

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

<p>Strategy & Insights</p> <ul style="list-style-type: none"> Break-Out Brand™ Pathway Insights & Planning Analytics & Performance 	<p>Creative Content Studio</p> <ul style="list-style-type: none"> Art Direction & Design Storytelling (copywriting: ad, social, blog, long form) Video & Multimedia Web Design & Development 	<p>Digital/Marketing Services</p> <ul style="list-style-type: none"> Paid/Organic Digital & Social Campaigns Advertising & Media Planning Influencer Programs Web Tech Solutions 	<p>PR/Corporate Communications</p> <ul style="list-style-type: none"> Media Relations Thought Leadership/Exec Comms Crisis & Reputation ESG/CSR/Community Relations Internal/Employee Engagement Hispanic Comms
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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 PProvoke/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



#UNHAPPYNEWYORKERS



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+

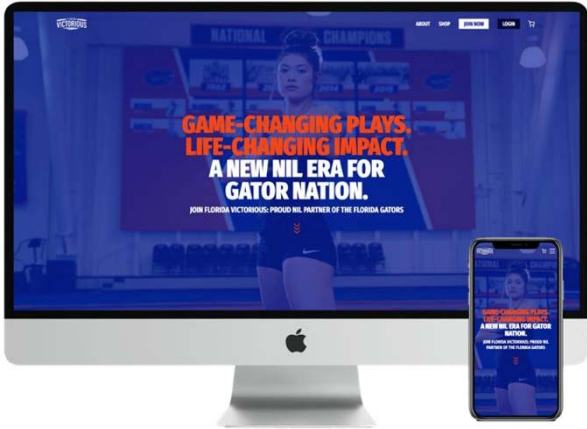
Website visitors

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.
 - o 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.
 - o 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.
 - o 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.
 - o 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.

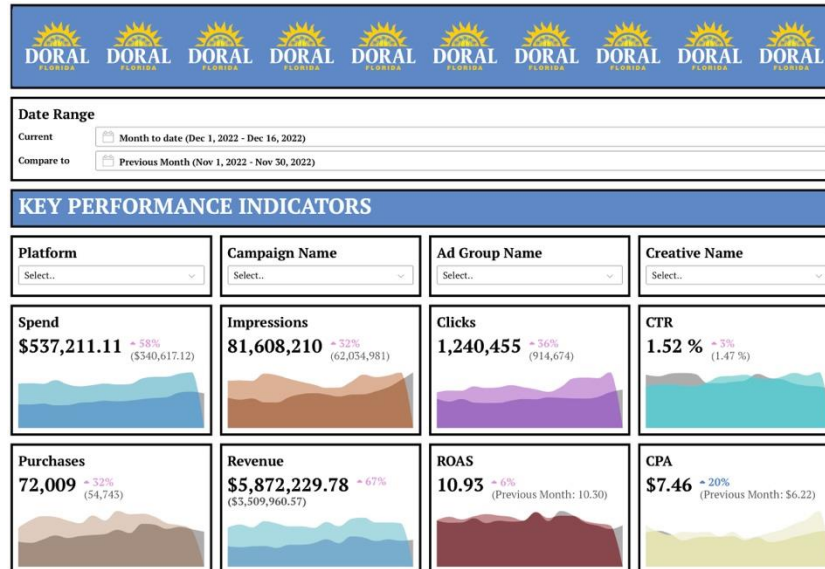
IS (PERSONALITY)

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.

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: rbb Communications
Telephone: 651-226-6413
Email Address: amanda.magistad@rbbcommunications.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: rbb 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 LLC

D.B.A.: rbb Communications Federal I.D. No.: 51-0603185

Business Address: 355 Alhambra Circle #800

City: 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)

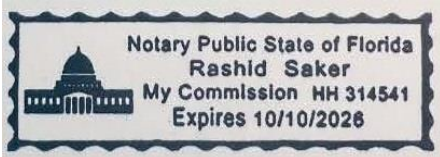


STATE OF Florida

COUNTY OF Miami Dade

The foregoing instrument was affirmed, subscribed, and sworn to before me this 13 day of March , 20 24 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

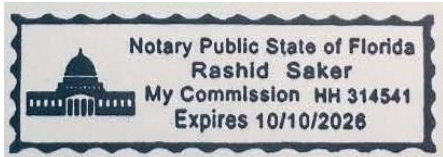
The foregoing instrument was affirmed, subscribed, and sworn to before me 13 day of March, this

2024 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.

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.