



Memorandum

Date: June 14, 2024

To: Rey Valdes
City Manager

From: Jacqueline Lorenzo
Director of Procurement and Asset Management

Subject: **Evaluation Committee Findings for RFP No. 2024-04 for Doral Strategic Communications Plan**

This memorandum serves to provide the findings of the Evaluation Committee and to obtain a recommendation from the City Manager for the award of Request for Proposal (“RFP”) No. 2024-04 for Doral Strategic Communications Plan.

BACKGROUND:

The City of Doral (“City”) Department of Public Affairs and Department of Procurement and Asset Management prepared RFP No. 2024-04 in furtherance of the City’s strategic plan to identify a firm to aid the City in preparing a communications plan that will enhance the City’s communication efforts to effectively engage with residents, stakeholders, and the wider community.

On February 12, 2024, the City of Doral issued RFP No. 2024-04 inviting all qualified and experienced firms to submit proposals for a strategic communications plan for City of Doral. Notices were posted on the City’s website, VendorRegistry.com, and Demandstar.com, with electronic broadcast to vendors. The Department of Procurement and Asset Management addressed all questions via three (3) addenda posted on February 23, 2024, February 28, 2024, and March 6, 2024, on the City’s website, VendorRegistry.com, and Demandstar.com.

On March 13, 2024, the City received and opened six (6) timely proposals from the following respondents: Mark4B Group, Raftelis Financial Consultants, Inc., RBB Communications, Ready Set Solutions, and Cunningham Communications Consulting Company dba The Brand Advocates. On April 19, 2024 the Phase I Evaluation Committee meeting was conducted and the following firms were shortlisted for presentations and Phase II Evaluation: Raftelis Financial Consultants, The Merchant Strategy, The Brand Advocates and RBB Communications. On May 10, 2024 the shortlisted firms made presentations and the Evaluation Committee conducted the final Phase II evaluation.

Evaluation Committee Findings for RFP No. 2024-04 – Doral Strategic Communications Plan

Page 2 of 2

Based on the thorough evaluation conducted by the Committee, the highest scoring proposal was submitted by RBB Communications.

Section 2.3 of RFP No. 2024-04 provides as follows: After reviewing the Committee's recommendation, the City Manager may do any of the following, or a combination thereof: (i) approve and adopt the Committee's recommendation, (ii) reject the Committee's recommendation in whole or in part, (iii) require the Committee to re-evaluate, or (iv) reject all proposals. Accordingly, this memorandum seeks to obtain the City Manager's recommendation.

If accepted, an item will be prepared for review by Council for final approval of the City Manager's recommendation to enter into the proposed agreement and expend budgeted funds in connection therewith.

Approved

Disapproved



6/18/2024

Rey Valdes
City Manager

Date

Attachments: Solicitations Received Tabulation
Phase I Evaluation Score Sheet
Phase II Evaluation Score Sheet
Proposal Submitted by RBB Communications
RFP No. 2023-04 – Doral Strategic Communications Plan

c: Francisco Rios, Deputy City Manager
Fernando Casamayor, Chief Financial Officer / Assistant City Manager
Maggie Forster, Director of Public Affairs

Bid Receipt Acknowledgement



Bid Number	RFP No. 2024-04
Bid Name	Traffic Calming Improvements
Bid Due Date	3/13/2024 at 10:00 AM

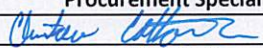
Company	Responded	Address
The Brand Advocates, Inc.	3/13/24 at 9:12am	1951 NW 7th Ave, Suite 300 Miami, FL. 33136
rbb Communications	3/13/24 at 9:08am	355 Alhambra Circle 800, Miami, FL. 33134
Raftelis Financial Consultants, Inc.	3/12/2024 at 5:15pm	341 N. Maitland Ave, Suite 300 Maitland, FL. 32751
Mark4B Group	3/12/24 at 11:48am	3555 NW 83rd Ave, Apt #520 Doral, FL. 33122
Ready Set Solutions	3/11/24 at 4:25pm	548 Market St. PMB 98302, San Francisco, CA. 94104
The Merchant Statgey	3/12/24 at 4:40pm	5255 NW 33rd Ave Fort Lauderdale, FL. 33309
Preparer's Name:	Christopher Cotton	
Preparer's Signature:	<i>Christopher Cotton</i>	
Date Prepared:	3/13/2024	

RFP 2024-04 Strategic Communications Plan Evaluation Committee Score Sheet - Phase I

List of Respondents	Committee Members	Qualifications, Experience, and Past Performance of Proposer & Personnel (Max 30)	Proposed Compensation (Max 20)	Demonstrated Understanding of City of Doral Goals and Objectives (Max 30)	Quality and Completeness of Proposal (Max 20)	Total Member Score (Max 100)	Veteran Business Bonus* (5)	Final Score	TOTAL SCORE	FINAL RANK**
Mark 4 B Group LLC	Matthew Brajdic	15	15	18	13	61	0	61	226	5
	Maggie Forster	20	20	30	15	85	0	85		
	Erin Sullivan	20	20	25	15	80	0	80		
Raftelis Financial Consultants, Inc.	Matthew Brajdic	20	15	14	15	64	0	64	247	3
	Maggie Forster	25	20	28	20	93	0	93		
	Erin Sullivan	25	20	25	20	90	0	90		
rbb Communications	Matthew Brajdic	25	15	25	15	80	0	80	245	4
	Maggie Forster	20	20	25	20	85	0	85		
	Erin Sullivan	20	20	20	20	80	0	80		
Ready Set Solutions	Matthew Brajdic	12	5	8	12	37	0	37	189	6
	Maggie Forster	27	0	25	20	72	0	72		
	Erin Sullivan	25	10	25	20	80	0	80		
The Merchant Strategy	Matthew Brajdic	20	15	20	15	70	0	70	248	2
	Maggie Forster	26	20	22	20	88	0	88		
	Erin Sullivan	25	20	25	20	90	0	90		
Cunningham Communications Consulting Company dba The Brand Advocates, Inc.	Matthew Brajdic	20	15	25	15	75	0	75	259	1
	Maggie Forster	30	20	24	20	94	0	94		
	Erin Sullivan	25	20	25	20	90	0	90		

*Note: No firm provided certification to qualify for the Veterans bonus

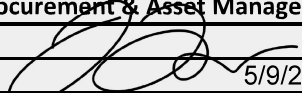
**Final Ranking based upon combined individual scores by Committee members with 1 serving as the highest rank and 6 serving as the lowest

Reviewer's Name:	Christopher Cotton
Reviewer's Title:	Procurement Specialist
Reviewer's Signature:	
Date:	4/19/2024

RFP 2024-04 Strategic Communications Plan Evaluation Committee Score Sheet - Phase II

List of Respondents	Committee Members	Qualifications, Experience, and Past Performance of Proposer & Personnel (Max 30)	Proposed Compensation (Max 20)	Demonstrated Understanding of City of Doral Goals and Objectives (Max 30)	Quality and Completeness of Proposal (Max 20)	Total Member Score (Max 100)	Individual Rank*	TOTAL SCORE	FINAL RANK*
Raftelis Financial Consultants	Maggie Forster	30	16	28	20	94	1	274	3
	Erin Sullivan	25	20	25	20	90	3		
	Matthew Bradjic	30	20	20	20	90	3		
The Merchant Strategy	Maggie Forster	25	14	18	15	72	4	235	4
	Erin Sullivan	25	20	23	15	83	4		
	Matthew Bradjic	25	20	20	15	80	4		
The Brand Advocates	Maggie Forster	27	20	23	17	87	3	276	2
	Erin Sullivan	27	20	28	20	95	1		
	Matthew Bradjic	25	20	29	20	94	2		
RBB Communications	Maggie Forster	25	18	26	20	89	2	279	1
	Erin Sullivan	26	20	27	20	93	2		
	Matthew Bradjic	28	20	29	20	97	1		

* Ranking based upon combined individual rankings by Committee members with 1 serving as the highest rank and 4 serving as the lowest

Reviewer's Name:	Jacqueline Lorenzo
Reviewer's Title:	Procurement & Asset Management Director
Reviewer's Signature:	
Date:	5/9/2024



rbb Communications' Response to:
**Doral Strategic
Communications Plan
RFP 2024-04**

Prepared for:



March 13, 2024

2.2.2 - Letter of Transmittal:

Provide a narrative summary of the Proposal in a brief and concise manner including an overview of the Proposer's firm.

As the Champion of Break-Out Brands™, rbb builds communication programs that look beyond traditional approaches to deliver award-winning results in a rapidly changing world. Understanding the multifaceted needs of the City of Doral, our proposal showcases how we have worked with clients in a wide variety of industries to create the right approach and resources to engage their stakeholder audiences and form meaningful connections. Your account would be driven by an accomplished, senior team that engrains themselves in your organization and is focused on uncovering opportunities and synergies that enhance public awareness of city initiatives and services. To achieve this goal, we will employ a channel agnostic approach and create strategies focused on bottom-line impact.

About rbb Communications

Founded in 2001, rbb has evolved through several phases of expansion, embracing new partners and new expertise along the way. Today, rbb Communications is a fully integrated top 50 independent communications agency and a certified women-owned business. We differentiate ourselves by offering flexible thinking with solid results, and talented counselors, creators, and connectors who collaborate to deliver award-winning campaigns. In fact, in the past decade we have been named Agency of the Year six times and received 100+ awards for our work. In 2023, rbb received the highly coveted 'Best of' Silver Anvil for Crisis Communications by the Public Relations Society of America.

Summary of products and services

Our firm's toolbox includes media relations, digital and social marketing, influencer engagement, corporate communications, and creative & design services; with specialty practices including B2B & Professional Services, Energy & Renewables, Consumer & Lifestyle, and Travel & Hospitality.

Champion of Break-Out Brands™

Strategy & Insights • Creative Content • Digital/Marketing Services • PR/Corporate Communications

Strategy & Insights

Break-Out Brand™
Pathway
Insights & Planning
Analytics & Performance

Creative Content Studio

Art Direction & Design
Storytelling (copywriting: ad, social, blog, long form)
Video & Multimedia
Web Design & Development

Digital/Marketing Services

Paid/Organic Digital & Social Campaigns
Advertising & Media Planning
Influencer Programs
Web Tech Solutions

PR/Corporate Communications

Media Relations
Thought Leadership/Exec Comms
Crisis & Reputation
ESG/CSR/Community Relations
Internal/Employee Engagement
Hispanic Comms

B2B & Professional Services • Healthcare & Wellness • Consumer & Lifestyle • Travel & Hospitality • Energy & Renewables

Flexible Thinking, Solid Results

2.2.3.A Proposer Qualification Statement:

Identify Proposer's expertise in public relations, stakeholder engagement, and crisis communication.

rbb Communications is a full-service integrated communications agency, with an extensive track record of delivering impactful strategies for local, regional and national entities.

Led by CEO Christine Barney, who is chair-elect of the Beacon Council and past chair of the Greater Miami Chamber of Commerce, and with our firm leadership actively engaged in various civic and community groups from the United Way to Urban Land Institute, we bring a wealth of local insights and connections.

Expertise

One of the benefits of working with an integrated agency is that rbb looks at all strategic options to ensure your communications plan will have multiple extensions for maximum results and will make your resources go further. In fact, rbb's work has been recognized by national organizations like PRWeek, PRSA and PRovoke/The Holmes Report for many of these skillsets. Just in the last five years, we've won awards in categories including content marketing, executive communications, integrated communications, PR campaigns, media placements and social marketing.

Our crisis and reputation management team is recognized for our diverse experience in national high-profile situations, digital acumen, and outcomes-focused approach. To help our clients prepare for crisis situations, we focus on creating streamlined processes that empower turnkey execution during the response and recovery stages. We are trusted advisors who see the big picture while skillfully managing the details, and we have guided companies through a wide range of complex issues.

The scope of work outlined in this RFP aligns well with our capabilities, covering the development of strategic communication plans and programs; brand, digital, message, and infrastructure audits; stakeholder and leadership surveys; resource allocation and audience targeting strategies; crisis planning and response protocols; and standardization of PR and digital media best practices. Our experience extends to bilingual campaigns, with proficiency in English and Spanish.

Philosophy

rbb offers a 360° approach and creates communications and marketing plans based on research and data that inform decisions and results. Using rbb's Break-Out Brand™ Pathway, we apply proprietary brand research to guide integrated strategies and creation of all visuals and written communications. This approach inspires companies with actionable insights to create emotional connections with stakeholders that deliver desired bottom-line results.

Our Break-Out Brand™ Pathway



- Audit**
Research: Brand Perception, Assets, Competitors, Stakeholders, Industry Trends.
- Edit/Analyze**
Boil down data to craft strategy and achieve goals.
- Create**
Design a plan with engaging content to communicate effectively.
- Do**
Activate plans, execute consistently and fine-tune continually.
- Track Progress**
Breakout Status + KPIs, then loop back into strategy.

The Right Experience

Our current and past clients include the most recognized local and national brands including non-profit organizations, educational institutions, healthcare providers, government agencies, philanthropic organizations and more. rbb has been providing communications services to large corporations for more than 20 years. Current Florida clients with more than a ten-year tenure with rbb include FPL, BDO, Cleveland Clinic Florida and Codina Partners. National clients include DHL express, Hilton, Hyatt’s Inclusive Collection, National Debt Relief, and Disney on Ice. Below is a sampling of the brands we have worked with that is relevant to the City of Doral:



2.2.3.B Proposer Qualification Statement:

Identify Proposer's Key Personnel that will be managing the agreement, if awarded, including resumes for each individual.

rbb will always bring the right people to the table. Our best place to work environment has earned national recognition, meaning our multidisciplinary staff stays with us longer and is motivated to work harder for you.

rbb will work hand-in-hand with the City of Doral to ensure our team creates a proactive and cohesive plan and keeps you looped in every step of the way. Our team structure is as follows:

- **Counselors:** rbb counselors understand the entire marketing communications toolbox and partner with the City of Doral on strategy, execution and tracking in every discipline.
- **Creators:** rbb creators deliver the assets required for print, broadcast, web and digital/social channels.
- **Connectors:** rbb connectors project-manage every program to assure timely delivery and quality control.

What also sets us apart is that the account will be led by owners/partners of the firm, ensuring senior team members are dedicated to understanding every aspect of the City of Doral and acting as true partners.

City of Doral Team Proposed Team Members



Shawn Warmstein

Partner-in-Charge

- Vice President and Partner
- 15+ years of corporate and stakeholder communications, media strategy, and integrated marketing experience

Shawn Warmstein is a vice president and partner at rbb Communications.

With a background serving both B2C and B2B clients, Warmstein leads the agency's corporate communications craft and brings his proven account management expertise to a diverse group of clients including publicly traded, not-for-profit, and private companies in the insurance, healthcare, home services, and real estate industries (including Codina Partners). He is also a part of rbb's crisis communications team and has been a key figure in the agency's sports practice, leading accounts such as the Miami Beckham United, the Miami Marlins and Orange Bowl Committee (including the College Football Playoff National Championship Game)

Under Warmstein's leadership, his team's work has been recognized with multiple distinctions including SABRE, Hermes, PRSA Silver and Bronze Anvil, HSMAI Adrian, MarCom and PR News

awards for results-driven work and best practices execution. He currently serves as a member of ULI South Florida's Management Committee and is a former co-chair of the Public Relations Society of America's Profession Section Council and Sports & Entertainment Professional Section.



Christine Barney, APR

Senior Cabinet

- CEO and Managing Partner
- 35+ years of corporate and stakeholder strategy development as well as integrated marketing experience

Christine M. Barney is CEO and managing partner of rbb Communications.

Barney is the author of "The Breakout Brand™ Strategy: An Evolutionary Approach to Creating Customer Passion."

Her innovative management style and "employee-driven workplace" philosophy makes the firm a repeated winner in best place to work rankings. She is actively engaged in her community as chair-elect of the Miami Dade Beacon Council, co-chair of Opportunity Miami, board member of the Orange Bowl Committee, board member of the International Women's Forum, former chair of the Greater Miami Chamber of Commerce, an executive member of Leadership Florida and is repeatedly named to the Florida Trend's Florida 500. She is regional co-chair for the Page Society and was awarded the Bill Adams lifetime achievement award by the Public Relations Society of America.



Laura Guitar

Senior Cabinet

- Executive Vice President, Crisis Communications and Issues Management
- 30+ years of experience in reputation and issues management, crisis communications

Laura Guitar is an executive vice president and lead of Reputation and Risk Advisors, a division of rbb Communications focusing on issues, crisis and reputation management.

Guitar is an expert in strategic communications programming for clients across a wide range of industries. This includes crisis preparedness planning, issue-oriented campaigns, litigation communications and programs to mitigate risk and reputational impact.

With a unique understanding of implementing communications for executive transitions, Guitar brings deep experience in supporting M&A transactions and other moments of corporate change.

She is also experienced in mitigating digital and social reputation impacts associated with major brands, corporations and high-profile individuals.

Guitar has served a wide range of clients including DHL, the Walt Disney Company, Publix, GE Healthcare, the Chinese Ministry of Rail, the University of Florida and multiple healthcare systems.



Tom Bolger

Senior Cabinet

- Head of Content Studio
- 17+ years of experience in creative strategy, advertising creative, graphic design, and brand strategy

Tom Bolger leads rbb's Content Studio, finding creative, out-of-the-box solutions to business challenges that support bottom line results. Whether it's refreshing a brand or developing an eye-catching marketing campaign, Bolger enjoys the opportunity to surprise and delight audiences.

Bolger has managed creative and content strategies for clients like Verizon, Samsung and Amazon, among many others. He's been part of award-winning campaigns for PETA, OREO, and The Alzheimer's Foundation including a Clio for the 2020 Project Gutenberg Campaign.

He was also the Design Director for Social Media Week Miami for two years and works closely with the One Club and Miami Ad School to mentor emerging creative talent. He is a practicing visual artist and was last shown at Aqua Art Miami for Art Basel.



Adam Kirschner

- Senior Content Supervisor
- 25+ years of experience in content strategy, social media strategy and digital media

Adam Kirschner is the Senior Content Supervisor for rbb communications with more than 25 years of experience leading diverse content teams across various industries. He is a leading voice in rbb's Content Studio, working hand-in-hand with public relations teams to lead and execute strategic storytelling and in-platform campaigns for clients.

Kirschner has previously served as a content director and paid and organic social media manager working with clients such as the Atlantis Bahamas and served as the digital program director at iHeartMedia Miami. During his tenure at iHeartMedia, he managed a team of up to 30 professionals responsible for content publication across eight websites and 30 social media platforms. Adam's

extensive background also includes a significant tenure in the digital and marketing departments of Tribune Company's Sun Sentinel properties, encompassing print, television, and websites.

Throughout his career, Adam has actively collaborated with numerous non-profit organizations, such as the Sun Sentinel's Children's Fund, The Wounded Warrior Project, Fisher House, Camillus House and various hurricane recovery groups.



Kate Rogers

- Account Supervisor
- 10+ years of experience in B2B and B2C communications, media relations and crisis communications

Kate Rogers is an account supervisor at rbb Communications and has more than ten years of experience in leading diverse, integrated B2B and B2C accounts. From developing earned media strategies and securing top placements to launching new products and services, she has a track record of delivering proven results for not-for-profit, publicly traded and private companies. Additionally, Rogers also supported a branding overhaul and launch for the Town of Fuquay-Varina in North Carolina.

Rogers is also a member of rbb's crisis team, with expertise including proactive crisis planning and support of reputation management and crisis response programs for national clients.



Stephanie Schiff

- Senior Account Supervisor
- 10+ years of experience in B2B communications and media relations

Stephanie Schiff is a Senior Account Supervisor at rbb Communications.

Schiff's specialties include developing strategic and effective public relations and integrated marketing campaigns, providing thoughtful client counsel and maintaining strong media contacts.

She has strong expertise in the real estate, professional services and logistics sectors, working with clients like DHL, Brown and Brown, and Codina Partners

Schiff also led the creation and execution of the award-winning Unhappy New Yorkers campaign, won the Gold 2020 SABRE Award and 2020 PRSA Bronze Anvil Award and won rbb team of the year for six consecutive years (2014-2019).

2.2.3.C Proposer Qualification Statement:

Detail Proposer’s experience in developing and implementing strategic communications plans, providing evidence of experience for at least three (3) years.

rbb has the necessary experience in the development of internal and external strategic communication plans for local and national clients in a variety of industries. Showcasing this work, below we have included several case studies spotlighting how we leveraged these programs and built the necessary communications infrastructure to position destinations, launch organizations and advance key strategic initiatives.



Case Study: Downtown Doral: Unhappy New Yorkers

Challenge

Changes in the federal tax code and continued high local taxes meant New Yorkers were looking to move – Downtown Doral wanted New Yorkers to consider this unfamiliar Florida location in Miami-Dade County.

Breakout Strategy

Poke fun at the political establishment by creating a website for “Unhappy New Yorkers” where they could download a resignation letter, rant on social media or fill out a form to find a new home in Downtown Doral.

Program

- Conceptualized and designed eye-catching, tongue-in-cheek creative assets with taglines like “I \$ NY”; “The Big Apple’s Rotten”; “Cuomo, We Agree. New Yorkers Should Flee”.
- Developed and designed interactive website complete with tax and cost-of-living calculator, a downloadable “resignation letter” and shareable social media tiles.
- Created highly targeted social media campaign including ad buys with Google Search, Facebook, Instagram, Native, X (formerly Twitter) and YouTube.
- Planned targeted Wall Street Journal digital ad campaign.
- Produced word-of-mouth buzz through media pitching.

Results

19.2K	220K	20MM
Total visitors to the site in three months	Video views from digital ads	Total media impressions
40	833	350
“Contact us” site inquiries about Downtown Doral	Downloads of the “resignation letter” from the website	Secured client meetings with NY brokers to pitch campaign efforts



Case Study: Driving Foot Traffic to the Refreshed Downtown Coral Gables

Challenge

Build awareness for the new and improved Downtown Coral Gables after the completion of the Streetscape project and construction.

Promote and increase the visibility of the Coral Gables BID and elevate Downtown Coral Gables' corporate branding as a premier destination for business, shopping, entertainment, and dining.

Breakout Strategy

Create a brand footprint and messaging blueprint to drive all brand communications, from PR to advertising.

Invest in and promote special events and activations to showcase the new Downtown Coral Gables.

Program

- Implement strategic, multimedia advertising campaigns specific to each event consisting of direct mail, print, digital banners, pay-per-click, window posters, custom landing pages and websites.
- Earned media campaign targeting local publications.
- Spearhead photoshoot for custom imagery.

Results

Miracle Mile Celebration
11.7MM%
 Total media impressions

71
 Total combined placements

440%
 Increase in foot traffic compared to previous year

Culinary Month
3.2MM
 Total media impressions

26
 Total combined placements

Total Visitors Within Six Months
345%
 Increase in foot traffic compared to previous year



Case Study: Changing the NIL Narrative to Unite Gator Nation for Good

Challenge

Name, Image, and Likeness (NIL) has completely changed the game in college sports, creating an uber-competitive environment to attract and retain the best athletic talent. For the University of Florida (UF), the independent NIL organization supporting their student-athletes was embroiled in a national scandal hurting the athletic program in the eyes of fans, donors and future recruits. A new NIL group needed to be quickly formed to repair the University's reputation and earn back fan and donor trust, avoiding long-term damage to the athletic program.

Breakout Strategy

Appealing to Gator Nation's intense desire to win the right way, rbb built a strong, trustworthy and bold brand - Florida Victorious - all about fostering an exclusive fan community that creates life-changing impact for student-athletes and the university community.

Program

This program had four phases, each meticulously designed to foster the creation and growth of a robust brand.

- **First Quarter** - Build a winning brand. From creating a brand identity and message footprint to developing all digital marketing assets (website, social media), the foundation of Florida Victorious was born.
- **Second Quarter** – Game planning. With the pressure on, a seamless launch was vital to change the reputational narrative. Our cascade communications strategy, partner coordination efforts, construction of an advocate network and extensive media training with Florida Victorious leadership made sure we could hit the ground running.
- **Third Quarter** – Making a Big Splash. Florida Victorious launched with a dynamic PR and marketing program including a launch video with the legendary Steve Spurrier, national press campaign, in-person tailgating events and paid digital marketing campaign.
- **Fourth Quarter** - Maintaining Momentum. Following our debut, we created a series of tentpole PR activities to complement an ongoing digital marketing campaign including student-athlete community service spotlights, live Streamed “The Future of NIL” event hosted by ESPN’s Laura Rutledge, and \$2 Million dollar match promotion.

Launch Results:

469MM

Earned media impressions

99%

Positive news coverage

21K+

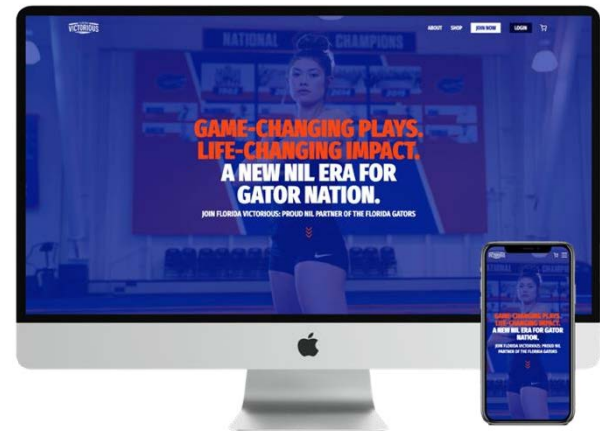
Website visitors

20K+

Social media engagements

\$4M

In foundation donations and memberships



Case Study: Proactive, Innovative PR Mitigates Reputational Risk: FPL and rbb Get the Lights Back On After Hurricane Ian

Challenge

On Sept. 2022, Category 5 Hurricane Ian devastated Southwest Florida and left 2.5 million FPL customers without power. With rbb’s smart crisis preparedness action program, FPL came through the storm unscathed.

Breakout Strategy

To showcase progress in power restoration efforts, our team created the infrastructure to amplify positive customer perceptions of FPL's storm readiness and had data and great visual assets ready to control the media narrative and spark greater positive/neutral coverage, mitigating negative reputational impacts.

Program

The four-part program entailed:

1. Provide year-round "always on" education on grid strengthening, innovative technologies and outage prevention, granting media access to FPL technology/command center.
 - Hyper-local media efforts targeted 60 Florida cities outlining grid improvements.
2. Deployment of FPL "media modules" to capture field visuals for direct sharing with media and on social platforms.
 - Capture around-the-clock daily footage of restoration crews, provided to media daily.
3. Standardization of information tools and frequencies, such as online outage trackers and daily press conferences, aiming to streamline media inquiries.
 - Offer real-time communications including daily press conferences and frequent updates online and with local and state governments, including the Governor's office.
4. Utilization of rbb's proprietary predictive media intelligence tools to proactively manage media relations and gauge the likelihood of stories gaining viral traction.
 - rbb's monitoring and analytics team provided 24/7 media and social media monitoring to inform response strategy. Strategy included: media sentiment reports, analysis of all social media activity and appetite of national vs. regional media.

Results:

13%

Jump in FPL storm message awareness

9K+

Stories secured, **99%** of which were positive/neutral

Over 1.45B

Impressions of coverage featuring FPL messaging

Streamlined media communications by **81%** compared to Hurricane Irma

Happy FPL Customers



Cindy Towne Rose

Amazing to witness the orchestra of their repair effort. I viewed FPL's CEO yesterday and he is a highly competent leader. I can not stress enough the value of keeping the public informed with a coherent restoration timeline of when we may anticipate power. It reduces the guess work of mitigation. Thank you.

16w Edited



Brian Sprouse

Ty very much for coming to help and taking time away from your families to help all of us. This was devastating but we wouldn't be able to look forward to a positive future of rebuilding with out you! Amazing job of getting us to a somewhat normal life. Safe travels back to your families and ty again!

14w



2.2.3.D Proposer Qualification Statement:

Specify communications plans developed on behalf of various entities, including any governmental entities or similar organizations, within the past five (5) years.

Adrienne Arsht Center FOR THE PERFORMING ARTS OF MIAMI-DADE COUNTY

Adrienne Arsht Center for the Performing Arts of Miami Dade-County:

- **Agency of record:** 2014 – 2020 and current branding AOR.
- **Areas of Service:** Strategic Communications, Branding, Creative Design and Development, and Public Relations.

The Adrienne Arsht Center, a leading local arts nonprofit with a history of collaboration with rbb Communications, sought a partner to bring the organization into the future by defining its distinct brand and making it shine in a way that stood out to its core audience pillars: donors, local patrons and the international community visiting Miami. rbb is currently working with the Arsht Center to build a comprehensive communications and brand strategy to set the organization up for long term success.



Miami-Dade Beacon Council:

- **Current agency of record:** two years
- **Areas of Service:** Strategic Planning, Communications Counsel, Media Relations and Branding

rbb provides the Miami-Dade Beacon Council with strategic brand guidance and oversight. From planning exercises to auditing for communications insights, rbb has played an integral role in shaping the Council's brand and advancing its mission to promote economic development and job creation in Miami-Dade County, ensuring impactful engagement with diverse stakeholders and enhancing its visibility and credibility.



GMCVB:

- **Current agency of record:** four years
- **Areas of Service:** Advertising, Strategic Planning, Copywriting, Media Buying, Earned Media, Influencers and Creative Design.

Over the past four years, rbb has been a partner for the Greater Miami & Miami Beach Visitor and Convention Bureau (GMCVB). Notably, rbb led the development and execution of the "Miami Eats" branding campaign, which earned four awards and revitalized the restaurant industry during the COVID-19 pandemic. Additionally, rbb's integrated marketing efforts for the FIFA 2026 campaign seamlessly blended creative design, PR, digital marketing, influencer outreach and community

engagement strategies to highlight Miami's vibrant culture and passion for soccer, solidifying Miami's status as a premier location for international events.



Health Foundation of South Florida:

- **Current agency of record:** one year
- **Areas of Service:** Strategic Planning, Communications Counsel and Branding.

rbb is currently working to elevate the Health Foundation of South Florida brand with local healthcare and community leaders, philanthropists and think tanks. rbb's strategic approach involves auditing current strategies and developing a comprehensive marketing plan that includes building a strong communications foundation with refined messaging and digital assets (website, social media), creating ongoing marketing campaigns, optimizing sponsorships, facilitating grantee communications, and implementing a metrics dashboard to track performance.



Jackson Health System:

- **Agency of record:** 2016-2021
- **Areas of Service:** Advertising, Social Media (Organic and Paid), Strategic Planning, Copywriting, Website Development, Reputation Management, Media Buying and Creative Design.

In 2016, Jackson Health System sought a partner to elevate their brand and establish greater credibility for its bariatric services. Beginning with a website refresh to optimize user experience to better showcase offerings, followed by a multi-channel advertising campaign inclusive of strategic planning, media buying and creative development, Jackson Health System's brand experienced a resurgence by breaking through clutter with emotional appeal and communicating elevated, expert-informed messages with audiences.



Knight Foundation:

- **Agency of record:** 2021-2023
- **Areas of Service:** Advertising, Strategic Planning, Copywriting, Media Buying, Earned Media and Creative Design.

Seeking a partner to support their annual Arts Challenge, rbb assessed the Knight Foundation's previous campaign and recommended a new modernized approach to appeal to new audiences. By translating the Knight Foundation brand authentically and with precision for the TikTok community, rbb helped the organization engage a new generation and drive leads, without sacrificing credibility.



Miami Downtown Development Authority (DDA):

- **Current agency of record:** two years
- **Areas of Service:** Communications Strategy, Social Media, Event Management, Public Relations, Media Relations and Crisis Communications.

Since 2022, rbb has worked with the Miami Downtown Development Authority (DDA) to devise media and marketing strategies aimed at promoting Downtown Miami as a prime destination for both businesses and the public. Our responsibilities encompass crafting topics for media outreach, providing event support as necessary, serving as a media liaison for the DDA, conducting media training, developing messages, and coordinating cross-promotions with local partners. Additionally, rbb assists the DDA in crisis communications when required, ensuring effective communication and reputation management for Downtown Miami.



West Palm Beach Downtown Development Authority (DDA):

- **Current agency of record:** six years
- **Areas of Service:** Communications Strategy, Event Management, Public Relations, Media Relations, Partner & Influencer Management and Crisis Communications.

rbb provides media and marketing strategies that communicate initiatives, projects and events to market Downtown West Palm Beach as a destination for businesses and the general public. Our work includes developing topics for media outreach, staffing events as needed, working as a media liaison for the DDA, media training, message development and working with local partners on mutually beneficial cross promotions. rbb also works with the DDA on issues management and crisis communications as needed.



Coral Gables Business Improvement District:

- **Agency of record:** 2018 - 2019
- **Areas of Service:** Strategic Planning, Communications Counsel, Media Relations, Branding, Creative Design & Development, Advertising, Public Relations and Reputation Management.

As shared above within our case study samples, in 2018, Coral Gables sought a partner to tell a new story about the city and establish a roadmap for all communications to promote and increase the visibility of the Business Improvement District (BID) and elevate Downtown Coral Gables' branding and positioning as a premier destination for business, shopping, entertainment and dining. rbb developed a new brand footprint and messaging blueprint for Downtown Coral Gables prior to launching a strategic integrated communications program that helped raise awareness of and drive traffic to the destination and its businesses with custom imagery, direct mail, print,

digital, pay-per-click, websites and more. Within the first six months of the program, Downtown Coral Gables saw 876.2K visits and overall saw a 440% increase in foot traffic compared to the previous year.

2.2.3.E Proposer Qualification Statement:

Provide at least three (3) references for similar projects completed by Proposer, including contact name, role, phone number, and email address.

Codina Partners

Armando Codina, Founder

Phone: 305-529-1317 | **Email:** ACodina@codina.com

Health Foundation of South Florida

Loreen Chant, President & CEO

Phone: 305-374-7200 | **Email:** lchant@hfsf.org

West Palm Beach Downtown Development Authority

Teneka James-Feaman, Associate Executive Director

Phone: 561-833-8873 | **Email:** tjames@downtownwpb.com

2.2.4 Proposed Work Plan:

Outline of the proposed work plan, including a description of deliverables, activities and time estimates for completing each element.

rbb works purposefully, ensuring we have shared goals and expectations with the correct guideposts in place. At the outset of the project, we would create an action plan (example below) outlining all deliverables, progress updates, deadlines, and assigned leads / executional responsibilities. Our action plan is updated in real time and serves as the backbone of the project to ensure full transparency.

rbb anticipates the project would take three months from when the audit surveys are received, with three clear phases:

- Audit / Research – First 45 days
- Brand and Strategy Development and Planning – Days 30-60
- Alignment and Implementation – Days 60-90

City of Doral Action Plan			
Action Item	Details/Notes	Due Date	Lead
Phase 1 - Audit and Research			
Brand Audit	- Message review initiated - Visual branding review started	Day 30	SW/TB
Marketing Assessment	- Website credentials requested; pending feedback - Social profile credentials requested - City sharing collaterals for review - City to provide full list of all current CRM, digital, and media software tools	Day 30	TB
Competitor Analysis	City to advise on top three municipalities for comparison; team to initiate research one received	Day 45	City
Leadership Insights	rbb compiling list of desired interviews and drafting questionnaire	Day 45	SW
Business Leader / Resident Pulse Survey	rbb/City to discuss internal resources for pulse survey; after conversation rbb to make final recommendation	Day 45	SW
Phase 2 - Brand and Strategy Development and Planning			
Brand Footprint	Message development initiated	Day 60	SW/CB
Social Media Playbook	Playbook creation in process	Day 60	AK
Website Optimization	Recommendations development started	Day 60	TB
Plan Development	Team developing plan	Day 60	KR/SS/AK
Crisis Protocols	City to provide existing protocol docs and org chart	Day 60	SW/LG/KR
Phase 3 - Alignment and Implementation			
Brand Update Mtg.	rbb to schedule with City	Day 70	SW/CB/TB
Plan Presentation Mtg.	rbb to schedule with City	Day 80	SW/CB/AK
Crisis Training	rbb to schedule with City	Day 90	SW/CB/LG
Administration			
Team meeting	Biweekly team check-in call	Ongoing	rbb
rbb Communications	City of Doral		
CB = Christine Barney	XX = Team member 1		
SW = Shawn Warmstein	XX = Team member 2		
SS = Stephanie Schiff	XX = Team member 3		
KR = Kate Rogers	XX = Team member 4		
LG = Laura Guitar	XX = Team member 5		
TB = Tom Bolger			
AK = Adam Kirschner			

Under each of these phases, we have outlined our approach and process to execute the corresponding work, along with details on some of the specific included deliverables.

Phase 1: Audit / Research - Evaluating the Current Landscape

rbb rolls up our sleeves, analyzing all elements of your communications ecosystem and infrastructure, standard practices, and staff resources to not only understand what you have done and can do, but more importantly where we need to go together. As part of this evaluation process, during the first 45 days we will execute the following:

- **Brand Audit** – Deep dive into the City of Doral brand, analyzing your current positioning, messaging, visual identity and style. We will compare findings against best practices and look for areas of excellence and opportunity.
- **360-Degree Marketing Assessment** – We will review every facet of your communications and marketing ecosystem and infrastructure, including:
 - **Digital Platforms** - Evaluate existing website and social media profiles for best practices related to content, imagery, compliance, SEO, UX/UI, etc.
 - **Marketing / Communication Materials** – Examine collateral pieces, email templates, advertisements, etc., to draw takeaways about imagery, messaging, and style (color, font, etc.).
 - **Media Kit** – Check current media toolkit (bios, fact sheet Q&As, press releases, etc.) used to educate journalists and determine needed additions and changes.
 - **Resources and Tools** – Inventory current productivity and intelligence software tools and subscriptions and determine potential efficiencies and additions in support of communication efforts
- **Competitor Analysis** – Analyze two to three other direct or aspirational competitors (municipalities) and compare their relevant positioning, messaging, communication platforms, etc. to help differentiate the City of Doral or build on certain best practices

Complementing rbb’s independent analysis, we will also survey stakeholders.

- **Leadership Insights** – Conduct email and phone interviews with City of Doral officials and staff to determine current perceptions about the City’s brand, messaging, and communications infrastructure (staff resources, systems, and processes); identifying strengths and weaknesses and uncovering potential opportunities.
- **Stakeholder Study** – Capturing sentiment and preferences of Doral residents and business owners, conduct quick pulse survey* to extract key insights to shape delivery preferences and communication needs (if an internal database and surveying capabilities don’t exist, and the expense budget permits, we recommend using a third-party to conduct the poll).

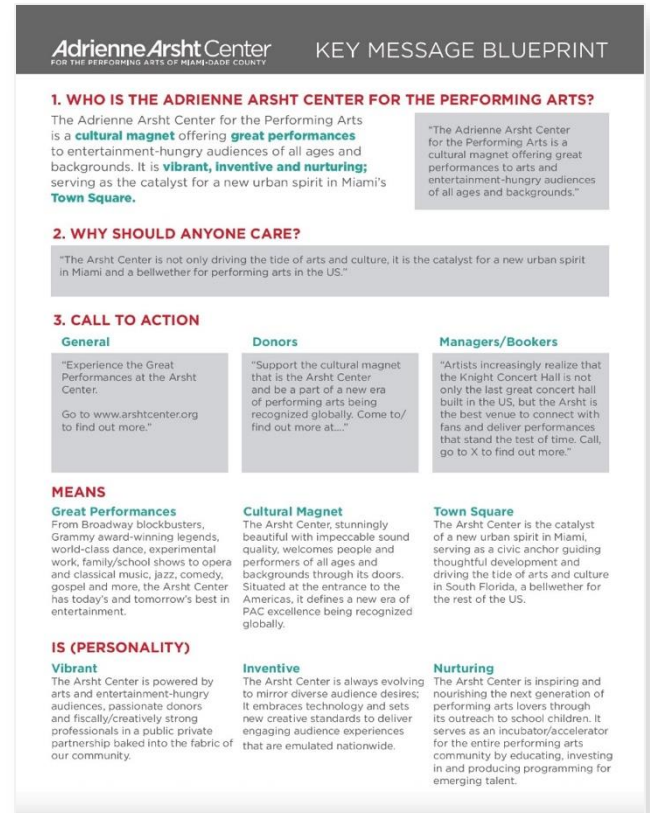
The results of the audit and research phase will provide insights to build a strong, strategic communications plan for the City of Doral with corresponding metrics to determine success.

Phase 2: Brand and Strategy Development and Planning - Creating a Roadmap

With our analysis and evaluation complete, we will make brand (positioning, messaging, visual identity, digital platforms) update recommendations and develop our strategic communications plan. Below we have outlined key components in this phased plan that will serve as cornerstones to meet the City of Doral’s goals.

- **Brand Footprint:** The brand footprint is the messaging architecture that sets the stage to define who you are, how you deliver benefits / why it matters, and what you want key audiences to do about it. This framework will be customized for your different stakeholders and ensures we are speaking with one voice, setting the tone for any potential updates to the brand look and feel. See a sample brand footprint below.
- **Social Media Playbook:** Providing a strategic guide and set of protocols for the City of Doral's social profiles, we will draft a playbook to enhance your online presence, including:
 - Profile update recommendations
 - Strategy focused on aligning voice, tone, style, content and frequency
 - Engagement best practices, including hashtag suggestions
- **Website Optimization:** Ensuring the City of Doral website features a best-in-class online experience, we will share our audit results including recommendations tied to:
 - Visual branding and messaging updates
 - SEO optimization
 - Google Analytics
 - ADA compliance
 - UX/UI best practices
- **Marketing Plan:** Leveraging our deep B2B and B2C experience, we will develop a marketing plan for the City of Doral that is driven by developing specific goals and tactics by audience and channel. The plan will focus on creating the most efficient means to communicate with stakeholders, leveraging data and feedback loops to adjust efforts as needed to maximize ROI. Under the plan, key components include:
 - Audience Targeting Matrix – Define which platforms should be used to communicate with certain audiences coupled with recommended message drivers.
 - Channel Guidelines – Reinforces best practices (tone, length, etc.) for each channel at the disposal of the City of Doral, including guidelines on when and how to use (either solo or in concert with other channels).
 - Infrastructure Recommendations – Complementing the strategic communications plan, we will advise on any additional staff resources, new software and productivity tools, and budget allocations needed to support recommended tactics.
 - Metrics for Success and Tracking – Our belief is simple: strategies work only when backed and driven by analytical measurement. We will mutually agree upon benchmarks, using our success tracker to set the goal, corresponding tactics, and KPIs, and build an integrated dashboard powered by AI and automation which can provide a single source of truth for all channel data, optimizations and learnings. See examples below.

BRAND FOOTPRINT SAMPLE



Adrienne Arsht Center
FOR THE PERFORMING ARTS OF MIAMI-DADE COUNTY

KEY MESSAGE BLUEPRINT

1. WHO IS THE ADRIENNE ARSHT CENTER FOR THE PERFORMING ARTS?
The Adrienne Arsht Center for the Performing Arts is a **cultural magnet** offering **great performances** to entertainment-hungry audiences of all ages and backgrounds. It is **vibrant, inventive and nurturing**; serving as the catalyst for a new urban spirit in Miami's **Town Square**.

"The Adrienne Arsht Center for the Performing Arts is a cultural magnet offering great performances to arts and entertainment-hungry audiences of all ages and backgrounds."

2. WHY SHOULD ANYONE CARE?
"The Arsht Center is not only driving the tide of arts and culture, it is the catalyst for a new urban spirit in Miami and a bellwether for performing arts in the US."

3. CALL TO ACTION

General	Donors	Managers/Bookers
"Experience the Great Performances at the Arsht Center. Go to www.arshtcenter.org to find out more."	"Support the cultural magnet that is the Arsht Center and be a part of a new era of performing arts being recognized globally. Come to/ find out more at..."	"Artists increasingly realize that the Knight Concert Hall is not only the last great concert hall built in the US, but the Arsht is the best venue to connect with fans and deliver performances that stand the test of time. Call, go to X to find out more."

MEANS

Great Performances	Cultural Magnet	Town Square
From Broadway blockbusters, Grammy award-winning legends, world-class dance, experimental work, family/school shows to opera and classical music, jazz, comedy, gospel and more, the Arsht Center has today's and tomorrow's best in entertainment.	The Arsht Center, stunningly beautiful with impeccable sound quality, welcomes people and performers of all ages and backgrounds through its doors. Situated at the entrance to the Americas, it defines a new era of PAC excellence being recognized globally.	The Arsht Center is the catalyst of a new urban spirit in Miami, serving as a civic anchor guiding thoughtful development and driving the tide of arts and culture in South Florida, a bellwether for the rest of the US.

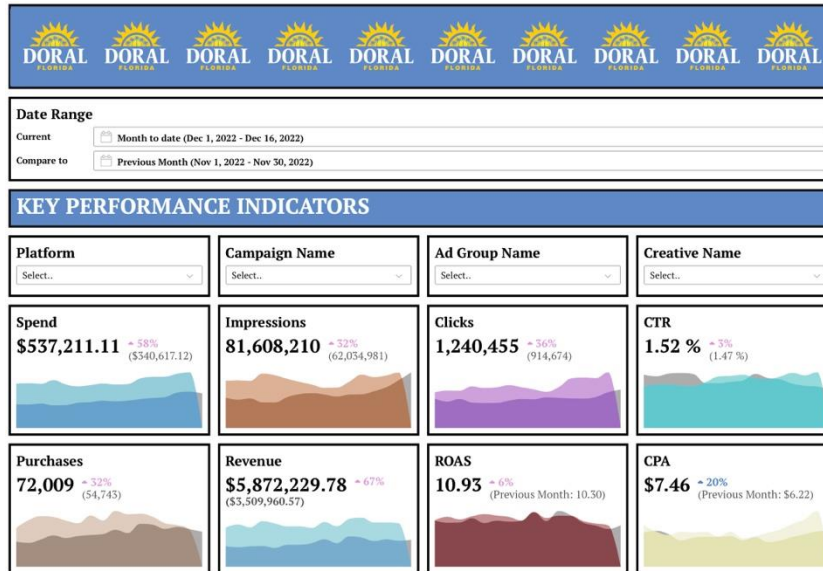
IS (PERSONALITY)

Vibrant	Inventive	Nurturing
The Arsht Center is powered by arts and entertainment-hungry audiences, passionate donors and fiscally/creatively strong professionals in a public-private partnership baked into the fabric of our community.	The Arsht Center is always evolving to mirror diverse audience desires; it embraces technology and sets new creative standards to deliver engaging audience experiences that are emulated nationwide.	The Arsht Center is inspiring and nourishing the next generation of performing arts lovers through its outreach to school children. It serves as an incubator/accelerator for the entire performing arts community by educating, investing in and producing programming for emerging talent.

rbb Success Tracker (Sample)



rbb Dashboard (Sample)



- Crisis Communication Protocols: To make sure the City of Doral is ready, we would make sure you have the processes in place and people prepared to act.
 - Crisis Planning + Preparedness – 360-degree review designed to evaluate current crisis plan and address preparedness issues, expose gaps and identify potential weaknesses to ensure the right protocols are in place.
 - Training + Simulation – Prepare leaders and crisis team members for streamlined response in worst case scenarios including tabletop training to improve high-stakes thinking and response in worst-case scenarios (will be part of phase 3).

Phase 3: Alignment and Implementation

During this final phase, rbb will schedule a round of meetings to present our strategic communications plan to the City of Doral focusing on reaching group consensus on brand (positioning, messaging, visual, digital platform) updates; goals and metrics; plan execution and responsibilities; and new tools and resources.

2.2.5 Proposed Compensation:

Schedule of billing rates and an all-inclusive fee that includes associated costs.

rbb makes your budgets go further through smart execution and realistic fee arrangements. Key tenets of our budget process include:

- **It's a partnership:** together we will identify priorities and define what success looks like.
- **Accountability:** we track budgets against our hourly team rates ensuring the right person does the right job at the right rate
- **No markups:** our fees are transparent.

The following is our budget proposal based on the outlined scope of work and three phases of work we have outlined with corresponding deliverables. rbb would bill 50% of the project fee up front, followed by two additional invoices for the remaining balance (split evenly) at the 60 and 120-day mark.

PROJECT PHASE / TIMING	FEE
Phase 1 – Audit / Research	\$15,000
Phase 2 – Brand and Strategy Development and Planning	\$18,000
Phase 3 – Alignment and Implementation	\$4,000
Data and Communications (phone, internet, other data-related expenses) – 5% of fee *Note – Pending current City of Doral resources, additional funding may be required for business leader and resident pulse survey	\$1,850
Total Fee	\$38,850

The rbb Advantage

- **Award winning**
Six-time agency of the year with deep sector experience
- **Counselors, connectors, creators**
Offering a dedicated team headed by a senior counselor
- **24/7**
On call 24 hours, 7 days a week
- **Integrated strategies**
Expertise + insights + passion = results
- **More for your money**
Making budgets go further through smart execution, alliance building and realistic fee arrangements



Thank you for the opportunity to share more about rbb Communications. We look forward to building a winning partnership with the City of Doral.

CITY OF DORAL



Request for Proposals

City of Doral Strategic Communications Plan

RFP No. 2024-04

ARTICLE 4 – REQUIRED SUBMISSION FORMS

INTERESTED PROPOSERS SHALL SUBMIT THE FOLLOWING FORMS IN THE EXACT SEQUENCE PROVIDED, INCLUDING INSERTION OF DOCUMENTS WHERE SPECIFIED. THE FOLLOWING MATERIALS ARE CONSIDERED ESSENTIAL AND NON-WAIVABLE FOR ANY RESPONSE TO THIS SOLICITATION.

The required forms are attached to this Solicitation as Exhibit A, and are inclusive of the following:

1. Solicitation Response Form
2. Certificate of Authority
3. Bidder/Proposer Affidavits
 - o Conflict of Interest
 - o Compliance with Foreign Entity Laws
 - o E-Verify Program Affidavit
 - o No Contingency Affidavit
 - o Public Entity Crimes
 - o Copeland “Anti-Kickback” Act Affidavit
 - o Disability Non-Discrimination & Equal Employment Opportunity
 - o Conformance with OSHA Standards
 - o Non-Collusion Affidavit
 - o Drug Free Workplace Program
 - o Cone of Silence Certification
 - o Business Entity
 - o Bidder Certification

SOLICITATION RESPONSE FORM**City of Doral RFP No. 2024-04
Strategic Communications Plan**

Date Submitted	March 13, 2024
Company Legal Name	rbb Communications, LLC
Date of Entity Formation	October 5, 2001
Entity Type (select one)	Corporation / Partnership / LLC / Other:
Corporate Address	355 Alhambra Circle # 800, Miami FL 33134
Office Location	Miami
Taxpayer Identification No.	651144624
Authorized Representative (Name and Title)	Christine Barney, CEO

1. The undersigned Bidder/Proposer agrees, if this Bid is accepted by the City, to enter into an agreement with the City of Doral to perform and furnish all goods and/or services as specified or indicated in the Contract for the Price and within the timeframe indicated in this proposal and in accordance with the terms and conditions of the Contract.
2. Bidder/Proposer accepts all of the terms and conditions of the Solicitation, including without limitation those dealing with the disposition of Bid Security. This Bid will remain subject to acceptance for 180 days after the day of Bid opening. Bidder/Proposer agrees to sign and submit the Contract with any applicable documents required by this RFP within ten days after the date of City's Notice of Award (If applicable).
3. By responding to this sealed Solicitation, the Bidder/Proposer makes all representations required by the Solicitation and further warrants and represents that Bidder/Proposer acknowledges that it has received and examined copies of the entire Solicitation documents including all of the following addenda:

Addendum No.: 1 Dated: 2/23/24 Addendum No.: 3 Dated: 3/6/24
Addendum No.: 2 Dated: 2/28/24 Addendum No.: Dated:

Check here If no Addenda were issued by the City.

4. Bidder/Proposer further warrants and represents that it has familiarized themselves with the nature and extent of the Contract, required goods and/or services, site, locality, and all local conditions and applicable laws and regulations that in any manner may affect cost, progress, performance, or furnishing of the Work.
5. Bidder/Proposer further warrants and represents that it has studied carefully all reports and drawings of subsurface conditions and drawings of physical conditions to the extent applicable to the Work, and has obtained and carefully studied (or assumes responsibility for obtaining and carefully studying) all information that pertains to the subsurface or physical conditions at the site or otherwise may affect the cost, progress, performance, or furnishing of the Work, and no additional examinations, investigations, explorations, tests, reports or similar information or data are or will be required by Bidder/Proposer for such purposes.

Exhibit A – Required Submission Forms

- 6. Bidder/Proposer further warrants and represents that it has given the City written notice of all errors or discrepancies it has discovered in the Contract and the resolution thereof by the City is acceptable to Bidder/Proposer.
- 7. Bidder/Proposer further warrants and represents that this Bid/Proposal is genuine and not made in the interest of or on behalf of any other undisclosed person, firm or corporation; Bidder/Proposer has not directly or indirectly induced or solicited any other Bidder/Proposer to submit a false or sham Proposal; Bidder/Proposer has not solicited or induced any person, firm or corporation to refrain from submitting; and Bidder/Proposer has not sought by collusion to obtain for itself any advantage over any other Bidder/Proposer or over the City.
- 8. Bidder/Proposer understands that the quantities provided are only provided for proposal evaluation only. The actual quantities may be higher or lower than those in the proposal form.
- 9. Bidder/Proposer understands and agrees that the Contract Price is Unit Rate Contract to furnish and deliver all of the Work complete in place as such the Proposer shall furnish all labor, materials, equipment, tools superintendence, and services necessary to provide a complete Project.
- 10. Communications concerning this Proposal shall be addressed to:

Bidder/Proposer: rbk Communications

Telephone: 651-226-6413

Email Address: amanda.magistad@rbkcommunications.com

Attention: Amanda Magistad

11. The terms used in this response which are defined in the above-referenced Solicitation shall have the meanings assigned to them in such Solicitation.


STATEMENT

I understand that a "person" as defined in 287.133(1)(e), Florida Statutes, means any natural person or entity organized under the laws of any state or of the United States with the legal power to enter into a binding Contract and which Bids or applies to Bid on Contracts for the provision of goods or services let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "persons" includes officers, directors, executives, partners, shareholders, employees, members, and agents active in management of the entity.

SUBMITTED THIS 13 DAY OF March, 2024.

Company Name: rbk Communications

Company Address: 355 Alhambra Circle, Suite #800, Miami FL 33134

Authorized Representative Signature: 

PROPOSER QUALIFICATION STATEMENT

The Proposer's response to this questionnaire will be utilized as part of the City's evaluation to ensure that the Proposer meets, to the satisfaction of the City, the minimum requirements for participating in this Solicitation.

PROPOSER MUST PROVIDE DETAILS FULFILLING THE SOLICITATION'S MINIMUM EXPERIENCE REQUIREMENTS IN THE FORM BELOW. IT IS MANDATORY THAT PROPOSERS USE THIS FORM IN ORDER TO INDICATE THAT THE MINIMUM EXPERIENCE REQUIREMENT IS MET. NO EXCEPTIONS WILL BE MADE.

Proposer	rbb Communications		
Years in Business	23		
Years of Experience Developing Strategic Communications Plans	23		
Project No. 1			
Project Name:	Codina Partners / Downtown Doral		
Project Description:	Positioning Downtown Doral as the top live, work, play, and learn destination, rbb is responsible for promoting this vibrant community of culture and commerce and its distinct mix of restaurants, retailers, and residential offerings. From our ongoing earned media relations program to integrated campaigns supporting the launch of art, education, and community focused initiatives, we have worked with Downtown Doral and Codina Partners for more than 10 years, also delivering public relations and reputation management services in support of the company's other real estate projects and properties.		
Budget/Cost:	Approx: \$90,000 annually	Contract Dates:	2010-Present
Owner/Client Name:	Codina Partners	Reference Name:	Armando Codina, Founder
Reference Phone No.:	305-529-1317	Reference Email:	acodina@codina.com
Project No. 2			
Project Name:	Health Foundation of South Florida		
Project Description:	rbb is currently working to elevate the Health Foundation of South Florida brand with local healthcare and community leaders, philanthropists, and think tanks. rbb's strategic approach involves auditing current strategies and developing a comprehensive marketing plan that includes building a strong communications foundation with refined messaging and digital assets (website, social media), creating ongoing marketing campaigns, optimizing sponsorships, facilitating grantee communications, and implementing a metrics dashboard to track performance.		
Budget/Cost:	Approx: \$65,000 project total	Contract Dates:	2023 - Present
Owner/Client Name:	Health Foundation of South Florida	Reference Name:	Loreen Chant, President & CEO
Reference Phone No.:	305-274-7200	Reference Email:	lchant@hfsf.org
Project No. 3			
Project Name:	West Palm Beach Downtown Development Authority		
Project Description:	rbb provides media and marketing strategies that communicate initiatives, projects, events to market Downtown West Palm Beach as a destination for businesses and the general public. Our work includes developing topics for media outreach, staffing events as needed, working as a media liaison for the DDA, media training, message development and working with local partners on mutually beneficial cross promotions. rbb also works with the DDA on issues management and crisis communications as needed.		
Budget/Cost:	Approx: \$156,000 annually	Contract Dates:	2018-Present
Owner/Client Name:	West Palm Beach Downtown Development Authority	Reference Name:	Teneka James, Associate Executive Director
Reference Phone No.:	561-833-8873	Reference Email:	tjames@downtownwpb.com

BIDDER/PROPOSER AFFIDAVITS**Business Name:** rbb Communications LLCD.B.A.: rbb Communications Federal I.D. No.: 51-0603185Business Address: 355 Alhambra Circle #800City: Miami State: Florida Zip: 33134

I, the undersigned affiant do swear and affirm that I am an authorized agent of the above-named business ("Bidder") and authorized to make the following statements and certifications on Bidder's behalf:

1. Ownership Disclosure

Pursuant to City Code Section 2-384, the above-named Bidder hereby discloses the following principals, individuals, or companies with five percent (5%) or greater ownership interest in Bidder (supplement as needed):

<i>Name</i>	<i>Address</i>	<i>% Ownership</i>
Christine Barney	355 Alhambra Circle #800, Miami FL 33134	62.27%
Lisa Ross	355 Alhambra Circle #800, Miami FL 33134	29.06%
Tina Elmowitz	355 Alhambra Circle #800, Miami FL 33134	6.43%

The above-named Bidder hereby discloses the following subcontractors (supplement as needed):

<i>Name</i>	<i>Address</i>	<i>% Ownership</i>

Bidder hereby recognizes and certifies that no elected official, board member, or employee of the City of Doral ("City") shall have a financial interest in any transactions or any compensation to be paid under or through any transactions between Bidder and City, and further, that no City employee, nor any elected or appointed officer (including City board members) of the City, nor any spouse, parent or child of such employee or elected or appointed officer of the City, may be a partner, officer, director or proprietor of Bidder, and further, that no such City employee or elected or appointed officer, or the spouse, parent or child of any of them, alone or in combination, may have a material interest in the Bidder. Material interest means direct or indirect ownership of more than 5% of the total assets or capital stock of the Bidder.

Any exception to these above-described restrictions must be expressly provided by applicable law or ordinance and be confirmed in writing by City. Further, Bidder recognizes that with respect to any transactions between Bidder and City, if any Bidder violates or is a party to a violation of the ethics ordinances or rules of the City, the provisions of Miami-Dade County Code Section 2-11.1, as applicable to City, or the provisions of Chapter 112, part III, Fla. Stat., the Code of Ethics for Public Officers and Employees, such Bidder may be disqualified from furnishing the goods or services for which the bid or proposal is submitted and may be further disqualified from submitting any future bids or

proposals for goods or services to City. The term "Bidder," as used herein, include any person or entity making a proposal herein to City or providing goods or services to City.

2. Public Entity Crimes

1. Bidder is familiar with and understands the provisions of Section 287.133, Florida Statutes
2. Bidder further understands that a person or affiliate who has been placed on the convicted Bidder list following a conviction for a public entity crime may not submit a bid, proposal, or reply on a contract to provide any goods or services to a public entity; may not submit a bid, proposal, or reply on a contract with a public entity for the construction or repair of a public building or public work; may not submit bids, proposals, or replies on leases of real property to a public entity; 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 Bidder list.
3. Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement. (**INDICATE WHICH STATEMENT APPLIES.**)
 - Neither the entity submitting this sworn statement, nor any of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, nor any affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.
 - _____ The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.
 - _____ The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989. However, there has been a subsequent proceeding before a Hearing Officer of the State of Florida, Division of Administrative Hearings and the Final Order entered by the Hearing Officer of the State of Florida, Division of Administrative Hearings and the Final Order entered by the Hearing Officer determined that it was not in the public interest to place the entity submitting this sworn statement on the convicted Bidder list. (Attach a copy of the final order.)

3. Compliance With Foreign Entity Laws

Applicant certifies as follows:

- a. Bidder is not owned by the government of a foreign country of concern, as defined in Section 287.138, Florida Statutes.
- b. The government of a foreign country of concern does not have a controlling interest in Bidder, as defined in Section 287.138, Florida Statutes.
- c. Bidder is not organized under the laws of a foreign country of concern, as defined in Section 287.138, Florida Statutes.
- d. Bidder does not have a principal place of business in a foreign country of concern, as defined in Section 287.138, Florida Statutes.
- e. Bidder is not on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in Iran Terrorism Sectors List, created pursuant to s. 215.473.
- f. Bidder is not engaged in business operations in Cuba or Syria.
- g. Bidder is not participating in a boycott of Israel, and is not on the Scrutinized Companies that Boycott Israel list in accordance with the requirements of Sections 287.135 and F.S. 215.473, Florida Statutes

4. Disability, Nondiscrimination, and Equal Employment Opportunity

Applicant certifies that Bidder is in compliance with and agrees to continue to comply with, and ensure that any subcontractor, or third party contractor under any and all contracts with the City of Doral complies with all applicable requirements of the laws listed below including, but not limited to, those provisions pertaining to employment, provision of programs and services, transportation, communications, access to facilities, renovations, and new construction.

- The American with Disabilities Act of 1990 (ADA), Pub. L. 101-336, 104 Stat 327, 42 USC 1210112213 and 47 USC Sections 225 and 661 including Title I, Employment; Title II, Public Services; Title III, Public Accommodations and Services Operated by Private entities; Title IV, Telecommunications; and Title V, Miscellaneous Provisions.
- The Florida Americans with Disabilities Accessibility Implementation Act of 1993, Section 553.501 553.513, Florida Statutes.
- The Rehabilitation Act of 1973, 229 USC Section 794.
- The Federal Transit Act, as amended 49 USC Section 1612.
- The Fair Housing Act as amended 42 USC Section 3601-3631

5. Conformance with OSHA Standards

Applicant certifies and agrees that Applicant has the sole responsibility for compliance with all the requirements of the Federal Occupational Safety and Health Act of 1970, and all State and local safety and health regulations, and in the event the City engages Bidder, Bidder agrees to indemnify and hold harmless the City of Doral, against any and all liability, claims, damages losses and expenses the City may incur due to the failure of itself or any of its subcontractors to comply with such act or regulation in the performance of the contract.

6. E-Verify Program Affidavit

Affiant certifies the following:

- a. Affiant is familiar with and understands the provisions of Section 448.095, Florida Statutes and 48 CFR 52.222-54 and has sufficient knowledge of the personnel practices of the Bidder to execute this Declaration on behalf of the Bidder.
- b. Bidder has registered with and utilizes the federal work authorization program commonly known as E-Verify or any subsequent replacement program, in accordance with the applicable provisions and deadlines established in F.S. 448.095, which prohibits the employment, contracting or sub-contracting with an unauthorized alien.
- c. Bidder does not knowingly employ Affiants or retain in its employ a person whose immigration status makes them ineligible to work for the Bidder.
- d. Bidder has verified that any subcontractors utilized to deliver goods or services to the City through the Contractor's contract with the City use the E-Verify system and do not knowingly employ persons whose immigration status makes them ineligible to work for the subcontractor. The undersigned further confirms that it has obtained all necessary affidavits from its subcontractors, if applicable, in compliance with F.S. 448.095, and that such affidavits shall be provided to the City upon request.
- e. Failure to comply with the requirements of F.S. 448.095 may result in termination of the Bidder's contract(s) with the City of Doral.

7. No Contingency Affidavit

Affiant certifies the following:

- a. Neither Bidder nor any principal, employee, agent, representative or family member has promised to pay, and

Bidder has not and will not pay, a fee the amount of which is contingent upon the City of Doral awarding a contract.

- b. Bidder warrants that neither it, nor any principal, employee, agent, or representative has procured, or attempted to procure, a contract with the City of Doral in violation of any of the provisions of the Miami- Dade County conflict of interest and code of ethics ordinances.
- c. Bidder acknowledges that a violation of this warranty may result in the termination of any contracts and forfeiture of funds paid, or to be paid, to the Bidder if awarded a contract.

8. Copeland Anti-Kickback Affidavit

Affiant certifies that no portion of any sums will be paid to any employees of the City of Doral, its elected officials, or its consultants, as a commission, kickback, reward or gift, directly or indirectly by Bidder or any member of Bidder's firm or by any officer of the corporation in exchange for business with the City of Doral.

9. Non-Collusion Affidavit

I, the undersigned affiant, swear or affirm that:

- a. Affiant is fully informed respecting the preparation and contents of the attached Bid/Proposal by Contractor and of all pertinent circumstances respecting such Bid/Proposal.
- b. Such Bid/Proposal is genuine and is not a collusive or sham Bid/Proposal.
- c. Neither the said Contractor nor any of its officers, partners, owners, agents, representatives, employees or parties in interest, including Affiant, have in any way colluded, conspired, connived or agreed, directly or indirectly, with any other firm or person to submit a collusive or sham Bid/Proposal in connection with the Work for which the attached Bid/Proposal has been submitted; or to refrain from bidding in connection with such Work; or have in any manner, directly or indirectly, sought by agreement or collusion, or communication, or conference with any firm or person to fix any overhead, profit, or cost elements of the Bid/Proposal or of any other person submitting a response to the solicitation, or to fix any overhead, profit, or cost elements of the quoted price(s) or the quoted price(s) of any other bidding/proposing person, or to secure through any collusion, conspiracy, connivance, or unlawful agreement any advantage against the City or any person interested in the proposed Work.
- d. The price(s) quoted in the attached Bid/Proposal are fair and proper and are not tainted by any collusion, conspiracy, connivance, or unlawful agreement on the part of the Contractor or any other of its agents, representatives, owners, employees or parties in interest, including this Affiant.

10. Drug Free Workplace Program

Bidder, in accordance with Florida statute 287.087 hereby certifies that the Bidder does all of the following:

- a. Publishes a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
- b. Informs Employees about the dangers of drug abuse in the workplace, the business' policy of maintaining drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
- c. Gives each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (a).
- d. In the statement specified in subsection (a), notifies the employees that, as a conditions of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any 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 any state, for a violation occurring in the workplace no later than five (5) days after such conviction.

- e. Imposes a sanction on, or require the satisfactory participation in, a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.
- f. Makes a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

Select here if Not Applicable

11. Cone of Silence Certification

Affiant certifies and that Affiant has read and understands the "Cone of Silence" requirements set forth in this Solicitation and further certify that neither I, nor any agent or representative of the Company has violated this provision.

BIDDER AFFIRMATION

I, the undersigned affiant, being first duly sworn as an authorized agent of the below-named Bidder, does hereby affirm and attest under penalty of perjury as the proposed Bidder for City of Doral that the certifications and statements provided above on behalf of Bidder are true to the best of affiant's knowledge and belief and that Bidder is compliant with all requirements outlined in these City of Doral Affidavits. Bidder acknowledges it is required to comply with and keep current all statements sworn to in the above affidavits and will notify the City of Doral immediately if any of the statements attested hereto are no longer valid.

 rbb Communications

 March 13, 2024

Bidder Name

Date Signed

Affiant Signature

Christine Barney, CEO
Affiant Name & Title (Printed)

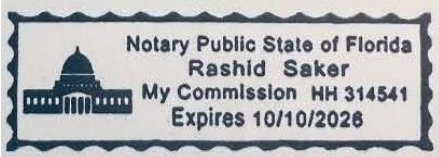


STATE OF Florida

COUNTY OF Miami Dade

The foregoing instrument was affirmed, subscribed, and sworn to before me this 13 day of March, 2024 by means of physical presence or online notarization, by Christine Barney who is personally known to me or who produced the following identification: NA.

[Notary Seal]



Notary Public for the State of Florida
My commission expires: 10/10/2026

CERTIFICATE OF AUTHORITY
(IF CORPORATION OR LLC)

I HEREBY CERTIFY that at a meeting of the Board of Directors of rbb Communications, LLC, a corporation organized and existing under the laws of the State of Florida, held on the 5 day of October, 2001 a resolution was duly passed and adopted authorizing (Christine Barney) as CEO (Title) of the corporation/company to execute agreements on behalf of the corporation/company and providing that their execution thereof, attested by the secretary of the corporation/company, shall be the official act and deed of the corporation/company. I further certify that said resolution remains in full force and effect.

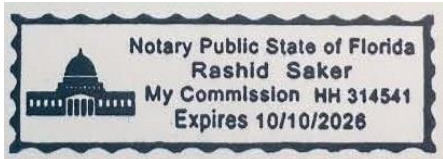
IN WITNESS WHEREOF, I have hereunto set my hand this 13 day of March, 2024

Secretary Signature 
Print Name: Lisette Loughner

STATE OF Florida
COUNTY OF Miami Dade

The foregoing instrument was affirmed, subscribed, and sworn to before me 13 day of March, this 20 24 by means of physical presence or online notarization, by Lisette Loughner who is personally known to me or who produced the following identification:

[Notary Seal]





Notary Public for the State of Florida
My commission expires: 10/10/2026

MINIMUM INSURANCE REQUIREMENTS

I. Commercial General Liability

- | | |
|--|-------------|
| A. Limits of Liability | |
| Each Occurrence | \$1,000,000 |
| Policy Aggregate (Per job or project) | \$2,000,000 |
| | |
| B. Endorsements Required | |
| City of Doral listed as an additional insured. | |
| Contingent & Contractual Liability | |
| Waiver of Subrogation in favor of City | |

II. Professional Liability

- | | |
|------------------------|-------------|
| A. Limits of Liability | \$1,000,000 |
|------------------------|-------------|

III. Workers Compensation

Statutory- State of Florida

Employer's Liability

- A. Limits of Liability
- \$100,000 for bodily injury caused by an accident, each accident.
 - \$500,000 for bodily injury caused by disease, each employee.
 - \$100,000 for bodily injury caused by disease, policy limit.
- Workers Compensation insurance must be provided for all persons fulfilling this contract, whether employed, contracted, temporary or subcontracted.

Subcontractors' Compliance: It is the responsibility of the Vendor to ensure that all Subcontractors comply with all insurance requirements.

All above coverage must remain in force and Certificate of Insurance on file with City without interruption for the duration of this agreement. Policies shall provide the City of Doral with 30 days' written notice of cancellation or material change from the insurer. If the policies do not contain such a provision, it is the responsibility of the Vendor to provide such notice within 10 days of the change or cancellation.

Certificate Holder: City of Doral, Florida
8401 NW 53rd Terrace
Doral, FL 33166

Certificates/Evidence of Property Insurance forms must confirm insurance provisions required herein. Certificates shall include Agreement, Bid/Contract number, dates, and other identifying references.

Insurance Companies must be authorized to do business in the State of Florida and must be rated no less than "A-" as to management, and no less than "Class V" as to financial strength, by the latest edition of AM Best's Insurance Guide, or its equivalent.

Exhibit B – Insurance Requirements

Coverage and Certificates of Insurance are subject to review and verification by City of Doral Risk Management. City reserves the right but not the obligation to reject any insurer providing coverage due to poor or deteriorating financial condition. The City reserves the right to amend insurance requirements in order to sufficiently address the scope of services. These insurance requirements shall not limit the liability of the Vendor. The City does not represent these types or amounts of insurance to be sufficient or adequate to protect the Vendor/Vendor's interests or liabilities but are merely minimums.



City of Doral

RFP No. 2024-04

Doral Strategic Communications Plan

Addendum No. 3

1. How much digital marketing have you invested in so far? Has it been effective?

Answer: We have not expended any funds in digital advertising thus far this fiscal year.

2. Is the City of Doral open to redesigning its logo and marks, including enhancing and improving its city seal?

Answer: The above request is not currently considered in the scope of this solicitation.

3. Is this City of Doral open to redesigning its website?

Answer: The above request is not currently considered in the scope of this solicitation.

4. Will the agency selected be considered "Agency of Record" for the City of Doral?

Answer: The selected agency will not be purchasing media for the City of Doral.

5. Is there a separate budget for paid advertising and paid digital?

Answer: Yes

6. Is there a separate budget for creative services? (i.e. design, content creation, etc.)

Answer: There is no budget allocated for execution/implementation as that will be done in-house with internal resources by City staff.

7. Does the RFP encompass services for managing social media postings or for only providing the strategy?

Answer: There is no budget allocated for execution/implementation as that will be done in-house with internal resources by City staff.

8. Is there another municipality anywhere in the country you'd consider a best-in-class example to emulate regarding communications strategy?

Answer: Once engaged, the awarded proposer will work with City staff in identifying the best practices of comparable agencies that would be of benefit to the City of Doral.

9. How would you rate your current brand image/perception of the City of Doral brand?

Answer: Once engaged, the awarded proposer will work with City staff in rating current brand based on their expertise.

10. What are your goals for brand perception of the City of Doral brand?

Answer: Among the City's goals are to enhance public awareness, engagement, and understanding of city initiatives and services. Once engaged, the awarded proposer will work with City staff in further defining the City's priorities. Increase on continuity across internal processes that leads to the positive awareness of City leadership, departments, events and programs.

11. What are your primary communication challenges you seek to address?

Answer: Once engaged, the awarded proposer will work with City staff in identifying the City's challenges.

12. What has been your most successful communications effort thus far?

Answer: Once engaged, the awarded proposer will work with City staff in identifying successful communications program and campaigns.

13. Is there a file size limit for uploading proposal materials?

Answer: The 2021 DemandStar User Guide indicates that the current maximum file size is 100MB. Please refer to the DemandStar and Vendor Registry websites to confirm maximum file size. For all other proposal submittal instructions please refer to Section 2.2 of the RFP.

14. Can you list the positions with the City of Doral who would primarily interface with the chosen agency partner? Who will be the primary points of contact?

Answer: Deliverables will be submitted to the Communications Director with some interface with other designees from the department.

15. Do you have an internal position dedicated to managing internal communications? If so, who?

Answer: No.

16. Do you have an internal position dedicated to social media posting? If so, who?

Answer: Yes. Social Media Coordinator.

17. Can you provide a list of the current communication channels utilized by City of Doral? (i.e. what social media channels, regular newsletters, direct mail pieces, web sites, etc.)

Answer: Social media, website, digital quarterly newsletter, quarterly mailer postcard promoting newsletter.

18. How would you rate the foundation of your current communications infrastructure? (i.e., poor, moderate, good, great)

Answer: Once engaged, the awarded proposer will work with City staff to review the current infrastructure.

19. How would you rate the current City of Doral web site?

Answer: The above request is not currently considered in the scope of this solicitation

20. What are your primary KPIs used to track success of communications efforts?

Answer: social media reach/engagement, number of videos produced, number of press releases. Additional Key Performance Indicators may be utilized by the City.

21. Do you have recent surveys of resident satisfaction with City of Doral communication channels/efforts? Can you share the results?

Answer: There are customer service satisfaction surveys currently in progress.

22. Does the City of Doral currently use any third-party technologies or platforms?

Answer: The above request is not currently considered in the scope of this solicitation

23. Does the City of Doral currently use a CRM software solution that you're satisfied with?

Answer: The above request is not currently considered in the scope of this solicitation.

24. What are the current issues of greatest concern to the residents and key stakeholders? (i.e. overdevelopment, sustainability, crime, affordable housing, traffic, etc.)

Answer: Once engaged, the awarded proposer will work with City staff in identifying the City's challenges.

25. What are the main 2024 strategic objectives for City of Doral that are important to communicate?

Answer: Among the City's goals are to enhance public awareness, engagement, and understanding of city initiatives and services. Once engaged, the awarded proposer will work with City staff in further defining the City's priorities. Please refer to Strategic Plan on the City's website.

26. Are we able to use font sizes smaller than 11pt for headers, footers, charts, graphics, and other elements apart from the main body text of the proposal as long as the text is legible?

Answer: Please consult Section 2.2 of the RFP for specific guidelines on proposal submittal instructions. Although smaller fonts than 11pt can be used for graphics and related elements, the City does not guarantee the legibility of such text. Proposers recognize that the use of a smaller font may go unnoticed by reviewers.

27. Page 17 says that "Proposals must be typed or printed in black or blue ink". Can you clarify if this requirement mainly applies to the body text and if there a specific blue we must use?

Answer: Standard and legible blue font must be utilized.

28. Who will serve as the day-to-day point of contact for the project?

Answer: Communications Director.

29. Has an RFP of this type been done before? If not, why is it being requested now?

Answer: Among the City's goals are to enhance public awareness, engagement, and understanding of city initiatives and services. Once engaged, the awarded proposer will work with City staff in further defining the City's priorities.

30. Has the city worked with a PR firm/consultant in the past?

Answer: Yes.

31. Once the project is complete, who will be responsible for executing the project? Would there be an opportunity to continue working with the city in a consulting capacity to ensure the success of the plan?

Answer: There is no budget allocated for execution/implementation as that will be done in-house with internal resources by City staff.

32. Could you please share any past communication plans or successful tactics that have been executed?

Answer: Once engaged, the awarded proposer will work with City staff in identifying successful communications program and campaigns.



City of Doral

RFP No. 2024-04

Doral Strategic Communications Plan

Addendum No. 2

1. What is the budget allocation for this initiative? If this can't be provided, what is the "do-not-exceed" budget for this initiative?

Answer: Not to exceed \$40,000.

2. What budget, if any, will be available for execution/implementation of the strategic communications plan (i.e. advertising activities, PR activities, community outreach activities, etc.)

Answer: There is no budget allocated for execution/implementation as that will be done in-house with internal resources by City staff.

3. Is the organization looking to implement the plan with internal resources or will there be a future solicitation issued for execution of the plan?

Answer: At this time, the City intends for the execution/implementation to be completed in-house with internal resources by City staff.

4. Will the vendor who is awarded a contract under this RFP be more favorably considered to lead the execution of the plan?

Answer: Please see response to Question 3 above.

5. What marketing/communications vendors have supported the organization in the last 2-3 years? Are they eligible to be awarded a contract from this RFP?

Answer: All responsible and responsive vendors are eligible to participate. The following marketing/communications vendors have executed projects with the City of Doral Public Affairs Department in the past 3 years:

- Havas House Advertising
- Cision
- PressRelations

6. What are the City of Doral's top communication goals and priorities in 2024?

Answer: Among the City's goals are to enhance public awareness, engagement, and understanding of city initiatives and services. Once engaged, the awarded proposer will work with City staff in further defining the City's priorities. Please refer to the City's strategic plan for additional information, available on the City's website: <https://www.cityofdoral.com/government/city-manager/strategic-planning-report/>

7. What is your greatest communication challenge currently?

Answer: Once engaged, the awarded proposer will work with City staff in identifying the City's challenges. Please also see the response to Question No. 6 above.

8. Are there any specific campaigns that you want to develop to overcome these challenges and support your top communications priorities?

Answer: Please see the response to Question No. 6 above.

9. What has been your most successful communications program and campaigns in recent history?

Answer: Once engaged, the awarded proposer will work with City staff in identifying successful communications program and campaigns.

10. Who are the City of Doral's main target audiences?

Answer: Please see the response to Question No. 6 above

11. Is this engagement intended to be solely the development of a strategic plan, or are you also looking for a strategic marketing-communications agency to provide ongoing services to implement the plan?

Answer: Please see the response to Question No. 3 above.

12. If you are looking for implementation services, which ones of these should be included in the RFP response and pricing proposal: A) Public relations B) Crisis communications protocols and plans C) Messaging and positioning D) Social media marketing E) Creative design and content creation F) Advertising (including G) Website design, development.

Answer: Please see the response to Question No. 3 above.

13. If seeking implementation services, what is the length of time that we should quote these services?

Answer: Please see the response to Question No. 3 above.

14. Are there any of these services that will remain in-house, or should we assume that all of the services selected above will be outsourced to the selected agency? Will any of these services have a shared responsibility?

Answer: Please see the response to Question No. 3 above.

15. How is the City of Doral's internal marketing team organized? Can you please highlight the roles of staff?

Answer: The City of Doral's Department of Public Affairs is responsible for the oversight and implementation of marketing for the City. Various staff are appointed to work on various projects, as needed.

16. What are the current communication processes, protocols, and decision-making procedures? Where do you see an opportunity for improvement?

Answer: Please see the response to Question No. 15 above. Once engaged, the awarded proposer will work with City staff in identifying areas of improvement.

17. What will be the approval process for submitted deliverables to be reviewed and approved? Who from the City of Doral will be involved in the feedback and approval processes?

Answer: Deliverables will be submitted to the Communications Director. Feedback and approval process via the Director will involve the City Manager's Office and potentially Mayor and Council.

18. Can you please list who are the key stakeholders and key community strategic partners that you envision collaborating on this strategic plan with?

Answer: The principal stakeholder is the public, however, the City will work with various stakeholders to be determined once the City engages the awarded proposer.

19. How will success be defined? The development of the strategic plan? Increase in awareness, increase in engagement? Are there other primary key performance indicators that we should be aware of?

Answer: Increase on continuity across internal processes that leads to the positive awareness of City leadership, departments, events and programs.

20. Please provide 3-5 benchmarks of other cities, counties and/or municipalities that you aspire to and believe have developed "envy of the industry" marketing-communications programs that effectively serve their target Audiences?

Answer: Once engaged, the awarded proposer will work with City staff in identifying the best practices of comparable agencies that would be of benefit to the City of Doral. Please also see the response to Question No. 6 above.

21. What are your current engagement numbers for social media, and email marketing? Which channel has been the most effective so far?

Answer: This information will be provided to the awarded proposer once engaged by the City.

22. If we choose to include case studies may we annex or upload them as a separate file to DemandStar or does the bidder need to submit one individual file with the RFP response and case studies combined?

Answer: All documents submitted as part of the proposal should be submitted as a single file.

23. How is the project being funded?

Answer: Department's Operating Budget

24. Will the agency selected for this initiative be considered the Agency of Record for City of Doral?

Answer: The City intends to engage the awarded proposer to prepare the strategic communications plan as indicated in the solicitation.

25. Why is the City putting this project out for bid?

Answer: Please refer to Section 3.1 of the solicitation identifying the City's intent.

26. How long has the current communications plan been in place?

Answer: No communications plan currently in place.

27. What are the City's biggest challenges with the current communications plan?

Answer: Once engaged, the awarded proposer will work with City staff in identifying the City's challenges. Please also see the response to Question No. 6 above.

28. Is there an incumbent firm who is currently contracted with the City for communications services? If so, who is it and will this firm be competing in this RFP process?

Answer: There is no incumbent firm currently contracted with the City for communications services.

29. Is it the intention of the City to only contract for the development of a communications plan or will the selected firm also execute the plan? If the selected firm is not executing the plan, who will execute the plan?

Answer: The execution/implementation will be done in-house with internal resources by City staff.

30. How will the City measure the success of the communications plan once it is put in place?

Answer: Once engaged, the awarded proposer will work with City staff in identifying the appropriate metrics to put in place in alignment with the plan. Please also see the response to Question No. 6 above.

31. What communications channels does the City currently maintain (i.e. website, social media, email/text platforms, etc)

Answer: Website, Facebook, Instagram, Twitter, Youtube, Email platform

32. Are there specific issues or challenges the city aims to address through this planning process?

Answer: Once engaged, the awarded proposer will work with City staff in identifying the City's challenges. Please also see the response to Question No. 6 above.

33. Has the city developed a Strategic Communications Plan in the past?

Answer: No

34. What is the expected timeline for the development and implementation of the plan?

Answer: Once engaged, the awarded proposer will work with City staff in identifying a viable time for plan deliverables within the current fiscal year.

35. What key elements does Doral seek in a crisis communications strategy?

Answer: Once engaged, the awarded proposer will work with City staff in identifying the key elements needed. Please also see the response to Question No. 6 above.

36. The RFP mentions “community surveys” as a means of gathering insight and perspective. Does the City of Doral already conduct periodic community surveys and, if so, would it be possible to add questions to such a survey? If not, would the city consider conducting such a survey to gather insight and perspective?

Answer: The City conducts surveys as needed and is open to conducting more as part of this process.

37. The City’s annual budget document states that there is an allocation of \$40,000 for a Communications City-wide Master Plan. Is this the total amount anticipated for developing the plan inclusive of the itemized task: “Collaborate with city staff to ensure seamless integration and implementation of the plan?”

Answer: The \$40,000 is the total amount.

Please note that a prior version of Addendum 2 was issued in error. Please disregard and utilize the above questions and answers instead. Additional questions received are in process and will be answered pursuant to Addendum 3.



City of Doral

RFP No. 2024-04

Doral Strategic Communications Plan

Addendum No. 1

1. Was the following statement intended to be part of the RFP?

This RFP is not intended to be a comprehensive list of all work and materials necessary to supply the goods and/or services required. Each firm is responsible for determining all factors necessary for submission of a comprehensive response. The firm who is chosen shall provide services that involve expertise in amphitheater venue management. The City will review submittals only from those firms that submit a Proposal that complies with all the minimum requirements set forth in this RFP.

Answer: This solicitation is **NOT** limited to expertise in Amphitheater Venue Management. Any references to Amphitheater Venue Management were scrivener's errors and should be replaced with "Strategic Communications Plan services".

This solicitation is intended to identify a qualified and experienced firm to assist in the development of a comprehensive strategic communications plan for the City, including communication relating to various City-wide services.

CITY OF DORAL



Request for Proposals

City of Doral Strategic Communications Plan

RFP No. 2024-04



City of Doral
Request for Proposals
Doral Strategic Communications Plan
RFP No. 2024-04

NOTICE: The City of Doral (“City”) hereby gives notice of its intent to seek proposals from interested and qualified parties in response to this Request for Proposals (“RFP”) to provide the services described herein. Proposals must be received no later than **Wednesday, March 13, 2024, at 10:00 AM.**

PROJECT OVERVIEW

The City invites qualified firms to submit their proposals for the development of a comprehensive strategic communications plan. The selected firm will play a pivotal role in enhancing the City's communication efforts to effectively engage with residents, stakeholders, and the wider community. The goal is to acquire a strategic communications plan for the City of Doral that helps strengthen city-wide communication between our government and its audiences. The City intends to use the Proposals submitted in response to this RFP to rank order the Proposers according to the requirements of the solicitation and to then initiate contract negotiations with the top ranked Proposer.

SCHEDULE

Issuance/Advertisement Date:	Monday, February 12, 2024
Cut-off Date for Written Questions:	Monday, February 26, 2024
Deadline for Submittals and Date of Opening:	Wednesday, March 13, 2024, at 10:00 AM Due Electronically via DemandStar or Vendor Registry

This RFP is not intended to be a comprehensive list of all work and materials necessary to supply the goods and/or services required. Each firm is responsible for determining all factors necessary for submission of a comprehensive response. The firm who is chosen shall provide services that involve expertise in amphitheater venue management. The City will review submittals only from those firms that submit a Proposal that complies with all the minimum requirements set forth in this RFP.

Proposals must be submitted electronically through DemandStar <https://network.demandstar.com/> or Vendor Registry <https://vendorregistry.com/> by the date and time stated above. The responsibility for submitting a Proposal before the stated time and date is solely and strictly that of the Proposer. The City is not responsible for any delayed, lost, late, misdelivered, or non-delivered Proposals, no matter the cause. Any submittals received after the due date and time specified will not be considered.

This RFP is subject to the “Cone of Silence”. Accordingly, all questions and/or comments regarding this RFP must be made in writing and be directed to Procurement at the following email at procurement@cityofdoral.com. All inquiries must reference “**RFP 2024-04 Doral Strategic Communications Plan**” in the subject line. No phone calls will be accepted in reference to this

solicitation. If it becomes necessary to provide additional clarifying information that revises any part of this solicitation, supplements or revisions will be made available via written addendum.

Solicitations and addenda or notices in connection therewith may be downloaded from the City of Doral Procurement Division webpage under "[Active Solicitations](#)", on [Vendor Registry](#), and on [Demand Star](#). To receive notifications of addenda or notices issued in connection with this RFP, interested parties must register on Vendor Registry or on Demand Star. The City reserves the right to reject any and all submissions, to waive any and all irregularities in any submission, to solicit and re-advertise for bids and to make awards in the best interest of the City, as determined in its sole discretion.

Notwithstanding any language contained in the solicitation to the contrary, the City reserves the right to accept any submittals deemed to be in the best interest of the City, to waive any minor irregularities, scrivener's errors, minor omissions, minor deviations, and/or technicalities in any Proposals, or to reject any or all Proposals and to re-advertise for new Proposals, in accordance with the applicable sections of the Florida Statutes, the City Charter and Code, and this RFP. PROPOSERS ARE ADVISED THAT PROPOSALS OR BIDS SUBMITTED WITH IRREGULARITIES, DEFICIENCIES, AND/OR TECHNICALITIES THAT DEVIATE FROM MINIMUM / MANDATORY SUBMISSION REQUIREMENTS OF THIS SOLICITATION SHALL RESULT IN A NON-RESPONSIVE DETERMINATION. ONLY MINOR IRREGULARITIES, DEFICIENCIES, AND TECHNICALITIES MAY BE ALLOWED TO BE TIMELY CURED BY PROPOSERS AT THE SOLE DISCRETION OF THE CITY. MATERIAL IRREGULARITIES, DEFICIENCIES, AND TECHNICALITIES CANNOT BE CURED BY THE PROPOSER/BIDDER.

TABLE OF CONTENTS

ARTICLE 1 – GENERAL TERMS AND CONDITIONS	7
1.1 Definitions	7
1.2 Cone Of Silence	7
1.3 Examination Prior to Submission	8
1.4 Clarifications and Addenda	8
1.5 Withdrawal of Response	8
1.6 Right To Cancel or Reject Responses	8
1.7 Protests	8
1.8 Incurred Expenses	8
1.9 Preparation of Response	8
1.10 Submission of Responses & Evaluations	9
1.11 Prohibition Against Considering Social, Political, or Ideological Interests	9
1.12 Identical (Tie) Responses	9
1.13 Public Records	9
1.14 Compliance With Applicable Laws	10
1.15 Public Entity Crime	10
1.16 Equal Employment Opportunity	10
1.17 Compliance with Occupational Health and Safety Act (OSHA) Standards	10
1.18 Scrutinized Companies	10
1.19 Fraud and Misrepresentation	11
1.20 Collusion	11
1.21 Respondent in Arrears or Default	11
1.22 Conflict of Interest	11
1.23 Assignment or Transfer	11
1.24 City Property	12
1.25 Termination For Default	12
1.26 Termination For Convenience	12
1.27 Confidentiality	12
1.28 Anti-Trust/Non-Exclusivity	12
1.29 Quantities	12
1.30 Audit Rights and Records Retention	12
1.31 Capital and Other Expenditures	13
1.32 Governing Law and Venue	13

1.33	Attorney Fees	13
1.34	Disputes	13
1.35	Waiver of Jury Trial.....	13
1.36	No Partnership or Joint Venture	13
1.37	Severability	13
1.38	Indemnification	13
1.39	City Rights as Sovereign.....	14
1.40	Time is of the Essence.....	14
1.41	Delivery	14
1.42	Brand Names	14
1.43	Contract Amendments	15
1.44	Conflicts and Order of Precedence	15
1.45	Contract Interpretation and Construction	15
1.46	Rights and Remedies	15
1.47	Inspection of Project Records	15
1.48	Notice	16
1.49	Taxes	16
1.50	Employees.....	16
1.51	Subcontractors or Suppliers.....	16
1.52	Extensions	16
ARTICLE 2 – SPECIAL TERMS AND CONDITIONS.....		17
2.1	Purpose.....	17
2.2	Proposal Submittal Instructions	17
2.3	Evaluation Process.....	17
2.4	Evaluation Criteria	18
2.5	References and Verification	19
2.6	Basis of Award.....	19
2.7	Insurance Requirements	19
ARTICLE 3 – SCOPE OF WORK / TECHNICAL SPECIFICATIONS.....		20
3.1	Intent.....	20
3.2	Qualifications & Experience	20
3.3	Scope of Work.....	20

ARTICLE 4 – REQUIRED SUBMISSION FORMS21

EXHIBITS

EXHIBIT A – REQUIRED SUBMISSION FORMS

EXHIBIT B – INSURANCE REQUIREMENTS

ARTICLE 1 – GENERAL TERMS AND CONDITIONS

1.1 Definitions

“Authorized Representative” means the Department contact for interaction regarding contract administration.

“City” means the City of Doral, a duly organized municipality under the laws of the State of Florida. This term may also refer to one of the various departments or agencies of the City of Doral, as the context indicates.

“Contract” means the contractual agreement ultimately entered into by the City and the Successful Respondent(s) in accordance with the terms of this Solicitation and applicable laws.

“Department(s)” means the City department(s) and offices for which this solicitation is prepared, which will be the end user(s) of the goods and/or services sought.

“Procurement Division” means the office responsible for handling procurement-related matters within the City.

“Respondent(s)”: means any person, individual, or entity submitting a response to this solicitation. The terms “Proposer” and “Bidder” are each interchangeable with “Respondent” and with each other and will be used as appropriate in the given context.

“Response(s)” means the written, sealed document submitted by the Respondent(s) according to the instructions set forth in this Solicitation. A response to this Solicitation shall not include any verbal interactions with the City apart from submittal of a formal written submittal. The terms “Proposal” and “Bid” are each interchangeable with “Response” and with each other will be used as appropriate in the given context.

“Solicitation” means this formal request to solicit Responses from responsible and responsive Respondents for the scope and specifications set forth herein. The terms “Invitation to Bid”, “Request for Qualifications”, “Request for Proposals”, and the like are each interchangeable with “Solicitation” and will be used as appropriate in the given context.

“Successful Respondent(s)” means the Respondent(s) whose response to this Solicitation is deemed by the City to be in the City’s best interest and is awarded a contract in accordance with the terms of this Solicitation. The terms “Successful Proposer”, “Successful Bidder”, “Consultant” or “Contractor” are each interchangeable with “Successful Respondent” and will be used as appropriate in the given context.

“Work” means the actual task (i.e., good and/or services to be provided) contemplated by this Solicitation and required in accordance with the terms of the Contract.

1.2 Cone Of Silence

This Solicitation shall be subject to the “Cone of Silence” which shall mean a prohibition on any communication regarding a Solicitation between potential Respondent(s) or their lobbyists or representatives and the City Council, City staff including, but not limited to, the City Manager and his or her staff, and any member of the City’s selection or evaluation committee, except as otherwise explicitly provided herein.

The Cone of Silence shall be imposed upon this Solicitation after the advertisement thereof and shall terminate upon the issuance of the City Manager’s recommendation to award. However, if the City Council refers the Manager’s recommendation back to the Manager or committee for further review, the Cone of Silence shall be re-imposed until such time a recommendation is issued by the City Manager after such additional review.

The Cone of Silence shall not apply to:

- Communications with the City Attorney;
- Oral presentations before evaluation committees;
- Public presentations made to the City Council during any duly noticed public meeting;
- Written communications regarding a particular Solicitation between a potential Respondent, and the City’s Procurement Division, provided the communication is limited strictly to matters of process or procedure already contained in the Solicitation;
- Duly noticed site visits to determine the competency of bidders/Respondent(s) regarding a particular bid/proposal during the time period between the opening of bids and the time the City Manager makes his or her written recommendation;
- Any emergency procurement of goods or services pursuant to City Code;
- Responses to the City’s request for clarification or additional information;
- Contract negotiations during any duly noticed public meeting;
- Communications to enable City staff to seek and obtain industry comment or perform market research, provided all communications related thereto are in writing or made at a duly noticed public meeting.

Please contact the City Attorney for any questions concerning Cone of Silence compliance. Violation of the Cone of Silence by a Respondent shall render any award of this Solicitation to said Respondent voidable by the City Manager or Council.

1.3 Examination Prior to Submission

Respondents must thoroughly examine each section. If there is any doubt or obscurity as to the meaning of any part of this Solicitation, Respondents may request clarification by written request to the Procurement Division.

Respondents are required to be familiar with any conditions that may, in any manner, affect the Work to be done or affect the equipment, materials, or labor required. Respondents are also required to carefully examine the specifications and all equipment and all site locations and be thoroughly informed regarding all conditions that may, in any manner, affect the Work to be performed under the Contract. By submission of a Response, it will be construed that the Respondent is acquainted sufficiently with the site(s) and work to be performed.

1.4 Clarifications and Addenda

Questions regarding this Solicitation shall be directed in writing by email to the Procurement Division at the email address specified in this Solicitation. Answers will be issued simultaneously to all registered Respondents. If it becomes evident that this Solicitation must be amended, the City will issue a formal written addendum to all registered Respondent(s) via email or through Vendor Registry and Demand Star. The addendum will be uploaded to the City's Procurement webpage.

No person is authorized to give oral interpretations of, or make oral changes to, the Solicitation. The issuance of a written addendum shall be the only official method whereby such a clarification is made. Only questions answered by written addenda shall be binding.

1.5 Withdrawal of Response

A Respondent(s) may, without prejudice, withdraw, modify, or correct the Response after it has been submitted to the City, provided the request and any subsequent modifications and/or corrections are filed with the City in writing before the deadline to submit the Response. The original Response as modified by such writing will be considered as the Response submitted by the Respondent(s). No oral modifications will be considered.

1.6 Right To Cancel or Reject Responses

The City reserves the right to cancel this Solicitation or reject any and/or all Responses or portions thereof, and to waive any technicalities or minor irregularities. Each Respondent agrees to hold harmless and covenant not to sue the City, its officials, officers, or employees, for any claims arising out of or in connection with the administration, evaluation, recommendation, or rejection of Responses.

The City does not bind itself to accept the minimum specifications stated herein, but reserves the right to accept any Response, which, in the sole judgment of the City, will best serve the needs and interests of the City. This issuance of this Solicitation itself does not in any way constitute a contractual agreement between the City and the Respondent(s) unless and until the City awards the Solicitation, obtains all required approvals, and executes a Contract in accordance herewith. Furthermore, the City reserves the right to award without further discussion.

The City also reserves the right to award the Contract on a split order basis, group by group, or item by item, or such combination as will best serve the interests of the City, unless otherwise stated.

1.7 Protests

Protests of Solicitations and awards shall be submitted and resolved pursuant to City Code Section 2-338. Protests failing to meet all the requirements for filing shall NOT be accepted. Failure of a party to timely file shall constitute a forfeiture of such party's right to file a protest. NO EXCEPTIONS WILL BE MADE.

1.8 Incurred Expenses

The City shall not be responsible for any expenses incurred by any of the Respondents for the preparation of their Responses to this Solicitation, or for any associated costs in relation thereto, including without limitation the cost incurred during any presentation or negotiations related to potential award.

1.9 Preparation of Response

Responses should be prepared simply and economically, providing a straightforward, concise description of the Respondent's ability to fulfill the requirements of the Solicitation.

Responses shall include all of the information and forms required by this Solicitation. Failure to utilize the City's forms, or fully complete said forms, may result in the Response being deemed non-responsive. The Respondent shall be considered non-responsive if its

Response is conditioned on modifications, changes, or revisions to the terms and conditions of the Solicitation.

1.10 Submission of Responses & Evaluations

Acknowledgment by Respondent: By submitting a Response, the Respondent certifies that he/she has fully read and understands the Solicitation and has full knowledge of the scope, nature, and quality of services to be performed or goods to be provided. Incomplete, unresponsive, irresponsible, vague, or ambiguous responses to the Solicitation will be cause for rejection, as determined in the sole discretion of the City.

Acceptance/Rejection/Modification: The City reserves the right to negotiate modifications to proposals that it deems acceptable, reject any and all proposals, and to waive minor irregularities in the submittals.

Postponement of Response Opening: The City reserves the right to postpone the date for receipt and opening of Response submissions and will make a reasonable effort to give at least three (3) calendar days' notice, whenever practicable, of any such postponement to prospective Respondents.

Responses Binding: All Responses submitted in connection with this Solicitation shall constitute binding offers to the City for one hundred and eighty (180) calendar days after opening.

Alternate Responses: An alternate Response shall not be considered or accepted by the City.

Interviews: The City reserves the right to conduct interviews or require presentations prior to award.

Samples: When required by this Solicitation, samples of any goods proposed to be provided by Successful Respondent must be furnished to the City free of charge. Materials or equipment for which samples are required shall not be used in work until approved by the City. Each sample must be labeled with the Respondent's name and delivered within ten (10) calendar days of the Solicitation opening unless another timeframe is specified in this Solicitation. If samples are requested after the Solicitation opening, they should be delivered within ten (10) calendar days of the request. The City will not be responsible for returning samples. Acceptance or approval of a sample shall not be construed to change or modify any Contract requirements.

Inspections: The City, at its sole discretion, reserves the right to inspect Respondent's facilities or products, as applicable, to determine their capability of meeting the

requirements for the Contract.

Proprietary Responses: By submitting a Response, the Respondent acknowledges that the Response will become the property of the City and will not be returned to the Respondents. In the event of Contract award, all documentation produced as part of the Contract will become the exclusive property of the City.

1.11 Prohibition Against Considering Social, Political, or Ideological Interests

Respondents are hereby notified of the provisions of Section 287.05701, Florida Statutes, as amended, which provides that the City will not request documentation of or consider a Respondent's social, political, or ideological interests when evaluating Respondent's responsibility. Respondents are further notified that the City Council will not give preference to Respondents based on their social, political, or ideological interests.

1.12 Identical (Tie) Responses

Responses that are evaluated as being equal with respect to price, quality, and service for the procurement of commodities or contractual services (sometimes referred to herein as "Tie Proposals"), received from a business that certifies that it has implemented a drug-free workplace program shall be given preference in the award process provided the Respondent complies with the requirements of Section 287.087, Florida Statutes. If still tied after application of the above preference, the earliest submitted will receive the higher rank.

1.13 Public Records

This Solicitation and any Responses or other information provided by Respondents in connection therewith, including but not limited to any subsequent Contract, shall be subject to the provisions of Chapter 119, Florida Statutes ("Public Records Law"). Responses are exempt from public disclosure until the City provides notice of an intended decision or until 30 days after opening the Responses, whichever occurs earlier.

By submitting a Response, Respondent(s) acknowledges that the Response, the materials submitted with the Response, the results of the City's evaluation and the subsequent Contract are open to public inspection upon proper request unless explicitly exempt under Florida law. Respondent(s) should take special note of this as it relates to proprietary information that might be included in its Response.

In the event that a Respondent submits information to the City that is proprietary or otherwise exempt from the

Public Records Law, such Respondent shall explicitly indicate the information that is exempt from public disclosure and shall provide reasons therefore and shall identify the applicable exemption with a reference to the applicable law allowing for the exemption. The City reserves the right to make any final determination on the applicability of the Public Records Law.

1.14 Compliance With Applicable Laws

Successful Respondent(s) shall comply with all local, state, and federal directives, ordinances, rules, orders, and laws as applicable to this Solicitation and subsequent Contract. Lack of knowledge by the Respondent(s) will in no way be a cause for relief. Respondents must be legally authorized to transact business in the State of Florida. All references to Florida Statutes, City of Doral and Miami-Dade County Charter and Codes, and other laws/regulations, will be interpreted to include "as amended from time to time."

Non-compliance with all local, state, and federal directives, orders, and laws may be considered grounds for termination of contract(s). If the Successful Respondent(s) observes that the Response or subsequent Contract are at variance with applicable laws, Successful Respondent(s) will give the City prompt written notice thereof. If the Successful Respondent(s) performs knowing it to be contrary to such laws, ordinances, rules, and regulations, such Successful Respondent(s) will bear all liability arising wherefrom.

In the event that any governmental restrictions are imposed that would necessitate alteration of the goods or services requested by this Solicitation and/or offered by the Successful Respondent prior to delivery or completion, it shall be the responsibility of the Respondent(s) to notify the City immediately. In the event the City determines that the alternation diminishes the City's bargained-for exchange or frustrates the project, the City reserves the right to accept the alteration or cancel the Contract.

1.15 Public Entity Crime

A person or affiliate who has been placed on the convicted Bidder list following a conviction for a public entity crime may not submit a Response on a contract to provide any goods or services to a public entity, may not submit a Response on a contract with a public entity for the construction or repair of a public building or Public Works project, may not submit a Response on a lease of real property to a public entity, 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 Section 287.017, Florida Statutes for Category Two for a period of thirty-six (36) months from the date of being placed on the convicted vendor list, as defined in Section 287.133, Florida Statutes.

1.16 Equal Employment Opportunity

The Respondent shall comply with Title VII of the Civil Rights Act of 1964 42 U.S.C. Section 2000e et seq., Section 504 of the Rehabilitation Act of 1973 29 U.S.C Section 701 et seq., and Title I of the Americans with Disabilities Act, 42 U.S.C Section 12101 as of 1990 in that: No person in the United States shall on the grounds of race, creed, color, national origin, sex, age, political affiliation, beliefs or disability be subject to discrimination under any program or activity which the Respondent has agreed to undertake by and through the covenants, and provisions set forth in this Contract.

1.17 Compliance with Occupational Health and Safety Act (OSHA) Standards

To the extent applicable, Respondent certifies that all materials, equipment, etc., contained in its Response meet all OSHA requirements. Respondent further certifies, that, if he/she is the Successful Respondent, and the materials, equipment, etc., delivered is subsequently found to be deficient in any OSHA requirement in effect on the date of use, all costs necessary to bring the materials equipment, etc., into compliance with the aforementioned requirements shall be borne by the Successful Respondent. Upon request, Contractor shall provide the City with a copy of their written safety program pertaining to the subject of the Contract, if such a program is required by law.

The Successful Respondent shall be solely and completely responsible for conditions of the job site, including safety of all persons (including employees) and property during performance of the work. This requirement shall apply continuously and not be limited to normal working hours. Safety provisions shall confirm to the U.S. Department of Labor OSHA, Florida Department of Labor, and all other applicable federal, state, county, and local laws, ordinances, codes, and regulations. Where any of these are in conflict, the more stringent requirement shall be followed.

1.18 Scrutinized Companies

Respondent must certify that it is not participating in a boycott of Israel and must also certify that it is not on the Scrutinized Companies that Boycott Israel list, not on the Scrutinized Companies with Activities in Sudan List, and

not on the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List. Contractor must submit the certification that is attached to this agreement. Submitting a false certification shall be deemed a material breach of contract. The City shall have the right to terminate the Contract and seek civil remedies pursuant to Florida Statute § 287.135.

1.19 Fraud and Misrepresentation

Any individual, corporation, or other entity that attempts to meet its contractual obligations with the City through fraud, misrepresentation, or material misstatement, or omission of any material fact, may be debarred in accordance with the applicable provisions of the City Code. The City as a further sanction may terminate or cancel any other Contracts with such individual, corporation, or entity. Such individual or entity shall be responsible for all direct or indirect costs associated with termination or cancellation.

1.20 Collusion

Where two (2) or more related parties, as defined herein, each submit a Response to this Solicitation, such Responses shall be presumed to be collusive. The foregoing presumption may be rebutted by the presentation of evidence as to the extent of ownership, control, and management of such related parties in preparation and submission under such solicitation. Related parties shall mean employees, officers or the principals thereof which have a direct or indirect ownership interest in another firm or in which a parent company or the principals thereof of one Respondent have a direct or indirect ownership interest in another Respondent, for the same Project. Responses found to be collusive, or related as provided above, shall be rejected. The City reserves the right to disqualify Proposer during any phase of the solicitation process and terminate for cause any resulting contract upon evidence of collusion with intent to defraud or other illegal practices on the part of the Proposer.

1.21 Respondent in Arrears or Default

The Respondent represents and warrants that the Respondent is not in arrears to the City, City agency, or instrumentality, and is not a default as a Contractor, Vendor, Provider or whose default has not been fully cured by the Respondent's surety or otherwise upon any obligation to the City. In addition, the Respondent warrants that the Bidder has not been declared "not responsible" or "disqualified" by, suspended, or debarred from doing business with any state or local government entity in the State of Florida, the Federal Government or

any other State/local governmental entity in the United States of America, nor is there any proceeding pending pertaining to the Respondent's responsibility or qualifications to receive public agreements. The Respondent considers this warrant as stated in this section to be a continual obligation and shall inform the City of any change during the term of the Contract.

The City shall deem as non-responsible, Respondents that the City has determined is in monetary arrears, in debt, or in default to the City at the time bids are due.

1.22 Conflict of Interest

By way of its Response, Successful Respondent recognizes and certifies that no elected official, board member, or employee of the City shall have a financial interest directly or indirectly in the Contract or any compensation to be paid under or through this transaction, and further, that no City employee, nor any elected or appointed officer (including City Council members) of the City, nor any spouse, parent or child of such employee or elected or appointed officer of the City, may be a partner, officer, director or proprietor of Respondent, and further, that no such City employee or elected or appointed officer, or the spouse, parent or child of any of them, alone or in combination, may have a Material Interest in the Respondent. "Material Interest" for purposes of this subsection shall mean direct or indirect ownership of more than 5% of the total assets or capital stock of the Respondent. Any exception to these above-described restrictions must be expressly provided by applicable law or ordinance and be confirmed in writing by City. Further, Respondent recognizes that with respect to its Response to this Solicitation, if any Respondent violates or is a party to a violation of the ethics ordinances or rules of the City, the provisions of Miami- Dade County Code Section 2-11.1, as applicable to City, or the provisions of Chapter 112, part III, Fla. Stat., the Code of Ethics for Public Officers and Employees, such Respondent may be disqualified from furnishing the goods or services for which the Response is submitted and may be further disqualified from submitting any future Responses for goods or services to City. Respondent must complete and execute the Business Entity Affidavit form.

1.23 Assignment or Transfer

The Successful Respondent shall not assign, transfer, convey, sublet or otherwise dispose of its interest in the Solicitation or the subsequent Contract, including any or all of its right, title or interest therein, or its power to execute such Contract to any person, company or

corporation without the prior written consent of the City at its sole and absolute discretion.

Further, in the event that the majority ownership or control of the Successful Respondent changes subsequent to the award of this Solicitation or Contract, Successful Respondent shall promptly notify City in writing of such change at least thirty (30) days prior to such change and the City shall have the right to terminate the contract, at City's sole discretion.

1.24 City Property

Unless explicitly provided otherwise in this Solicitation, property owned by the City which may be furnished for repair, modification, study, etc., shall remain the property of the City. The Successful Respondent shall be liable for any and all damages to City-owned property occurring while in the Successful Respondent's possession. Damages occurring to such property while in route to the City shall be the responsibility of the Successful Respondent. In the event that such property is destroyed or declared a total loss, the Successful Respondent shall be responsible for replacement value of the property at the current market value, less depreciation of the property if any plus any other damages incurred by the City as a result of such loss.

Where Successful Respondents are required to enter onto City real property to deliver materials or to perform work or services in connection with a Contract, the Successful Respondent will assume the full duty, obligation, and expense of obtaining all necessary licenses, permits, inspections, and insurance required. The Successful Respondent shall be liable for any damages or loss to the City occasioned by negligence of the Successful Respondent (or their agent, representatives, or invitees).

1.25 Termination For Default

If the Successful Respondent defaults in its performance under the Contract and does not cure the default within seven (7) days after written notice of default, the City Manager may terminate this Contract, in whole or in part, upon written notice without penalty to the City. In such event, the Successful Respondent shall be liable for damages including the excess cost of procuring similar supplies or services: provided that if, (1) it is determined for any reason that the Successful Respondent was not in default or (2) the Successful Respondent's failure to perform is without his control, fault or negligence, the termination will be deemed to be a termination for the convenience of the City.

1.26 Termination For Convenience

The City Manager may terminate the Contract, in whole or in part, upon 30 days prior written notice when it is in the best interests of the City. If the Contract is for supplies, products, equipment, or software, and so terminated for the convenience by the City, the Successful Respondent will be compensated solely for the supplies, products, equipment, or software that have been delivered to and accepted by the City prior to termination. To the extent that this Contract is for services and so terminated, the City of Doral shall be liable only for payment in accordance with the payment provisions of the Contract for those services rendered prior to termination. Except as expressly provided herein, the City shall not be liable for any damages incurred by the counterparty to the Contract in connection with such termination.

1.27 Confidentiality

As a political subdivision, the City is subject to the Florida Sunshine Act and Public Records Law. If the Contract contains a confidentiality provision, it shall have no application when disclosure is required by Florida law or upon court order.

1.28 Anti-Trust/Non-Exclusivity

At such times as may serve its best interest, the City reserves the right to advertise for, receive, and award additional Contracts for the goods and/or services specified in this Solicitation, and to make use of other contracts for the purchase of these goods and/or services as may be available.

In case of a default by the Successful Respondent or failure of Successful Respondent to provide the goods and/or services indicated in the Contract, the City may procure the applicable goods and/or services from other sources and hold the Successful Respondent responsible for any excess costs incurred thereby, including, without limitation and as applicable, by retaining any amounts held by the City.

1.29 Quantities

The City does not guarantee or warranty as to the total amount that may or may not be purchased from any resultant Contract. Any quantities included are for bidding purposes only and may be used for tabulation. The City reserves the right to reasonably increase or decrease quantities as required.

1.30 Audit Rights and Records Retention

The Successful Respondent agrees to provide access to the City, or any of their duly authorized representatives,

to any books, documents, papers, and records of the Successful Respondent which are directly pertinent to the Contract, for the purposes of audit, examination, excerpts, and transcriptions. The Successful Respondent shall maintain and retain any and all of the aforementioned records for a minimum of three years after the expiration and/or termination of the Contract.

1.31 Capital and Other Expenditures

Successful Respondent understands that any capital expenditures that the Successful Respondent makes, or prepares to make, in order to provide the goods or perform the services required by the City under the Contract, is a business risk which the Successful Respondent must assume. The City will not be obligated to reimburse amortized or unamortized capital expenditures or any other expenses unless otherwise explicitly agreed to by the City in writing and as part of the Contract.

1.32 Governing Law and Venue

The validity and effect of the Contract shall be governed by the laws of the State of Florida. The Successful Respondent agrees that any action, mediation, or arbitration arising out of the Solicitation or Contract shall take place in Miami-Dade County, Florida.

1.33 Attorney Fees

In connection with any litigation, mediation, or arbitration arising out of this Contract, each party shall be responsible for their own attorney fees through and including appellate litigation and any post-judgment proceedings.

1.34 Disputes

If any dispute concerning a question of fact arises under the Contract, other than termination for default or convenience, the Successful Respondent, and the City department responsible for the administration of the Contract shall make a good faith effort to resolve the dispute. If the dispute cannot be resolved by mutual agreement, then the City Attorney shall resolve the dispute and send a written copy of its decision to the Successful Respondent, which shall be binding on both parties.

1.35 Waiver of Jury Trial

The City and the Successful Respondent knowingly, irrevocably voluntarily and intentionally waive any right either may have to a trial by jury in State or Federal Court proceedings in respect to any dispute arising out of the Contract or the performance of the Work thereunder.

1.36 No Partnership or Joint Venture

Nothing contained in this Solicitation or Contract will be deemed or construed to create a partnership or joint venture between the City and Successful Respondent, or to create any other similar relationship between the parties.

The Successful Respondent is an independent entity under the Contract. Services provided by the Successful Respondent shall be by employees of the Successful Respondent and subject to supervision by the Successful Respondent, and not as officers, employees, or agents of the City. Personnel policies, tax responsibilities, social security and health insurance, employee benefits, purchasing policies and other similar administrative procedures, applicable to services rendered under the Contract shall be those of the Successful Respondent.

1.37 Severability

If any provision of the Contract or the application thereof to any person or situation shall to any extent, be held invalid or unenforceable, the remainder of the Contract, and the application of such provisions to persons or situations other than those as to which it shall have been held invalid or unenforceable shall not be affected thereby, and shall continue in full force and effect, and be enforced to the fullest extent permitted by law.

1.38 Indemnification

The Successful Respondent granted a Contract with the City as a result of this Solicitation shall indemnify and hold harmless the City, its officers, agents, directors, and employees, from liabilities, damages, losses, and costs, including, but not limited to all reasonable attorney's fees and costs, to the extent caused by the error, omission, negligence, recklessness or intentional misconduct of the Successful Respondent or its agents, employees, or subcontractors or consultants, arising out of or in connection with this Solicitation or the Contract. These indemnifications shall survive the term of the Contract. In the event that any action or proceeding is brought against City by reason of any such claim or demand, the Successful Respondent shall, upon written notice from City, resist and defend such action or proceeding by counsel satisfactory to City. The Successful Respondent expressly understands and agrees that any insurance protection required by this Contract or otherwise provided by the Successful Respondent shall in no way limit the responsibility to indemnify, keep and save harmless and defend the City or its officers, employees, agents and instrumentalities as herein provided.

The indemnification provided above shall obligate the

Successful Respondent to defend at its own expense to and through appellate, supplemental or bankruptcy proceeding, or to provide for such defense, at City's option, any and all claims of liability and all suits and actions of every name and description which may be brought against City whether performed by the Successful Respondent or persons employed or utilized by the Successful Respondent. This indemnity will survive the cancellation or expiration of the Contract.

This indemnity will be interpreted under the laws of the State of Florida, including, without limitation, in a manner that conforms to the limitations of §768.28, §725.06 and/or §725.08, Florida Statutes, as applicable and as amended.

The Successful Respondent shall require all subconsultants and subcontractors' agreements to include a provision specifying that they will indemnify and hold harmless the City in the manner substantially set forth above.

The Successful Respondent agrees and recognizes that the City shall not be held liable or responsible for any claims which may result from any actions or omissions of the Successful Respondent in which the City participated either through review or concurrence of the Successful Respondent's actions. In reviewing, approving or rejecting any submissions by the Successful Respondent or other acts of the Successful Respondent, the City in no way assumes or shares any responsibility or liability of the Successful Respondent or subcontracted entities, under the Contract.

Successful Respondent warrants that there has been no violation of copyrights or patent rights in submitting their Response or providing the goods or services requested by this Solicitation. The Successful Respondent shall pay all royalties and assume all costs arising from the use of any invention, design, process materials, equipment, product or device which is the subject of patent rights or copyrights. Successful Respondent shall, at its own expense, hold harmless and defend the City against any claim, suit or proceeding brought against the City which is based upon a claim, whether rightful or otherwise, that the goods or services, or any part thereof, furnished under the contract, constitute an infringement of any patent or copyright of the United States. The Successful Respondent shall pay all damages and costs awarded against the City.

1.39 City Rights as Sovereign

Notwithstanding any language contained in this

Solicitation or subsequent Contract, Successful Respondent understands that the City retains all of its sovereign prerogatives and rights as a municipality under applicable laws, including, but not limited to, any regulatory authority and approvals. Neither the issuance of this Solicitation nor any subsequent Contract shall constitute a waiver of the City's rights as sovereign. In no event shall the City have any obligations or liabilities to the Successful Respondent under the Contract or otherwise on account of the City's exercise of its sovereign prerogatives and rights and regulatory authority (quasi-judicial or otherwise) as a municipal government.

1.40 Time is of the Essence

Successful Respondent understands and agrees that time is of the essence in the completion and delivery of the goods and/or services to be provided in connection with the Solicitation and subsequent Contract.

Contractor will promptly perform its duties under the Contract and will give the Work as much priority as is necessary to cause the Work to be completed on a timely basis in accordance with the Contract. All Work shall be performed strictly (not substantially) within the time limitations necessary to maintain the critical path and all deadlines established in the Contract. Time is of the essence in performance of the Work.

1.41 Delivery

The delivery of any all goods required by this Solicitation and resultant Contract shall be delivered F.O.B. Destination (i.e., at a specific City-designated address), and delivery costs and charges (if any) will be included in the quoted price. Exceptions shall be noted.

Goods or material(s) delivered to the City pursuant to this Solicitation and resultant Contract shall remain the property of the Successful Respondent until accepted to the satisfaction of the City. In the event goods or materials delivered to City are found to be defective or do not conform to specifications, the City reserves the right to reject or return the same to the Successful Respondent at the Successful Respondent's expense. Rejected goods left longer than thirty (30) calendar days will be regarded as abandoned and the City shall have the right to dispose of them as its own property. Rejection for non-conformance or failure to meet delivery schedules may result in the Contractor being found in default.

1.42 Brand Names

Unless otherwise provided in this Solicitation, if a brand

name, make, manufacturer trade name, or vendor catalog is mentioned, whether followed by the words "approved equal" or otherwise, it is the intent of the City that such name is included for the purpose of establishing a grade or quality of material only. Bidder may offer alternatives of equal quality and appropriateness for the City's needs with appropriate identification, samples, and/or specifications. The City shall be the sole judge concerning the merits of items as equals.

1.43 Contract Amendments

The Contract(s) that result from this Solicitation may not be modified except pursuant to written amendment executed by both the City and the Successful Respondent, or their authorized successors or assigns.

1.44 Conflicts and Order of Precedence

This Solicitation and Contract shall be read together to avoid any conflicts. However, in the event of a conflict or inconsistency between this Solicitation or any exhibit attached hereto, any document referred to herein, or any document incorporated into this Solicitation and Contract by reference, and a term, statement, requirement, the Response by Successful Respondent, specifications and plans prepared by the Successful Respondent, if applicable, or provision of the Contract the following order of precedence shall apply:

In the event of any conflicts between the Contract and Solicitation, the Contract, as may be amended, shall govern. Where there appears to be a conflict between the General Terms and Conditions, Special Terms and Conditions, the Technical Specifications, or any addendum issued, the order of precedence shall be the last addendum issued, the Technical Specifications, the Special Terms and Conditions, and then the General Terms and Conditions.

In the event of conflicts within the Contract, as amended the priorities stated below shall govern, as applicable:

- Scope of Work and Specifications shall govern over the Response, including without limitation any plans and drawings submitted thereby;
- Larger scale drawings shall govern over smaller;
- Figured or numerical dimensions shall govern over dimensions obtained by scaling; and
- Where provisions of codes, manufacturer's specifications or industry standards are in conflict, the more restrictive or higher quality shall govern.

1.45 Contract Interpretation and Construction

The singular includes the plural, and the plural includes the singular. "Shall" is mandatory and "may" is

permissive. The masculine gender includes the feminine and neuter. The words "furnish" and "furnish and install", "install", and "provide" or words with similar meaning shall be interpreted, unless otherwise specifically stated, to mean "furnish and install complete in place and ready for service".

Miscellaneous items and accessories which are not explicitly mentioned, but which are essential to produce a complete and properly operating product providing the function indicated, shall be furnished and installed without change in the Contract price. Such miscellaneous items and accessories shall be of the same quality standards, including material, style, finish, strength, class, weight, or other applicable characteristics as specified for the major component of which the miscellaneous item or accessory is an essential part, and shall be approved by the City before installation. The above requirement is not intended to include major components not covered by or inferable from the Response and Contract specifications.

1.46 Rights and Remedies

The duties and obligations imposed by this Solicitation and Contract and the rights and remedies available thereunder, and, in particular but without limitation, the warranties, guarantees and obligations imposed upon Successful Respondent and those rights and remedies available to the City, shall be in addition to, and shall not be construed in any way as a limitation of, any rights and remedies available by law, by special guarantee or by other provisions of the Contract.

1.47 Inspection of Project Records

The City shall have the right to inspect and copy during regular business hours at City's expense, the books and records and accounts of Successful Respondent which relate in any way to the Contract, and to any claim for additional compensation made by Successful Respondent, and to conduct an audit of the financial and accounting records of Successful Respondent, which arise out of the Contract. Successful Respondent shall retain and make available to City all such books and records and accounts, financial or otherwise, which relate to the Contract and to any claim for a period of three (3) years following final completion of the underlying project at no cost to the City. During the implementation of the work contemplated under the Contract and the three (3) year period following final completion of the same, the Successful Respondent shall provide the City access to such books and records upon five (5) days written notice.

1.48 Notice

Whenever any provision of the Contract requires the giving of written notice it shall be deemed to have been validly given if delivered in person to the individual or to a member of the firm or to an officer of the corporation for whom it is intended, or if delivered at or sent by registered or certified mail, postage prepaid, to the last business address known to them who gives the notice.

1.49 Taxes

The prices proposed pursuant to the Contract, shall be inclusive of the cost of all applicable sales consumer, use, and other taxes for which the Respondent is liable.

1.50 Employees

The Successful Respondent shall be responsible for the appearance of any and all working on-site personnel assigned to the work in connection with the Contract (clean and appropriately dressed at all times). On-site personnel must be able to supply proper identification at all times.

All employees of the Successful Respondent shall be considered to be at all times the sole employees of the Successful Respondent, under the Successful Respondent's sole direction, and not an employee or agent of the City. The Successful Respondent shall supply competent, suitably qualified, and capable employees and the City may require the Successful Respondent to remove any employee it deems careless, incompetent, insubordinate or otherwise objectionable and whose presence on City property is not in the best interest of the City. The City shall not have any duty to implement or enforce such requirements.

Each employee of the Successful Respondent shall be a citizen of the United States or an alien who has been lawfully admitted for permanent residence as evidenced by an Alien Registration Card. The Successful Respondent agrees not to employ any person undergoing sentence of imprisonment except as otherwise provided by applicable laws.

1.51 Subcontractors or Suppliers

Prior to the commencement of any work pursuant to the Contract, the Successful Respondent shall furnish, in writing to the City, the names of all persons/entities (including those who are to furnish materials or equipment fabricated to a special design), if any, proposed for each principal portion of the work.

The City shall notify the Successful Respondent, in writing, of any proposed person or entity to which City has an objection. The Successful Respondent will not employ any subcontractor or supplier against whom the City may have reasonable objection. Nor will the Successful Respondent be required to employ any subcontractor or supplier who has been accepted by the City, unless the City determines that there is good cause for doing so or if the terms of this Solicitation or Contract specify otherwise.

The Successful Respondent shall be fully responsible for all acts and omissions of their subcontractors and/or suppliers and of persons and organizations directly or indirectly employed by them and of persons and organizations for whose acts any of them may be liable to the same extent that they are responsible for the acts and omissions of persons directly employed by them.

All work performed for the Successful Respondent by a subcontractor, supplier, or other person will be pursuant to an appropriate agreement between the Successful Respondent and such person. All agreements between the Successful Respondent and all subcontractors, suppliers, or others shall specifically bind the subcontractor, supplier, or other person to all applicable terms and conditions of the Contract for the City' benefit.

Nothing in the Contract shall create any contractual obligation or liability on the part of the City to any subcontractor, supplier, or other person having a direct contract with Successful Respondent, including without limitation any payment to any such person, except as may otherwise be required by law.

1.52 Extensions

The City reserves the right to automatically extend the Contract for up to one hundred twenty (120) calendar days beyond the stated contract term in order to provide City departments with continual service and supplies while a new contract is being solicited, evaluated, negotiated and/or awarded. If the right is exercised, the City shall notify the Contractor, in writing, of its intent to extend the Contract at the same price, terms and conditions for a specific number of days. Additional extensions over the first one hundred twenty (120) day extension may occur, if, the City and the Contractor are in mutual agreement of such extensions.

[END OF SECTION]

ARTICLE 2 – SPECIAL TERMS AND CONDITIONS

2.1 Purpose

The City of Doral (“City”) is soliciting Proposals from qualified and experienced firms for the development of a comprehensive strategic communications plan. The selected firm will play a pivotal role in enhancing the City’s communication efforts to effectively engage with residents, stakeholders, and the wider community. The goal is to develop a strategic communications plan for the City that helps strengthen city-wide communication between our government and its audiences.

2.2 Proposal Submittal Instructions

Proposals must be typed or printed in black or blue ink only with 11 point or larger font size on standard Letter size pages. Use of erasable ink is not permitted. All corrections must be initialed. Any information to be submitted as part of the response may be attached behind the required forms. Proposals are to be submitted in the following format:

1. Cover Page: Show the name of Respondent’s agency/firm, date, and the subject: “Doral Strategic Communications Plan RFP 2024-04.”
2. Letter of Transmittal: Provide a narrative summary of the Proposal in a brief and concise manner including an overview of the Proposer’s firm. The letter should not exceed one page in length.
3. Proposer Qualification Statement: The Qualification Statement must be written in sufficient detail to permit the City to conduct a meaningful evaluation of the Proposer’s qualifications and capacity to perform the services required herein and must include the following:
 - a. Identify Proposer’s expertise in public relations, stakeholder engagement, and crisis communication.
 - b. Identify Proposer’s Key Personnel that will be managing the agreement, if awarded, including resumes for each individual.
 - c. Detail Proposer’s experience in developing and implementing strategic communications plans, providing evidence of experience for at least three (3) years.
 - d. Specify communications plans developed on behalf of various entities, including any governmental entities or similar organizations, within the past five (5) years.
 - e. Provide at least three (3) references for similar projects completed by Proposer, including contact name, role, phone number, and email address.
4. Proposed Work Plan: Outline of the proposed work plan, including a description of deliverables, activities and time estimates for completing each element.
5. Proposed Compensation: Schedule of billing rates and an all-inclusive fee that includes associated costs.
6. RFP Required Forms: Proposer shall complete and submit the forms included in Exhibit A.

2.3 Evaluation Process

The procedure for Proposal evaluation and selection is as follows:

1. Procurement staff shall preliminarily review the Proposals for compliance with the submission requirements of this RFP.
2. Phase I: Review by an Evaluation Committee (“Committee”), appointed by the City Manager, shall meet to evaluate each responsive Proposal in accordance with the requirements of this RFP. The Committee shall be composed of at least three (3) but no more than five (5) individuals. The Committee will rank the firms deemed the most highly qualified to perform the required services and may shortlist a certain number of top-ranked firms for Phase II evaluation.
3. Phase II: The Committee, at its option, may decide to hold brief presentations and interview sessions with all Proposers or with shortlisted firms. If requested by the Committee, oral presentations and/or interview sessions will be scheduled with the shortlisted firms. After such presentations and/or interview sessions, the Committee will reevaluate and rescore the Proposals, and may elect to not utilize the Phase I evaluation scores. Based on the number of Proposals received, the Committee may elect that all Proposers participate in the Phase II evaluation process. The City may also decide that the Phase II portion of the process is not necessary and recommend for award based upon Phase I only. Procurement staff will calculate the final score for each shortlisted firm and finalize the composite scores and ranking of the Committee. Procurement staff, on behalf of the Committee, will forward the Committee’s recommendation to the City Manager.
4. After reviewing the Committee's recommendation, the City Manager may do any of the following, or a combination thereof: (i) approve and adopt the Committee’s recommendation, (ii) reject the Committee’s recommendation in whole or in part, (iii) require the Committee to re-evaluate, or (iv) reject all proposals.
5. The final agreement must be approved by City Council. The City shall be the sole judge of its own best interests. Therefore, the City reserves the right, without qualification, to exercise discretion and apply its judgment with respect to any responses submitted, as well as to reject all responses. The City’s decision will be final.

2.4 Evaluation Criteria

Proposals shall be evaluated the Committee according to the following criteria and respective weight:

Evaluation Criteria	Maximum Points
Qualifications, Experience, and Past Performance of Proposer & Personnel	30 points
Proposed Compensation	20 points
Demonstrated Understanding of City of Doral Goals and Objectives	30 points
Quality and Completeness of Proposal	20 points
TOTAL	100 points

Extra Points: Following the completion of the allocation of points by the committee, points will be added for the following criteria:

Proposer has provided proof of certification showing it is a certified veteran business enterprise or certified service-disabled veteran business enterprise, as defined in City of Doral Code Section 2-324	5 points
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2.5 References and Verification

The City may conduct an investigation of references including a record check of consumer affairs complaints. City is the sole judge in determining Proposer's qualifications. Additionally, the City may verify the information submitted by the Proposer and may obtain and evaluate additional information, as it deems necessary to ascertain the Proposer's ability to perform, which determination shall be made by the City in its sole discretion. The Proposer's submission of a Proposal constitutes acknowledgment of the process and consent to investigate.

2.6 Basis of Award

The City intends to award this RFP to a highly qualified proposer who possesses the best combination of qualifications, experience, payment, and approach, as outlined in this RFP and the evaluation criteria, and in the best interest of the City as determined by the City at its sole discretion. In the event the parties are unable to negotiate terms acceptable to the City, the City may terminate negotiations and proceed to negotiate with the next highest ranked Proposer, may reject all and re-solicit proposals, or proceed in any other legally permissible manner. An award and contract shall not be deemed final or effective unless and until executed by all parties and approved by the appropriate level of authority within the City. The City reserves the right to further negotiate terms in its best interest beyond the initial scope of this solicitation after selection and execution of a contract.

2.7 Insurance Requirements

The awarded Proposer will provide and maintain (and cause its subcontractors, if any, to provide and maintain) throughout the term of the awarded contract, the insurance policies and coverages set forth in the attached and incorporated Exhibit B.

Prior to execution of the contract, and any time thereafter that the City may request, the awarded Proposer must furnish a Certificate of Insurance and Declaration of Coverage Page showing the City of Doral as additional named insured on each of the policies. The City reserves the right to require additional insurance in order to meet the full value of the scope of services.

[END OF SECTION]

ARTICLE 3 – SCOPE OF WORK / TECHNICAL SPECIFICATIONS

3.1 Intent

The City seeks to identify a qualified and experienced firm to assist in the development of a comprehensive strategic communications plan. The primary objectives of this project include to: (i) evaluate the current communication strategies and practices to identify areas for improvement; and (ii) develop a robust Strategic Communications Plan aligned with the city's goals and objectives that will serve as a framework for City staff in enhancing public awareness, engagement, and understanding of city initiatives and services. This plan will also allow City staff to establish clear and consistent messaging across various communication channels.

3.2 Qualifications & Experience

The City wishes to engage a firm that has broad-based experience with the preparation of an innovative, comprehensive, and strategic plan to communicate with and engage the public and the City of Doral's various stakeholders. The successful firm will have demonstrated experience of at least three (3) years in developing and implementing strategic communications plans for large entities. Accordingly, the Awarded Proposer must have expertise in public relations, stakeholder engagement, and crisis communication, as well as knowledge of best practices in both traditional and digital communication platforms.

3.3 Scope of Work

The selected firm shall:

- Conduct a thorough assessment of the existing communication infrastructure and practices within the City of Doral.
- Engage with key stakeholders, including city officials, staff, and residents, to gather insights and perspectives. This can be done through interviews with leadership, pertinent staff, as well as community surveys.
- Develop a comprehensive Strategic Communications Plan encompassing short-term and long-term goals, staff roles, key messages, target audiences, and metrics for success.
- Provide strategies on different communication tools based on the type of event, activity or message needed to be disseminated.
- Recommend strategies for effective utilization of traditional and digital communication channels based on best practices found in similar municipal environments as well as in private industries (e.g., Amazon, Google). Establish best use of mediums/platforms for engagement based on specific purpose, audience, and communication needs.
- Propose crisis communication protocols and strategies to handle potential challenges.
- Provide guidance on brand consistency and visual identity across communication materials.
- Collaborate with city staff to ensure seamless integration and implementation of the plan.

[END OF SECTION]

ARTICLE 4 – REQUIRED SUBMISSION FORMS

INTERESTED PROPOSERS SHALL SUBMIT THE FOLLOWING FORMS IN THE EXACT SEQUENCE PROVIDED, INCLUDING INSERTION OF DOCUMENTS WHERE SPECIFIED. THE FOLLOWING MATERIALS ARE CONSIDERED ESSENTIAL AND NON-WAIVABLE FOR ANY RESPONSE TO THIS SOLICITATION.

The required forms are attached to this Solicitation as Exhibit A, and are inclusive of the following:

1. Solicitation Response Form
2. Certificate of Authority
3. Bidder/Proposer Affidavits
 - o Conflict of Interest
 - o Compliance with Foreign Entity Laws
 - o E-Verify Program Affidavit
 - o No Contingency Affidavit
 - o Public Entity Crimes
 - o Copeland “Anti-Kickback” Act Affidavit
 - o Disability Non-Discrimination & Equal Employment Opportunity
 - o Conformance with OSHA Standards
 - o Non-Collusion Affidavit
 - o Drug Free Workplace Program
 - o Cone of Silence Certification
 - o Business Entity
 - o Bidder Certification

SOLICITATION RESPONSE FORM**City of Doral RFP No. 2024-04
Strategic Communications Plan**

Date Submitted	
Company Legal Name	
Date of Entity Formation	
Entity Type (select one)	Corporation / Partnership / LLC / Other:
Corporate Address	
Office Location	
Taxpayer Identification No.	
Authorized Representative (Name and Title)	

1. The undersigned Bidder/Proposer agrees, if this Bid is accepted by the City, to enter into an agreement with the City of Doral to perform and furnish all goods and/or services as specified or indicated in the Contract for the Price and within the timeframe indicated in this proposal and in accordance with the terms and conditions of the Contract.
2. Bidder/Proposer accepts all of the terms and conditions of the Solicitation, including without limitation those dealing with the disposition of Bid Security. This Bid will remain subject to acceptance for 180 days after the day of Bid opening. Bidder/Proposer agrees to sign and submit the Contract with any applicable documents required by this RFP within ten days after the date of City's Notice of Award (If applicable).
3. By responding to this sealed Solicitation, the Bidder/Proposer makes all representations required by the Solicitation and further warrants and represents that Bidder/Proposer acknowledges that it has received and examined copies of the entire Solicitation documents including all of the following addenda:

Addendum No.: _____ Dated: _____ Addendum No.: _____ Dated: _____

Addendum No.: _____ Dated: _____ Addendum No.: _____ Dated: _____

Check here If no Addenda were issued by the City.

4. Bidder/Proposer further warrants and represents that it has familiarized themselves with the nature and extent of the Contract, required goods and/or services, site, locality, and all local conditions and applicable laws and regulations that in any manner may affect cost, progress, performance, or furnishing of the Work.
5. Bidder/Proposer further warrants and represents that it has studied carefully all reports and drawings of subsurface conditions and drawings of physical conditions to the extent applicable to the Work, and has obtained and carefully studied (or assumes responsibility for obtaining and carefully studying) all information that pertains to the subsurface or physical conditions at the site or otherwise may affect the cost, progress, performance, or furnishing of the Work, and no additional examinations, investigations, explorations, tests, reports or similar information or data are or will be required by Bidder/Proposer for such purposes.

- 6. Bidder/Proposer further warrants and represents that it has given the City written notice of all errors or discrepancies it has discovered in the Contract and the resolution thereof by the City is acceptable to Bidder/Proposer.
- 7. Bidder/Proposer further warrants and represents that this Bid/Proposal is genuine and not made in the interest of or on behalf of any other undisclosed person, firm or corporation; Bidder/Proposer has not directly or indirectly induced or solicited any other Bidder/Proposer to submit a false or sham Proposal; Bidder/Proposer has not solicited or induced any person, firm or corporation to refrain from submitting; and Bidder/Proposer has not sought by collusion to obtain for itself any advantage over any other Bidder/Proposer or over the City.
- 8. Bidder/Proposer understands that the quantities provided are only provided for proposal evaluation only. The actual quantities may be higher or lower than those in the proposal form.
- 9. Bidder/Proposer understands and agrees that the Contract Price is Unit Rate Contract to furnish and deliver all of the Work complete in place as such the Proposer shall furnish all labor, materials, equipment, tools superintendence, and services necessary to provide a complete Project.
- 10. Communications concerning this Proposal shall be addressed to:

Bidder/Proposer: _____

Telephone: _____

Email Address: _____

Attention: _____

- 11. The terms used in this response which are defined in the above-referenced Solicitation shall have the meanings assigned to them in such Solicitation.

STATEMENT

I understand that a "person" as defined in 287.133(1)(e), Florida Statutes, means any natural person or entity organized under the laws of any state or of the United States with the legal power to enter into a binding Contract and which Bids or applies to Bid on Contracts for the provision of goods or services let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "persons" includes officers, directors, executives, partners, shareholders, employees, members, and agents active in management of the entity.

SUBMITTED THIS _____ DAY OF _____, 2024.

Company Name: _____

Company Address: _____

Authorized Representative Signature: _____

PROPOSER QUALIFICATION STATEMENT

The Proposer's response to this questionnaire will be utilized as part of the City's evaluation to ensure that the Proposer meets, to the satisfaction of the City, the minimum requirements for participating in this Solicitation.

PROPOSER MUST PROVIDE DETAILS FULFILLING THE SOLICITATION'S MINIMUM EXPERIENCE REQUIREMENTS IN THE FORM BELOW. IT IS MANDATORY THAT PROPOSERS USE THIS FORM IN ORDER TO INDICATE THAT THE MINIMUM EXPERIENCE REQUIREMENT IS MET. NO EXCEPTIONS WILL BE MADE.

Proposer			
Years in Business			
Years of Experience Developing Strategic Communications Plans			
Project No. 1			
Project Name:			
Project Description:			
Budget/Cost:		Contract Dates:	
Owner/Client Name:		Reference Name:	
Reference Phone No.:		Reference Email:	
Project No. 2			
Project Name:			
Project Description:			
Budget/Cost:		Contract Dates:	
Owner/Client Name:		Reference Name:	
Reference Phone No.:		Reference Email:	
Project No. 3			
Project Name:			
Project Description:			
Budget/Cost:		Contract Dates:	
Owner/Client Name:		Reference Name:	
Reference Phone No.:		Reference Email:	

BIDDER/PROPOSER AFFIDAVITS**Business Name:** _____

D.B.A.: _____ Federal I.D. No.: _____

Business Address: _____

City: _____ State: _____ Zip: _____

I, the undersigned affiant do swear and affirm that I am an authorized agent of the above-named business ("Bidder") and authorized to make the following statements and certifications on Bidder's behalf:

1. Ownership Disclosure

Pursuant to City Code Section 2-384, the above-named Bidder hereby discloses the following principals, individuals, or companies with five percent (5%) or greater ownership interest in Bidder (supplement as needed):

<i>Name</i>	<i>Address</i>	<i>% Ownership</i>

The above-named Bidder hereby discloses the following subcontractors (supplement as needed):

<i>Name</i>	<i>Address</i>	<i>% Ownership</i>

Bidder hereby recognizes and certifies that no elected official, board member, or employee of the City of Doral ("City") shall have a financial interest in any transactions or any compensation to be paid under or through any transactions between Bidder and City, and further, that no City employee, nor any elected or appointed officer (including City board members) of the City, nor any spouse, parent or child of such employee or elected or appointed officer of the City, may be a partner, officer, director or proprietor of Bidder, and further, that no such City employee or elected or appointed officer, or the spouse, parent or child of any of them, alone or in combination, may have a material interest in the Bidder. Material interest means direct or indirect ownership of more than 5% of the total assets or capital stock of the Bidder.

Any exception to these above-described restrictions must be expressly provided by applicable law or ordinance and be confirmed in writing by City. Further, Bidder recognizes that with respect to any transactions between Bidder and City, if any Bidder violates or is a party to a violation of the ethics ordinances or rules of the City, the provisions of Miami-Dade County Code Section 2-11.1, as applicable to City, or the provisions of Chapter 112, part III, Fla. Stat., the Code of Ethics for Public Officers and Employees, such Bidder may be disqualified from furnishing the goods or services for which the bid or proposal is submitted and may be further disqualified from submitting any future bids or

proposals for goods or services to City. The term "Bidder," as used herein, include any person or entity making a proposal herein to City or providing goods or services to City.

2. Public Entity Crimes

1. Bidder is familiar with and understands the provisions of Section 287.133, Florida Statutes
2. Bidder further understands that a person or affiliate who has been placed on the convicted Bidder list following a conviction for a public entity crime may not submit a bid, proposal, or reply on a contract to provide any goods or services to a public entity; may not submit a bid, proposal, or reply on a contract with a public entity for the construction or repair of a public building or public work; may not submit bids, proposals, or replies on leases of real property to a public entity; 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 Bidder list.
3. Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement. (**INDICATE WHICH STATEMENT APPLIES.**)
 - _____ Neither the entity submitting this sworn statement, nor any of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, nor any affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.
 - _____ The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.
 - _____ The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989. However, there has been a subsequent proceeding before a Hearing Officer of the State of Florida, Division of Administrative Hearings and the Final Order entered by the Hearing Officer of the State of Florida, Division of Administrative Hearings and the Final Order entered by the Hearing Officer determined that it was not in the public interest to place the entity submitting this sworn statement on the convicted Bidder list. (Attach a copy of the final order.)

3. Compliance With Foreign Entity Laws

Applicant certifies as follows:

- a. Bidder is not owned by the government of a foreign country of concern, as defined in Section 287.138, Florida Statutes.
- b. The government of a foreign country of concern does not have a controlling interest in Bidder, as defined in Section 287.138, Florida Statutes.
- c. Bidder is not organized under the laws of a foreign country of concern, as defined in Section 287.138, Florida Statutes.
- d. Bidder does not have a principal place of business in a foreign country of concern, as defined in Section 287.138, Florida Statutes.
- e. Bidder is not on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in Iran Terrorism Sectors List, created pursuant to s. 215.473.
- f. Bidder is not engaged in business operations in Cuba or Syria.
- g. Bidder is not participating in a boycott of Israel, and is not on the Scrutinized Companies that Boycott Israel list in accordance with the requirements of Sections 287.135 and F.S. 215.473, Florida Statutes

4. Disability, Nondiscrimination, and Equal Employment Opportunity

Applicant certifies that Bidder is in compliance with and agrees to continue to comply with, and ensure that any subcontractor, or third party contractor under any and all contracts with the City of Doral complies with all applicable requirements of the laws listed below including, but not limited to, those provisions pertaining to employment, provision of programs and services, transportation, communications, access to facilities, renovations, and new construction.

- The American with Disabilities Act of 1990 (ADA), Pub. L. 101-336, 104 Stat 327, 42 USC 1210112213 and 47 USC Sections 225 and 661 including Title I, Employment; Title II, Public Services; Title III, Public Accommodations and Services Operated by Private entities; Title IV, Telecommunications; and Title V, Miscellaneous Provisions.
- The Florida Americans with Disabilities Accessibility Implementation Act of 1993, Section 553.501 553.513, Florida Statutes.
- The Rehabilitation Act of 1973, 229 USC Section 794.
- The Federal Transit Act, as amended 49 USC Section 1612.
- The Fair Housing Act as amended 42 USC Section 3601-3631

5. Conformance with OSHA Standards

Applicant certifies and agrees that Applicant has the sole responsibility for compliance with all the requirements of the Federal Occupational Safety and Health Act of 1970, and all State and local safety and health regulations, and in the event the City engages Bidder, Bidder agrees to indemnify and hold harmless the City of Doral, against any and all liability, claims, damages losses and expenses the City may incur due to the failure of itself or any of its subcontractors to comply with such act or regulation in the performance of the contract.

6. E-Verify Program Affidavit

Affiant certifies the following:

- a. Affiant is familiar with and understands the provisions of Section 448.095, Florida Statutes and 48 CFR 52.222-54 and has sufficient knowledge of the personnel practices of the Bidder to execute this Declaration on behalf of the Bidder.
- b. Bidder has registered with and utilizes the federal work authorization program commonly known as E-Verify or any subsequent replacement program, in accordance with the applicable provisions and deadlines established in F.S. 448.095, which prohibits the employment, contracting or sub-contracting with an unauthorized alien.
- c. Bidder does not knowingly employ Affiants or retain in its employ a person whose immigration status makes them ineligible to work for the Bidder.
- d. Bidder has verified that any subcontractors utilized to deliver goods or services to the City through the Contractor's contract with the City use the E-Verify system and do not knowingly employ persons whose immigration status makes them ineligible to work for the subcontractor. The undersigned further confirms that it has obtained all necessary affidavits from its subcontractors, if applicable, in compliance with F.S. 448.095, and that such affidavits shall be provided to the City upon request.
- e. Failure to comply with the requirements of F.S. 448.095 may result in termination of the Bidder's contract(s) with the City of Doral.

7. No Contingency Affidavit

Affiant certifies the following:

- a. Neither Bidder nor any principal, employee, agent, representative or family member has promised to pay, and

Bidder has not and will not pay, a fee the amount of which is contingent upon the City of Doral awarding a contract.

- b. Bidder warrants that neither it, nor any principal, employee, agent, or representative has procured, or attempted to procure, a contract with the City of Doral in violation of any of the provisions of the Miami- Dade County conflict of interest and code of ethics ordinances.
- c. Bidder acknowledges that a violation of this warranty may result in the termination of any contracts and forfeiture of funds paid, or to be paid, to the Bidder if awarded a contract.

8. Copeland Anti-Kickback Affidavit

Affiant certifies that no portion of any sums will be paid to any employees of the City of Doral, its elected officials, or its consultants, as a commission, kickback, reward or gift, directly or indirectly by Bidder or any member of Bidder's firm or by any officer of the corporation in exchange for business with the City of Doral.

9. Non-Collusion Affidavit

I, the undersigned affiant, swear or affirm that:

- a. Affiant is fully informed respecting the preparation and contents of the attached Bid/Proposal by Contractor and of all pertinent circumstances respecting such Bid/Proposal.
- b. Such Bid/Proposal is genuine and is not a collusive or sham Bid/Proposal.
- c. Neither the said Contractor nor any of its officers, partners, owners, agents, representatives, employees or parties in interest, including Affiant, have in any way colluded, conspired, connived or agreed, directly or indirectly, with any other firm or person to submit a collusive or sham Bid/Proposal in connection with the Work for which the attached Bid/Proposal has been submitted; or to refrain from bidding in connection with such Work; or have in any manner, directly or indirectly, sought by agreement or collusion, or communication, or conference with any firm or person to fix any overhead, profit, or cost elements of the Bid/Proposal or of any other person submitting a response to the solicitation, or to fix any overhead, profit, or cost elements of the quoted price(s) or the quoted price(s) of any other bidding/proposing person, or to secure through any collusion, conspiracy, connivance, or unlawful agreement any advantage against the City or any person interested in the proposed Work.
- d. The price(s) quoted in the attached Bid/Proposal are fair and proper and are not tainted by any collusion, conspiracy, connivance, or unlawful agreement on the part of the Contractor or any other of its agents, representatives, owners, employees or parties in interest, including this Affiant.

10. Drug Free Workplace Program

Bidder, in accordance with Florida statute 287.087 hereby certifies that the Bidder does all of the following:

- a. Publishes a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
- b. Informs Employees about the dangers of drug abuse in the workplace, the business' policy of maintaining drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
- c. Gives each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (a).
- d. In the statement specified in subsection (a), notifies the employees that, as a conditions of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any 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 any state, for a violation occurring in the workplace no later than five (5) days after such conviction.

- e. Imposes a sanction on, or require the satisfactory participation in, a drug abuse assistance or rehabilitation program if such is available in the employee’s community, by any employee who is so convicted.
- f. Makes a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

Select here if Not Applicable

11. Cone of Silence Certification

Affiant certifies and that Affiant has read and understands the Cone of Silence” requirements set forth in this Solicitation and further certify that neither I, nor any agent or representative of the Company has violated this provision.

BIDDER AFFIRMATION

I, the undersigned affiant, being first duly sworn as an authorized agent of the below-named Bidder, does hereby affirm and attest under penalty of perjury as the proposed Bidder for City of Doral that the certifications and statements provided above on behalf of Bidder are true to the best of affiant’s knowledge and belief and that Bidder is compliant with all requirements outlined in these City of Doral Affidavits. Bidder acknowledges it is required to comply with and keep current all statements sworn to in the above affidavits and will notify the City of Doral immediately if any of the statements attested hereto are no longer valid.

Bidder Name

Date Signed

Affiant Signature

Affiant Name & Title (Printed)

STATE OF _____
COUNTY OF _____

The foregoing instrument was affirmed, subscribed, and sworn to before me this _____ day of _____, 20__ by means of physical presence or online notarization, by _____ who is personally known to me or who produced the following identification: _____.

[Notary Seal]

Notary Public for the State of _____
My commission expires: _____

CERTIFICATE OF AUTHORITY

(IF CORPORATION OR LLC)

I HEREBY CERTIFY that at a meeting of the Board of Directors of _____, a corporation organized and existing under the laws of the State of _____, held on the ___ day of _____, a resolution was duly passed and adopted authorizing _____ (Name) as _____ (Title) of the corporation/company to execute agreements on behalf of the corporation/company and providing that their execution thereof, attested by the secretary of the corporation/company, shall be the official act and deed of the corporation/company. I further certify that said resolution remains in full force and effect.

IN WITNESS WHEREOF, I have hereunto set my hand this ___ day of _____, 20____.

Secretary Signature: _____

Print Name: _____

STATE OF _____

COUNTY OF _____

The foregoing instrument was affirmed, subscribed, and sworn to before me this _____ day of _____, 20___ by means of physical presence or online notarization, by _____ who is personally known to me or who produced the following identification: _____.

[Notary Seal]

Notary Public for the State of _____

My commission expires: _____

CERTIFICATE OF AUTHORITY

(IF PARTNERSHIP)

I HEREBY CERTIFY that at a meeting of the Board of Directors of _____, a partnership organized and existing under the laws of the State of _____, held on the _____ day of _____, _____, a resolution was duly passed and adopted authorizing _____ (Name) as _____ (Title) of the partnership to execute agreements on behalf of the partnership and provides that their execution thereof, attested by a partner, shall be the official act and deed of the partnership. I further certify that said partnership agreement remains in full force and effect.

IN WITNESS WHEREOF, I have hereunto set my hand this _____, day of _____, 20____.

Partner Signature: _____

Print Name: _____

STATE OF _____
COUNTY OF _____

The foregoing instrument was affirmed, subscribed, and sworn to before me this _____ day of _____, 20__ by means of physical presence or online notarization, by _____ who is personally known to me or who produced the following identification: _____.

[Notary Seal]

Notary Public for the State of _____
My commission expires: _____

CERTIFICATE OF AUTHORITY

(IF JOINT VENTURE)

Joint ventures must submit a joint venture agreement indicating that the person signing this Agreement is authorized to sign documents on behalf of the joint venture. If there is no joint venture agreement, each member of the joint venture must sign this Agreement and submit the appropriate Certificate of Authority (corporate, partnership, or individual).

MINIMUM INSURANCE REQUIREMENTS

I. Commercial General Liability

- | | | |
|--|--|-------------|
| A. Limits of Liability | | |
| Each Occurrence | | \$1,000,000 |
| Policy Aggregate (Per job or project) | | \$2,000,000 |
| | | |
| B. Endorsements Required | | |
| City of Doral listed as an additional insured. | | |
| Contingent & Contractual Liability | | |
| Waiver of Subrogation in favor of City | | |

II. Professional Liability

- | | | |
|------------------------|--|-------------|
| A. Limits of Liability | | \$1,000,000 |
|------------------------|--|-------------|

III. Workers Compensation

Statutory- State of Florida

Employer's Liability

- A. Limits of Liability
- \$100,000 for bodily injury caused by an accident, each accident.
 - \$500,000 for bodily injury caused by disease, each employee.
 - \$100,000 for bodily injury caused by disease, policy limit.
- Workers Compensation insurance must be provided for all persons fulfilling this contract, whether employed, contracted, temporary or subcontracted.

Subcontractors' Compliance: It is the responsibility of the Vendor to ensure that all Subcontractors comply with all insurance requirements.

All above coverage must remain in force and Certificate of Insurance on file with City without interruption for the duration of this agreement. Policies shall provide the City of Doral with 30 days' written notice of cancellation or material change from the insurer. If the policies do not contain such a provision, it is the responsibility of the Vendor to provide such notice within 10 days of the change or cancellation.

Certificate Holder: City of Doral, Florida
 8401 NW 53rd Terrace
 Doral, FL 33166

Certificates/Evidence of Property Insurance forms must confirm insurance provisions required herein. Certificates shall include Agreement, Bid/Contract number, dates, and other identifying references.

Insurance Companies must be authorized to do business in the State of Florida and must be rated no less than "A-" as to management, and no less than "Class V" as to financial strength, by the latest edition of AM Best's Insurance Guide, or its equivalent.

Exhibit B – Insurance Requirements

Coverage and Certificates of Insurance are subject to review and verification by City of Doral Risk Management. City reserves the right but not the obligation to reject any insurer providing coverage due to poor or deteriorating financial condition. The City reserves the right to amend insurance requirements in order to sufficiently address the scope of services. These insurance requirements shall not limit the liability of the Vendor. The City does not represent these types or amounts of insurance to be sufficient or adequate to protect the Vendor/Vendor's interests or liabilities but are merely minimums.