
Digital Campaign Analyst	100.00	90.00	40	50	40	50	50	40	50	50	40	50	50	40
Digital Campaign Coordinator	80.00	72.00	40	45	40	45	45	40	45	45	40	45	45	40
Media Planner	100.00	90.00	65	30	65	30	30	65	30	30	65	30	30	65
Media Coordinator	80.00	72.00	45	45	45	45	45	45	45	45	45	45	45	45
Director of Social Media	125.00	112.50	50	50	50	50	50	50	50	50	50	50	50	50
Social Media Strategist	75.00	67.50	140	140	140	140	140	140	140	140	140	140	140	140
Brand/Creative/Content	Standard Hourly Rates	Discounted GLCVB Rates	Year 3											
			1	2	3	4	5	6	7	8	9	10	11	12
			1	2	3	4	5	6	7	8	9	10	11	12
Brand Strategist Creative Director	175.00	157.50	1,575	1,575	1,575	1,575	1,575	1,575	1,575	1,575	1,575	1,575	1,575	1,575
Brand Strategy Analyst	100.00	90.00	450	450	450	450	450	450	450	450	450	450	450	450
Director of SEO/Content	150.00	135.00	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375
SEO Strategist/Content	85.00	76.50	1,913	1,913	1,913	1,913	1,913	1,913	1,913	1,913	1,913	1,913	1,913	1,913
Creative Director - Design	150.00	135.00	10,800	10,800	10,800	10,800	10,800	10,800	10,800	10,800	10,800	10,800	10,800	10,800
Creative Director - Copy	150.00	135.00	10,800	10,800	10,800	10,800	10,800	10,800	10,800	10,800	10,800	10,800	10,800	10,800
Digital Creative Director	150.00	135.00	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700
Account Director	100.00	90.00	12,600	12,600	12,600	12,600	12,600	12,600	12,600	12,600	12,600	12,600	12,600	12,600
Project Manager - Creative	80.00	72.00	10,080	10,080	10,080	10,080	10,080	10,080	10,080	10,080	10,080	10,080	10,080	10,080
Associate Creative Director	100.00	90.00	7,200	7,200	7,200	7,200	7,200	7,200	7,200	7,200	7,200	7,200	7,200	7,200
Senior Designer	80.00	72.00	10,080	10,080	10,080	10,080	10,080	10,080	10,080	10,080	10,080	10,080	10,080	10,080
Art Director	50.00	45.00	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300
Art Director	50.00	45.00	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300
Copywriter	50.00	45.00	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300
Technology Lead	150.00	135.00	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350
QA Lead	75.00	67.50	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700
Media														
SVP, Media Strategy	175.00	157.50	7,875	4,725	7,875	4,725	4,725	7,875	4,725	4,725	7,875	4,725	4,725	7,875
SVP, Digital Engagement Strategy	175.00	157.50	4,725	4,725	4,725	4,725	4,725	4,725	4,725	4,725	4,725	4,725	4,725	4,725
SVP, Account Management	175.00	157.50	6,300	3,150	6,300	3,150	3,150	6,300	3,150	3,150	6,300	3,150	3,150	6,300
Director, Client Engagement	125.00	112.50	2,813	2,813	2,813	2,813	2,813	2,813	2,813	2,813	2,813	2,813	2,813	2,813
Director, Digital Strategy	150.00	135.00	8,100	8,100	8,100	8,100	8,100	8,100	8,100	8,100	8,100	8,100	8,100	8,100
Account Manager	125.00	112.50	8,438	8,438	8,438	8,438	8,438	8,438	8,438	8,438	8,438	8,438	8,438	8,438
Associate Digital Campaign Supervisor	125.00	112.50	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500
Digital Campaign Analyst	100.00	90.00	3,600	4,500	3,600	4,500	4,500	3,600	4,500	4,500	3,600	4,500	4,500	3,600
Digital Campaign Coordinator	80.00	72.00	2,880	3,240	2,880	3,240	2,880	3,240	2,880	3,240	2,880	3,240	2,880	3,240
Media Planner	100.00	90.00	5,850	2,700	5,850	2,700	2,700	5,850	2,700	2,700	5,850	2,700	2,700	5,850
Media Coordinator	80.00	72.00	3,240	3,240	3,240	3,240	3,240	3,240	3,240	3,240	3,240	3,240	3,240	3,240
Director of Social Media	125.00	112.50	5,625	5,625	5,625	5,625	5,625	5,625	5,625	5,625	5,625	5,625	5,625	5,625
Social Media Strategist	75.00	67.50	9,450	9,450	9,450	9,450	9,450	9,450	9,450	9,450	9,450	9,450	9,450	9,450
Total Brand Strategy/Positioning			0	0	0	0	0	0	0	0	0	0	0	0
Total Monthly Retainer	113.97	102.57	167,918	159,728	167,918	159,728	159,728	167,918	159,728	159,728	167,918	159,728	159,728	167,918

Mod Op, LLC

GFLCVB Deliverables Breakdown

Deliverable	Purpose	Year 1											
		1	2	3	4	5	6	7	8	9	10	11	12
Strategy (Included in Flat Fee Services)	Content marketing strategy to deploy across a variety of platforms including digital content design, programming and production	-	-	-	-	-	-	-	-	-	-	-	-
Collateral	Collateral projects to include annual vacation guide, meetings guide, Superior Small Lodging directory, Visitors Map brochure	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Brochures	Maintain digital vacation planner and meeting planner brochures making updates as necessary on multiple platforms for optimal user experience.	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Postage		2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Dev	Mobile app design and development maintenance	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500
	Website design & development maintenance	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500
		500	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Tradeshow		2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Translations		7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500
eCRM fees (tool and deployment)	Creative	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
	Tool costs												
	Deployment costs												
Influencers (exclusive of content writing and posting content)	Talent cost	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Print		5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Events													
Production													
Images	Copyrights, Usage rights, include printing costs	150	150	150	150	150	150	150	150	150	150	150	150
Hard costs for research		2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Tradeshow elements	Booths are generally updated at most once per year (more often every two) and differs between market segments. Most market segments utilize simple booth equipment like pull-up banners. Tradeshows where the target audience are convention planners are typically the only events that utilize the larger 40 x 40 booth.	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Activations	Vendors should anticipate at least four per year regardless of plans.	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Videos	A dozen to twenty videos per year, most of which share from the same core raw footage.	80,000	80,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
	Include casting and talent costs												
	Talent fees												
Social	The vendor is expected to handle the paid side of social media. GFLCVB added an optional service for organic social media that GFLCVB may exercise.	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500
Website	Optional item to include as part of the rebranding effort	50,000	100,000	100,000	100,000	100,000							
	Increase in visitors to GFLCVB website and/or digital vacation planner												
PM	Meetings	250	250	250	250	250	250	250	250	250	250	250	250
	Meeting times non-billable												
Stakeholder meetings		400	400	400	400	400	400	400	400	400	400	400	400
Reporting		-	-	-	-	-	-	-	-	-	-	-	-
Presentations	Design and conduct quantitative and qualitative market research, surveys and annual reports as requested	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250
Awards	Entry/submission fees	750	750	750	750	750	750	750	750	750	750	750	750
Total		208,800	261,300	201,300	201,300	201,300	101,300	101,300	101,300	101,300	101,300	101,300	101,300

Mod Op, LLC

GFLCVB Deliverables Breakdown

Deliverable	Purpose	Year 2											
		1	2	3	4	5	6	7	8	9	10	11	12
Strategy (Included in Flat Fee Services)	Content marketing strategy to deploy across a variety of platforms including digital content design, programming and production	-	-	-	-	-	-	-	-	-	-	-	-
Collateral	Collateral projects to include annual vacation guide, meetings guide, Superior Small Lodging directory, Visitors Map brochure	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Brochures	Maintain digital vacation planner and meeting planner brochures making updates as necessary on multiple platforms for optimal user experience.	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Postage		2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Dev	Mobile app design and development maintenance	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500
	Website design & development maintenance	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500
		3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Tradeshow		2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Translations		7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500
eCRM fees (tool and deployment)	Creative	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
	Tool costs												
	Deployment costs												
Influencers (exclusive of content writing and posting content)	Talent cost	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Print		4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Events													
Production													
Images	Copyrights, Usage rights, include printing costs	150	150	150	150	150	150	150	150	150	150	150	150
Hard costs for research		2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Tradeshow elements	Booths are generally updated at most once per year (more often every two) and differs between market segments. Most market segments utilize simple booth equipment like pull-up banners. Tradeshows where the target audience are convention planners are typically the only events that utilize the larger 40 x 40 booth.	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Activations	Vendors should anticipate at least four per year regardless of plans.	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Videos	A dozen to twenty videos per year, most of which share from the same core raw footage.	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
	Include casting and talent costs												
	Talent fees												
Social	The vendor is expected to handle the paid side of social media. GFLCVB added an optional service for organic social media that GFLCVB may exercise.	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500
Website	Optional item to include as part of the rebranding effort												
	Increase in visitors to GFLCVB website and/or digital vacation planner												
PM	Meetings	250	250	250	250	250	250	250	250	250	250	250	250
	Meeting times non-billable												
Stakeholder meetings		400	400	400	400	400	400	400	400	400	400	400	400
Reporting		-	-	-	-	-	-	-	-	-	-	-	-
Presentations	Design and conduct quantitative and qualitative market research, surveys and annual reports as requested	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250
Awards	Entry/submission fees	750	750	750	750	750	750	750	750	750	750	750	750
Total		100,300	100,300	100,300	100,300	100,300	100,300	100,300	100,300	100,300	100,300	100,300	100,300

Mod Op, LLC

GFLCVB Deliverables Breakdown

Deliverable	Purpose	Year 3											
		1	2	3	4	5	6	7	8	9	10	11	12
Strategy (Included in Flat Fee Services)	Content marketing strategy to deploy across a variety of platforms including digital content design, programming and production	-	-	-	-	-	-	-	-	-	-	-	-
Collateral	Collateral projects to include annual vacation guide, meetings guide, Superior Small Lodging directory, Visitors Map brochure	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Brochures	Maintain digital vacation planner and meeting planner brochures making updates as necessary on multiple platforms for optimal user experience.	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Postage		2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Dev	Mobile app design and development maintenance	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500
	Website design & development maintenance	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500
Tradeshow		3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Translations		2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
		7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500
eCRM fees (tool and deployment)	Creative	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
	Tool costs												
	Deployment costs												
Influencers (exclusive of content writing and posting content)	Talent cost	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Print		3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Events													
Production													
Images	Copyrights, Usage rights, include printing costs	150	150	150	150	150	150	150	150	150	150	150	150
Hard costs for research		2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Tradeshow elements	Booths are generally updated at most once per year (more often every two) and differs between market segments. Most market segments utilize simple booth equipment like pull-up banners. Tradeshows where the target audience are convention planners are typically the only events that utilize the larger 40 x 40 booth.	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Activations	Vendors should anticipate at least four per year regardless of plans.	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Videos	A dozen to twenty videos per year, most of which share from the same core raw footage.	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
	Include casting and talent costs												
	Talent fees												
Social	The vendor is expected to handle the paid side of social media. GFLCVB added an optional service for organic social media that GFLCVB may exercise.	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500
Website	Optional item to include as part of the rebranding effort												
	Increase in visitors to GFLCVB website and/or digital vacation planner												
PM	Meetings	250	250	250	250	250	250	250	250	250	250	250	250
	Meeting times non-billable												
Stakeholder meetings		400	400	400	400	400	400	400	400	400	400	400	400
Reporting		-	-	-	-	-	-	-	-	-	-	-	-
Presentations	Design and conduct quantitative and qualitative market research, surveys and annual reports as requested	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250
Awards	Entry/submission fees	750	750	750	750	750	750	750	750	750	750	750	750
Total		99,300	99,300	99,300	99,300	99,300	99,300	99,300	99,300	99,300	99,300	99,300	99,300

ADDENDUM I
LEGO creative examples

Creative Example 1



ADDENDUM I
LEGO creative examples continued



ADDENDUM I

ADDENDUM I
LEGO creative examples continued



ADDENDUM I LEGO creative examples continued

Creative Example 2

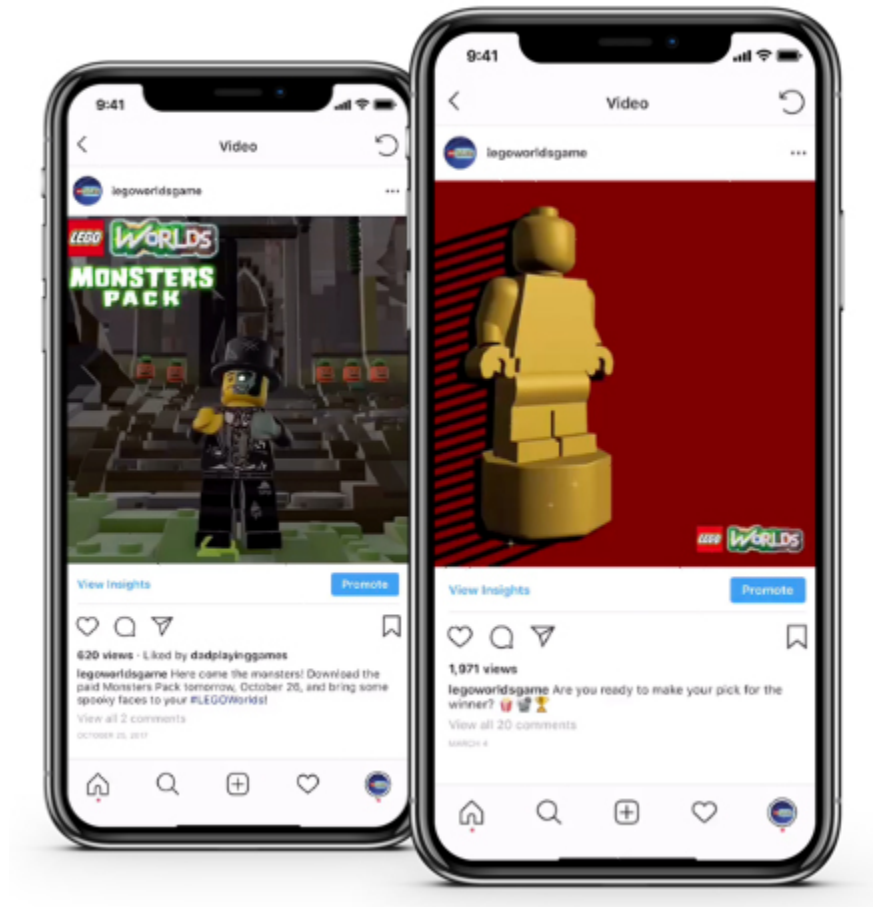


ADDENDUM I
LEGO creative examples continued

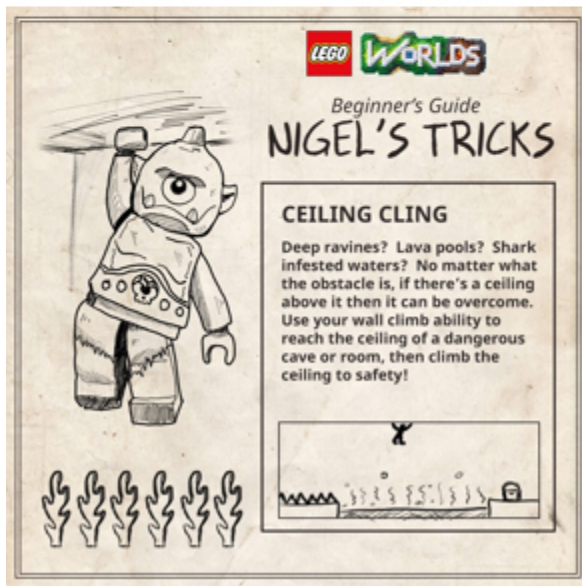


ADDENDUM I LEGO creative examples continued

Creative Example 3



ADDENDUM I
LEGO creative examples continued



ADDENDUM II

Baha Mar creative examples

Example 1: Tagline & Brand Positioning

LIFE SPECTACULAR

Tailor your own spectacular destination

Example 2: TV spots

Two hero TV spots showcase one couple's vacation through two distinct points of view: the husband narrates his spot as a romantic getaway, while the wife narrates her spot as an enriching and relaxing family vacation. Each of them finding their own kind of spectacular Baha Mar moments.

Video 1: <https://wdrv.it/4333e679e>

Video 2: <https://wdrv.it/552306ec9>

Example 3: Print



ADDENDUM II

Baha Mar creative examples continued



ADDENDUM II

Baha Mar creative examples continued

Example 4: Display Advertising

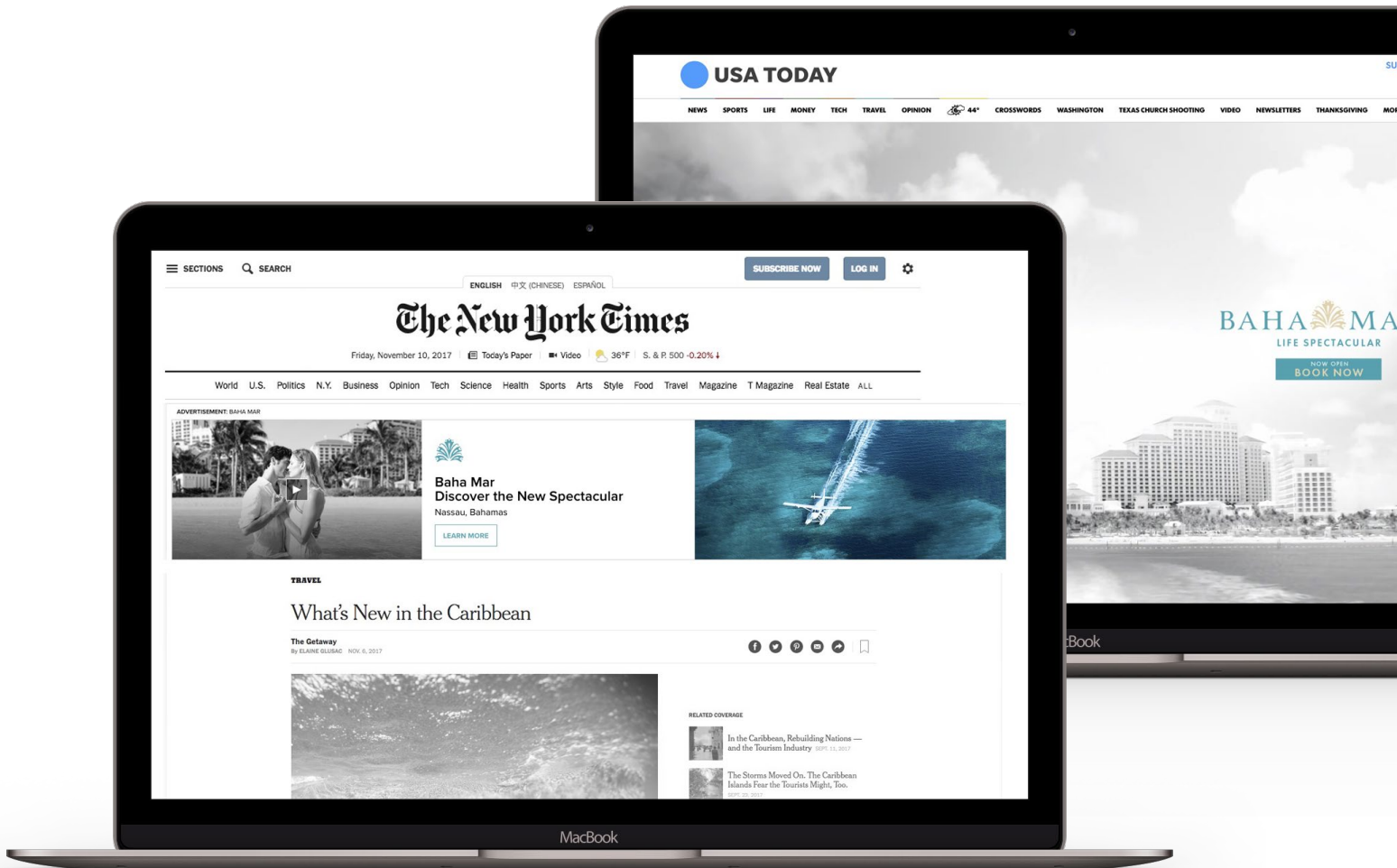
Video: <https://wdrv.it/c9d8d4e90>



ADDENDUM II

Baha Mar creative examples continued

Example 5: Digital Takeovers



ADDENDUM III Hilton brand identity examples

Example 1: Tapestry Collection by Hilton (Video)



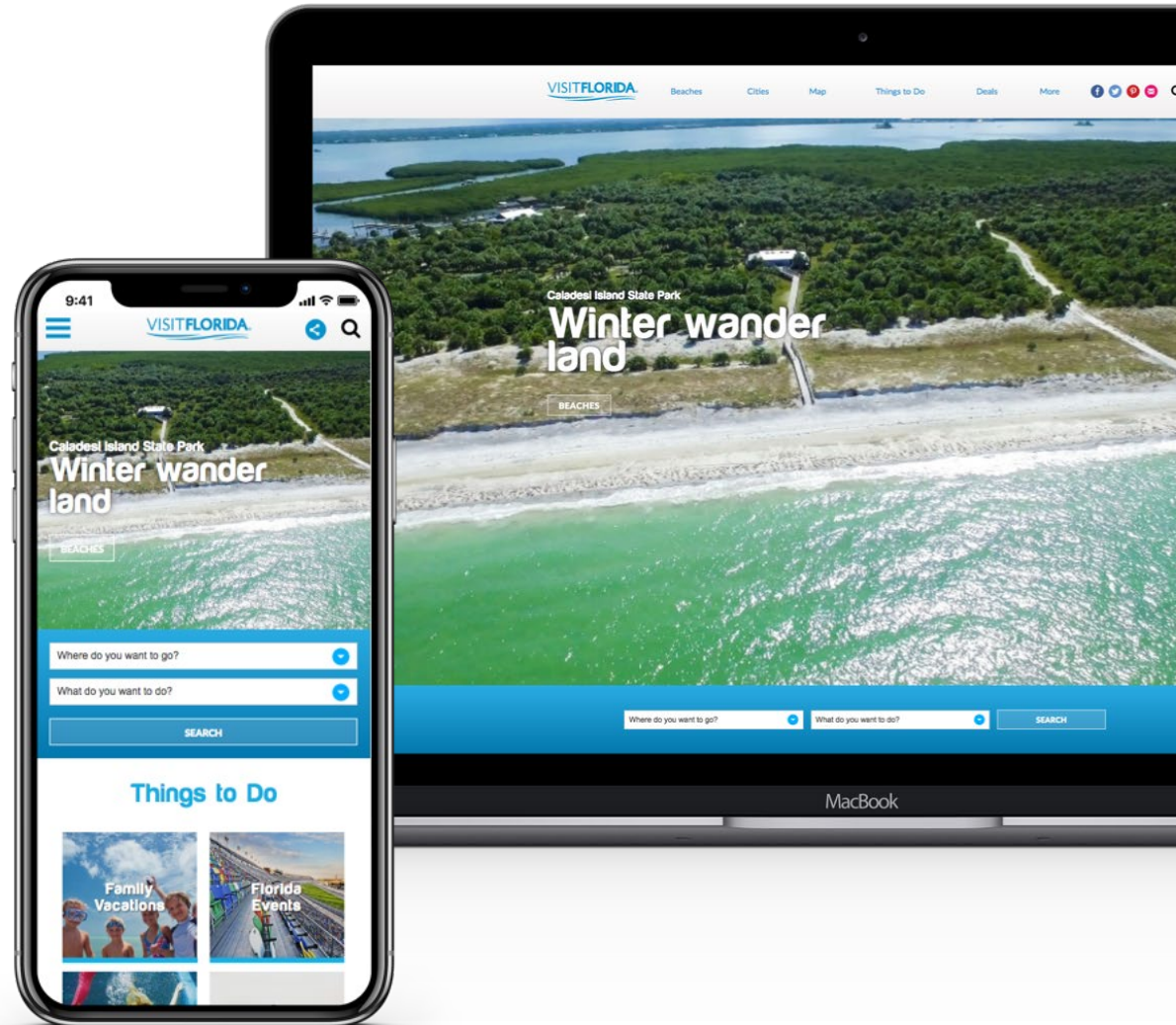
ADDENDUM III Hilton brand identity examples

Example 2: Curio Collection by Hilton (video)



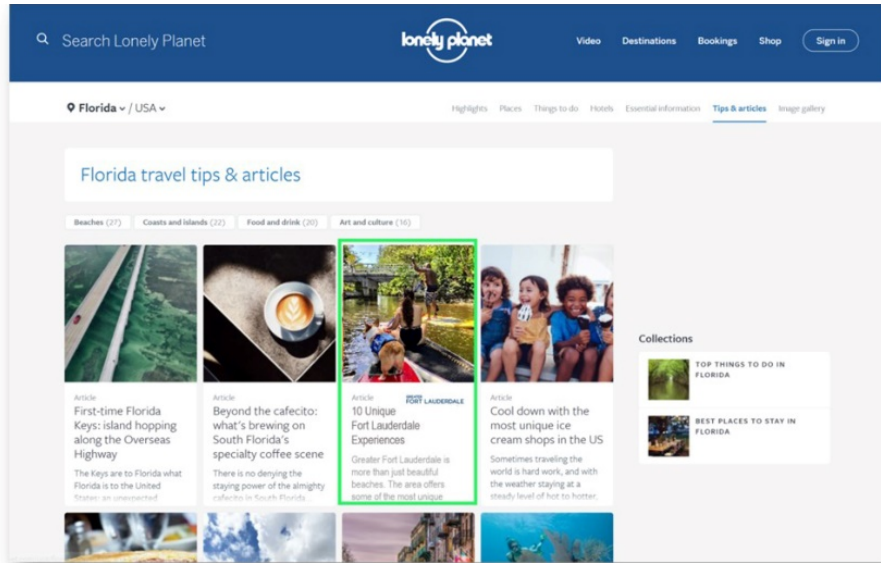
ADDENDUM IV

Visit Florida creative examples



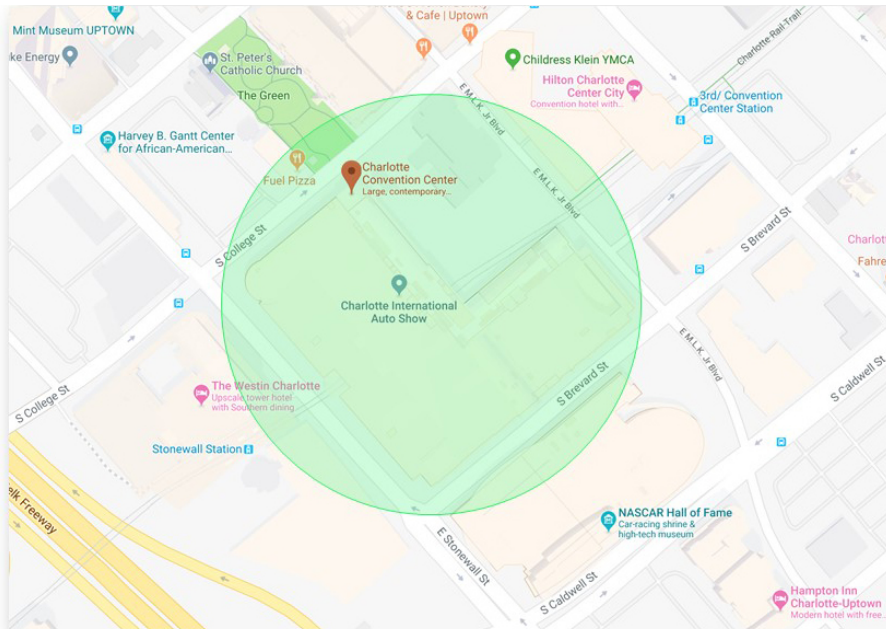
ADDENDUM V Reference examples

Example 1



Example of a custom content syndication program

Example 2



Graphical representation of geo-net to serve digital ads and content over specific locations

ADDENDUM V

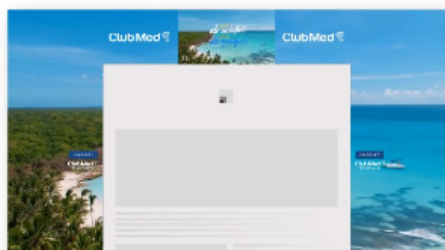
Reference examples continued

Example 3

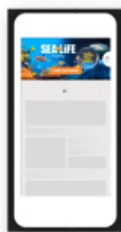


<https://modop.box.com/s/0wy9un12ozn6wrmqnd4dj8wgb5az5kq8>

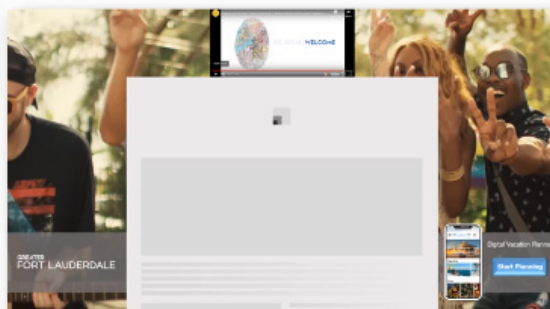
Example 4



Desktop example of high-impact video wallpaper ad unit



Example of high-impact, interactive mobile ad unit



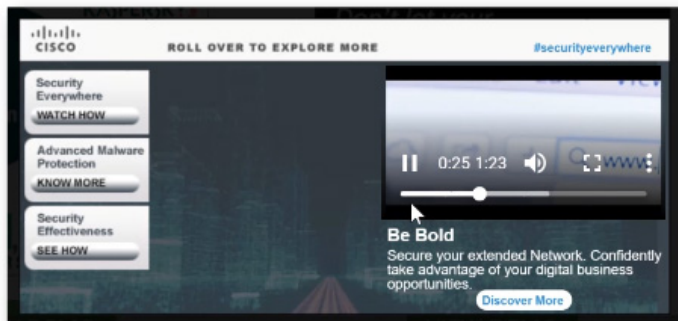
Static example of content that could be considered for GPLC/B

<https://modop.box.com/s/sw6133fi0q4de8sj722k15fp9zpgjeya>

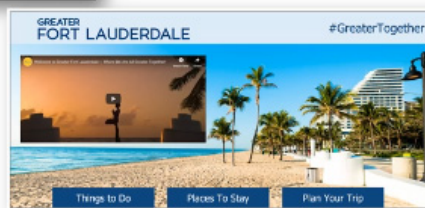
ADDENDUM V

Reference examples continued

Example 5



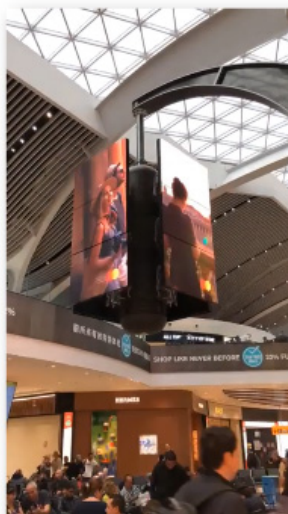
Click video to view example of the interactive, cascading ad unit



Static example of content that could be considered for GFLCVS

<https://modop.box.com/s/5xrhwx1qwx1i44vwx37n155d20wl7bn>

Example 6



Example of a unique OOH execution

<https://modop.box.com/s/83cjoe7kgc22kezsxgb0mm7om9g2p0hw>

ADDENDUM VI
WYNC Reference examples



ADDENDUM VI
WYNC Reference examples continued



ADDENDUM VI
WYNC Reference examples continued



ADDENDUM VII

Timeline

Please see below for a sample timeline which demonstrates the intended program that Mod Op would use to fulfill the marketing mission of the GFLCVB. We have highlighted months to show when each task will be performed across a one-year timespan.

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Ramp Up												
Input/discovery session												
Market, competitive and positioning intelligence gathering												
Account Management												
Creative asset management												
Weekly status calls/meetings												
Stakeholder meetings (TDC, MAC, etc.)												
County board and committee presentations (As needed)												
Monthly billing recap, reconciliation and proof of performance												
Special projects (Tradeshow materials and displays, order promotional items, etc.)												
Design and conduct market research, survey and annual reports (As requested)												
Compile and submit for tourism and marketing awards												
Brand Strategy and Creative Services												
Brand positioning strategy development												

Marketing and advertising strategy development												
Annual marketing communications plan development												
Creative and content strategy development												
Creative execution (Concept, copy and design)												
Creative production (Print and digital)												
Maintain digital vacation planner, meeting planner brochures and other collateral												
Monthly email marketing program												
Media Management												
Planning												
Develop media strategy to address overall objectives and performance												
Research and evaluate placement options												
Develop an updated media plan to address the audiences and objectives set for the new FY including placement timeline and budget allocation												
Present recommendations for approval												
Consistently evaluate new opportunities for reaching the audience and options for optimization for continued performance delivery												
Buying												

Issue written insertion orders for approved media plan including all terms and conditions for delivery and payment												
Get and archive written confirmation of all orders												
Monitor delivery, performance and invoices to ensure placements meet insertion order specs												
Implementation												
Confirm all specs for assets to support the approved media plan												
Create deliverables document to manage requirements and due dates for programs												
Create placements in DCM and generate and distribute JavaScript code for all digital programs/Traffic any traditional media												
Test all tags to confirm proper implementation and campaign live dates												
Co-op Media Planning, Management, Reporting and Optimization												
Identify and engage prospective co-op partners												
Define goals and objectives with co-op partners												
Identify supplemental budget and resources from co-op partners												

Develop media plan with strategies and tactics specific to co-op marketing												
Present co-op media plan to GFLCVB and co-op partners												
Implement approved media plan through same process as core GFLCVB media plan, including IOs, tags, trafficking and testing												
Monitor performance monthly against specific co-op objectives and provide optimization recommendations to GFLCVB and co-op partners												
Implement optimization recommendations approved by GFLCVB and co-op partners												
Measurement, Reporting and Optimization												
Determine engagement points that identify prospective travelers' activities leading to a contact												
Establish performance metrics and benchmarks related to long-term and short-term business goals and marketing objectives												
Create and place floodlight tags on GFLCVB site to determine visitor activity message effectiveness, media outlet performance, other												

performance measure and ROI												
Troubleshoot any problems with site implementation of tracking code and resolve												
Monitor launch of all new placements and tags to ensure data quality and flow												
Monitor performance and provide a formal monthly report and recommendations to optimize performance												
Optional Services												
Branding												
Adverse impact services												
Social media services												
Website design and development												
Project Specific Work (As Needed)												
Aviation Department (Airport)												
Port Everglades Department (Port)												
Parks and Recreation												
Other county departments or divisions												

Supplier: **ModOp**

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: **ModOp**

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: **Modop, LLC**
2. Doing Business As/ Fictitious Name (if applicable): **Mod Op**
3. Federal Employer I.D. no. (FEIN): **47-4320236**
4. Dun and Bradstreet No.:
5. Website address (if applicable): **www.modop.com**
6. Principal place of business address: **444 Brickell Ave. Suite 900, Miami, FL 33137**
7. Office location responsible for this project: **444 Brickell Ave., Suite 900, Miami, FL 33137**
8. Telephone no.: **7866156720** Fax no.:
9. Type of business (check appropriate box):
 - ☐ Corporation (specify the state of incorporation):
 - ☐ 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): **M15000006039**
11. List name and title of each principal, owner, officer, and major shareholder:
 - a) **Limore Shur**
 - b) **Eric Bertrand**
 - c) **Mike Crawford**
 - d) **Crestmont Ventures**
12. AUTHORIZED CONTACT(S) FOR YOUR FIRM:

Name: **Eric Bertrand**

Title: **CEO**

E-mail: **eric@modop.com**

Telephone No.: **201-320-2310**

Name: **Ray Singer**

Title: **Managing Director - Miami**

E-mail: **ray.singer@modop.com**

Telephone No.: **305-323-3234**

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

Cone of Silence Requirement Certification:

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

The Vendor hereby certifies that: (check each box)

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

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

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

Drug-Free Workplace Requirements Certification:

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

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

The Vendor hereby certifies that: (check box)

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

Non-Collusion Certification:

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

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

The Vendor hereby certifies that: (select one)

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

Public Entities Crimes Certification:

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

The Vendor hereby certifies that: (check box)

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

Scrutinized Companies List Certification:

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

The Vendor hereby certifies that: (check each box)

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

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

Eric J. Bertrand	CEO	3/19/2019
<hr/>	<hr/>	<hr/>
*AUTHORIZED SIGNATURE/NAME	TITLE	DATE

Vendor Name: **Modop, LLC**

* 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: **ModOp**

LOBBYIST REGISTRATION REQUIREMENT CERTIFICATION FORM

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

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

The Vendor hereby certifies that: (select one)

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

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

Name of Lobbyist:

Lobbyist's Firm:

Phone:

E-mail:

Name of Lobbyist:

Lobbyist's Firm:

Phone:

E-mail:

Authorized Signature/Name: Eric J. Bertrand Date: 3-11-2019

Title: CEO

Vendor Name: Modop, LLC

Supplier: ModOp**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).

Eric J. Bertrand
Authorized Signature/Name

CEO
Title

Modop, LLC
Vendor Name

3-11-19
Date

Supplier: **ModOp**

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: ModOp**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: Modop, LLC

Supplier: **ModOp**

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: **Eric J. Bertrand**

Title: **CEO**

Vendor Name: **Modop, LLC**

Date: **3-11-2019**

Supplier: ModOp**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: Modop, LLC

Supplier: **ModOp**

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

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

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

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

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

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

Local Business Address: **444 Brickell Ave. Suite 900
Miami, FL 33131**

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.

Eric J. Bertrand	CEO	Modop, LLC	3/18/2019
AUTHORIZED SIGNATURE/NAME	TITLE	COMPANY	DATE

Supplier: **ModOp**

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: **Modop, LLC**

Vendor's address listed in its submittal is:

**444 Brickell Ave. Suite 900
Miami, FL 33131**

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.

Eric J. Bertrand	CEO	Modop, LLC	3/18/2019
Authorized Signature/Name	Title	Vendor Name	Date

Supplier: **ModOp**

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

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

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

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

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

Subcontracted Firm's Address:

Subcontracted Firm's Telephone Number:

Contact Person's Name and Position:

Contact Person's E-Mail Address:

Estimated Subcontract/Supplies Contract Amount:

Type of Work/Supplies Provided:

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

Subcontracted Firm's Address:

Subcontracted Firm's Telephone Number:

Contact Person's Name and Position:

Contact Person's E-Mail Address:

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

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

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

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

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

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

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: Modop, LLC

Eric J. Bertrand
Authorized Signature/ Name

CEO
Title

3/18/2019
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: Modop, LLC

Eric J. Bertrand
Authorized Signature/ Name

CEO
Title

3/18/2019
Date

Supplier: ModOp

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.

Eric J. Bertrand
Authorized Signature/Name

CEO
Title

Modop, LLC
Vendor Name

3/18/2019
Date

Supplier: **ModOp**

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.