

**HAWAII**

4348 Waialae Avenue, #405  
Honolulu, Hawaii 96816

**FLORIDA**

401 E. Las Olas Blvd., #130434  
Ft. Lauderdale, Florida 33301



[www.pcfinternational.com](http://www.pcfinternational.com)

PCF Member



**RFP #005-20  
STRATEGIC PLANNING SERVICES**

**SUBMITTED BY:  
PCF INTERNATIONAL INTEGRATED MARKETING &  
TECHNOLOGY  
APRIL 29, 2020**

**City of Key West, Florida RFP#005-20**

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April 29, 2020

**Mayor Teri Johnston**

and

**Key West City Commissioners**

District I – Commissioner Jimmy Weekley  
District II – Commissioner Samuel Kaufman  
District III – Commissioner Billy Wardlow  
District IV – Commissioner Gregory Davila  
District V – Commissioner Mary Lou Hoover  
District VI – Commissioner Clayton Lopez

and

**The Planning Board** (i.e. the Historic Preservation Committee, Tree Commission, Special Advisory Committees – Key West Bight Management District Board, Parks & Recreation Advisory, Bahama Village Redevelopment Advisory Committee, Arts in Public Places Advisory Board, Contractors Examining Board and the Environmental Sustainability Board)

**CITY OF KEY WEST, FLORIDA**

1300 White Street  
Key West, FL 33040  
PH: 305.809.3700

**Dear Mayor Johnston, Key West City Commissioners and The Planning Board:**

**PCF International Integrated Marketing & Technology (PCF)** is pleased to present to you our vision for RFP #005-20 Strategic Planning Services to the City of Key West.

Included within our proposal is the **Scope of Work** and **Executive Summary** for your review and feedback to it.

**PCF** is a full-service Advertising Agency in business since 1996 (24 years) and we've consistently been ranked as one of the "Top" Advertising Agencies in the

**City of Key West, Florida RFP#005-20**

state of Florida and the state of Hawaii where we began. The owner & CEO of **PCF**, *Ginger G. Peterson* relocated to South Florida in 2015 opening a 2<sup>nd</sup> **PCF** location and in 2018 **PCF** was ranked in *South Florida Business Journal* as the 16<sup>th</sup> largest Advertising Agency in South Florida with \$1.51 million dollars in billings annually and for 2019 **PCF** had \$2,153,314 million dollars in billings annually positioning **PCF** to move up in rankings once *SFBJ* publishes its annual *Book of Lists* Rankings for Advertising Agencies 2019.

**PCF** is not a traditional brick & mortar company but rather we chose to be different. All of our **PCF** team is Independent Contractors who work from their “home offices” and the bulk of our **PCF** team has worked with **PCF** in excess of 15+ years so we provide solid experience and diversity to achieve the tasks required by our **PCF** Clients in an efficient and timely manner.

**PCF** primarily focuses on *Financial, Development, Shopping Centers, Sports, Franchises, Technology, Hotels, Healthcare, and Retail* accounts. **PCF** South Florida is headquartered in Fort Lauderdale and **PCF** Hawaii is headquartered in Honolulu. **PCF** has 21 Clients and is a Boutique sized Advertising Agency which means that you receive a “Top Rate” highly experienced, Marketing & Strategic Planning Team to work with you at all times which we think is a huge advantage over working with the big boys.

**PCF** has 10 Key **PCF** Team Members including the following:

- CEO
- Creative Director
- Director of Account Services
- Media Director
- Director of IT
- Website & Social Media Manager
- Web Solutions Architect
- IT Special Projects
- Event Specialist
- Chief Financial Officer

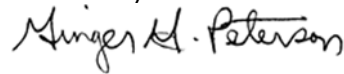
RFP #005-20 – Strategic Planning Services for The City of Key West  
Cover Letter – Page 3  
April 29, 2020

**PCF's** 24-year history began in 1996 as *Peterson, Cheng & Fleishman Advertising & Integrated Marketing*. In 1999 we shortened our name to *PCF Virtual* and in 2015 we rebranded to our current name **PCF International Integrated Marketing & Technology (PCF)** to better reflect our brand. Our clients call us **PCF** and so can you.

We look forward to working with the **City of Key West Mayor, the Key West City Commissioners and The Planning Board** to create a Strategic Plan that can Brand and entice the world to come to Key West that is also sustainable and environmentally safe to all.

Thank you for this opportunity. We will work hard to meet all work criteria within this **RFP #005-20** and to ensure we achieve all deadlines that lead to great success for the **City of Key West**.

Sincerely,



Ginger G. Peterson

Owner & CEO

**PCF International LLC**

Mobile: 561.510.0355

Email: [ginger@pcfinternational.com](mailto:ginger@pcfinternational.com)

Web: [www.pcfinternational.com](http://www.pcfinternational.com)

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**TABLE OF CONTENTS**

1. Scope of Work	
• Visioning	1
• Situational Analysis	2
• SWOT Analysis	3
• Action Plan with Timeline	8
• Executive Summary	11
• Strategic Planning Past Performance	11
• Project Management	13
• Creative Samples	18
2. Required Forms & Affidavits	27
3. Pricing	41
4. Addendum Acknowledgment	
• Addendum #1	43
• Addendum #2	44

## SCOPE OF WORK

RFP #005-20 STRATEGIC PLANNING SERVICES – THE CITY OF KEY WEST  
SCOPE OF WORK:

I. Visioning:

**PCF** International Integrated Marketing & Technology has 13 years of experience working with the *State of Hawaii Government – Department of Health Immunization Branch* which we handled public meetings, outreach forums, online surveys, social media, local events, discussions with the *Department of Health* staff and working with research firms and the local community to achieve input. The outcome of it was a **Visioning Plan** that allowed us to create a campaign to the affected market sector of population with particular diseases that encouraged them to participate and to take action in being immunized and to having their kids immunized too. Most importantly the results of what was undertaken had track-able results that led to reduced diseases from specific population sectors affected.

**PCF** has the experience to put together a very successful **Visioning Plan** for the **City of Key West** and although we could identify what we believe to be the Strengths, Weaknesses, Opportunities and Threats to the **City of Key West**, **PCF** knows from our 24 years of marketing experience that any successful **Visioning Plan** must always encompass the *Voice of the People of the City of Key West* to accomplish the **Goals & Objectives** we all want to implement and succeed at.

As a first step, in the award of this RFP Contract #005-20 Strategic Planning Services, **PCF** will want to meet with the Mayor, The Six District City of Key West Commissioners, and the Planning Boards (i.e. the Historic Preservation Committee, Tree Commission, Special Advisory Committees, Key West Bight Management District Board, Parks & Recreation Advisory, Bahama Village Redevelopment Advisory Committee, Arts in Public Places Advisory Board, Contractors Examining Board, and the Environmental Sustainability Board) to put together a Strategic Planning Workshop Agenda and to then schedule a Half-Day Strategic Planning Workshop with the “above” departments to determine the best **Strategic Plan for the City of Key West**. The Goal of the **Workshop** will be to identify the **Existing Program Offerings and Partnerships** and how effective they have been and to analyze if they have met the *City of Key West Purpose, Vision, Mission & Core Values?* To achieve this, **PCF** will start the **Workshop** with the End Goal in Mind which we will have the **City of Key West - Purpose, Vision, Mission & Core Values** written down onto a Large White Wall in the Conference Room before everyone arrives which will be used as our Benchmark to effectively meet and achieve our goals along with a

list of all Departments that the **City of Key West** allocates a budget to. **PCF** will engage everyone in attendance Interactively and we will keep the group focused with time limits. Everyone will have a Pen & Post-It Note Pad in front of them when they sit down and we'll ask that everyone write 1 idea per Post-It Note for each of the Departments of how it can be improved and to Post-It to the Wall under each section. This Methodology will start to show which ideas are ranking the highest and which are not which could lead to the elimination of certain programs with the new Strategic Plan ahead if a program is not meeting the *City of Key West - Purpose, Vision, Mission & Core Values*. It is a Collaborative Process which takes into account the **Department Heads of the City of Key West** that run it. We will then take a Lunch Break while **PCF** compiles the **Top 5 Ideas** from each **Goal Chart** that we review briefly with the Group following lunch and explain that the next step that **PCF** will take will be to compile a Online Survey SWOT Analysis (*SWOT = Strengths, Weaknesses, Opportunities, Threats*) which includes the review of **Existing Program Offerings and Partnerships** and how effective they have been with the **Top 5 Ideas** from the Workshop of ways to improve them. Additionally, the Online Survey SWOT Analysis needs to Identify the Opportunities, Strategies and Vision for the City of Key West and the City's role and how we go about this to enhance its **Mission and Values**. And finally, to review how the **City of Key West** can be structured to operate at maximum efficiency while providing a high-level of service to the local community and visitors for optimum results of the new **Strategic Plan for the City of Key West**.

## II. Situational Analysis of the City of Key West Organization, Committees & Boards:

As a second step, **PCF** will put together a **Situational Analysis of the City of Key West Organization, Committees & Board** which as stated above in the first step, **PCF** will first participate in a City Commissioner Workshop dedicated to the **Strategic Planning of the City of Key West**. Third, **PCF** will put together an Online Survey SWOT Analysis to everyone on the **City of Key West Organization, Committees & Boards** to complete within a 72 Hour Deadline to **PCF**. **PCF** will then compile the "Top" Results from all responses within 1 week and then invite the **City of Key West Organization, Committees & Boards** to a ½ day meeting from **8A-12-Noon** with a hot breakfast & coffee for all in attendance to review the results of the **SWOT Analysis**.



III. SWOT Analysis = (Strengths, Weaknesses, Opportunities, Threats) of the City of Key West with a Online Survey Form:

As a critical component of the third step mentioned “above” in the Situational Analysis, PCF will put together a SWOT Analysis that will include many of the “Top Ideas from the Workshop” as well as a review of the City of Key West’s Strengths, Weaknesses, Opportunities and Threats which the City of Key West Organization, Committees & Boards will be asked to provide their feedback to along with listing 5 items to each question. As previously mentioned in the Situational Analysis PCF will distribute this Online Survey Form to the City of Key West Organization, Committees & Boards to complete within 72 hours. The “below” questions are examples of the SWOT Analysis which will include the “Top Ideas from the Workshop” TBD as well.

A. STRENGTHS (these are the Internal Attributes of the City of Key West)

1. List the Top 5 Business Strengths (Processes) within the City of Key West that are the most successful? *(i.e. Location, Uniqueness, Strong Management, 1. Quality of Marine Ecosystems; 2. Affordable Housing; 3. Hurricane Safety; 4. Coordinated Transportation; 5. The Key West Port; 6. Capital Improvements; 7. Concurrency Management; 8. Historic Preservation, 9. Secure Local Economy, etc.)*

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

2. List the Top 5 Assets of the City of Key West Team *(i.e. Knowledge, Education, Reputation, Network, Skills, etc.)*

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

3. What are the Top 5 Physical Assets the City of Key West has? *(i.e. such as Equipment, Technology, Cash, etc.)*

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_

5. \_\_\_\_\_

4. What are the Top 5 Competitive Advantages that the City of Key West has over your Competitors?

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

4. \_\_\_\_\_

5. \_\_\_\_\_

5. What existing City of Key West Program being Offered & Partnerships do you view as the most successful and what is the least successful? *(i.e. 1. Quality of Marine Ecosystems; 2. Affordable Housing; 3. Hurricane Safety; 4. Coordinated Transportation; 5. The Key West Port; 6. Capital Improvements; 7. Concurrency Management; 8. Historic Preservation, 9. Secure Local Economy)*

6. List the Top 5 "Most Successful" City of Key West Programs & Partnerships:

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

4. \_\_\_\_\_

5. \_\_\_\_\_

7. List the Top 5 "Least Successful" City of Key West Programs & Partnerships:

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

4. \_\_\_\_\_

5. \_\_\_\_\_

8. What are the most important City of Key West *Purpose, Vision, Mission & Core Values* to the City of Key West that should be incorporated into the overall Strategic Plan?

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

4. \_\_\_\_\_

5. \_\_\_\_\_

9. Do you think the City of Key West "Citizen Services" is structured & operates as efficiently with a high level of service as it can? List 5 items that can improve the "Citizen Services" program?

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_
- 4. \_\_\_\_\_
- 5. \_\_\_\_\_

**B. WEAKNESSES** *(these are the Internal Negative Factors that detract from the Strengths of the City of Key West that you think need improvement to be competitive. These can be Lack of Capital, Lack of Reputation, etc.)*

1. Please list the Top 5 Weaknesses for the City of Key West.

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_
- 4. \_\_\_\_\_
- 5. \_\_\_\_\_

2. What Business Processes within the City of Key West need Improvement? List the Top 5. *(i.e. 1. Quality of Marine Ecosystems; 2. Affordable Housing; 3. Hurricane Safety; 4. Coordinated Transportation; 5. The Key West Port; 6. Capital Improvements; 7. Concurrency Management; 8. Historic Preservation, 9. Secure Local Economy)*

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_
- 4. \_\_\_\_\_
- 5. \_\_\_\_\_

3. Are there Tangible Assets that the City of Key West needs such as Money or Equipment? *(List the Top 5 items you think these should be.)*

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_
- 4. \_\_\_\_\_
- 5. \_\_\_\_\_

4. Are there any gaps on your City of Key West Team? Which Department? What are these? List the Top 5 items. (i.e. 1. Quality of Marine Ecosystems; 2. Affordable Housing; 3. Hurricane Safety; 4. Coordinated Transportation; 5. The Key West Port; 6. Capital Improvements; 7. Concurrency Management; 8. Historic Preservation, 9. Secure Local Economy)

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_
- 4. \_\_\_\_\_
- 5. \_\_\_\_\_

5. Is the City of Key West location ideal for your success?  
Yes \_\_\_\_\_, No \_\_\_\_\_

C. **OPPORTUNITIES** (*These are External factors within the City of Key West Business Environment that are likely to contribute to the Success. Such as Area Growth, Working Families with Children, 2<sup>nd</sup> Home Purchase, etc.*)

1. Is the City of Key West Market Growing and are there Trends that will encourage people to Buy More of what you are Selling? List the Top 5 items. (i.e. Visitor Length of Stay, Development, Local Infrastructure, Affordability, etc.)

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_
- 4. \_\_\_\_\_
- 5. \_\_\_\_\_

2. Are there Upcoming Events or Ideas you have that the City of Key West may be able to take Advantage of to Grow the Area? List the Top 5 items.

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_
- 4. \_\_\_\_\_
- 5. \_\_\_\_\_

3. Are there any Upcoming Changes to Regulations that might impact the City of Key West Positively? List the Top 5 items. *(i.e. COVID-19 Safety Procedures, Clean Ocean Waters, Historic Buildings, Tree Growth, etc.)?*
1. \_\_\_\_\_
  2. \_\_\_\_\_
  3. \_\_\_\_\_
  4. \_\_\_\_\_
  5. \_\_\_\_\_

4. What do you think the Local Community & Visitor Industry of the City of Key West thinks of how the City of Key West is running things?  
 Poor Job\_\_\_\_, Mediocre Job\_\_\_\_, Good Job\_\_\_\_.  
 (Check which box applies.)

5. What do you think the City of Key West can do to make Improvements that will Create a Favorable Local Community & have greater Visitor Appeal? List the Top 5 items.
1. \_\_\_\_\_
  2. \_\_\_\_\_
  3. \_\_\_\_\_
  4. \_\_\_\_\_
  5. \_\_\_\_\_

**D. THREATS** *(These are the External Factors that the City of Key West has no control over that you may want to consider putting into place a Contingency Plan for dealing with them if they occur. These can be COVID-19, Competition, Being Unprepared for Big Events or Visitor Industry caused from Poor Service, or Product Quality, that could discourage customers from returning, Hurricanes or other Weather Related, etc.)*

1. Who is the City of Key West potential Competitors who may enter your market? List the Top 5.
1. \_\_\_\_\_
  2. \_\_\_\_\_
  3. \_\_\_\_\_
  4. \_\_\_\_\_
  5. \_\_\_\_\_

2. Can Suppliers always Supply the Raw Materials you need at the Prices you Need?  
 Yes\_\_\_\_, No\_\_\_\_

3. Could future City of Key West Developments in Technology change how you do Business? If so, what Technology do you think would assist best? (i.e. better Public WiFi, Internet, More Online Surveys from the Community, More Effective Promotion of the City of Key West as a Destination, etc.) List the Top 5.

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_
- 4. \_\_\_\_\_
- 5. \_\_\_\_\_

4. Is Consumer Behavior Changing in a way that could Negatively Impact the City of Key West as a Place to Live and Visit? List the Top 5 Threats.

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_
- 4. \_\_\_\_\_
- 5. \_\_\_\_\_

5. Are there Market Trends that could become a Threat to the City of Key West? List the Top 5 Threats.

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_
- 4. \_\_\_\_\_
- 5. \_\_\_\_\_

IV. Action Plan with Timeline:

Once PCF has the Online Survey Results tallied and completed from the SWOT Analysis, PCF will present the Results to the City of Key West Committees, Organizations & Boards which PCF will first, focus on the STRENGTHS of the SWOT Analysis to take advantage of the City of Key West OPPORTUNITIES that this presents.

PCF will then look at the THREATS that are in the market of the City of Key West and list the Actions that we can take to combat these by putting together a GOALS—ACTION LIST of what we want to achieve as the “Top” items within the next several months to move forward.

**PCF** will also analyze the **External OPPORTUNITIES** to combat the **Internal WEAKNESSES** so we can avoid the **External THREATS** we've identified. **PCF** will put together an **ACTION LIST** that we **PRIORITIZE & SCHEDULE** with a **TIMELINE** to achieve these in.

Additionally, **PCF** will outline the **POTENTIAL STRATEGIES FOR GROWTH** for the **City of Key West** which can include the following:

1. **Investors & Corporate Partnerships:** We need to identify with the help of the **City of Key West Committees, Organizations & Boards** who we can turn to for **Financial Capital Investment & Corporate Sponsorships** so that we can achieve the goals we have outlined that may not all be covered within the **City of Key West Annual Operating Budget**. How can we attract Investors & Partnerships to the **City of Key West** and what are the Perks we can provide them over other **Investment & Corporate Partnership Opportunities** they might have? (*i.e. Seat on the Board of Directors for the City of Key West?, No Local City of Key West Tax on an Investment?, etc.*)
2. **New Ways to Engage Visitors:** How do we extend Visitor Length of Stay?, How do we Engage more Visitors in a Safe Event/Promotion now that we're under COVID-19 siege? What types of Visitor Packages can we put together that enhance a Visitor experience over another Visitor Destination?
3. **New Ways to Engage Developers:** To provide greater affordability in worker housing, raw materials, and items that there are extreme shortages of needs to get resolved to make the City of Key West an easier area to enhance the live-ability of it's local community and visitors. How do we encourage more people that love to visit Key West to also purchase a 2<sup>nd</sup> Home in Key West? Etc.
4. **Create a Strategic Marketing Plan:** **PCF** will create a **Strategic Marketing Plan** based on the specific **SWOT (SWOT = Strengths, Weaknesses, Opportunities, Threats) Analysis** results from the **Online Survey** from the **City of Key West Committees, Organizations & Boards**. The **Strategic Marketing Plan** purpose will first, identify the revision of the ***Purpose, Vision, Mission, and Core Values for the City of Key West organization.*** Secondly, the **Strategic Marketing Plan** will ***facilitate the development of goals and objectives that support the Purpose, Vision, Mission, and Core Values of the City of Key West organization.*** Third, the **Strategic Marketing Plan** will identify ***potential strategic initiatives with outcomes that support community commerce, community collaboration,***

*community condition, and community character to be facilitated with the development of goals and objectives.*

**PCF** will be sure to keep the **City Commission** involved and engaged in all aspects of the **Strategic Planning Process** including review of our progress in front of the **City Commission Meeting Agenda** to handle strategic discussions, provide newsletter updates, etc. **PCF** prides itself in excellent and timely communications and we will provide Monthly Reports of our progress to the **City of Key West, Committees, Organizations & Boards** through email, in person meetings, or ZOOM.

- 5. Focus Groups Review of the Strategic Marketing Plan:** **PCF** will then plan a Series of Focus Groups conducted by a reputable state of Florida research firm that will involve *A.) Random Visitors to Key West; B.) Potential Investors to Key West; C.) Local Residents of Key West; D.) Local Businesses of Key West; E.) The City of Key West Committees, Organizations & Boards.* The goal and outcome of the 5 Key Focus Group Sessions will be to identify the **Strategic Objectives to the Marketing Plan** which will clearly outline an Investment of Resources dedicated towards accomplishing the Organizational Objective, Budget with a Start and End Timeline.

Once **PCF** has the results of the 5 Focus Group Sessions, we will present it to the **City of Key West, Committees, Organizations & Boards** with a **Proposed & FINAL Revised Strategic Marketing Plan** for approval and implementation.

- 6. Plan a Grand Opening:** **PCF** will next organize a **City of Key West Grand Opening** that all Residents and Businesses are invited to attend in order to get the "*Key West Upper Crust*" **Target Market Businesses of Key West** to attend and to get behind the **Promotional Strategies**. **PCF** will present an abbreviated format of the steps taken to get to this **FINAL Strategic Marketing Plan** for the **City of Key West** that **PCF** encourages the Residents and Businesses to get behind for the overall **Strategic Growth of Key West**.

**PCF** will also work well prior to the **Grand Opening Presentation** with the **City of Key West Staff** to ensure they know the "**Next Steps**" in the **Policies and Administrative Guidelines** that they will need to put into place which can be measured in terms of effectiveness and in meeting the objectives of the **Strategic Marketing Plan** for the **City of Key West**. **PCF** will put together **Specific Steps** with a **Timeline** that the **City Staff** needs to adhere



to in order to incorporate the overall *Vision, Mission and Goals* of the City of Key West.

The Action Plan that **PCF** generates from the SWOT Analysis will be combined with the Potential Strategies for Growth through identifying the Investors we will Target, Creating a Strategic Marketing Plan, Scheduling Focus Groups to Review the Strategic Marketing Plan, Refining the Strategic Marketing Plan, and finally, Planning a Grand Opening to present to the City of Key West a concrete foundation that forms the foundation of the Revision of the *Purpose, Vision, Mission and Core Values* for the City of Key West Organization which can grow the City of Key West very successfully into the future and beyond with a Solid City of Key West Brand.

## V. Executive Summary:

As part of the final report for the City of Key West, **PCF** will create an Executive Summary Report that incorporates the following:

- 1.) Situational Analysis;
- 2.) Workshop;
- 3.) SWOT Online Survey Results;
- 4.) Strategic Marketing Plan;
- 5.) Focus Groups Results;
- 6.) FINAL Revised Strategic Marketing Plan;
- 7.) Marketing Materials Package of Items 1-6.

The Marketing Materials Package will be specifically created for the local residents of the City of Key West explaining how we reached this FINAL Strategic Marketing Plan which will help to lead residents and visitors alike into a great future and experience within the City of Key West.

## VI. Strategic Planning Past Performance

1. **State of Hawaii Department of Health Immunization Branch:** Over the course of thirteen (13) years, 2003 to 2016, **PCF**, handled the public education programs for the *State of Hawaii Department of Health Immunization Branch* in order to protect Hawaii's people from vaccine-preventable diseases. Campaigns included *Protect Hawaii's Keiki* (Infant Immunization), *Vax to School* (School-Aged Children Immunization), *Keep Preteens Up-to-Date*, *Vaccinate, Fight the Flu*, Pertussis (Whooping Cough) Vaccination Awareness, *Fight Hep A* (Hepatitis A), *Hawaii Immunization*

*Registry, Stop Flu at School* (School-located Influenza Vaccination Online Training Program), Hepatitis B Vaccination Awareness, and more. The campaigns ranged in scope with specific plans designed to meet the target goal of increasing public awareness of each respective campaign given varying budgets per campaign per year. **PCF** created all of the television and radio campaigns, collateral materials such as posters, counter cards, bus signs, online training programs, videos, as well as partnerships with local businesses, healthcare providers, and schools. The public education campaigns also included the use of various research tools such as Focus Groups, Omnibus Research, and Online Surveys. **PCF** achieved the goals of each respective campaign by creating detailed plans including research, design of creative materials (such as television and radio commercials, posters, counter cards, postcards, bus signs), design and development of websites (online training programs), social media and interactive marketing.

2. **Shopping Center Division:** In **PCF's** twenty-four (24) year history we have an extensive portfolio of shopping centers and commercial properties, carefully developing strategic plans for shopping centers such as *Aikahi Park Shopping Center, Aloha Stadium Marketplace, Center of Waikiki, Hawaii Kai Towne Center, Kaneohe Bay Shopping Center, Kapolei Marketplace, Kapolei Village Center, Keauhou Center, Koko Marina Center, Kona Coast Shopping Center, Kunia Shopping Center, Mililani Marketplace, Mililani Shopping Center, Pearl City Shops, Restaurant Row & Waterfront Plaza, Salt Lake Shopping Center, Waianae Mall, Waikiki Beach Walk, and Waipio Shopping Center*. **PCF** developed a customized plan for each shopping center taking into account each property's individual budgets, target market, demographics, and long-term strategic goal. **PCF** Client Marketing Plans have included large scale community events (holiday events like Easter, Halloween, and Christmas as well as concerts, food festivals, grand opening events, community parades, partnership events, etc.), website design and development, search engine optimization (SEO), social media, and interactive marketing, television advertising, radio advertising, outdoor advertising, print advertising, digital advertising and more. **PCF** thoroughly researches each Client's Market (customers and competitors) to create Marketing Plans that achieve results and stay within budget.
3. **Building Industry Association of Hawaii:** **PCF** worked with the *Building Industry Association of Hawaii* (BIA-Hawaii) for over 10 years to create strategic plans for many of their programs such as the *Parade of Homes* (annual event designed to showcase the latest design trends and technology in Hawaii homes), *Home Building & Remodeling Show* (3-day event drawing

approximately 10,000 attendees each year featuring licensed contractors and suppliers) , *and Remodel It Right Expo* (3-day event with approximately 200 exhibitor booths from Hawaii's top licensed contractors, suppliers and building experts). **PCF** assisted in the development of creative materials and coordination of events.

## VII. Project Management:

Upon awarding of the **RFP #005-20 Key West Strategic Planning Services Contract** **PCF** will assign the following **PCF** Management Team & Staff, along with a Project Schedule and Timeline outlined in our Project Scope of Work proposal to this contract.

### **Ginger G. Peterson, PCF Key West Project Manager:**

Ginger G. Peterson is the CEO and Owner of **PCF International Integrated Marketing & Technology** since 1996 which she has successfully managed a multi-million-dollar billing, full-service Advertising Agency for the last 24 years. **PCF** is a "Top Ranked" Advertising Agency in the Hawaiian Islands and Florida.

Ginger has worked with many different clients over the last 30 years of her marketing career in North America and Internationally including: *Colliers International, BMS Corp., Safeway Stores, Inc., Sheraton Hotels in the Hawaiian Islands and Asia, City Bank, MWP Capital, JLL, Bishop Estate, Alexander & Baldwin, Kapolei Marketplace, The Bratton Team, Hawaii Water Sports Center, Mililani Shopping Center, Salt Lake Shopping Center, Kona Coast Shopping Center, Keauhou Center, Subway Stores Inc., Dunkin Donuts, Baskin-Robbins, Fantastic Sam's, Hydromex Americas, American Financial Help, Meggaboom, GIANNI New York, Kapolei Village Center, Interra-Investments, Aloha Shoyu, Healing Noni, National Transaction Corporation, Center of Waikiki, Waikiki Beach Walk, Koko Marina Center, Davies Pacific Center, Pan Am Building, Restaurant Row, True Generation, Meridian Partners, Wailea Golf Club, Waterfront Plaza, State of Hawaii Department of Health, Harbor Court, Aloha Stadium, Hawaii National Bank, Sofos Realty, Choclatique, Mountain Apple Company, Fandango, etc.*

Ginger also has a prestigious film production background working as a Location Manager and Production Manager/Supervisor on many blockbuster Hollywood feature films and TV series. Ginger has worked for *MGM Studios, Universal Studios, Warner Bros., Sony Entertainment, TriStar Entertainment, ABC, NBC, CBS Television, Discovery Channel and The Travel Channel*. She has produced many different TV commercials as well.

**Marisa Masuda, PCF Key West Project Coordinator:**

Marisa Masuda is the Director of Account Services for **PCF International Integrated Marketing & Technology** who has over 16 years Advertising Agency and Marketing experience in the Hawaiian Islands and North America. Marisa is responsible for the creation and implementation of Client Budgets and ensuring that Campaigns and Events exceed Client goals and stay within budget. Marisa is very detail-oriented working with traditional media, digital media and interactive media to increase a Clients' market share, target audience and sales growth. Marisa also has over six years Commercial Property Management experience on Oahu with an extensive background in the management and marketing of shopping center accounts. Marisa's shopping center marketing experience includes *Koko Marina Center, Mililani Shopping Center, Salt Lake Shopping Center, Kapolei Marketplace, Aikahi Park Shopping Center, Kaneohe Bay Shopping Center, Kunia Shopping Center, Waipio Shopping Center, Kapolei Village Center, Pearl City Shops, the Annual Mililani Holiday Parade, Hawaii Kai Christmas Parade* as well as scores of local accounts ranging from health to financial to retailer products and much more.

***--State of Florida Research Firm – To Be Determined--***

Upon awarding of contract by **City of Key West**, **PCF** will sub-contract with a State of Florida Research Firm to be determined at that time. **PCF** will provide **City of Key West** a complete bio of the research firm and staff to be assigned to the contract.

**Odi Rodolfo, PCF Key West Creative Director:**

Odi Rodolfo is the Creative Director for **PCF International Integrated Marketing & Technology** who has more than 20 years creative experience working for some of the top Advertising Agencies in the world. Odi has been Creative Director for **PCF** since 2006 creating a multitude of creative including corporate branding logos, brochures, print ads, digital ads, Website creative, television and branding campaigns. Odi most notably created the corporate and commercial logo for *Jollibee* the top fast-food chain in the Philippines which is now a global brand with over 1300 franchises worldwide. Other notable clients Odi has handled creative for is *Citibank, BDO, BPI, Boehringer Ingelheim, Novartis, Pfizer, Alexander & Baldwin* – Hawaiian Islands shopping centers, *Colliers International* – Hawaiian Islands shopping centers, *BMS Corp., Healing Noni, Subway, National Transaction Corporation, Pacific Accounting Business & Services (PABS)* and many more.

**Tiffany Doner, PCF Key West Website & Social Media Manager:**

Tiffany Doner is the Website and Social Media Manager for **PCF International Integrated Marketing & Technology** who has several years of Advertising Agency and Marketing experience in the Hawaiian Islands and North America.

Tiffany is responsible for implementing many of **PCF's** Social Media Campaigns including day-to-day Client Posts for Social Media to provide maximum exposure, views, comments and Likes. Tiffany is an expert in all Social Media including *Facebook, Instagram, Twitter, YouTube, Pinterest, LinkedIn* and more.

In addition to Tiffany's Social Media expertise, she is highly skilled with *Squarespace* and *WordPress* Websites creating simple to complex sites that create attention, get noticed, and produce excellent results which also function technically without difficulty.

**Ryan D'Souza, PCF Key West Director of IT:**

Ryan is an IT Expert in Digital Marketing and Web Development work with many years working with a wide range of Client Industries on a global scale. His expertise in Pay-Per-Click (PPC) can lead your company to greater quality leads and better targeted traffic to your Website while gaining you better online visibility. Whether you want to escalate conversions, traffic on your Website, or both, Ryan makes your PPC excel to help you reach your target. Choose from *Google Ads, Bing Ads, Amazon Marketing, Facebook Ads, Instagram Ads, LinkedIn Marketing, YouTube Advertising...* Ryan has got you covered. As an SEO expert, Ryan carries out unique SEO tricks to improve the Website page prominence. Competitive Analysis, Keyword Research, AD Campaign Development and Evaluation and Reporting are included with **PCF's** PPC and SEO Interactive Marketing Programs.

**Steve Brogdon, PCF Key West IT Special Projects:**

Steve Brogdon is the IT-Special Projects for **PCF International Integrated Marketing & Technology** with over 20 years of Advertising Agency and Marketing experience in the Hawaiian Islands, North America and Internationally. Steve is responsible for Web Administration, Management of **PCF** Client Digital Ads, Search Engine Optimization (SEO), Search Engine Marketing (SEM), Web Development, and Interactive Marketing Campaigns. Steve provides **PCF** Clients detailed monthly Analytics Reports allowing a Client to see the monthly progress, which Steve closely monitors and provides with **PCF** Client trackable results in company sales and growth. Steve has developed many types of Business Web Presence for our clients throughout many Industries, such

as Commercial Real Estate, Entertainment, Financial, Food Manufacturing, Community & Health, Retail & Restaurants, and Sports.

**Ganesh Kamath, PCF Key West Web Solutions Architect:**

Ganesh has over 19 years of experience in the Information Technology field as Developer, Team Leader, Project Leader, and Consultant. Ganesh is a Certified SCRUM Maser, and is skilled in Programming Languages (C, C++, Visual C++, Objective C, Swift), Web Technologies (Node js, Angularjs, PHP, ASP, Java Script, Ajax, XML, Web Services, Scriptaculous, JQuery), PHP Framework and CMS (Smarty, Magento, Zend2, Wordpress, Joomla), Database (MySQL, MS SQL, Couch DB), Mobile Technologies (iPhone - Objective c and Swift, Android), Operating Systems (Linux - Fedora 4, Windows - 2000, 2003 server, XP, Windows 7 & 8), and Version Controls (SVN, GitHub).

Ganesh has sound abilities in requirement analysis, project and database design and management with organizational and supervisory skills to assure success, as well as hands on experience in creating scalable applications with sound architecture. Ganesh has the ability to execute complex projects on time and within budget and he possesses strong client facing skills and is delivery focused and proficient in managing multiple cross-functional teams/projects. Ganesh is always successful in meeting new technical challenges and finding solutions to fulfill the customer requirements.

**Sam Randazzo, PCF Key West Media Director:**

Sam Randazzo has been **PCF International Integrated Marketing & Technology's** Director of Media for over 10 years. Prior to working with **PCF International**, Sam has held Media Management, Planning and Buying positions with media firms such as: *DDB/Needham, Bozell, TBWA/Chiat Day, Vitt Media & Carat North America*. With over 35 years of experience, Sam has been responsible for all phases of the media process, from media planning to the media buying, implementation and post analysis on a National, Spot and Local level including all media forms. Sam has extensive experience with the planning and purchasing Network and Spot Television, Radio, Cable, Print, Outdoor.

Sam has worked on a wide variety of accounts from very local to very national. They include *Hollywood Studios Universal, MGM Warner Bros* including film, television, home video and music. *Subway, TVG Network* (horse racing), *The State of California Department of Health Services, The American Lung Association*, and the *Los Angeles Opera* to name several.

**Alex Rodriguez, PCF Key West Chief Financial Officer:**

Alex Rodriguez is the Chief Financial Officer for **PCF International Integrated Marketing & Technology** who has over 20 years of experience in North America and Internationally. Alex is responsible for providing all **PCF** Clients monthly billing and billing statements. He also provides **PCF's** Owner monthly AP, AR, P&L and he handles all required monthly tax and annual tax returns.

**Kim Matsukawa, PCF Events Specialist:**

Kim Matsukawa is an Events Specialist for **PCF International Integrated Marketing & Technology** who has several years of Advertising Agency and Marketing experience in the Hawaiian Islands. Kim is responsible for coordinating many of **PCF's** shopping center accounts' Promotions & Events which include event set-up, coordinating volunteers & vendors, working with the public, taking event photographs, and ensuring overall event success.

**HAWAII**  
4348 Waiialae Avenue, #405  
Honolulu, Hawaii 96816

**FLORIDA**  
401 E. Las Olas Blvd., #130434  
Ft. Lauderdale, Florida 33301



[www.pcfinternational.com](http://www.pcfinternational.com)

PCF Member



## PCF CREATIVE SAMPLES

### COLLATERAL MATERIALS:

#### PUBLIC EDUCATION POSTER #1


**Hawai'i Immunization Registry**

The place for your immunization record.  
Are you and your family a part of it?

The Hawai'i Immunization Registry is a secure computer system that:

- Stores and tracks your immunization record
- Helps make sure you don't miss any immunizations or get too many

**Choose** to be a part of the Hawai'i Immunization Registry.  
Talk to your doctor or nurse and sign up today!

 For more information about the Hawai'i Immunization Registry, visit [www.vaxhawaii.com](http://www.vaxhawaii.com) or call (808) 586-4665 (O'ahu), 1-888-447-1023 (Neighbor Islands).



# Keep Your Preteen Up-To-Date, Vaccinate!

Protect your preteen against serious, sometimes life-threatening diseases including meningitis and whooping cough.  
Schedule a check-up for your preteen today!



**For more information about vaccines for preteens:**

- Ask your child's healthcare provider
- Call the Department of Health at 596-8332 (Oahu), 1-800-933-4832 (Neighbor Islands)
- Visit [www.vaxhawaii.com](http://www.vaxhawaii.com)



EVENT POSTER #1



# A Very Kunia Kalikimaka

**Saturday, December 17th  
4 PM - 7 PM**

**Celebrate the Christmas Season  
at Kunia Shopping Center!**

- Visit with Santa and Get a Free Treat!\*
- Shop our Mini Christmas Craft Fair for Unique Gift Items for Everyone on Your List!
- Make-and-Take Your Own Christmas Ornament!
- Enjoy Christmas Carols Sung by the Sounds of Aloha Chorus' Wong Fu Acapella Quartet

\*While Supplies Last. All activities subject to change. Early Closure of Businesses.

**Kunia Shopping Center**  
14-673 Kapolei Street, Kapolei, HI 90741 • [www.shopkunia.com](http://www.shopkunia.com)

EVENT POSTER #2



EVENT POSTER #3



EVENT POSTER #4



EVENT POSTER #5



EVENT POSTER #6

**Celebrate The Luck of the Irish**  
at our **St. Patrick's Day Event**  
at Mililani Shopping Center!

Friday, March 15th  
from 5:00 PM to 7:00 PM  
at the East Side Courtyard  
(Across Farmer's Market)

**Celtic Waves ... a Traditional Irish Music Band**

- Tap Your Feet & Enjoy Traditional Irish Music from the Celtic Waves band with Irish Dancers!
- Make Your Own 4-Leaf Clover Shamrock at our FREE St. Patrick's Day Craft Table!
- Shop at Foodland for a Corned Beef & Cabbage meal to prepare at home.
- Everyone in attendance will receive a FREE Shamrock Necklace while supplies last.

MILILANI SHOPPING CENTER  
95-221 Kipapa Drive, 95-390 Kuaohalani Avenue, Mililani, Hawaii 96789  
www.mililanishoppingcenter.com

EVENT POSTER #7

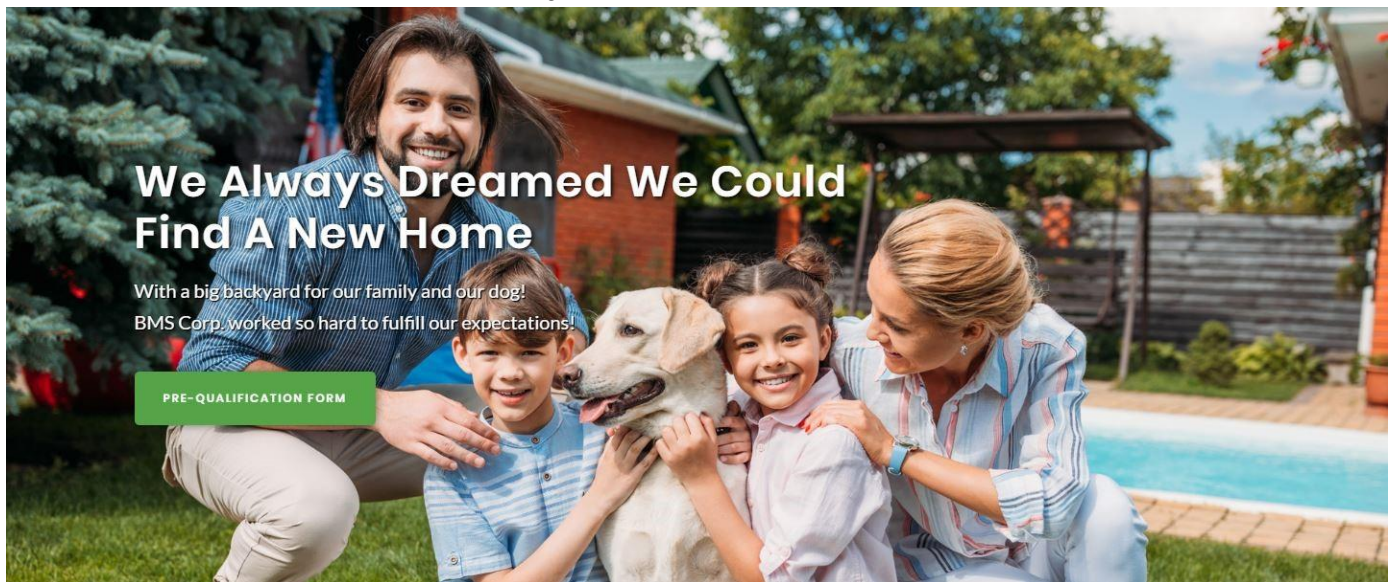
**Hop, Skip & Jump To Our Easter-riffic Event!**  
Saturday, April 20th • 10:00 A.M. To 1:00 P.M.\*

- Meet Our Egg-cellent Easter Bunny!
- Decorate an Egg-Stravagant Easter Cookie!  
sponsored by SAFEWAY
- Donate \$1 or 1 Canned Good to Hawaii Foodbank to Get a Wristband to Enter the Easter Petting Zoo and Keiki Pony Rides.
- Pet Bunnies, Sheep, Goats, Chickens, and More in Our Easter Petting Zoo!
- Hippity Hoppity Onto a Keiki Pony Ride!
- Enjoy Our Hoppy Easter Games, Crafts and Merchant Activities!  
AMERICAN ENERGY BANK
- Spin the Island 98.5 Prize Wheel and Win Egg-Strordinary Merchant Prizes!  
• David K.F. Mau, OD Inc.  
• Diamond Nails • McDonald's • Pizza Hut  
• Safeway • Salt Lake Chinese Restaurant  
• Soon's Kal-Bi Drive-In • Supercuts

**Salt Lake SHOPPING CENTER**  
344 Ala Lihua Street, Honolulu, Hawaii 96818  
808-735-8822 www.saltlakehoppyevent.com



WEBSITE BANNER #1



WEBSITE BANNER #2



**It Only Takes 24 Hours  
to Pre-Qualify!**

How Can We Help You?

**PRE-QUALIFICATION FORM**

DIGITAL AD #1



*"I have been a loyal user of  
Healing Noni more than 12 years.  
I am 79 and my wife is 68, and  
we wouldn't be without it."  
- Alexander*

**HEALING  
noni**  
www.healingnoni.com


## Beach Walkin' is Waikiki!

Here you find unique expressions of island culture, art, cuisine and multi-million dollar architecture that blend together local style. Stroll along our shops and eateries just off of Kalakaua Avenue to get closer to the beauty of Waikiki and the charms of her people. Grab the latest in Hawaiian gifts and one-of-a-kind art pieces. Pick up something fashionable or just dine on fantastic cuisine from world-renowned chefs.

It's a beautiful solution to fit into your fabulous day or night, whatever you decide.

So which way will you Beach Walk?

<http://twitter.com/waikikibeachwalk>  
<http://www.facebook.com/waikikibeachwalk>

  
**WAIKIKI BEACH WALK.**  
 227 LEWERS STREET HONOLULU, HI 96815  
 WWW.WAIKIKIBEACHWALK.COM

WEBSITE #1

Hawaii's Online Training Resource for School-Based Flu Vaccination Clinics

[Stop Flu at School](#)   [References](#)   [Contact](#)   [Sign Up](#)   [Sign In](#)

**STOP FLU AT SCHOOL**   [if you are experiencing trouble using this web site, please contact 808.586.8300 or email schoolflu.helpdesk@doh.hawaii.gov.](mailto:schoolflu.helpdesk@doh.hawaii.gov)

## School-located Influenza Vaccination Online Training Program

### About the Program

Welcome to the Hawaii Department of Health's "Stop Flu At School" Online Training Program.

School-located seasonal influenza vaccination clinics were implemented statewide in the fall of 2007. This training program has been developed to prepare clinic staff for their various roles and responsibilities. It is composed of a slide presentation, a video demonstration and a test.

Clinic staff will be assigned as Registration Personnel, Vaccinators or Clinic Managers. Review the slides relevant to your role, watch the brief video and take the appropriate test.

Please sign-up or login on the right to begin.

**New User?**

Are you new to our web site? You must first sign-up for an account. Get started by clicking the button below.

[Sign-Up Now >](#)

This Web site requires either Internet Explorer 8+ or Firefox 3.6+ browser when taking tests.

**Sign In**

Login/Email:

Password:

[Login >](#)

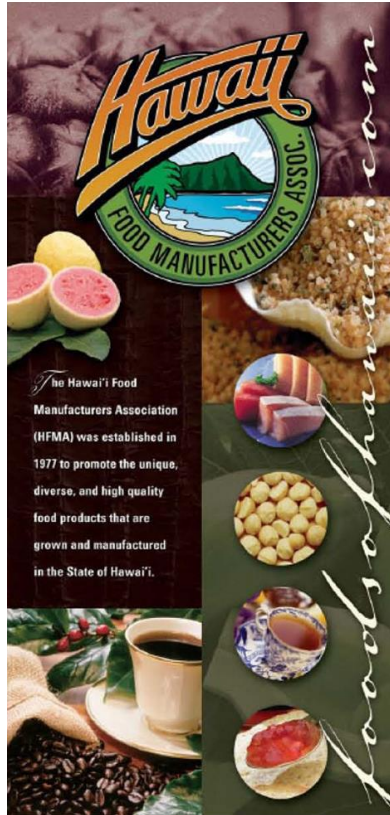
Forgot your password? [Click here.](#)

  
 Last updated on 08/27/2011  
 © 2010 Hawaii State Department of Health. All rights reserved.

WEBSITE #2



SIGN #1





## REQUIRED FORMS AND AFFIDAVITS

# PART 2

## FORMS AND AFFIDAVITS

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### PROPOSER'S QUALIFICATION STATEMENT

The undersigned certifies under oath that the information provided herein is true and sufficiently complete so as not to be misleading.

PROJECT NAME: Strategic Planning Services

SUBMITTED TO: The City of Key West  
1300 White Street  
Key West, FL 33040

SUBMITTED BY:  
Company Name: PCF INTERNATIONAL LLC Corporation   
Company Website: WWW.PCFINTERNATIONAL.COM Partnership   
Principle's Name: GINGER G. PETERSON Individual   
Principle's Title: CEO Joint Vent   
Address 1: 401 E. LAS OLAS BLVD. #130434 Other  "S" CORP  
Address 2: FT. LAUDERDALE, FL 33301  
Contact Email: GINGER@PCFINTERNATIONAL.COM

LICENSING:  
State of Florida License No. #L15000105869 Expires \_\_\_\_\_

PROPOSER REFERENCES: List references, including contact name of whom we may call.

Reference List			
Reference	Contact Name	Phone	Email
HAWAII DEPT. OF HEALTH IMMUNIZATION BRANCH	RONALD BALAJADIA, BRANCH CHIEF	808-586-8328	RONALD.BALAJADIA@DOH.HAWAII.GOV
BANKING MORTGAGE SERVICES / BMS CORP.	ARTURO, ABASCAL, PRESIDENT	305-445-9003	AABASCAL@BMSCORP.NET
PACIFIC ACCOUNTING & BUSINESS SERVICES INC. (PABS)	JIM MERRILL, PRESIDENT	808-538-9858	JIM.MERRILL@PACIFICABS.COM
THE BRATTON TEAM	MARK BRATTON, PRESIDENT	808-523-9708	MARK.BRATTON@COLLIERS.COM
COLLIERS INTERNATIONAL *	GEOFFREY SUZUKI, PROPERTY MANAGER (KVC/PCS) + RACHEL SCHEER HEDGE, ACCOUNT MANAGER (MM/MSC)	GS: 808-523-9777 RSH: 808-523-8310	GEOFFREY.SUZUKI@COLLIERS.COM RACHEL.HEDGE@COLLIERS.COM
BRADLEY SHOPPING CENTER COMPANY DBA SALT LAKE SHOPPING CENTER	SHERI FUKUSHIMA, EXECUTIVE PROPERTY ADMINISTRATOR	808-735-8822	SHERI.BSCC@GMAIL.COM

\*PROPERTIES MANAGED: KAPOLEI VILLAGE CENTER (KVC), MILILANI MARKETPLACE (MM), MILILANI SHOPPING CENTER (MSC), PEARL CITY SHOPS (PCS)

I certify under oath that all the information herein is true.

\_\_\_\_\_  
Signature

State of Florida  
County of \_\_\_\_\_

Sworn to (or affirmed) and subscribed before me this \_\_\_\_\_ day of \_\_\_\_\_, 2020

By \_\_\_\_\_

(Seal)

\_\_\_\_\_  
Signature of Notary

Personally Known \_\_\_\_\_  
Produced Identification \_\_\_\_\_  
Type Produced \_\_\_\_\_

\_\_\_\_\_  
Print





**SWORN STATEMENT UNDER SECTION 287.133(3)(a)  
FLORIDA STATUTES ON PUBLIC ENTITY CRIMES**

**THIS FORM MUST BE SIGNED IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICE AUTHORIZED TO ADMINISTER OATHS.**

1. This sworn statement is submitted with Bid, Bid or Contract No. RFP #005-20 for \_\_\_\_\_

2. This sworn statement is submitted by PCF INTERNATIONAL LLC  
(Name of entity submitting sworn statement)

whose business address is 401 E. LAS OLAS BLVD. #130434  
FORT LAUDERDALE, FL 33301 and (if applicable) its Federal  
Employer Identification Number (FEIN) is 47-4237931 (If the entity has no FEIN,  
include the Social Security Number of the individual signing this sworn statement.)

3. My name is GINGER G. PETERSON and my relationship to  
(Please print name of individual signing)

the entity named above is CEO.

4. I understand that a "public entity crime" as defined in Paragraph 287.133(1)(g), Florida Statutes, means a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or with the United States, including but not limited to, any Bid or contract for goods or services to be provided to any public entity or an agency or political subdivision of any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, material misrepresentation.

5. I understand that "convicted" or "conviction" as defined in Paragraph 287.133(1)(b), Florida Statutes, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication of guilt, in any federal or state trial court of record relating to charges brought by indictment information after July 1, 1989, as a result of a jury verdict, nonjury trial, or entry of a plea of guilty or nolo contendere.

6. I understand that an "affiliate" as defined in Paragraph 287.133(1)(a), Florida Statutes, means

1. A predecessor or successor of a person convicted of a public entity crime: or

2. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of an affiliate. The ownership by one person of shares constituting controlling interest in another person, or a pooling of equipment or income among persons when not for fair market value under an arm's length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.

7. I understand that a "person" as defined in Paragraph 287.133(1)(8), 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 "person" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.

8. Based on information and belief, the statement, which I have marked below, is true in relation to the entity submitting this sworn statement. (Please indicate which statement applies.)

Neither the entity submitting this sworn statement, nor any officers, directors, executives, partners, shareholders, employees, members, or agents who are active in management of the entity, nor any affiliate of the entity have 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 the officers, directors, executives, partners, shareholders, employees, members, or agents who are active in 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, AND (Please indicate which additional statement applies.)

There has been a proceeding concerning the conviction before a hearing of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer did not place the person or affiliate on the convicted vendor list. (Please attach a copy of the final order.)

The person or affiliate was placed on the convicted vendor list. There has been a subsequent proceeding before a hearing officer of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer determined that it was in the public interest to remove the person or affiliate from the convicted vendor list. (Please attach a copy of the final order.)

The person or affiliate has not been put on the convicted vendor list. (Please describe any action taken by or pending with the Department of General Services.)

\_\_\_\_\_  
(Signature)  
APRIL 29, 2020

STATE OF \_\_\_\_\_ (Date)

COUNTY OF \_\_\_\_\_

\_\_\_\_\_  
PERSONALLY, APPEARED BEFORE ME, the undersigned authority,

\_\_\_\_\_  
(Name of individual signing)

who, after first being sworn by me, affixed his/her signature in the

space provided above on this \_\_\_\_\_ day of \_\_\_\_\_, 2020.

My commission expires: \_\_\_\_\_  
NOTARY PUBLIC

**INDEMNIFICATION**

To the fullest extent permitted by law, the CONSULTANT expressly agrees to indemnify and hold harmless the City of Key West, their officers, directors, agents, and employees (herein called the “indemnitees”) from liabilities, damages, losses and costs, including, but not limited to, reasonable attorney’s fees and court costs, such legal expenses to include costs incurred in establishing the indemnification and other rights agreed to in this Paragraph, to persons or property, to the extent caused by the negligence, recklessness, or intentional wrongful misconduct of the CONSULTANT, its Sub-consultants or persons employed or utilized by them in the performance of the Contract. Claims by indemnitees for indemnification shall be limited to the amount of CONSULTANT’s insurance or \$1 million per occurrence, whichever is greater. The parties acknowledge that the amount of the indemnity required hereunder bears a reasonable commercial relationship to the Contract and it is part of the project specifications or the bid documents, if any.

The indemnification obligations under the Contract shall not be restricted in any way by any limitation on the amount or type of damages, compensation, or benefits payable by or for the CONSULTANT under workers’ compensation acts, disability benefits acts, or other employee benefits acts, and shall extend to and include any actions brought by or in the name of any employee of the CONSULTANT or of any third party to whom CONSULTANT may subcontract a part or all the Work. This indemnification shall continue beyond the date of completion of the work.

PCF INTERNATIONAL LLC  
\_\_\_\_\_

SEAL:

401 E. LAS OLAS BLVD. #130434, FORT LAUDERDALE, FL 33301

\_\_\_\_\_  
Address

\_\_\_\_\_  
Signature

GINGER G. PETERSON  
\_\_\_\_\_  
Print Name

CEO  
\_\_\_\_\_  
Title

APRIL 29, 2020  
\_\_\_\_\_  
Date





**City Ordinance Sec. 2-799**  
**Requirements for City Contractors to Provide Equal Benefits for Domestic Partners**

(a) Definitions. For purposes of this section only, the following definitions shall apply:

- (1) **Benefits** means the following plan, program or policy provided or offered by a contractor to its employees as part of the employer's total compensation package: sick leave, bereavement leave, family medical leave, and health benefits.
- (2) **Bid** shall mean a competitive bid procedure established by the city through the issuance of an invitation to bid, request for proposals, request for qualifications, or request for letters of interest.
- (3) **Cash equivalent** means the amount of money paid to an employee with a domestic partner in lieu of providing benefits to the employee's domestic partner. The cash equivalent is equal to the employer's direct expense of providing benefits to an employee for his or her spouse.

The cash equivalents of the following benefits apply:

- a. For bereavement leave, cash payment for the number of days that would be allowed as paid time off for the death of a spouse. Cash payment would be in the form of the wages of the domestic partner employee for the number of days allowed.
  - b. For health benefits, the cost to the contractor of the contractor's share of the single monthly premiums that are being paid for the domestic partner employee, to be paid on a regular basis while the domestic partner employee maintains such insurance in force for himself or herself.
  - c. For family medical leave, cash payment for the number of days that would be allowed as time off for an employee to care for a spouse who has a serious health condition. Cash payment would be in the form of the wages of the domestic partner employee for the number of days allowed.
- (4) **Contract** means any written agreement, purchase order, standing order or similar instrument entered into pursuant to the award of a bid whereby the city is committed to expend or does expend funds in return for work, labor, professional services, consulting services, supplies, equipment, materials, construction, construction related services or any combination of the foregoing.
  - (5) **Contractor** means any person or persons, sole proprietorship, partnership, joint venture, corporation, or other form of doing business, that is awarded a bid and enters into a covered contract with the city, and which maintains five (5) or more full-time employees.
  - (6) **Covered contract** means a contract between the city and a contractor awarded subsequent to the date when this section becomes effective valued at over twenty thousand dollars (\$20,000).
  - (7) **Domestic partner** shall mean any two adults of the same or different sex, who have registered as domestic partners with a governmental body pursuant to state or local law authorizing such registration, or with an internal registry maintained by the employer of at least one of the domestic partners. A contractor may institute an internal registry to allow for the provision of equal benefits to employees with domestic partner who do not register their partnerships pursuant to a governmental body authorizing such registration, or who are located in a jurisdiction where no such governmental domestic partnership registry exists. A contractor that institutes such registry shall not impose criteria for registration that are more stringent than those required for domestic partnership registration by the City of Key West pursuant to Chapter 38, Article V of the Key West Code of Ordinances.
  - (8) **Equal benefits** mean the equality of benefits between employees with spouses and employees with domestic partners, and/or between spouses of employees and domestic partners of employees.

(b) Equal benefits requirements.

- (1) Except where otherwise exempt or prohibited by law, a Contractor awarded a covered contract pursuant to a bid process shall provide benefits to domestic partners of its employees on the same basis as it provides benefits to employees' spouses.

- (2) All bid requests for covered contracts which are issued on or after the effective date of this section shall include the requirement to provide equal benefits in the procurement specifications in accordance with this section.
  - (3) The city shall not enter into any covered contract unless the contractor certifies that such contractor does not discriminate in the provision of benefits between employees with domestic partners and employees with spouses and/or between the domestic partners and spouses of such employees.
  - (4) Such certification shall be in writing and shall be signed by an authorized officer of the contractor and delivered, along with a description of the contractor's employee benefits plan, to the city's procurement director prior to entering into such covered contract.
  - (5) The city manager or his/her designee shall reject a contractor's certification of compliance if he/she determines that such contractor discriminates in the provision of benefits or if the city manager or designee determines that the certification was created or is being used for evading the requirements of this section.
  - (6) The contractor shall provide the city manager or his/her designee, access to its records for the purpose of audits and/or investigations to ascertain compliance with the provisions of this section, and upon request shall provide evidence that the contractor is in compliance with the provisions of this section upon each new bid, contract renewal, or when the city manager has received a complaint or has reason to believe the contractor may not be in compliance with the provisions of this section. This shall include but not be limited to providing the city manager or his/her designee with certified copies of all of the contractor's records pertaining to its benefits policies and its employment policies and practices.
  - (7) The contractor may not set up or use its contracting entity for the purpose of evading the requirements imposed by this section.
- (c) Mandatory contract provisions pertaining to equal benefits. Unless otherwise exempt, every covered contract shall contain language that obligates the contractor to comply with the applicable provisions of this section. The language shall include provisions for the following:
- (1) During the performance of the covered contract, the contractor certifies and represents that it will comply with this section.
  - (2) The failure of the contractor to comply with this section will be deemed to be a material breach of the covered contract.
  - (3) If the contractor fails to comply with this section, the city may terminate the covered contract and all monies due or to become due under the covered contract may be retained by the city. The city may also pursue any and all other remedies at law or in equity for any breach.
  - (4) If the city manager or his designee determines that a contractor has set up or used its contracting entity for the purpose of evading the requirements of this section, the city may terminate the covered contract.
- (d) Enforcement. If the contractor fails to comply with the provisions of this section:
- (1) The failure to comply may be deemed to be a material breach of the covered contract; or
  - (2) The city may terminate the covered contract; or
  - (3) Monies due or to become due under the covered contract may be retained by the city until compliance is achieved; or
  - (4) The city may also pursue any and all other remedies at law or in equity for any breach;
  - (5) Failure to comply with this section may also subject contractor to the procedures set forth in Division 5 of this article, entitled "Debarment of contractors from city work."
- (e) Exceptions and waivers.

The provisions of this section shall not apply where:

- (1) The contractor does not provide benefits to employees' spouses.
- (2) The contractor is a religious organization, association, society or any non- profit charitable or

educational institution or organization operated, supervised or controlled by or in conjunction with a religious organization, association or society.

- (3) The contractor is a governmental entity.
- (4) The sale or lease of city property.
- (5) The provision of this section would violate grant requirement, the laws, rules or regulations of federal or state law (for example, the acquisition services procured pursuant to Chapter 287.055, Florida Statutes known as the "Consultants' Competitive Negotiation Act").
- (6) Provided that the contractor does not discriminate in the provision of benefits, a contractor may also comply with this section by providing an employee with the cash equivalent of such benefits, if the city manager or his/her designee determines that either:
  - a. The contractor has made a reasonable yet unsuccessful effort to provide equal benefits. The contractor shall provide the city manager or his/her designee with sufficient proof of such inability to provide such benefit or benefits which shall include the measures taken to provide such benefits or benefits and the cash equivalent proposed, along with its certificate of compliance, as is required under this section.
- (7) The city commission waives compliance of this section in the best interest of the city, including but not limited to the following circumstances:
  - a. The covered contract is necessary to respond to an emergency. b. Where only one bid response is received.
  - c. Where more than one bid response is received, but the bids demonstrate that none of the bidders can comply with the requirements of this section.
- (f) City's authority to cancel contract. Nothing in this section shall be construed to limit the city's authority to cancel or terminate a contract, deny or withdraw approval to perform a subcontract or provide supplies, issue a non-responsibility finding, issue a non-responsiveness finding, deny a person or entity prequalification, or otherwise deny a person or entity city business.
- (g) Timing of application. This section shall be applicable only to covered contracts awarded pursuant to bids which are after the date when this section becomes effective.



**City Ordinance Sec. 2-773. - Cone of silence.**

- (a) *Definitions.* For purposes of this section, reference to one gender shall include the other, use of the plural shall include the singular, and use of the singular shall include the plural. The following definitions apply unless the context in which the word or phrase is used requires a different definition:
- (1) *Competitive solicitation* means a formal process by the City of Key West relating to the acquisition of goods or services, which process is intended to provide an equal and open opportunity to qualified persons and entities to be selected to provide the goods or services. Competitive solicitation shall include request for proposals ("RFP"), request for qualifications ("RFQ"), request for letters of interest ("RFLI"), invitation to bid ("ITB") or any other advertised solicitation.
  - (2) *Cone of silence* means a period of time during which there is a prohibition on communication regarding a particular competitive solicitation.
  - (3) *Evaluation or selection committee* means a group of persons appointed or designated by the city to evaluate, rank, select, or make a recommendation regarding a vendor or the vendor's response to the competitive solicitation. A member of such a committee shall be deemed a city official for the purposes of subsection (c) below.
  - (4) *Vendor* means a person or entity that has entered into or that desires to enter into a contract with the City of Key West or that seeks an award from the city to provide goods, perform a service, render an opinion or advice, or make a recommendation related to a competitive solicitation for compensation or other consideration.
  - (5) *Vendor's representative* means an owner, individual, employee, partner, officer, or member of the board of directors of a vendor, or a consultant, lobbyist, or actual or potential subcontractor or sub-consultant who acts at the behest of a vendor in communicating regarding a competitive solicitation.
- (b) *Prohibited communications.* A cone of silence shall be in effect during the course of a competitive solicitation and prohibit:
- (1) Any communication regarding a particular competitive solicitation between a potential vendor or vendor's representative and the city's administrative staff including, but not limited to, the city manager and his or her staff;
  - (2) Any communication regarding a particular competitive solicitation between a potential vendor or vendor's representative and the mayor, city commissioners, or their respective staff;
  - (3) Any communication regarding a particular competitive solicitation between a potential vendor or vendor's representative and any member of a city evaluation and/or selection committee therefore; and
  - (4) Any communication regarding a particular competitive solicitation between the mayor, city commissioners, or their respective staff, and a member of a city evaluation and/or selection committee therefore.
- (c) *Permitted communications.* Notwithstanding the foregoing, nothing contained herein shall prohibit:
- (1) Communication between members of the public who are not vendors or a vendor's representative and any city employee, official or member of the city commission;
  - (2) Communications in writing at any time with any city employee, official or member of the city commission, unless specifically prohibited by the applicable competitive solicitation.
    - (A) However, any written communication must be filed with the city clerk. Any city employee, official or member of the city commission receiving or making any written communication must immediately file it with the city clerk.
    - (B) The city clerk shall include all written communication as part of the agenda item when publishing information related to a particular competitive solicitation;
  - (3) Oral communications at duly noticed pre-bid conferences;
  - (4) Oral presentations before publicly noticed evaluation and/or selection committees;

- (5) Contract discussions during any duly noticed public meeting;
  - (6) Public presentations made to the city commission or advisory body thereof during any duly noticed public meeting;
  - (7) Contract negotiations with city staff following the award of a competitive solicitation by the city commission; or
  - (8) Purchases exempt from the competitive process pursuant to section 2-797 of these Code of Ordinances;
- (d) *Procedure.*
- (1) The cone of silence shall be imposed upon each competitive solicitation at the time of public notice of such solicitation as provided by section 2-826 of this Code. Public notice of the cone of silence shall be included in the notice of the competitive solicitation. The city manager shall issue a written notice of the release of each competitive solicitation to the affected departments, with a copy thereof to each commission member, and shall include in any public solicitation for goods and services a statement disclosing the requirements of this ordinance.
  - (2) The cone of silence shall terminate at the time the city commission or other authorized body makes final award or gives final approval of a contract, rejects all bids or responses to the competitive solicitation, or takes other action which ends the competitive solicitation.
  - (3) Any city employee, official or member of the city commission that is approached concerning a competitive solicitation while the cone of silence is in effect shall notify such individual of the prohibitions contained in this section. While the cone of silence is in effect, any city employee, official or member of the city commission who is the recipient of any oral communication by a potential vendor or vendor's representative in violation of this section shall create a written record of the event. The record shall indicate the date of such communication, the persons with whom such communication occurred, and a general summation of the communication.
- (e) *Violations/penalties and procedures.*
- (1) A sworn complaint alleging a violation of this ordinance may be filed with the city attorney's office. In each such instance, an initial investigation shall be performed to determine the existence of a violation. If a violation is found to exist, the penalties and process shall be as provided in section 1-15 of this Code.
  - (2) In addition to the penalties described herein and otherwise provided by law, a violation of this ordinance shall render the competitive solicitation void at the discretion of the city commission.
  - (3) Any person who violates a provision of this section shall be prohibited from serving on a City of Key West advisory board, evaluation and/or selection committee.
  - (4) In addition to any other penalty provided by law, violation of any provision of this ordinance by a City of Key West employee shall subject said employee to disciplinary action up to and including dismissal.
  - (5) If a vendor is determined to have violated the provisions of this section on two more occasions it shall constitute evidence under City Code section 2-834 that the vendor is not properly qualified to carry out the obligations or to complete the work contemplated by any new competitive solicitation. The city's purchasing agent shall also commence any available debarment from city work proceeding that may be available upon a finding of two or more violations by a vendor of this section.

(Ord. No. 13-11, § 1, 6-18-2013)

## PRICING



RFP #005-20 STRATEGIC PLANNING SERVICES - THE CITY OF KEY WEST  
—BUDGET—

1. Visioning & Strategic Planning Workshop & Methodology: \$4,000.00
2. Situational Analysis: \$2,000.00
3. SWOT Analysis (Includes Online Marketing Survey, Database from City of Key West, Results of Survey Recap, etc.) \$5,000.00
4. Action Plan & Timeline: (Includes Updates Over Span of Contract) \$5,000.00
5. Strategic Marketing Plan: (Includes 1st, 2nd Drafts, Final) \$40,000.00
6. Focus Groups (Conducted by State of Florida Research Firm) \$80,000.00  
Focus Groups for:
  1. Random Visitors to Key West;
  2. Potential Investors to Key West;
  3. Local Residents of Key West;
  4. Local Businesses of Key West;
  5. The City of Key West Committees, Organizations & Board.

**PCF** Project Overview with Research Firm \$20,000.00

7. Marketing Materials for Grand Opening - City of Key West  
Residents/Visitors/Businesses and City of Key West Committees, Organizations &  
Boards

Marketing Materials Include:

- **30 Minute PowerPoint Presentation** (includes copywriting, creative, photos, presentation, account management) **\$5,000.00**
- **Hard Copy Presentation Folder** 9" x 12" with Tabs - Estimate 30 pages total (100 Copies for The City of Key West Committees, Organizations & Board includes Creative, Copywriting, Printing, Account Management **\$5,000.00**
- **Brochure** (Tri-Fold - 8.5" x 11" - opens up to 3-Panels, 4-Color, 25,000 Quantity, includes Printing & Design) **\$10,000.00**
- **Standard Outdoor Vinyl Banner** \$500 (3 ft. x 10 ft. with grommets/rope, Includes Printing - 2x quantity, copywriting & creative) **\$1,500.00**

- **Posters** (To Announce "Grand Opening & Presentation" - 11" x 17", Vertical, 500 Quantity, 4-Color, Includes Copywriting, Creative & Printing) **\$1,750.00**
- **Press Release** (Includes Copywriting of Press Release & Media Distribution to all local Key West Media) **\$1,750.00**

**MARKETING MATERIALS SUB-TOTAL: \$25,000.00**

8. **PCF** Travel Costs: \$5,00.00 (1 year)

**PCF** SUB-TOTAL COST: \$106,000.00 + FOCUS GROUPS RESEARCH COST \$80,000.00

**TOTAL COST: \$186,000.00**

## ADDENDUM ACKNOWLEDGEMENT



## Addendum #1

With the due date of the City's RFP # 005-20 for Strategic Planning Services approaching, we are following up again about a few submittal requirements. We submitted the questions below prior to the extension of the opening date and we were hoping you could answer them for us.

1. Our production staff are located in areas where stay-at-home orders are in place. As such, we are wondering if we could submit our proposal via email only in lieu of the hard copies requested in the RFP, to avoid our staff needing to come into the office to print and ship the proposal. Please let us know if this electronic submission would be acceptable. **No electronic copies can be submitted.**
2. Also, would a signature be sufficient for the requested forms that are required to be notarized, since meeting with a notary might not be possible at this time? **The forms must be notarized**
3. Do front/back covers, table of contents, required forms, resumes, and addendum acknowledgement count towards the 20-page limit? **No**

Signature acknowledges receipt and understanding of this addendum.

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Name/Title

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Date



## Addendum #2

The Proposer's Qualification Statement (p 2) asks for the State License number. The Department of Business and Professional Regulation (DBPR) does not cover "Consulting" as a field they license. I do, however, have a current city of Key West License and corresponding number. Will that suffice for the application? If not, is there some other license I should acquire?

**Consulting businesses are considered a general service and only requires the Sunbiz document showing their business name is registered with the State of Florida. Unless the applicant is a state licensed professional a DBPR license is not required.**

Signature acknowledges receipt and understanding of  
this addendum.

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Name/Title

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Date