



AGENDA

Hardee County Economic Development Council Hardee County Industrial Development Authority

Hardee County BOCC Commission Chambers, 412 West Orange Street, Wauchula, FL Regular Meeting,

4/14/2015 8:30 A.M

Board members

Vanessa Hernandez, Chairwoman | Gene Davis, Vice Chair | Mike Prescott | Monica Reas | Diana Youmans | Donald Samuels | John O'Neal | Dottie Conerly | Doug Jensen | Lory Durrance

| | Item | Presenter |
|---------|---|-------------------------------------|
| Item 1 | Call to order | Vanessa Hernandez |
| Item 2 | Approval of agenda | Vanessa Hernandez |
| Item 3 | Approval of minutes- March 10, 2015 and March 17, 2015 | Vanessa Hernandez |
| Item 4 | Peace River Paddle Sports & Kuleana Adventures Draft Contract for Approval | Bill Lambert |
| Item 5 | Response to RFP for Fill Line Manager Presentation 1. Debut Development | Vanessa Thomas/ Kristin Giuliani |
| Item 6 | Contract considerations for Fill Line Manager -See Fill Line Contract Outline | Bill Lambert |
| Item 7 | Staffing, Legal Counsel and Staff Evaluation discussion | Vanessa Hernandez |
| Item 8 | RFP discussion for Public Relations, Communications and Marketing- Samples Attached | Bill Lambert |
| Item 9 | Financial Report | Sarah Pelham |
| Item 10 | Announcements/Other Business/Public Comment | Vanessa Hernandez |

Item

Presenter

Item 11 Adjournment

Hardee County Economic Development Council/Industrial Development Authority
Regular Meeting Minutes
March 10, 2015
Hardee County BOCC

Vanessa Hernandez- Chair-P
Gene Davis- Vice Chair-P
Dottie Conerly-P
Diana Youmans-P

Donald Samuels-P
John O'Neal-P
Michael Prescott-P

Doug Jensen-P
Monica Reas-P
Lory Durrance-P

The meeting was called to order at 8:30am by Chair Hernandez.

Visiting: Rhonda Cole, Lex Albritton, Grady Johnson, Pam Belflower, Bob Belflower, Frank Kirkland, Robert Cole, Kenny Lambert, Benny Hash, Rhonda Cole, Alma Albritton, Casey Dickson, Horst Witschonke and Sharon Moye.

County Attorney: Ken Evers

County Commissioners: Mike Thompson, Colon Lambert, Russ Melendy and Sue Birge

Press: Michael Kelly

Staff: Bill Lambert, Sarah Pelham and Kristi Schierling

Agenda: Doug Jensen made a motion and was seconded by Dottie Conerly to accept the agenda as printed. Motion passed unanimously.

Minutes: Director Lambert asked Lory Durrance for a clarification on a motion that was made by him related to the Continuum Labs examination from last month's meeting. In the motion, Lory Durrance said that we would consider the additional information that was provided. Director Lambert asked Lory Durrance if by using the word "consider" he meant was that we would "accept" the additional information. Lory Durrance said that was what he meant. We will change the minutes to reflect the word accept.

Gene Davis made a motion and was seconded by Dottie Conerly to approve the minutes with the change. Motion passed unanimously.

Stream2Sea lease

Before any discussion took place, Lory Durrance abstained. He has a banking relationship with Autumn Blum. A conflict of interest form is on file.

Autumn Blum has requested to rent space at Tech River. She is needing to hire marketers, customer service and sales for her business. The area that she will be using is 790 square feet. It will be leased at \$10 sq/ft. She will be a tenant at will and that is documented in the lease. The lease amount comes out to \$658.33 a month.

The second space that Ms. Blum is requesting to rent is the 700 sq/ft in the front southwest corner of the Incubator for a pack and ship. She will retrofit the space herself. The EDO office looked into the marketplace for comparable amounts of rent to charge for manufacturing/warehouse space. There were a range of numbers and we met in the middle to \$3 sq/ft. This would make her rent for this space \$175 sq/ft.

Doug Jensen made a motion and was seconded by Monica Reas to approve the Stream2Sea Techriver lease. Motion passed unanimously.

Monica Reas made a motion and was seconded by Mike Prescott to approve the lease for the space at the Incubator. Motion passed unanimously.

IDA Updates/Open Discussion

Florikan is moving along. Director Lambert is meeting with Florikan later this week.

Director Lambert has met with Veronica Hurst of PFMAn. They have a new engine in the Dyno Room with the new metal. The remainder of the PRECO money has been paid. They are having to hand build 10 units. Once each of the units are done, the mold will be put into production in a mold plant somewhere else and will be shipped here for assembly. Sometime between now and June they should be in production.

The Commerce Park expansion lawsuit is still going on. Something should be done soon.

Fort Green LNG-A lease with Mosaic should hopefully be formalized soon. Director Lambert will be going to Tallahassee to meet with Legislators and others regarding this project.

Grand Jury Presentment-The State Attorney's office began in investigation in the Lifesync/Continuum Labs project. A presentment has been returned and there were no indictments. Attorney Evers said that he had filed a court order for each of the Board members to receive a copy of the presentment since only certain people received copies. That was denied. There was also an option to have some or all of the presentment redacted. An order was filed to have it repressed for an additional 6 months to have the investment protected. This was also denied. 30 days later the presentment was made public. Chair Hernandez feels that the board should provide a response. She has drafted a response and it was provided to the board today. She did note that it was not written on behalf of them, this is her response.

*A break was taken from 9:10am – 9:25am to pass out copies of the response.

Chair Hernandez went through her response. Board members felt that before anything is done, they should have time to review this and come back to discuss this further. A discussion about holding a special meeting to discuss the presentment, the responses and also Director Lambert would like to do a presentation at this special meeting related to Public Relations. He has been in contact with a firm and would like for them to come before the Board. Staff will get some dates together and once chosen, will advertise the special meeting.

No action was taken on this today. There were some comments from Board members related to the section about jobs for Hardee County citizens. Some felt that this section needed to be rewritten. Chair Hernandez said that she would redo this section based on the comments and bring back at the special meeting.

Financial Report

Sarah Pelham reviewed the EDC and IDA financials from the previous month.

A motion was made by Donald Samuels and seconded by Doug Jensen to approve the EDC and the IDA financials. Motion passed unanimously.

The meeting was adjourned at 11:28am by Chair Hernandez.

Hardee County Economic Development Council/Industrial Development Authority
Special Meeting Minutes
March 17, 2015
Hardee County BOCC

Vanessa Hernandez- Chair-P
Gene Davis- Vice Chair-P
Dottie Conerly-P
Diana Youmans-P

Donald Samuels-P
John O'Neal-A
Michael Prescott-P

Doug Jensen-P
Monica Reas-P
Lory Durrance-P

The meeting was called to order at 8:30am by Chair Hernandez.

Visiting: Lex Albritton, Stan Pelham, Pam Belflower, Bob Belflower, Don Chancey, Autumn Blum, Butch Spearman, Randy Bennett, Carl Saunders, Kenny Lambert, Frank Kirkland, Trisha Floyd, Pastor Lyndsay Naranjo, Grady Johnson, Casey Dickson, David Royal, Kristin Giuliani, Vanessa Thomas, Mike Deeson, Rhonda Cole, Barbara Carlton, Loran Cogburn, Frank Kirkland, Sharon Moye, Keith Rupp, Danielle White, Marie Lambert, Pam Lovett, Travis Bond and his employees at Tech River.

County Attorney: Ken Evers

County Commissioners: Mike Thompson, Colon Lambert, Russ Melendy, Rick Knight and Sue Birge

Press: Michael Kelly

Staff: Bill Lambert, Sarah Pelham and Kristi Schierling

Agenda: Doug Jensen made a motion and was seconded by Dottie Conerly to accept the agenda as printed. Motion passed unanimously.

Chair Hernandez asked Travis Bond to step up to the podium and give a quick update. Mr. Bond passed out some information showing all of the accomplishments and awards that have been given to Continuum Labs. He also had his staff stand up. There were a few that stayed behind at the office. There were about 25 employees here at the meeting. One employee (Leslie) thanked the IDA for allowing them to come today and supporting their project.

Review/Discuss/Approve responses

Chair Hernandez made the changes discussed at last week's meeting to the section about jobs for Hardee County citizens. She read this aloud and it is on page 16 of the Chair responses. One board member said that we should really focus on this once we are in the contract writing stage so it is recognized that the whole purpose is job and growth opportunities for Hardee County citizens. It should be stressed but not put us in the position of selecting their candidates for them.

Discuss/Approve Grand Jury recommendations

Chair Hernandez read her additional responses.

First recommendation (related to the grant process)-Attorney Evers said to take the recommendation as constructive criticism. Attorney Evers gave the history of the grant cycle. The IDA has only had one grant cycle. Attorney Evers recommends to develop a written policy of the type of processes that the EDA uses to the extent we can. Also incorporate all the recommendations we can and commence the process immediately.

Doug Jensen made a motion and was seconded by Dottie Conerly to have the IDA Attorney to start the procedure of developing an outline for the grant process and to bring back to the Board for approval. Motion passed unanimously.

Second recommendation (related to not having an expert)- The board does not disagree with this one. Part of the procedure, which was in the motion above, should be to bring in outside experts.

Third recommendation (related to legal counsel)- The Board can bring in additional counsel. Attorney Evers is the EDA attorney by state statute. Attorney Evers recommends to respond to this recommendation by getting co-counsel as a second set of eyes and to comply with the spirit of this recommendation. Board members agree to get co-counsel.

Doug Jensen made a motion and was seconded by Donald Samuels to direct Attorney Evers to search for outside counsel and bring back recommendations to the Board. Motion passed unanimously.

Fourth recommendation (related to open positions/jobs)- This has already been addressed in the other document titled *Hardee County Industrial Development Authority Response to the Release of January 7, 2015 Presentment* on page 16. We can implement it into this document.

Fifth recommendation (related to annual evaluations)- Chair Hernandez has reached out to other Economic Development agencies to see what their evaluation process is. We do need to develop a procedure for evaluation of staff. The EDC/IDA should be the one to evaluate Director Lambert. There was a suggestion to have a workshop on how to come up with an evaluation process. It was also pointed out so everyone is aware, Bill Lambert was hired by the EDC, not the County Manager. Chair Hernandez mentioned that we could do an annual or semiannual report/presentation to the BOCC on the economic development efforts that we are doing. We could do something like the presentation of the EDA Severance Tax/IDA Mosaic funding.

Doug Jensen made a motion and was seconded by Gene Davis to add these Grand Jury recommendation responses to the IDA Chair's responses and merge them into one document and provide that as the board's response to the Grand Jury recommendations. Motion passed unanimously.

*A break was taken from 10:21am to 10:35am**

Discussion on communication/public education strategy

Keith Rupp was here today and he is from Tucker/Hall. The EDC has entered into a short term contract with them. EDO staff will work on developing an RFP to formally engage a Public Relations firm. One of the many things that Tucker/Hall does is offer advice to senior management and help us tell our story more effectively. They would help the EDC/IDA be more transparent and efficient for the citizens of Hardee County. They would also show outside companies what they would be partnering with and also help us with short term communication strategies. This initial contract is for \$10,000. The EDC marketing budget has \$55,000 for marketing/communications. No action was taken today. This was an informational/introduction presentation.

Other Business

Gene Davis said we should consider having some night meetings. Chair Hernandez shared her comments.

The meeting was adjourned at 12:11pm by Chair Hernandez.

Fill Line Contract Outline

IDA Commitments:

The IDA will facilitate the orderly development of Innovation Place and its tenants, including the administration of the grant funds in coordination with County/EDA staff.

The IDA agrees to provide funding consistent with the EDA grant agreement for the development, marketing, management and operating expenses of the fill line located at Innovation Place consistent with the EDA approved budget as amended from time to time, in the amount of \$260,465.00. See attached approved budget (Exhibit A)

To consult, including observations and recommendations for overall grant compliance and Innovation Place development progress to the EDA.

The IDA agrees to provide a leased space and equipment adequate for the existing and future operation of the fill line, to be more particularly described in lease of even date herewith.

Debut Development Commitments:

Debut Development agrees to maintain an atmosphere consistent with the orderly development and job creation aspects of this agreement in Hardee County

Debut Development agrees to provide and utilize knowledge of operating protocols related to the chemical and physical aspects of any and all products anticipated to be produced and marketed from the facility including cosmetic and "OTC" (over the counter) drug manufacturing from inception thru production, including shipping to the end user

Debut Development agrees to create and maintain an effective marketing strategy including advertising, web site development and maintenance, social media, print media, and other such mediums including media liaison for the fill line services. Any ancillary marketing may be provided by separate contract with individual customers of the fill line.

Debut Development agrees to recruit customers in order to maximize occupancy of production fill line, including working with tenants to promote a marketing and growth strategy of their brands.

Debut Development agrees to acquire and maintain all necessary licenses and conduct all operations in accordance with local, state and federal laws and regulations.

Provide for the employment of necessary personnel to effectuate the success of the fill line at Innovation Place

Enter into written agreements with the companies for production of products for which the fill line can accommodate and has the capability to produce.

Debut Development, in conjunction with Stream2Sea shall create and maintain, in the aggregate, at least Ten ("10") new employment positions in Hardee County by June 30, 2016 (priority in hiring shall be given to Hardee County residents). These new positions shall have a cumulative wage average at least 20% above the state of Florida minimum wage rate for each period. The obligation of the company shall be to make its best efforts to maintain or increase employment levels in accordance with the following schedule:

- (1) 5 jobs by August 1, 2015
- (2) 7 jobs by December 31, 2015
- (3) 10 jobs by June 30, 2016

The provisions of this contract are inclusive of the commitments of the response to the RFP. See response to RFP attached as Exhibit B.

Quarterly evaluation and reporting of program goals, objectives, successes, and risks to all stakeholders related to the fill-line.

Term of this agreement to be 5 years.

Debut Development agrees to adhere to the Innovation Place Policies and Procedures as amended from time to time.

Lease Agreement (separate lease):

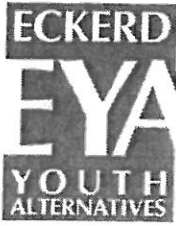
Lease amount based on square footage of fill line designated area at \$4.00/sq. ft.

Equipment exhibit based on 10 year amortization of the capital costs (Exhibit A)

Date in which rent payment shall commence

Lease term to be 5 years

Indemnify the IDA and list as additional insured on liability policy



Request for Proposals for an Image Enhancement Plan

As the nation's leading provider of services to at-risk youth, and as an organization with a proven model of success, Eckerd Youth Alternatives wishes to raise its national profile as a leader in its field.

Goal

To create a positioning program designed to support EYA's vision of leading the nation in ensuring each child has the opportunity to succeed.

Objectives

1. Increase national awareness.
2. Increase awareness with all EYA audience groups including, but not limited to, professional therapists and educators, payor agencies, national experts, parents, alumni, employees, donors and possible donors, media, other providers, elected and non-elected government officials, and the public at large.
3. Increase and support fundraising activities.
4. Increase youth referrals.
5. Support the establishment of EYA as being recognized as the leading provider and authority of children's services, a leading force in supporting the national philosophy of treatment for young people.
6. Support recruitment and retention of EYA employees, establishing EYA as an employer of choice and improving pride in EYA.

Proposal for an Image Enhancement Program will:

- Demonstrate energetic thinking that strategically synthesizes EYA's messages into a form that communicates powerfully to our target audiences.
- Evaluate needs, establish objectives.
- Define the expected results -- agreement as to goals and objectives of Image Enhancement Program.
- Identify areas of differentiation from competitors. Review the providers and their image in relationship to EYA's position and potential positioning.
- Summary of risks and benefits to implementing the plan.

- Summary of the plan, its direction, and how it supports the strategic direction of EYA.
- Position strategy development: Key messages from key messengers for key audiences.
- Develop message, identification of target audiences, and plan schedule (time and action plan).
- Determine a budget from presentation to production to media placement and stewardship of the advertising plan.

Budget

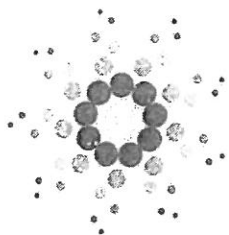
Responding agencies are encouraged to recommend the scope of the program necessary to achieve the above goal and objectives. It is anticipated that the proposed image program will have a start up phase and then a maintenance program to be implemented on an on-going basis.

Timeline

| | |
|-----------------|---|
| April 15 | RFP information sent out |
| April 25 | Information Session/Bidders' Conference (9 AM) |
| May 27 | Proposals due to EYA |
| June - July | Review presentations |
| July- September | Complete the plan |
| October | Present the plan to the Board to support EYA's strategic plan |
| January, 2006 | Launch approved plan |

For an information packet or more information, please contact:

John Collins
 Vice President, Development and Communications
 Eckerd Youth Alternatives, Inc.
 100 N. Starcrest Drive
 Clearwater, FL 33765
jcollins@eckerd.org



Tampa Hillsborough
Economic Development Corporation

The bright place to be:

Request for Proposal

for a

MILITARY TRANSFORMATION STRATEGY

March 22, 2012

Proprietary and Confidential

SunTrust Financial Centre
401 East Jackson Street, Suite 2100
Tampa, Florida 33602
Tel: 813.218.3300
Fax: 813.218.3800

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REQUEST FOR PROPOSALS

“Military Transformation Strategy”

*Requested by the Tampa Hillsborough Economic Development Corporation,
on behalf of the City of Tampa, Florida*

Introduction

The Tampa Hillsborough Economic Development Corporation (EDC), on behalf of the City of Tampa, Florida, is seeking a consulting firm to prepare a “Military Transformation Strategy” related to MacDill Air Force Base (AFB) and its activities in the City of Tampa and Hillsborough County.

The goal of this analysis is to provide a strategic plan for the community to capitalize on the presence of MacDill AFB to enhance its ability to create new jobs through recruitment of new businesses and expansion of existing businesses, including but not limited to the industry clusters of cyber security, defense and national security, and to create an environment where all industry clusters can grow.

This concept is consistent with and supports efforts of the EDC, which released a report in 2011 entitled, “*Locational Assessment and Recommended Strategic Plan for Economic Growth.*” This report recommended a strategic plan for economic growth in Hillsborough County. While the plan will support the EDC’s overall efforts at job creation, two specific strategies identified in the plan would be furthered through the Military Transformation Strategy:

- A. Tap assets at MacDill AFB and area’s sizeable retired military presence to promote Tampa Hillsborough to international and domestic markets. Officers from 60 coalition nations are based at MacDill AFB. They can be Tampa-Hillsborough virtual “ambassadors” to investors in their home countries. There are also reportedly 150 retired generals living in and around Tampa. Many sit on corporate boards and could represent important networking connections for Tampa-Hillsborough.*
- B. Develop profile of the MacDill AFB workforce for prospective employers. Communicate the facts: much of the work done is white collar (linguistics, logistics, intelligence, security and IT), and is very much in alignment with the type of industry Tampa-Hillsborough seeks.*

Overview

MacDill Air Force Base is home to the 6th Air Mobility Wing, and also houses 53 Mission Partners, including United States Central Command (USCENTCOM) and United States Special Operations Command (USSOCOM). The presence of these two unified commands and other Mission Partners creates a unique multi-service community at MacDill, with all branches of service represented.

The size and diversity of MacDill AFB creates a significant regional economic engine. The military and civilian federal government workforce totals 22,415, or about 2.7% of Hillsborough County employment. The economic impact of MacDill AFB to the Tampa Bay economy is estimated at \$4.9 billion, some of which translates into a demand for technology, intelligence, software and other defense-related industries.

Highlights of the MacDill AFB Economic Impact Statement include:

Military personnel, 15,485
Civilian personnel, 2,798
Dependents, 19,016
TOTAL PERSONNEL, 37,299

Military pay, \$1.059 billion
Civilian pay, \$214 million
Local contract expenditures, \$1.420 billion

Annual number of jobs created, 30,967
Average annual salary, \$40,590
ESTIMATED DOLLAR VALUE OF JOBS CREATED, \$1.246 billion

Economic impact:

Total payroll, \$1.273 billion
Total payroll (retirees), \$1.040 billion
Contract expenditures, \$1.420 billion
Value of job creation, \$1.245 billion
TOTAL ECONOMIC IMPACT, \$4.980 billion

Many agree that there is an opportunity to expand the local economy and create new jobs by capitalizing on the technology, intelligence, software and other defense-related industries at MacDill AFB. The specific steps or strategy to accomplish this end, however, have yet to be defined.

The purpose of this RFP is to secure a consultant who, working in coordination with MacDill AFB, will complete a Military Transformation Strategy. As outlined above, the objective of this strategy is to identify specific steps to leverage economic, intelligence, technology and military influence of MacDill AFB to promote sustained economic development throughout the Tampa Bay region. The ultimate goal is to create a nationally recognized public-private partnership model between the military and the community with respect to economic development.

Statement of Work

The consultant will conduct an **initial kick off meeting** with the Defense and Security Task Force of the EDC to engage stakeholders in the process, identify project roles and

review the project time frame and goals.

During the **research phase** of the contract, the consultant will convene up to four (4) additional stakeholder meetings, described in more detail below, to seek formal public input to the report.

At the close of the **assessment phase** the contractor will present, in a written report and an in-person presentation, a summary of findings to the Defense and Security Task Force of the EDC.

The **final report** will provide the EDC with the following information:

1. Identify current and projected MacDill economic drivers and identify specific steps the City of Tampa, Hillsborough County and other economic organizations can take to support economic growth in such areas as technology, software, and intelligence transfer as well as construction support activities.
2. Evaluate a broad range of technology transfer strategies that apply to Tampa -- Hillsborough County – MacDill AFB and recommend specific program implementation steps for those that offer the greatest results.
3. Develop strategies and recommendations for retaining, transferring and integrating skills of MacDill AFB personnel and retirees into the local economy.
4. Evaluate federal and state programs aimed at supporting technology transfer and military workforce transition needs and recommend strategies to leverage those funds.
5. Identify best practices from other military base communities that can be applied to Tampa – Hillsborough County – MacDill AFB.
6. Assessment of supply chain potential for NSA Crane and other major business clusters and defense-related industries in Tampa and Hillsborough County.
7. Identify lessons learned at Tampa – Hillsborough County – MacDill that can be applied to other military base communities.
8. Administration of the specific grant that has provided funding for this project, including timely completion and submission of all forms and reports.
9. Develop a marketing plan, as described below, to promote defense-oriented industries in the City of Tampa and Hillsborough County.
 - a. The consultant will develop a marketing plan to reach the targeted markets. The marketing plan shall recommend an appropriate mix and time schedule of advertising, public relations, promotions, etc., as well as an estimate of the overall funding required to communicate effectively with the target markets. The marketing plan should identify trade associations, trade shows, and trade publications that would be appropriate marketing vehicles.
 - b. The marketing plan should identify how “High Tech” business clusters involved in assembly, manufacturing, research or development of items that have military and industrial and commercial applications could be expanded in the region or attracted to the region.

Stakeholder Involvement

Economic development in Hillsborough County is advanced by several agencies. The success of the Military Transformation Strategy hinges on a high degree of intergovernmental and inter-agency coordination among the various stakeholders and the public.

This coordination will occur via four (4) large Stakeholder Forums and through various meetings with the affected stakeholders. Through this outreach effort, the EDC hopes to ensure that implementation recommendations will be integrated into the appropriate agencies ongoing work program.

- A. **Stakeholder Forums:** The Stakeholder Forums will be held at strategic points in the process. One (1) will be held at the beginning of the project to inform stakeholders of the project scope and schedule and to solicit initial input into the study. Two (2) forums will be scheduled during the study to review findings and provide direction on the recommendations. A final Stakeholder Forum will be held to affirm the final recommendations.

Community Support and Involvement

The following organizations – Tampa Bay Workforce Alliance and the Greater Tampa Chamber of Commerce -- have indicated support for this effort and willingness to work with the EDC in completing the objectives of the study. In addition to these organizations, the EDC is continuing to pursue linkages with the University of South Florida and other local universities, the Tampa Bay Partnership, the Florida High Tech Corridor, and other organizations in the region.

Submittals

Consultants are requested to submit a letter of intent to the EDC regarding their interest in pursuing this proposal and express any modifications. Consultants are encouraged to submit a core proposal that addresses the Statement of Work detailed above. Consultants may also propose additional services to the Statement of Work that would significantly improve the diversification study. All proposals should include a clear description of the work to be performed.

To be considered, a proposal should respond to each item in the Statement of Work above and include all of the items in this section, which are listed below. The proposal shall be limited to no more than 25 pages (excluding covers and blank dividers) and a minimum text font size of 11 point. Graphics, resumes or references may accompany the proposal as attached appendices and will not be considered part of the 25 page limit.

At a minimum, the proposal should have the following sections and information:

1. **Cover Letter.** Provide federal tax identification number, state consultant's ability to

complete the project given current workload, and guarantee proposal terms.

2. Project Team and Qualifications. Describe the principal firm, its qualifications and relevant experience. List all subcontractors with their qualifications and proposed work assignments. Include a description of experience in working successfully with similar organizations. Include an organizational chart illustrating key personnel, their project assignments and management flow.

3. References. Provide at least three (3) references from analogous projects, including diversification and/or transformation plans. Each reference listed should include the organization, contact name, telephone number, e-mail address, and description and outcome of the work performed. For each contactor provide references from at least three (3) relevant projects.

4. Approach. Provide a statement of understanding, an outline of work plan based on the Statement of Work described in this RFP, and the consultant's approach to the project, including major milestones and a detailed schedule that shows work being completed within one year of contract award.

5. Budget. Provide a not-to-exceed cost proposal for all work described under Statement of Work, broken down by project element.

6. Contact Person. Provide the name, postal address, e-mail address, telephone and fax number of the lead person authorized to enter into contractual agreement and answer questions related to the proposal.

7. Appendices. Resumes of key consultant staff members and firm references. This must include names of staff members that will be assigned to the project and the percentage of their time that will be allocated to the project. This is not part of the 25 page proposal limit.

Selection will be based on the quality of the response to this RFP, understanding of the issues confronting the region, consultant team make-up and representative specialties, creative approach, overall problem solving abilities, experience with military transformation strategies and plans, creative approach to public finance and economic development and market analysis, ability to meet deadlines, price and overall experience and track record in dealing with issues of defense industry adjustment.

A selection committee will be designated by the EDC to review proposals and hear presentations. After determining the list of qualified consulting firms resulting from the evaluation process, interviews will be scheduled with up to three (3) most qualified teams. Notification of invitation to interview will be by telephone at least one (1) week prior to the interview date.

Selection criteria for rating proposals shall be as follows:
Scope of proposal, **20 points**

Work management plan, **25 points**
Consultant team qualifications, **20 points**
Consultant experience, **35 points**

The award will be made to the most responsible firm or team whose proposal is most advantageous to the program, with price and other factors listed above considered. The study will be funded through a \$75,000 grant from the Department of Defense Reinvestment Grant Program. There is an additional 33% matching funds grant of \$22,500 from public-private partners to make possible the Stakeholder Forums. The EDC will be the lead agency and will assist in setting up the Stakeholder Forums described in this RFP.

The award and performance of this contract shall be in accordance with all federal, state and local laws and regulations, as may be applicable.

Proposal submission

Submit three (3) printed copies and one (1) electronic copy of the proposal by 5:00 p.m. EDT on April 13, 2012 to:

Ms. Beth Curts
Military Transformation Strategy Project Manager
Tampa Hillsborough Economic Development Corporation
401 East Jackson Street, Suite 2100
Tampa, FL 33602

All copies must be clearly marked: **“Proposal – Military Transformation Strategy”**.

Questions regarding the RFP may be addressed only to **Beth Curts** via mail (at the above address), via telephone: 813-218-3302, or via e-mail to: bcurts@tampaedc.com.

Other requirements

The EDC reserves the right, at its sole discretion, to modify the selection process or other aspects of this RFP. The EDC reserves the right to accept a proposal even if it does not contain all of the information requested in the RFP. The EDC also reserves the right to reject or request replacement of individual team members or firms which comprise the consultant team.

March 22, 2012



REQUEST FOR PROPOSALS

*Florida Redevelopment Association
PO BOX 1757
Tallahassee, FL 32302-1757
www.redevelopment.net*

Summary

FRA, in partnership with its members, seeks to hire a marketing/public relations firm/individual (consultant) to influence public opinion - to create a positive public impression of redevelopment projects statewide. This involves positive identification with local projects, re: hometown local redevelopment plan/projects.

Due to limited financial resources, FRA wishes to focus on strategic print media throughout the state. The role of the firm:

- ✓ Outline a print media plan
- ✓ Produce local news and editorial content articles favorable to the FRA and local programs
- ✓ Create a prototype press tool kit that each member can use to obtain positive media coverage
- ✓ Evaluate (through telephone polls or focus groups) the success of the media news stories
- ✓ Contract individually with local redevelopment programs for additional print media or other services at a reduced rate

The time frame for this phase of activities will be between April and September 2006. The intent of these activities is to support legislative activities on the part of the FRA, extending to post session. FRA will produce all materials that it can to reduce costs. The deadline for submittals to the FRA is March 31.

The FRA recently commissioned a political opinion poll testing for positive redevelopment messages. Based on the results and the experience of the campaign conducted by the California Redevelopment Association, the FRA is confident that if positive stories about redevelopment are told, public opinion will be in support of redevelopment, and that is key to statewide and local success. The FRA campaign "brand" is "Building Better Communities."

Background points

Local government redevelopment is challenged on several fronts in Florida today, but the lack of positive print media is the primary problem.

Successful redevelopment news is seldom told in print media. On a good day, redevelopment is taken for granted, on a bad one, severely criticized as misuse of public monies. Local officials do not routinely know how to create good press, often do not allocate time for print media, and when challenged, assume defensive positions. The FRA wishes to provide strong support for a media offensive campaign, to simply share the "already there, already going on", good news about redevelopment projects by cities and counties in Florida.

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