

**Communications, Marketing and
Promotional Services Proposal
for
Hardee County Economic
Development Council
&
Hardee County Industrial
Development Authority**

TuckerHall

June 29, 2015

Bill Lambert
Executive Director
County Economic Development Council
County Industrial Development Authority
107 East Main Street
Wauchula, Florida 33873

Dear Bill:

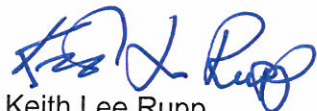
Tucker/Hall is thrilled to present this response to the Hardee County Economic Development Council and Hardee County Industrial Development Authority's Request for Proposal. Since our initial meetings, we have considered your unique challenge and opportunities.

With more than 25 years' experience, working with some of the most established brands in America as well as start-ups, we believe we can help expand the success of your organization and assist in strengthening your brand through a strategic communications program that aligns marketing communications with media relations, public engagement. Tucker/Hall has experience delivering measurable results for economic development entities, local governments and local authorities throughout the state on various branding and communications matters. We have a history of substantive and successful work in Central Florida, and we believe we are uniquely positioned to help you during this pivotal time in advancing Hardee County's reputation and the exciting opportunities here for new business.

This proposal contains a description of our experience, philosophy and process, as well as the major implementation components that we would bring to bear on your behalf. Details, specific targets and final budgets will be established in cooperation with your team.

We are excited about the prospect of working with you, and hope that we will have the opportunity to help you be as successful as possible in Hardee County and beyond. Please contact us if you have any questions or requests; we are prepared to begin work immediately!

Respectfully submitted,



Keith Lee Rupp
Vice President

SP
6/30/15
4:30pm

WR
6/30/15
4:30pm

LES
6/30/15
4:30pm

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1.0 | Outline of Work Plan

The Hardee County Economic Development Council and the Hardee County Industrial Development Authority are seeking assistance to create and sustain a positive and compelling marketing and public relations campaign in support of Hardee County's economic development efforts in the local, regional and national market levels.

The goal of the campaign is to promote at the local, regional, state and national levels the EDC mission:

"The EDC works to diversify the economy by creating quality careers in the hopes of improving the quality of life for Hardee County residents. The EDC is committed to improving the economic wellbeing of the County through growth and expansion of local businesses and the attraction of new businesses to Hardee County. The objective of this planned economic diversification is the creation of high-wage, high-skill jobs that will retain and expand existing, high-value businesses."

Specifically, we understand your objectives for this assignment to be the following:

- Help define the Hardee County EDC/IDA brand and market position.
- Build visibility and interest in the Hardee County EDC/IDA brand among target audiences, including prospective business relocations, new businesses, and opportunities for existing businesses to grow.
- Increase awareness of Hardee County's opportunities for new and growing businesses throughout Florida economic development channels
- Develop a community engagement strategy that increases awareness and understanding of Hardee County EDC/IDA initiatives among all stakeholders.
- Develop and implement a local, regional, state and national media relations program to support the Hardee County EDC/IDA business goals in local markets and beyond.

Our approach to this assignment includes four main processes:

- Research and Evaluation,
- Strategic Plan Development
- Implementation and Execution
- Measurement and Review.

Below is an outline of these processes. Specific tasks, deliverables and details of the processes will be tailored in partnership with your team. Our proposed research would include the following:

- A **communications audit** of all EDC/IDA communications and marketing materials, environments, client touch points and communication channels. We look at what's working, what isn't and what could be working better, and develop specific recommendations for improvement as part of the overall strategy.
- **Structured interviews** with 5-8 internal and external people who represent a cross section of the views and experiences throughout your organization, industry and the community. These interviews are in depth with one of our senior consultants. The purpose is to gain a diverse perspective of the organization and their audiences. We find it important to understand how each audience interacts with and experiences an organization.
- **Message testing** to determine which messages best communicate and move the needle toward your objectives.
- **Communications channels/vehicles review** to understand which communications methods (one-on-one direct communications, special events, professional organizations, digital/social media, news coverage, etc.) best reach your desired audiences.

Once the research information has been gathered, we will bring it back to our offices to be reviewed by our team of experienced professionals. They will look at where you are and compare that to where you want to go. They'll look at the process to see how it can be improved. They will then compile that information into a series of observations and recommendations that we will bring back to your team for feedback and discussion.

With the research and evaluation in hand, our staff will have a planning session with you to interactively develop the specific goals, the strategies and the tactics that support those strategies.

We will also work with you to establish Key Performance Indicators (KPIs) that will be used to measure the effectiveness of the programs once they are executed. The data in these KPIs will help us ensure we are delivering the desired results and help us to adjust programs if needed, and to identify new opportunities.

Instead of developing the plan in an ivory tower, we want to work with the experience and expertise of your team to collectively develop a plan that will be realistic and effective. We believe that it's very important to gain buy in from the people who will carry the plan forward. Following the planning meeting our team will create a first draft of the communications and branding plan based on the research, analysis and planning session feedback.

Based on our extensive experience providing effective communications strategy and the results of our planning and research phases, we propose the following outline for a strategic communications and branding plan for the Hardee County EDC/IDA.

The plan will be designed to align and enhance the effectiveness of EDC/IDA communications with local stakeholders (Hardee County Government, business community, political leaders, influencers, media, general public etc.), as well as statewide and national stakeholders and business prospects. The plan would address the critical needs of the communications program as identified through the research and evaluation process and provide guidelines for execution.

- a. **Plan Objective:** This section will define the most important communications goals; both short-term and long-term. Hardee County EDC and Tucker/Hall will develop measured objectives to achieve the communications goals.
- b. **Plan Strategy and Philosophy:** Here we'll define the approach and tone for the plan as well as the philosophy behind the methodology.
- c. **Plan Tactics:** These are the specific action items that support each of the strategies.
- d. **Detailed Message Points:** A critical ingredient in any communications and branding effort is the development and use of a limited number of key message points that support the positioning of the organization. They would be used to frame all communications with board members, business targets, the public and the media. The key is to align objectives, strategies and key messages.
- e. **Target Audiences:** Once the specific messages are refined, we'll refine who the audiences are that we need to communicate with on an ongoing basis, what their communications objectives are and the most effective communications channels.
- f. **Additional Materials and Actions Needed:** Covers company background information, individual project descriptions and information, research materials, plus any other materials we may want to furnish the media as part of an ongoing education process. This also includes branded material for general distribution as well as distribution to targeted demographics.
- g. **Spokesperson Training:** We will work with key members of the EDC/IDA team to train them in effective presentations and interactions with the news media.
- h. **Timeline:** The schedule for planning and implementation.
- i. **Key Performance Indicators and KPI Review:** We will work with the EDC/IDA team to develop useful KPIs that can measure progress, identify areas of strength and weakness, as well as potentially new opportunities.

Once the plan has been finalized, we will work with you to implement each of its components according to the agreed upon timeline. Tucker/Hall is capable of executing any or all of the components and in working with EDC/IDA staff to support and/or train them to assume execution of plan elements over time.

In addition to executing the plan, we will maintain a program of continually monitoring and analyzing the business and media environments to recognize trends, changes, and issues that present challenges and opportunities to the EDC/IDA and to recommend ways to address them.

1.1 | Demonstrate an ability to provide accurate media information

Tucker/Hall has 25 years of experience in conducting media relations and branding for clients of all sizes and industries. Our primary areas of focus are strategic communications, public affairs and crisis management. While there are many qualified advertising and marketing agencies, Tucker/Hall specializes in providing senior-level, strategic counsel for complex issues and markets

We are an integrated service agency, built upon a broad team of seasoned specialists that will allow us to perform all work on this engagement using internal staff and resources. We apply a rigorous, formal planning and strategy process to all of our projects, and our clients rely upon the formal education, certifications, training, insight and applied experience of our team to successfully execute large-scale strategy and tactics year after year.

Many members of our staff, including those who would work on this account are former print and broadcast journalists with decades of experience in Florida (See bios of account staff). We routinely develop news media interest in a wide range of topics for our clients and work directly with reporters and editors to ensure our clients' points of view receive fair hearing.

1.2 | Demonstrate ability to provide promotional and advertising options

We have helped many new and established brands deploy national marketing communications programs ranging from small start-ups to major national brands.

Tucker/Hall has strategic alliances with several Florida and national advertising agencies, and we would develop an advertising strategy as part of the broader strategic communications plan.

2.0 | Demonstrate experience on analogous projects and provide 3 references

Following is a list of several recent assignments Tucker/Hall has been engaged in regarding economic development.

- **Florida High-Tech Corridor 2001-to-Present**
Special projects and research support.
- **Hillsborough County Economic Development Council 2015**
Research and support to handle specialized lead requests.
- **Pinellas County Economic Development Council 2015**
Research and strategy development to assist defense contract sector in adjusting to current budget reductions.
- **Sarasota County Economic Development Council 2015**
Integrated media relations and digital marketing campaign around sustainability initiatives and enterprise zone.

2.1 | References

Florida Polytechnic University

Tucker/Hall has provided strategic communications services to Florida's newest public university, beginning more than a year before opening its doors to its first class through the present time.

Contact:

Crystal Lauderdale, Director, Marketing and Communications

Telephone: (863) 583-9094

Email: clauderdale@floridapolytechnic.org

Sumter Electric Cooperative (SECO)

Tucker/Hall has provided strategic communications services to the largest customer-owned electric utility in Florida on several complex issues.

Contact:

John LaSelva, Operations Director

Telephone: (352) 569-9530

Email: john.laselva@secoenergy.com

Trenam Kempker

Tucker/Hall has a long established relationship with the Tampa Bay law firm of Trenam Kempker, and they are familiar with our work on complex issues.

Contact:

Charlie Harris, Partner in Charge, St. Petersburg

Legal Secretary

Gail Kesinger

Telephone: (727) 820-3985

Email: gkesinger@trenam.com

3.0 | Budget and Rate Schedule

Tucker/Hall hourly rates range from \$35 to \$350 per hour depending on the experience level of the consultant involved. We project costs based upon how much time we think it will take and what type of effort will be required. We'll work with you throughout the process to prioritize our efforts for maximum efficiency. We would divide the work into two phases:

- **Phase One:** Research, evaluation and planning of the strategic communications and branding plan. Based on our experience with projects of similar complexity, we estimate this would cost approximately \$15,000 and take 45-60 days to complete, depending on some variables beyond our control, such as availability of key stakeholders, etc.
- **Phase Two:** Implementation, measurement and review of the plan. There are a number of variables that could affect the cost of implementation, including the initial development of content for collateral materials, website, media kits, and media training as well as the available EDC/IDA staff support. We would recommend a budget of \$10,000 per month for execution of the marketing and communications plan. Actual time would be billed hourly and charged against the agreed budget. If it looks as if more time is needed within a particular month – for a special large effort or major project – approval will be obtained before continuing work. If any time is not used in a monthly period, it will be rolled forward to the next month.

To accomplish this program we recommend a budget of \$120,000 (\$10,000 per month) for the first year. This estimate does not include out-of-pocket costs such as wire services, travel, materials development or printing, etc. A separate advertising budget would be developed in consultation with your team as a component of the strategic communications plan. Progress on Key Performance Indicators would be tracked continually and evaluated quarterly against agreed upon targets, and the plan adjusted accordingly.

TUCKER/HALL, INC.
HOURLY CHARGES
Effective March 16, 2012

STAFF MEMBER	HOURLY RATE
Chairman	\$350
President	\$300
Senior Vice President	\$300
Vice President	\$275
Senior Consultant	\$250
Account Director	\$225
Consultant	\$200

Senior Account Supervisor	\$200
Account Supervisor	\$175
Senior Account Executive	\$135
Account Executive	\$115
Account Coordinator	\$85
Office Assistant	\$75
Research Associate	\$35
Founder (Jeff Tucker)	\$350

Rates are subject to change with 10 days written notice.

4.0 | Person Authorized to Enter Into Contractual Agreement

William E. Carlson

President

Tucker/Hall

One Tampa City Center

Suite 2760

Tampa, FL 33602-5816

Telephone: 813/228-0652

E-mail: Bcarlson@tuckerhall.com

5.0 | Resumes of Key Staff

Keith Lee Rupp

The project would be led by Keith Lee Rupp, a Vice President with more than 25 years' experience in public affairs and crisis communications. When clients' goals can be affected by public opinion, Rupp leads the development and execution of communications programs to inform, persuade and develop a favorable consensus.

Having been with Tucker/Hall earlier in his career, Rupp rejoined the firm in 2013 as a vice president. His clients span a wide spectrum, including academic, financial, healthcare, governmental, legal, real estate and not-for-profit organizations.

Rupp's professional background includes leading BP's public affairs team in Florida for more than two years following the Gulf oil spill of 2010. In that role, he worked closely with Florida's governmental leadership and helped guide more than \$50 million in funding to restore Florida's tourism and seafood industries. Before that, he served three different

members of Congress on Capitol Hill for 12 years as a senior-level aide, including chief of staff. The veteran of many political campaigns, he supervised the fundraising and messaging for two successful congressional elections.

Beginning his career in journalism as a newspaper reporter and editorial page editor, Rupp continues to write a frequent column on public affairs and reputation management for US News & World Report.

Rupp earned his bachelor's degree in economics from the University of Wisconsin. He and his wife have two children and live in Bartow.

Darren Richards

Co-manager of this account will be Darren Richards, a Vice President at Tucker/Hall. Richards joined the firm in 2009 after a 23-year career as a news executive at some of the strongest TV stations in the country.

During his time at Tucker/Hall, Richards has worked on a variety of different clients – from those with marketing and branding needs, to those in crisis communications situations. He has recently been accredited in crisis communications by the Institute for Crisis Management in Louisville, KY.

Before joining Tucker/Hall, Richards was news director at WTSP-TV, the CBS affiliate in Florida's largest television market. Under Richards' leadership from 2005 – 2009, WTSP went through a dramatic and forward-looking branding process, positioning the operation as a leader not only on TV, but also on a variety of digital platforms such as online and mobile. In addition, Richards helped WTSP grow ratings in all TV newscasts.

From 1998-2005, Richards was news director at WFMY-TV in Greensboro, North Carolina – one of the most successful CBS affiliates in the country. During his media career, Richards also worked at TV stations in Phoenix, AZ; Denver, CO; Jacksonville and Fort Myers, FL and in his home state of Kansas. During each of these assignments, Richards created and launched innovative news products (including websites, mobile products and other digital assets) that brought in bigger audiences and had a positive effect on ratings.

Throughout his career, Richards has been recognized with multiple Emmys, Edward R. Murrows, Associated Press and Society of Professional Journalist awards. In Tampa Bay, the WTSP-TV newsroom was consistently the most honored newsroom in Florida during Richards' leadership.

Since joining Tucker/Hall, Richards has gone through the Leadership Tampa program through the Greater Tampa Chamber of Commerce and has attended various professional conferences – including the North American meetings for PROI network, a partnership of the world's independent public relations agencies.

Richards received his journalism degree from the University of Kansas, where he was recognized as the top broadcast journalism student during his senior year. In addition,

Richard Mullins

Richard Mullins is Senior Account Executive at Tucker/Hall. Prior to joining the firm, Mullins had a 16-year career as a financial/business reporter and columnist at the *Democrat and Chronicle*, a Gannett news organization in Rochester, NY and more recently, in Tampa at *The Tampa Tribune* and its online affiliate TBO.com.

Mullins is conversant and experienced in multiple media platforms –print, TV, radio, online and podcasting. In addition, his assignments have included pushing out news and information via emerging social media such as Twitter, Facebook, Instagram and Flipboard.

Mullins has covered a multitude of industries and beats as a journalist including foreign currency and finance, technology, retailing, hotels, real estate development and telecommunications. In addition, he has been a speaker and trainer of new media and social media techniques and trends for mid-career public relations professionals.

Megan Duda Dodd

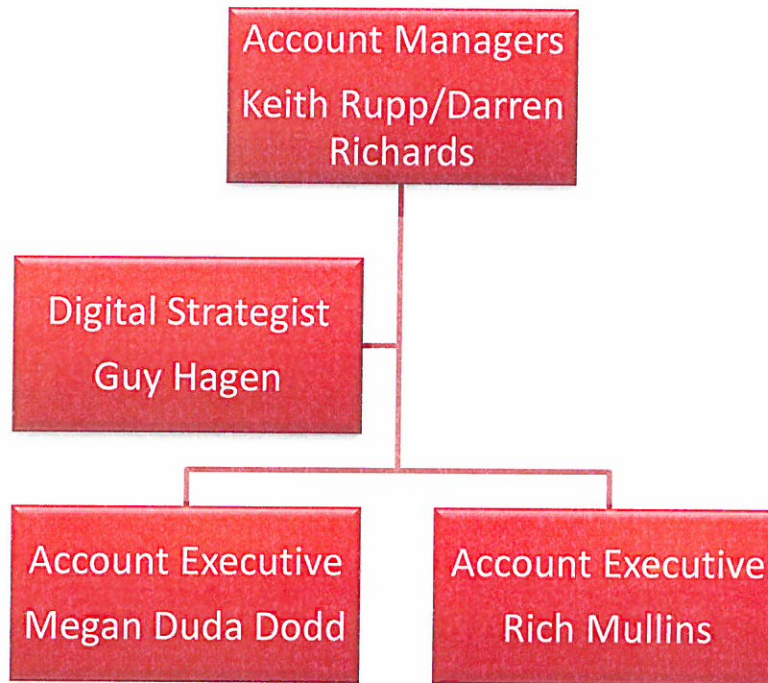
Megan Duda Dodd is an account executive with Tucker/Hall in Jacksonville. She has experience in the areas of public and government affairs, media relations and strategic communications.

Prior to joining Tucker/Hall, Dodd worked at the World Affairs Council of Jacksonville, where she was successful in developing and implementing best practices for membership outreach and retention. She also spearheaded the Council's planned giving initiative and created the inaugural marketing plan and materials for the program.

Dodd earned her bachelor's degree in political science from the University of Florida and her master's degree in public administration from Florida State University. As a graduate student, Dodd received the Florida Gubernatorial Fellowship and served a nine-month tenure at the Agency for Persons with Disabilities. In 2011, Governor Scott awarded Dodd the Jeb Bush Award for Outstanding Achievement for her policy proposal on job creation initiatives for persons with disabilities in Florida.

Dodd is a member of the Connect Florida Statewide Leadership Institute, Class V, a Leadership Florida program designed to educate, engage and inspire Florida's top emerging leaders.

6.0 | Organization Chart



7.0 | Annual Billings of Top Five Clients

Tucker/Hall's client and financial information is proprietary competitive information for our firm and our clients. We would be happy to discuss nonspecific information with you in person.

8.0 | Annual Billings of Top Five Clients

Tucker/Hall's client and financial information is proprietary competitive information for our firm and our clients. We would be happy to discuss nonspecific information with you in person.

9.0 | Clients You Have Lost in the Last 24 Months

Many of our clients hire us for specific projects that have defined beginnings and ends, resulting in a natural turnover of accounts. We do have many clients that have been with us for years.

10.0 | Professional Associations

Experience and professional networks have given Tucker/Hall a global reach from its offices in Jacksonville and Tampa. Individually, many Tucker/Hall consultants are members of Florida leadership organizations, such as Leadership Florida and Leadership Tampa. As a firm, Tucker/Hall is a member of PROI, an international consortium of independent public relations agencies that make up more than 56 partners, 4,400+ clients and 3,200+ staff in close to 100 offices in 50 countries and regions on five continents. We use this network regularly to access specific markets in the United States and internationally for our clients.