



PROPOSAL FOR [RFP No. 006-18](#)

KEY WEST AMPHITHEATER
VENUE MANAGEMENT
City of Key West – City Clerk
1300 White St. Key West, FL 33040

Presented by: Nadene Grossman Enterprises, Inc.
DBA We've Got the Keys

QUALIFICATIONS PROPOSAL



Key West Event Specialists

 May 2, 2018

City of Key West
1300 White St.
Key West, Florida 33040

City of Key West - Evaluation Panel,

Enclosed is Nadene Grossman Enterprises Inc. (DBA: We've Got the Keys) response to the City of Key West's Request for Proposal for KEY WEST AMPHITHEATER VENUE MANAGEMENT (**RFP No. 006-18**) issued March 2018 for

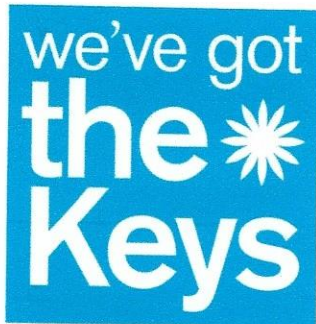
Nadene Grossman Orr agrees to be bound by all provisions of this proposal as submitted, for a period of at least one hundred twenty (120) calendar days from this date of submission

Sincerely,

Nadene Grossman Orr
CEO
WE'VE GOT THE KEYS

922 CAROLINE STREET
KEY WEST, FLORIDA 33040

305.295.9112
www.wevegotthekeys.com



Key West Event Specialists

Company Background: We've Got the Keys

With a passion for event planning and a love of Key West, *We've Got the Keys* was founded in 2004, specializing in creative incentive travel and one-of-a-kind events. *We've Got the Keys* has proven to be a leader in the industry with an undisputed reputation for excellence and exceeding the expectations of our clients, our guests, our vendors and our community partners. We take great pride in what we do and recognize how powerful an impact we can make while building a Brand or Re-Branding an existing event.

We've Got the Keys is the premier local event management company in the Florida Keys, owner Nadene Grossman Orr has lived in Key West since 1991; gathering firsthand experience in this industry.

Since 2004, *We've Got the Keys* has produced more than 800 upscale destination weddings, worked with over 350 Corporate clients on their Key West Incentive programs, produced hundreds of local celebrations, receptions and charitable events.

Nadene has been a partner in the production of the **Key West Songwriters Festival** along side Charlie Bauer since 2003, as this Festival has grown so has Nadene and her team's involvement in its coordination.

Proving that we are not intimidated by a good challenge or a steep learning curve; in 2017 *We've Got the Keys* was awarded the bid by the Tourist Development Association to Produce **Fantasy Fest**. *We've Got the Keys* successfully began the re-branding of this iconic Key West Festival. Cultivated a wonderful rapport and flow of communication with the City of Key West, management and staff.

Proudly; one of Nadene's greatest strengths is directing her team of creative and talented individuals, leading them to rise to any challenge, while allowing their expertise to shine through. The results of this leadership style speak for themselves in the outcome of the projects we produce for our clients and for the Keys Community!

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PART II

Qualifications/Experience

A. Proposer's experience in providing proposed services, including, but not limited to, demonstrating relevant venue management experience, established relationships with concert promoters & examples of sponsorship development.

We've Got the Keys' will provide the clients who book the Key West Amphitheater with a 360* experience of service and hospitality. It is imperative for the event promoters to have the full resources of a dynamic Key West event team to successfully navigate the booking and management of these events. To attract performers, build relationships and ensure that the ease of working with this new venue will firmly establish us on the route for touring music and event programs of all types. A 360* experience caters most everything a booking act will need to make their visit in Key West successful, comfortable, accessible as well as memorable for the visiting artists or performers. We've Got the Keys has perfected the skills of providing this 360* scope of service from its many years of providing event planning services for corporate & private groups.

We've Got the Keys continues to develop relationships with concert promoters and can confidently state that we are outstanding event partners, answering the needs of our clients promptly and creatively, sourcing services and resources in our unique Island town and beyond, we will quickly become an invaluable resource in this venues success.

We currently do and/or expect to work with:

- Charlie Bauer – Key West Songwriters Festival
- Kyle Carter – Oh Wook Productions, Inc. / Mile Zero Festival
- Bill Muehlhouser – Rams Head Promotions
- Tennessee Williams Fine Art Center
- Joe Cleghorn
- Casey Scott - Highway Key Touring
- Peter Honercamp - The Stephen Talkhouse



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Sponsorship development is one of the things we do best. We excel at creating a variety of sponsorship packages tailored individually for each event. Our expertise in selling sponsorships is the result of the time we have taken to network and understand both the national accounts and local businesses we work with and develop sponsorship products that they want and need. Our goal is to create win-win options that will entice potential venue sponsors as well as keep them engaged and committed year after year.

1. Major Event & Venue Management Examples:

a. Key West Songwriters Festival

- 🔑 Delivery of a 5-day festival with over 200 performers, 50 shows and 35 different venues within the City of Key West
- 🔑 Run point to: secure and negotiate contracts for all venues, create themes and objectives for the event, develop detailed logistic plans, manage expenditures, and manage the execution including follow-up
- 🔑 Proven recruitment and management of a large volunteer force totaling as many as 100
- 🔑 Subcontract for support services such as sound and lighting staff; flexing and problem solving as many as 10 light and sound changes per day
- 🔑 Demonstrated ability to work with the City of Key West in coordination of city services such as police, fire, EMS, permits/licenses, site control & traffic

b. Key West Film Festival

- 🔑 Managing teams of paid and volunteer staff at multiple venues
- 🔑 Run point to: secure and negotiate contracts for all venues, develop detailed logistic plans, manage expenditures, and manage the execution including follow-up



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- 🔑 Booking timing service logistics for a 5 day festival
- 🔑 Demonstrated ability to work with the City of Key West in coordination of city services such as police, fire, EMS, permits/licenses, site control & traffic.

c. Fantasy Fest

- 🔑 Delivery of a 10-day festival with over 120 events at 50 venues within the City of Key West
- 🔑 Developed an extensive range of sponsorship packages, uniquely tailored to users, garnering local and national level sponsorships, raising over \$500,000 annually.
- 🔑 Demonstrated ability to work with the City of Key West in coordination of city services such as police, fire, EMS, permits/licenses, site control & traffic.

d. The Ernest Hemingway Home & Museum

- 🔑 Created sales plan and marketing packages of services for the Hemmingway Home Event Venue
- 🔑 Redesigned and implemented venue management system to secure future bookings for weddings & events.
- 🔑 Secured the booking for the property

B. Qualifications and experience of Key Personnel assigned to the Venue Management team.

Nadene Grossman Orr, CEO, Event Director

We've Got the Keys

Nadene Grossman Orr is a seasoned professional in the event management arena. Since 1996, she has been passionately developing, coordinating, promoting, and managing special events in Key West and has earned an esteemed reputation for her strong integrity and business acumen. Nadene



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Grossman Orr has an outstanding ability to build networking relationships that connect and unite people. She has an impeccable record of sound business decisions, including successfully growing We've Got the Keys from the ground up over 14 years. Nadene Grossman Orr is widely known to the Key West business community for her specialization in incentive travel programs, corporate events, and destination events. Among her strengths are negotiating contracts, creative problems solving, and detailed planning & logistics. Nadene Grossman Orr orients her business on core values that emphasize: Doing good for the whole; Contributing to make her community strong; Performing with pride and honor; and Striving for excellence.

Highlights of Nadene Grossman Orr's career history include:

- 🔑 Awarded the contract for the full operations of the annual Fantasy Fest festival, the largest and most profitable event in Key West. The first year of Fantasy Fest, under the direction of Nadene Grossman Orr, successfully celebrated a rebranding with a focus on artistry, costuming, and creativity.
- 🔑 Served on the Boards for Key West Attractions Association, Florida Keys & Key West Lodging Association, and Montessori Children's School.
- 🔑 Instrumental in growing the Key West Songwriters Festival with hotel and venue relations, volunteer coordination, theater shows management, and general operations.
- 🔑 Served as the Director for the Key West Film Festival, establishing the format and foundation and responsible for all facets of operation, from inception of the festival.
- 🔑 Reinvented and revived the Taste of Key West, annual event by strengthening relationships with restaurateurs, which significantly increased attendance and revenues.

Reference: Item G- Resume - Nadene Grossman Orr

reference: Item G

NADENE GROSSMAN ORR



NADENE@WEVEGOTTHEKEYS.COM



OFFICE: 305-295-9112

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WWW.WEVEGOTTHEKEYS.COM

OBJECTIVE

To secure the role of Venue
Manager of the Key West
Amphitheater; along with my event
Team to include:

Nadene Grossman Orr

Managing Director

Lindsey Sigafoos

Sponsorship Development & Event
Management

Evelyn Judge Event Management

Erica Brown – Bookkeeping

EXPERIENCE

WE'VE GOT THE KEYS - CEO

January 2004 - Present

Established & Operate Key West Destinations Management Company.
Specializing in Incentive Travel Programs, Corporate Events, Promotions,
Fundraisers, City Wide Festivals and Events.

Fantasy Fest – Festival Director 2017- Present

Re-imagine and Re-Branded Fantasy Fest for Key West. Sponsorship
development & management over \$500,000, produce Street Fair,
Masquerade March and Fantasy Fest Parade.

Key West Songwriters Festival – Instrumental in growing the
festival, maintaining relations with hotels & venues, volunteer
Coordination, Theatre Show management, general operations, radio,
transportation, community relations 2003 – Present,

Key West Film Festival – Festival Director, Establishing format and
foundation for this new Key West Festival, production of all festival
events, parties and award reception, musical concert, theatre logistics,
printed program development, artist management, transportation, and
volunteer coordination, 2012,2013 & 2014

A.H. OF MONROE COUNTY, INC.

Director of Events - December 2015 - Present

Planning & Managing Annual Events Including: **Taste of Key West**,
Vintners Dinner, Kick Off & Coronation for King & Queen, Gala
Celebration, receptions & fundraisers. In 2016 we successfully
Reinvented & Revived Taste of Key West, renewed the relationships
with restaurateurs and increase attendance. We created a new concept
for the Annual Vintners Dinner selling out the event. We elevated the
Coronation Ball– increasing attendance and guest experience. We work
closely with the Board of Directors meeting and communicating with
them regularly.

FURY WATER ADVENTURES

November 2004 – 2018: Consulting on call

Marketing, Sales & Concierge Management & Consulting

An evolving role with Fury's Management Team. Including directing
Fury's local marketing efforts, managing concierge & sales teams,

SKILLS

Event Creation & Management
Event Production
Creative & Innovative Thinking
Planning & Logistics
Managing Staff & Volunteer Direction
Communication
Networking
Relationship Building
Contract Negotiation
Time Management
Event Promotions
Social Media Marketing
Budget Management
Organized
Multi-Tasking
Creative Problem Solving
Thrives Under Pressure
Self-Motivated
Community Relations
Trusted Local Event Professional

developing creative new tours & tour names, creative marketing initiatives & ideas. Currently assisting as a consultant to FURY.

OCEAN PROPERTIES LLC

January 1996 – June 2004

Concierge & Sales Manager, Guest House Manager

An evolving role within the hotel company. Starting as a lobby level Concierge, moving into management and Destination Services for all Group Business. Established Small Wedding packages, and managed the Weatherstation Inn when it was purchased by OPL.

HOG'S BREATH SALOON 1995-1997

SEBAGO WATERSPORTS 1992-1996

HIGH TIDE GALLERY 1991-1992

BOARDS

KEY WEST ATTRACTIONS ASSOCIATION 2006 - 2010
FLORIDA KEYS & KEY WEST LODGING ASSOCIATION 2008-2014
BUTTONWOOD COURT HOMEOWNERS ASSOC. PRESIDENT 2003 - PRESENT
MONTESSORI CHILDRENS SCHOOL BOARD MEMBER 2016 - PRESENT

SUNY GENESEO UNIVERSITY
BACHELOR OF FINE ARTS 1991

References:

- Scott Saunders - CEO Fury Water Adventures 305-360-2375
- Scott Pridgen – Executive Director A.H. of Monroe County 305-849-0260
- Charlie Bauer – Key West Songwriters Festival 305-304-0814
- Pablo McGrail – Sebago Watersports 305-923-3740
- Liz Young – Executive Director Florida Keys Arts Council 305-304-2812
- Jodi Weinhofer - Executive Director Lodging Association 305-304-6886
- Diane Schmidt – GM – Margaritaville Resort 305-525-2400
- Rafael Penalver -San Carlos Institute 786-251-3399



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Lindsey Sigafoos, Sponsorship Development & Event Management

We've Got The Keys

Lindsey Sigafoos brings energy, ingenuity, and creativity to event planning. Her education and experience combine to bring fresh ideas infused with a keen sense of applied experiential marketing strategies. She has hands-on knowledge of the Key West community derived from her highly successful marketing/event planning work with Marketshare Company, Garbo's Grill, and We've Got the Keys. Lindsey Sigafoos has industriously nurtured relationships with residents and businesses in Key West and highly values providing them with quality deliverables. Lindsey Sigafoos understands the tourism industry that Key West depends and thrives upon. She has proven strength in fundraising and solicitation of sponsorships and contributors. She has raised revenue for profit and non-profit businesses and has broken records in her salesmanship and ability to promote.

Highlights of Lindsey Sigafoos' career history includes:

🔑 Six years developing and managing Fantasy Fest, with Marketshare Company and We've Got the Keys, the largest annual festival in Key West drawing national sponsors and international attendance.

🔑 In 2015 restructured the sponsorship packages and benefits for Fantasy Fest which resulted in a 25% gain in new sponsorships. This restructuring created maximum benefit for sponsors and financial gains for the event.

🔑 In the first 6 months, increased the total revenue of the main annual fundraising event by 25% in 2011 at the Chesapeake Humane Society.

🔑 As Program Development Coordinator for the Regional Office, Lindsey Sigafoos also served as the Coordinator of Development & Marketing for the Sustainable Resource Campaign, which conducted the Hampton Roads Regional Chamber of Commerce's main fundraising endeavor and raised \$750,000 in 2010, exceeding revenue projections by \$50,000.



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🔑 Took initiative to reinvent the 2010 Holiday Gala, a Signature Event for the Hampton Roads Regional Chamber of Commerce, and increased turnout by nearly 100 % due to efforts with sales blitzes.

Evelyn Judge, Sales & Event Coordination

We've Got The Keys

With 25 years of hospitality experience, Evelyn brings sound sales and event organization skills to the We've got the Keys team. As Director of Catering, she was the liaison between the client and hotel, organizing all aspects of the program from contracting, event management, lodging arrangements, group activities and all needs from other hotel departments and vendors. She was financially responsible for setting departmental budgets and goals and monthly forecasting of revenues. At We've got the Keys, Evelyn's focus is on selling, creating and organizing corporate and social events throughout the island and also assists with the production details of the local festivals throughout the year.

Erica Lopez Brown, Accounting

We've Got The Keys

Erica Brown is our staff accountant with over 10 years of experience. She is a 4th generation Conch - graduate of Key West High School and University of South Florida with a degree in Finance. After graduation, she worked for CapTrust Financial Advisors in Tampa assisting high wealth clients. After realizing there is no place like home, she moved back to Key West and has worked with various government entities including FKCC and for the US Navy as a contract employee for Sikorsky Aerospace, and works with many prominent local businesses to fulfill their accounting needs.



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C. Number of venues that all or some of proposed Venue Management team have worked together.

At We've Got the Keys, Nadene Grossman Orr & Lindsey Sigafos have teamed up to be a dynamic duo of versatile capabilities. In 2017, our team breathed new life into Key West's iconic Fantasy Fest. In our first production of the large-scale Fantasy Fest festival, we successfully raised over a half-million dollars in sponsorship/revenue, over \$100,000 more than any previous year.

Together we have delivered some of the most crowd-pleasing events in the Florida Keys, including:

Event	Attendance*	Sponsors Solicited	Coordination with City services
Fantasy Fest	75,000	<input type="checkbox"/> Yes	<input type="checkbox"/> Yes
Fantasy Fest Parade	50,000	<input type="checkbox"/> Yes	<input type="checkbox"/> Yes
The Masquerade March	20,000	<input type="checkbox"/> Yes	<input type="checkbox"/> Yes
Taste of Key West	5,000	<input type="checkbox"/> Yes	<input type="checkbox"/> Yes
Key West Songwriters Festival	10,000		<input type="checkbox"/> Yes
Kick Off and Coronation Ball for the King & Queen	1,000		
Vintners Dinner	300	<input type="checkbox"/> Yes	
POSH Fundraiser for the Florida Keys SPCA	500	<input type="checkbox"/> Yes	
Corporate Events	Groups 30-800		

*Estimates



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D. Familiarity with local conditions and community involvement. Provide a description of your local community knowledge and relationships that will offer insight on your ability to manage this venue.

Our knowledge of the local community is intimate. Nadene Grossman Orr and Lindsey Sigafoos are residents of Key West and the Florida Keys community; this is where we live and work. We are each active in the community and spend considerable time and energy giving back to the community. Nadene Grossman Orr volunteers at the Montessori School and Lindsey Sigafoos is an avid volunteer with the FK SPCA and a part of their Spring Social Board. Both have volunteered their time and expertise with Aids Help.

We own homes and raise families here and we are consumers of the events we create. We are sensitive to the different factions in this area that are concerned with the quantity and quality of events we will be hosting, and the type of people attracted to the events held here. Because Key West has small-town social dynamics, we are careful to nurture all relationships with awareness that even those we don't conduct business with can influence outcomes.

We embrace the local character of Key West when showcasing the island to our out of town clients and this venue will be no exception. Nadene is keenly aware that events, venues and new products are not successful without the support of the **Local Residents** first and foremost, once the Locals embrace these things and established pride and a sense of ownership of all things happening on "their island"- we are successful, and our venue will flourish! We will accomplish this by listening, communicating and encouraging participation from all areas of the community.

Our rapport with the local community will enable us to solicit sponsorships and other community support, Involvement and participation.

According to the Census Bureau (12/2017) Key West's population increased about 1,400 from 2010 to 2016. This indicates a relatively stable community with a median age of 41 years old, and its notable that 51% of the households are



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families. Also, the age groups of the population are relatively evenly distributed: <20= 18%, 20s= 14%, 30s= 17%, 40s= 17%, 50s= 14%, and 60s= 12%. Demographics suggest that venue use can target nearly any age group. It is an important aspect of our vision that the Key West Amphitheatre is viewed by the community at large as a venue for all people of all ages.

E. Provide a description of your vision for the Key West Amphitheater and how this venue can drive economic development through tourism. Give examples of some of the groups/events you think are realistic to book at the amphitheater.

Our innovative vision for the Key West Amphitheater pivots on evolving the brand to be recognized as a multi-purpose venue, capable of hosting a wide range of events/functions. With our branding we see this venue becoming an iconic staple of Key West the likes of Mallory Square, Mile Marker Zero, Southernmost Point, San Carlos Institute and the Hemingway Home! It will become known as a major cultural and historical center for leisure and entertainment that attracts visitors to the island and provides a gathering place for locals. The Key West Amphitheatre's allure will be a collaborative atmosphere of diversity and creativity. Tourists & Residents alike will be enticed by unique signature events, live music headliners, performing arts, holiday events, and festivals.

We will aim to create excitement about this new venue, especially the beautiful physical setting on the historic waterfront of Key West. We hold the belief that when the aesthetic inspires, then the event is inspirational. This makes the Key West Amphitheatre a highly marketable venue for those who desire an out-of-the-ordinary memorable experience.

A major rationale for booking events will center on balancing the type of events and the target audience for events. In this first several years, we will be focused and aware that we are creating a quality brand for the Key West Amphitheatre and are mindful about the image formed by the public, so decisions for utilizing the venue will be selective based on quality, caliber and based on advancing the brand. Signature annual events created jointly with the City of Key West will become beacons for tourism; and be consistent with the brand vision.



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Hosted events will certainly drive an increase in economic development for the City of Key West in a variety of ways:

🔑 Signature Events We've Got the Keys Will produce as well as existing City-Wide Festivals and Events.

🔑 Music/Concerts

🔑 Performance Arts- Dance/Theater/Film/Wallcasts

🔑 Community-Sponsored Events

🔑 Corporate Events & Meetings

🔑 Private Rentals (social events, graduations, proms, reunions, church and social organization uses)

Ancillary services will be developed to promote and augment venue sales such as airport, hotel, and cruise ship shuttle transports to and from events. We have solid relationships with businesses that will enable us to develop services such as this to increase attendance/usage and formalize the Key West Amphitheatre as a top tourism attraction in Key West.

The Possible Events we may pursue are limitless and could include:

- Live Music Performances across all genres from Opera to Pop
- Tall Ship Events
- Themed Food Festivals
- Performance Art
- Children's Entertainers
- Holiday Festivals
- Historical Reenactments and Renaissance Festivals
- Reoccurring community gatherings such as First Fridays, Picnic in the park
- Educational Seminars/Events
- Sports Events



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F. Provide a one-page conclusion on why your organization should be selected as Venue Manager for the City of Key West Amphitheater.

We've Got the Keys' proven experience showcases the expertise we will bring to managing the Key West Amphitheater. We are veterans in event development, execution, and management. Our direct knowledge, derived from the successful delivery of events, demonstrates our capability for producing a wide range of events. We bring the resources of our dynamic **TEAM** to manage the Venue; Direction, Sales, Sponsorships, Bookkeeping, Punch lists, social media & marketing.

We've Got the Keys understands the culture of Key West. We live the island life ourselves. We are in tune with the unique and sometimes eccentric ambiance of our island community, as such we can develop events that are attractive and successfully meet expectations of our visitors and year-round patrons. We envision the Key West Amphitheatre as the cultural and historical "heartbeat of Key West," where people come together for all types of events & experiences. The Key West Amphitheater will become a comfortable and familiar "home" for locals and tourists alike.

Nadene strongly believes that the entire island of Key West is the destination and we fully expect The Key West Amphitheater to meld seamlessly into our destination as a new iconic venue with a calendar of events that are in line with the uniqueness of Key West and the colorful lifestyle we embody.

We have established strong networking relationships with the Key West business community and national brands that will be cultivated, showing them how we can advance their business by utilizing and sponsoring the venue. Decisions made for use of the Key West Amphitheatre will reflect to the core vision, and therefore will be selective and purposeful.

The City of Key West will be solicited for input on the overall mission and it is our expectation that we will partner in outreach to stakeholders and in the overall short-term and long-term direction of the Amphitheatre. We've Got the Keys will maintain open and frequent communication with City Management.

Our primary enterprise will be to operate the Key West Amphitheatre in a financially self-sustaining manner, through revenues we cultivate in sponsorships, creative revenue streams, and rental fees.



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G. Reference Verification.

References provided within resume, additional references upon request.



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PART III – Venue Management Approach

Proposer shall provide a conceptual three (3) year Venue Management plan focusing on the following items. Creativity and Vision Shall play a large role in the review scoring.

- A. **Marketing Approach** – Include first year initial marketing efforts for a “new” Venue and continued ongoing marketing needs to grow and maintain a stable and balanced use of the Amphitheater. This will include national, state, and local outreach to provide a broad range of bookings to serve the community and visitors of Key West.

In the first three year We've Got the Keys will focus its marketing efforts in three different areas, **branding, developing and growing relationships with promoters and sponsorship procurement.**

Branding is an important factor in the success of the amphitheater. In our first year we will develop the brand promise, brand message, tagline, and logo. The brand promise of the amphitheater will be a one of a kind venue with 360* services for big name musical acts to local non-profits. One of the ways we will bring this brand promise to life is by create 3 signature events for the amphitheater to hold. These events will be geared towards embracing the local market and as another attraction for tourist while they are here, or for a reason to visit. Creating these signature events will give the amphitheater a place in the market, showing what the amphitheater is capable of and allowing others to envision their events at the Key West Amphitheater. In the first three year's We've Got the Keys will be very selective on what events will be held at the venue. It is important to be selective in the early stages of brand development, so that in the long run you are attracting events that further establish and grow the Brand.

Creating a Logo for the venue – that can easily be embellished with future named sponsors.



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We will create continuity and establish a 'brand tag' that will be utilized by all who rent the venue. This will be a logo and a tag line for use with all radio/media advertising promoting events at the Key West Amphitheatre.

Building a user friendly responsive website and establishing and maintaining multiple social media platforms to remain current and relevant to all age demographics.

Establishing and growing a database of patrons and producing a Monthly e-newsletter. This platform will become an opportunity to build sponsor value, gain advertisers and promote those vendors who will be partnering with the venue.

Geotargeting & Re-Marketing campaigns will be established and managed for maximizing results.

Production of marketing materials for print and electronic communication to include but not limited to: Spec Sheet, Chart of Services, special promotions, membership

Building our relationships with local and regional promoters. We've Got the Keys has a reputation for precision execution and professionalism with the current local national promoters that we would carry over to our work at the amphitheater. In the first year We've Got the Keys working collaboratively with local promoters would bring 3 big name musical acts to the Key West Amphitheater. We've Got the Keys would execute these events with our 360* service and our professionalism. The music industry is tightknit community, so in our first year it is paramount that we chose quality over quantity. These Three Top tier events will become the 'calling cards' for the Key West Amphitheatre. Going in to year two and three we will have established the Amphitheater as a desirable musical venue, and we will grow by hosting more show and further nurturing our relationships with local and national promoters.



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Sponsorship procurement - Sponsorship is an essential part of any marketing plan empowering your brand with credibility. In the first year We've Got the Keys would create and start selling a custom sponsorship package to attract national and local sponsorship. Having sponsorship package at a local and national level is crucial to the success of the Key West Amphitheater. Having sponsorship support at the local level is vital because the Key West Community are eager to share in the successes and secure their presence and support of this new venue. Success in Key West is directly correlated to community support. We've Got the Keys has a history of creating and procuring winning sponsor partnerships. Sponsorship procurement on the National Level is going to give the amphitheater the credibility it will need in the market to place Key West soundly on the Tour Route for these national events we seek. We've Got the Keys already works with many national brands in the productions of our events, we have begun compiling our targets for this prestigious sponsor opportunity.

B. Financial Approach **Financial Approach – Present a financial management plan which shall include cash management, business controls, and accounting procedures for booking fees, performance guaranties and settlements with (user) concert promoters following events**

We've Got the Keys' financial approach is rooted on years of successful business practices. Successfully selling, negotiating, contacting and executing events; both large and small. The We've Got the Keys team are well equipped to manage these events from Concept through Completion.

Simply stated: venue contacts will be crafted, payment Schedules will be established, cancelation policies and procedures will be set and final settlement schedules and processes will be agreed upon. Dates will be secured with deposits and proper protocol will be followed for, services and access to the venue.

Security of funds is crucial. This includes utilizing technology to maintain accurate accounting records. On the accounts receivable side, ensure that the same



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person who is receiving cash, is not also depositing it and recording it in the accounting records. For accounts payable, ensure that the same person approving payments is not also writing the checks and reconciling the bank account. Cash and checks received will be deposited daily and all bank accounts will be reconciled on a monthly basis.

We've Got the Keys will assist Users with sourcing all their needs Locally. We maintain a current vendor database and select our event partners with extreme care. Special attention will be taken to ensure opportunity for all qualified local businesses to participate in share in the successes of events at the Venue.

Understanding that years of local knowledge and contacts are invaluable to these out of town promoters – We've Got the Keys will offer our services as a local planning partner. These services will include assistance with permitting, licensing, media contacts, local staff & volunteer sourcing, local vendors, services, equipment rentals, transportation, accommodations, food & beverage specialty services, all details we can accomplish for our Users with ease. Having our Creative solution-oriented team at their fingertips will save time, money and be an enormous value to our end Users.

We've Got the Keys would choose to move forward with an open-venue format and recommend keeping the rental fees in line with those the City has currently established. We recognize that in soliciting larger concert events & productions that may be some of the largest revenue generators for the venue, our Key West Amphitheatre requires creative solutions to provide several elements that may be required for success cost prohibitive to use of the venue. These represent necessary and additional costs to our Clients – including the need for Lifts, Production Offices, Green Rooms and Catering Facilities. We will research the sourcing the best options for meeting these needs so that we will effectively and easily assist our Promoters in maximizing their revenues.



TRUMAN WATERFRONT AMPHITHEATER VENUE MANAGEMENT

RFP No. 006-18

Event Size	Number of Attendees	Local Non-Profits	Out of County Non-Profits	Local Private Company	Out of County Private Company
Small Event	500 or less	\$500	\$750	\$1,000	\$1,500
Medium Event	501-1,000	\$750	\$1,000	\$1,500	\$2,000
Large Event	1,001-2,000	\$1,500	\$2,000	\$3,000	\$5,000
Major Event	2,001 +	\$3,000	\$5,000	\$5,000	\$8,000

Revenue streams to support the success of the Amphitheatre

- Sponsorships

- Venue Rentals on a sliding scale

- Facility Fee per person of 10% of ticket with a minimum of \$3 and a maximum of \$10

- Service Fee for Local sourcing and Management of Promoters Needs.

- Merchandise (Venue Logoed items)

- Local & Florida Membership Packages

- Community Stepping Stones or Custom Named Brick

- Vendor Management/ Food & Craft Vendors

- Parking

- Grants

- Creating VIP upgrade/add on experiences for attendees unique to Key West – such as Sails with Artist, Culinary experience with Entertainers, exclusive encounters with talent to ensure one of a kind Key West VIP enhancement.

- Wi-fi access, ATMs

- Pre-Concert Parties



Key West Event Specialists

TRUMAN WATERFRONT AMPHITHEATER VENUE MANAGEMENT

RFP No. 006-18

Propose that City Commission approve 3 flexible dates in our first year of management that Venue Manager could commit to for our Promoters as a guarantee.

- C. **Facility Approach** - Provide a brief summary of facility management of the Venue, including proposed means to interface and coordinate with City Staff. Means of periodic facility review including condition, cleanliness, necessary repairs and possible enhancements to further the goal of balanced use of the Amphitheatre should be incorporated.

We've Got the Keys management is hands on – we will oversee and learn all aspects of the Venue Operations and the needs of our Event Partners and Promoters.

Clearly communicating Costs for City Services:

A clear rate chart will be established for necessary City Services such as Public Works, KWPD, EMT, KWFD per event. Rates for additional services will be available and easily estimated based on the needs of each event, with provisions for unforeseen circumstances and clear parameters for resolution.

Punch List & Communications:

Following each event, the venue will be detailed by a member of the We've Got the Keys Team and a condition report will be completed. When possible, we will walk the site with the user prior to and following the event. An update on the condition of the venue will be included with our regularly scheduled reports and any items needing prompt repair or attention will be submitted to City Staff as they are identified.

Enhancements:

- A Marquee
- A Perimeter Fence/security
- Green Room & Production Facilities



Key West Event Specialists

TRUMAN WATERFRONT AMPHITHEATER VENUE MANAGEMENT

RFP No. 006-18

Covered Multi-Purpose Patio with utilities for servicing staff/talent catering needs

D. Provide a copy of Proposer's most recent financial statement

See P&L for We've Got the Keys 2017, please consider this information proprietary and refrain from inclusion in Public Record.

We've Got the Keys
Profit & Loss
 January through December 2017

	Jan - Dec 17
Ordinary Income/Expense	
Income	
Comission Income	3,106.23
EVENT PLANNING INCOME	
Event Planning	420,959.54
EVENT PLANNING INCOME - Other	13,045.73
Total EVENT PLANNING INCOME	434,005.27
Management	5,000.00
MARKETING INCOME	
Marketing/Promotions	-41.61
MARKETING INCOME - Other	12,950.00
Total MARKETING INCOME	12,908.39
Reimbursed Expenses - Income	503.60
Uncategorized Income	0.00
WEDDING INCOME	
Wedding Planning	-200.00
Total WEDDING INCOME	-200.00
Total Income	455,323.49
Cost of Goods Sold	
Project Related Costs	
Reimbursable Expenses	-21,000.57
Total Project Related Costs	-21,000.57
Total COGS	-21,000.57
Gross Profit	476,324.06
Expense	
Advertising Expense	4,754.05
Bank Service Charges	7,505.70
Business License & Fees	
Annual Report	150.00
License & Fees	647.00
Total Business License & Fees	797.00
Car/Truck Expense	10,576.00
Charitable Contributions	2,032.00
Cleaning/Janitorial	1,275.00
Depreciation Expense	1,000.00
Dues and Subscriptions	1,712.04
Insurance	
General Liability Insurance	3,667.50
Medical Insurance	10,533.26
Total Insurance	14,200.76
Marketing	1,011.50
Office Equipment	1,911.55
Office Supplies	8,033.04
Payroll Expenses	168,527.56

We've Got the Keys
Profit & Loss
January through December 2017

	<u>Jan - Dec 17</u>
Postage and Delivery	1,311.80
Printing and Reproduction	1,378.61
Professional Development	195.90
Professional Fees	3,467.89
Rent	15,831.65
Repairs	570.00
Telephone and Fax	4,623.70
Travel & Entertainment	5,709.38
Vendors	211,423.49
Total Expense	<u>467,848.62</u>
Net Ordinary Income	8,475.44
Other Income/Expense	
Other Income	
Interest Income	5.51
Total Other Income	<u>5.51</u>
Net Other Income	5.51
Net Income	<u><u>8,480.95</u></u>

Attachment B
Qualifications Proposal – Package No. 1

Qualification Statement - General

(Include with Proposal Qualifications in a separate package from Package No. 2 and in Sealed Envelope)

1. Legal Name, Address, and Telephone Number:

Nadene Grossman Enterprises Inc DBA Weve Got the Keys
922 Caroline St Key West, FL 33040 305.295.9112

2. Check one: Corporation ; Partnership _____; Individual _____

3. If a Corporation, State:

Date of Incorporation: February 27, 2004

State in which Incorporated: Florida

Name and Title of Principal Officers

Date of Assuming Position

Nadene Grossman Orr CEO

2/27/2004

If an Out-of-State Corporation, currently authorized to do business in Florida, give date of such authorization.

4. If Partnership:

Date of Organization: _____

Nature of Partnership (General, Limited, or Association):

Name and Address of Partners:

5. If an Individual, State – Name and Address of Owner:

Attachment E
Local Vendor Certification Pursuant to City of Key West Ordinance
09-22
Section 2-798

LOCAL VENDOR CERTIFICATION PURSUANT TO CITY OF KEY WEST ORDINANCE 09-22
SECTION 2-798

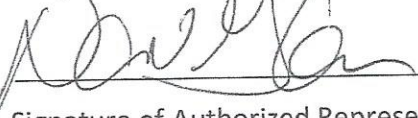
The undersigned, as a duly authorized representative of the vendor listed herein, certifies to the best of his/her knowledge and belief, that the vendor meets the definition of a "Local Business." For purposes of this section, "local business" shall mean a business which:

- a) Principle address as registered with the FL Department of State located within 30 miles of the boundaries of the city, listed with the chief licensing official as having a business tax receipt with its principle address within 30 miles of the boundaries of the city for at least one (1) year immediately prior to the issuance of the solicitation;
- b) Maintains a workforce of at least 50 percent of its employees from the city or within 30 miles of its boundaries; and
- c) Having paid all current license taxes and any other fees due the city at least 24 hours prior to the publication of the call for bids or request for proposals.
 - Not a local vendor pursuant to Ordinance 09-22 Section 2-798
 - Qualifies as a local vendor pursuant to Ordinance 09-22 Section 2-798

If you qualify, please complete the following in support of the self-certification & submit copies of your County and City business licenses. Failure to provide the information requested will result in denial of certification as a local business.

Business Name: Nadene Grossman Enterprises Inc. DBA We've Got the Keys
Phone: 305-295-9112 Current
Local Address: 922 Caroline St. K.W. Fax: n/a (P.O. Box numbers
may not be used to establish status)

Length of time at this address: 3/8/06 - present (12 years)


Signature of Authorized Representative

5/1/18
Date

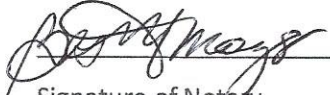
NOTARY

STATE OF FLORIDA
COUNTY OF MONROE

The foregoing instrument was acknowledged before me this 1st day of MAY, 2018.

By NADENE GROSSMAN ORR of NADENE GROSSMAN ENTERPRISES INC
(Name of officer or agent, title of officer or agent) Name of corporation acknowledging)

or has produced N/A as identification. *personally known to me.*



Signature of Notary

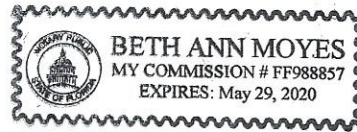
Print, Type or Stamp Name of Notary

Title or Rank

Return Completed form with

Supporting documents to:

City of Key West Purchasing



Attachment F
Indemnification Form

CITY OF KEY WEST INDEMNIFICATION FORM

CONTRACTOR agrees to protect, defend, indemnify, save and hold harmless The City of Key West, all its Departments, Agencies, Boards, Commissions, officers, City's Consultant, agents, servants and employees, including volunteers, from and against any and all claims, debts, demands, expense and liability arising out of injury or death to any person or the damage, loss of destruction of any property which may occur or in any way grow out of any act or omission of the PROPOSER, its agents, servants, and employees, or any and all costs, expense and/or attorney fees incurred by the City as a result of any claim, demands, and/or causes of action except of those claims, demands, and/or causes of action arising out of the negligence of The City of Key West, all its Departments, Agencies, Boards, Commissions, officers, agents, servants and employees. The PROPOSER agrees to investigate, handle, respond to, provide defense for and defend any such claims, demand, or suit at its sole expense and agrees to bear all other costs and expenses related thereto, even if it (claims, etc.) is groundless, false or fraudulent. The City of Key West does not waive any of its sovereign immunity rights, including but not limited to, those expressed in Section 768.28, Florida Statutes.

These indemnifications shall survive the term of this agreement. In the event that any action or proceeding is brought against the City of Key West by reason of such claim or demand, PROPOSER shall, upon written notice from the City of Key West, resist and defend such action or proceeding by counsel satisfactory to the City of Key West.

The indemnification provided above shall obligate PROPOSER to defend at its own expense to and through appellate, supplemental or bankruptcy proceeding, or to provide for such defense, at the City of Key West's option, any and all claims of liability and all suits and actions of every name and description covered above which may be brought against the City of Key West whether performed by PROPOSER, or persons employed or utilized by PROPOSER.

The PROPOSER's obligation under this provision shall not be limited in any way by the agreed upon Contract Price as shown in this agreement, or the PROPOSER's limit of or lack of sufficient insurance protection.

PROPOSER: Nadene Grossman Enterprises Inc. COMPANY SEAL

DBA: We've Got the Keys

922 Caroline St. Key West FL 33040
Address


Signature

Nadene Grossman Orr
Print Name

5/1/18
Date

CEO
Title

NOTARY FOR THE PROPOSER

STATE OF FLORIDA

COUNTY OF MONROE

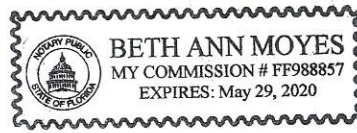
The foregoing instrument was acknowledged before me this 1ST day of MAY, 2019.

By NADENE GROSSMAN ORR, of NADENE GROSSMAN ENTERPRISES INC.

(Name of officer or agent, title of officer or agent) Name of corporation acknowledging)

or has produced N/A as identification. Personally known to me.

Beth Ann Moyes
Signature of Notary



BETH A. MOYES

Print, Type or Stamp Name of Notary

Return Completed form with
Supporting documents to: City
of Key West Purchasing


Title or Rank

Attachment G
Anti-Kickback Affidavit

ANTI-KICKBACKAFFIDAVIT

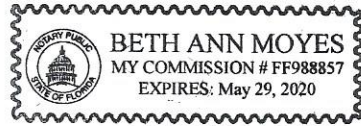
STATE OF FLORIDA)
 : SS
COUNTY OF MONROE)

I, the undersigned hereby duly sworn, depose and say that no portion of the sum herein Bid will be paid to any employees of the City of Key West as a commission, kickback, reward or gift, directly or indirectly by me or any member of my firm or by an officer of the corporation.

BY: Nadene Grossman Orr 

Sworn and subscribed before me this 15th day of may, 2018.

NOTARY PUBLIC, STATE OF FLORIDA AT LARGE



My Commission Expires: 5/29/2020


NOTARY

Attachment H
Public Entity Crimes Form

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 RFP, Bid or Contract No. 006-18 for
Key West Amphitheater Venue Management
2. This sworn statement is submitted by Nadene Grossman Enterprises Inc (Name of entity submitting sworn statement)
whose business address is 922 Caroline St
Key West, FL 33040 and (if
applicable) its Federal Employer Identification Number (FEIN) is
20-0976640 (If the entity has no FEIN, include the Social
Security Number of the individual signing this sworn statement.)
3. My name is Nadene Grossman Orr and my relationship to
(Please print name of individual signing)
the entity named above is CEO/owner.
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(l)(b), Florida Statutes, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication 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 t 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.)

[Handwritten Signature]
(Signature)

5/1/18
(Date)

STATE OF FLORIDA

COUNTY OF MONROE

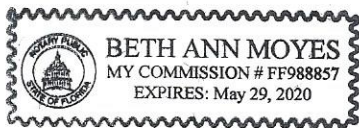
PERSONALLY APPEARED BEFORE ME, the undersigned authority,

NADENE GROSSMAN DRA who, after first being sworn by me, affixed his/her signature in the
(Name of individual signing)

space provided above on this 1st day of MAY, 2018

My commission expires:

[Handwritten Signature]
NOTARY PUBLIC



Attachment I
Non-Collusion Declaration and Compliance

NON-COLLUSION DECLARATION AND COMPLIANCE WITH 49 CFR §29

ITEM/SEGMENT NO.: _____
F.A.P. NO.: _____
PARCEL NO.: _____
COUNTY OF: _____
BID LETTING OF: _____, _____

I, Nadene Grossman Orr, hereby
declare that I am CEO (NAME) of Nadene Grossman Enterprises Inc.
of Key West, FLORIDA (TITLE) (FIRM)
(CITY AND STATE)

and that I am the person responsible within my firm for the final decision as to the price(s)
and amount of this Bid on this Project.

I further declare that:

1. The prices(s) and amount of this bid have been arrived at independently, without consultation, communication or agreement, for the purpose of restricting competition with any other contractor, bidder or potential bidder.
2. Neither the price(s) nor the amount of this bid have been disclosed to any other firm or person who is a bidder or potential bidder on this project, and will not be so disclosed prior to the bid opening.
3. No attempt has been made or will be made to solicit, cause or induce any other firm or person to refrain from bidding on this project, or to submit a bid higher than the bid of this firm, or any intentionally high or non-competitive bid or other form of complementary bid.
4. The bid of my firm is made in good faith and not pursuant to any agreement or discussion with, or inducement from, any firm or person to submit a complementary bid.
5. My firm has not offered or entered into a subcontract or agreement regarding the purchase of materials or services from any firm or person, or offered, promised or paid cash or anything of value to any firm or person, whether in connection with this or any other project, in consideration for an agreement or promise by any firm or person to refrain from bidding or to submit a complementary bid on this project.
6. My firm has not accepted or been promised any subcontract or agreement regarding the sale of materials or services to any firm or person, and has not been promised or paid cash or anything of value by any firm or person, whether in connection with this or any other project, in consideration for my firm's submitting a complementary bid, or agreeing to do so, on this project.
7. I have made a diligent inquiry of all members, officers, employees, and agents of my firm with responsibilities relating to the preparation, approval or submission of my firm's bid on this project and have been advised by each of them that he or she has not participated in any communication, consultation, discussion, agreement, collusion, act or

other conduct inconsistent with any of the statements and representations made in this Declaration.

8. As required by Section 337.165, Florida Statutes, the firm has fully informed the City of Key West in writing of all convictions of the firm, its affiliates (as defined in Section 337.165(l)(a), Florida Statutes), and all directors, officers, and employees of the firm and its affiliates for violation of state or federal antitrust laws with respect to a public contract or for violation of any state or federal law involving fraud, bribery, collusion, conspiracy or material misrepresentation with respect to a public contract. This includes disclosure of the names of current employees of the firm or affiliates who were convicted of contract crimes while in the employ of another company.

9. I certify that, except as noted below, neither my firm nor any person associated therewith in the capacity of owner, partner, director, officer, principal, investigator, project director, manager, auditor, and/or position involving the administration of Federal funds:

(a) is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions, as defined in 49 CFR §29.110(a), by any Federal department or agency;

(b) has within a three-year period preceding this certification been convicted of or had a civil judgment rendered against him or her for: commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a Federal, State or local government transaction or public contract; violation of Federal or State antitrust statutes; or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements or receiving stolen property;

(c) is presently indicted for or otherwise criminally or civilly charged by a Federal, State or local governmental entity with commission of any of the offenses enumerated in paragraph 9(b) of this certification; and

(d) has within a three-year period preceding this certification had one or more Federal, State or local government public transactions terminated for cause or default.

10. I(We), certify that I(We), shall not knowingly enter into any transaction with any subcontractor, material supplier, or vendor who is debarred, suspended, declared ineligible, or voluntarily excluded from participation in this contract by any Federal Agency unless authorized by the Department.

Where I am unable to declare or certify as to any of the statements contained in the above stated paragraphs numbered (1) through (10), I have provided an explanation in the "Exceptions" portion below or by attached separate sheet.

EXCEPTIONS:

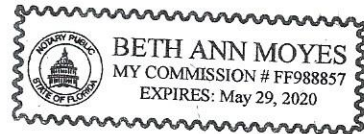
(Any exception listed above will not necessarily result in denial of award, but will be considered in determining bidder responsibility. For any exception noted, indicate to whom it applies, initiating agency and dates of agency action.

Providing false information may result in criminal prosecution and/or administrative sanctions.)

I declare under penalty of perjury that the foregoing is true and correct.

PROPOSER:

(Seal)



BY: Nadene Grossman Orr CEO
NAME AND TITLE PRINTED

WITNESS: [Signature]

BY: [Signature]
SIGNATURE

WITNESS: [Signature]

Executed on this 1st day of May, 2018

FAILURE TO FULLY COMPLETE AND EXECUTE THIS DOCUMENT MAY RESULT IN THE BID BEING DECLARED NONRESPONSIVE

Attachment J
Cone of Silence Affidavit

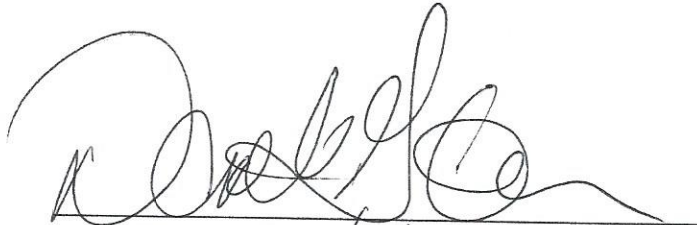
CONE OF SILENCE AFFIDAVIT

STATE OF Florida)

: SS

COUNTY OF Monroe)

I the undersigned hereby duly sworn depose and say that all owner(s), partners, officers, directors, employees and agents representing the firm of Nadene Grossman Ent. Inc have read and understand the limitations and procedures regarding communications concerning City of Key West issued competitive solicitations pursuant to City of Key West Ordinance Section 2-773 Cone of Silence (attached).



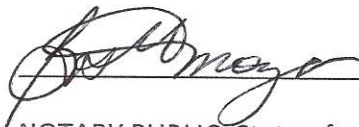
(signature)

5/1/18

(date)

Sworn and subscribed before me this

1st Day of MAY, 2018.


NOTARY PUBLIC, State of FLORIDA at Large

My Commission Expires: 5/29/2020

Attachment K
Equal Benefits for Domestic Partners

EQUAL BENEFITS FOR DOMESTIC PARTNERS AFFIDAVIT

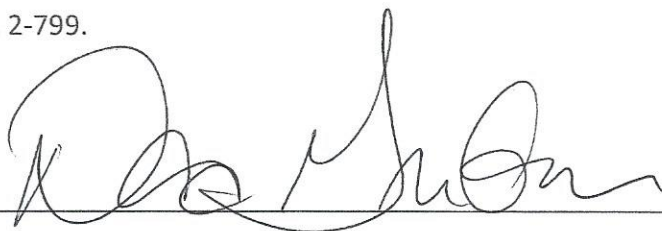
STATE OF Florida)

: SS

COUNTY OF Monroe)

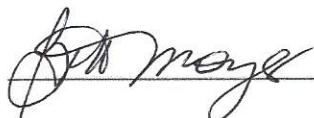
I, the undersigned hereby duly sworn, depose and say that the firm of Nadene
Grossman Ent. Inc provides benefits to domestic partners of its employees on
the same basis as it provides benefits to employees' spouses per City of Key West Ordinance
Sec. 2-799.

By: _____

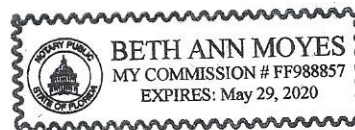


Sworn and subscribed before me this

18 day of May, 2018.



NOTARY PUBLIC, State of Florida at Large



My Commission Expires: 5/29/2020