



DATE: December 7, 2016

TO: Brenda J. Billingsley, Director, Purchasing Division

THRU:

FROM: Stacy Ritter, Director GFLCVB

PROJECT TITLE: GFLCVB Consultant

REQUISITION NO. CVB0000116

SOLE SOURCE/SOLE BRAND REQUEST

I. REQUEST: Provide a description of the features of the product/service or Scope of Work.

Advisory services to the Director of the Greater Fort Lauderdale Convention & Visitors Bureau (GFLCVB) that will include an assessment of the organization's structure and functions, marketing and sales plan direction, brand architecture, review of personnel deployment, interview key stakeholders regarding effectiveness of GFLCVB and where improvements can be made, enhance relationship between Convention & Visitors Bureau (CVB) and Convention Center to improve tactical and strategic relationship between the entities, review policies and procedures, staff performance plans and financial controls, assist in framing a heightened role for the GFLCVB in the organization's marketing, sales and advocacy efforts, conduct a review of sales and marketing strategies to improve competitive position, assist in preparing CVB team to support future expansion of the convention center, recommend strategies to attract new customers to facility.

II. JUSTIFICATION: Please check all boxes that describe your reason(s) for determining that only one source or brand is reasonably available.

Only Sole Source/ Uniqueness

- Proprietary Item - this vendor/source has the only rights to provide this service or commodity. A letter from the manufacturer or authorizing entity is included in this request.
- Technology Improvements - updates or upgrades to an existing system, software, software as a service (SaaS), hardware purchases.
- Engineering Direction - engineering drawing or specification identifies product; "no substitutes or equivalents will be acceptable."
- Only qualified supplier - reliability and maintainability of the product or service would be degraded unless specified supplier is used; may void warranty. This request includes a copy of the current warranty information.
- Other/or Additional information - the County requires this sole source, sole brand purchase for the following reasons:

Nearly 25 years of experience in Destination Management Organization (DMO) executive level management in both leisure and conference sales most recently with a DMO like in size and budget to GFLCVB. Focus on reorganization and structural changes, rebuilding communications and marketing and driving the destination in a more global way.

Business Case (One/Most Reasonable Source or One/Most Reasonable Brand)

- Operational Compatibility - replacement parts from alternate suppliers are not interchangeable with original part and causes equipment incompatibility. Previous findings and/or documentation is included with this request.
- Ease of Maintenance - maintenance or retooling prohibits competition. Section III, Comparative Market Research includes estimated costs associated with changing current source and/or brand.
- Follow-On - potential for continued development or enhancement with same supplier and eliminates costs incurred by using different supplier. Section III, Comparative Market Research includes estimated costs for replacing current or existing system.
- Complies with existing community and safety standards, and/or laws, rules, and regulations.
- Exempted from the Procurement Code - per Section 21.18 of Broward County Administrative Code.
- Other/or additional information - using this sole source, sole brand purchase benefits the County for the following reasons:

The GFLCVB is undergoing an organizational and branding change requiring consultation services to streamline the processes. As a result of these changes, the Bureau will start to operate in a more functional way focusing on controlling the budget and integrated and training a management team with new members using best practices found in the industry. Advising the GFLCVB on these issues will allow us to emerge as a global brand increasing our arrival numbers and our Tourist Development Tax (TDT) at the same time as well as enhancing our overall image across the United States and the world.

III. COMPARATIVE MARKET RESEARCH: Provide a detailed source or market analysis for justification of sole source/brand or most reasonable source (attach extra sheets as needed).

Estimated project value: 30,000

Contract length (if applicable): 3 months

Expenses to date: 0

Has this commodity or service been previously provided to the County? Yes No

If yes, when and by whom?

How was item/service procured? Reasonable source

What is the current contract (MA) or purchase order number? N/A

If this is a sole brand, is there an "authorized" dealers list? Yes No

Cost/Benefit Analysis: What would the cost be to utilize an alternate vendor or source? This explanation should include the savings and/or additional costs to the County by not using the preferred vendor or source. Attach additional sheets if needed.

The services offered require compensation of an amount typical of other consultants in the DMO space and justifiable relative to the scope of the assignment in supporting GFLCVB's senior leadership. The consultant will be maxed at 150 hours total, 50 hours per each of the 3 month obligation.

CERTIFICATION: I have thoroughly researched the sole source or sole brand justification and fully understand the implications of Section 838.22 of the Florida Statutes:

(2) "It is unlawful for a public servant, with corrupt intent to obtain a benefit for any person or to cause unlawful harm to another, to circumvent a competitive bidding process required by law or rule by using a sole source contract for commodities or services."

(5) "Any person who violates this section commits a felony of the second degree, punishable as provided in s. 775.082, s. 775.083, or s. 775.084"

	STACY RITTER	<small>Digitally signed by STACY RITTER DN: cn=Stacy, dc=broward, dc=bc, ou=Organization, ou=BCC, ou=PU, ou=Users, cn=STACY RITTER Date: 2016.12.08 11:04:12 -0500</small>	12/8/2016
REQUESTOR/EVALUATOR (PRINT)	REQUESTOR/EVALUATOR (SIGN)		DATE
	STACY RITTER	<small>Digitally signed by STACY RITTER DN: cn=Stacy, dc=broward, dc=bc, ou=Organization, ou=BCC, ou=PU, ou=Users, cn=STACY RITTER Date: 2016.12.08 11:02:37 -0500</small>	12/8/2016
DEPT/DIV DIRECTOR OR DESIGNEE (PRINT)	DEPT/DIV DIRECTOR OR DESIGNEE (SIGN)		DATE

The Purchasing Agent has reviewed the request and has completed the required due diligence per the Procurement Code Section(s) 21.34 and 21.35. The Purchasing Agent recommends the following:

Sole Source
 Sole Brand
 Reasonable Source
 RFI attached
 Rejected
 Request Authorization to Negotiate

Additional Information:

Based upon the due diligence and additional information (Exhibit 1) provided by the Greater Fort Lauderdale Convention & Visitors Bureau (GFLCVB), both the Purchasing Agent and GFLCVB agree that the most reasonable source for this procurement is Academy Street Collaboration, LLC.

Destination marketing organization (DMO) management requires a highly specialized area of consulting expertise which few firms can provide. The principal of Academy Street Collaboration has over 25 years of specific advisory expertise in this area; and has proposed a very competitive rate as compared to the rates charged to clients by other top management firms, some of whom do not specialize specifically in supporting DMO management needs (Exhibit 2).

The combination of specific advisory expertise offered to the GFLCVB and the value for money makes Academy Street Collaboration the most reasonable source for this project.

Purchasing Agent Signature: **MARYANN BERCHIOLLI** Digitally signed by MARYANN BERCHIOLLI
DN: cn=mary, dc=broward, dc=bc,
ou=Organization, ou=BCC, ou=PU, ou=Users,
cn=MARYANN BERCHIOLLI
Date: 2017.01.11 09:16:22 -0500 Date: January 12, 2017

**APPROVAL AUTHORITY
REASON/SUGGESTED ACTION (IF DISAPPROVED):**

Signature: **KAREN WALBRIDGE** Digitally signed by KAREN WALBRIDGE
DN: cn=karen, dc=broward, dc=bc, ou=Organization,
ou=BCC, ou=PU, ou=Users, cn=KAREN WALBRIDGE
Date: 2017.01.13 09:12:11 -0500 Date:

Berchiolli, Maryann

From: Mele, Maria
Sent: Tuesday, January 10, 2017 2:34 PM
To: Berchiolli, Maryann
Subject: RE: Requisition No. CVB0000116

Tourist Development Tax



Maria Mele
Purchasing Coordinator

Greater Fort Lauderdale Convention & Visitors Bureau
101 NE Third Avenue, Suite 100
Fort Lauderdale, FL 33301
t 954-767-2452
f 954-762-3333
mamele@broward.org
sunny.org



From: Berchiolli, Maryann
Sent: Tuesday, January 10, 2017 2:28 PM
To: Mele, Maria <MAMELE@broward.org>
Subject: RE: Requisition No. CVB0000116

Maria,

What does the acronym "TDT" stand for?



Maryann Berchiolli, CPPB, FCCN
Purchasing Agent
Broward County Purchasing Division
115 S. Andrews Avenue, Fort Lauderdale, FL 33301
Phn: 954-357-6284 Fax: 954-357-6535
www.broward.org

Customer Care is my priority. How am I doing? Please contact my Manager, Karen Walbridge, at kwalbridge@broward.org with feedback.

From: Mele, Maria
Sent: Tuesday, January 03, 2017 3:19 PM
To: Berchiolli, Maryann <MBERCHIOLLI@broward.org>
Cc: Cohen, Mitchell <MICOHEN@broward.org>
Subject: RE: Requisition No. CVB0000116

Hi Maryann, here is the additional information:

1. The name of the firm is not included in the sole source memo – please provide the name of the “sole source” firm.
Academy Street Collaboration
2. Spell out the acronyms (ie. DMO, etc.).
DMO stands for Destination Management Organization.
3. Price justification – ie. Copy of competitive quote(s), or copy of an invoice to another entity, etc. (for price verification purposes).

However, here’s a rationale concerning the reasonable source justification:

- **Destination marketing organization (DMO) management is a highly specialized area of consulting expertise which few firms can provide to the sector. Some of the large established consulting firms (EY, KPMG, Deloitte, PwC) have practices in this area, but they don’t “specialize” specifically in supporting DMO management needs. In addition, practice leads for these firms charge in the range of \$350 to \$450 per hour; thus, the “value for money” equation for the GFLCVB may be uncertain. There are a few other small firms which provide some of these DMO-specific services, but none of the principals of these entities have the type of real world, actual hands-on CEO experience in the DMO management arena which Bill Hanbury brings to the advisory assignment. Traditionally, the principals in these small firms quote billable hours in the range of \$200 to \$300 per hour. Therefore, the Academy Street Collaboration price quote is within a reasonable range for these services. Further, the billable hours quoted by Academy Street Collaboration does not include any charges for travel time to and from Fort Lauderdale, or other possible locations. Travel time will be at the Consultant’s expense. Finally, the combination of specific advisory expertise offered to the GFLCVB by Bill Hanbury and the value for money makes this a reasonable sole source assignment.**

4. Does the firm hold any accreditations/certifications?

Academy Street Collaboration is a new firm, but as the former Chairman of the Board of Destination Marketing Association International (DMAI) Bill Hanbury has previously taught components of the Certified Destination Management Executive (CDME) course for the organization. In addition, Bill has led the DMAI Official Accreditation process for Visit Milwaukee, Destination DC and the Bermuda Tourism Authority.

5. Have they received awards/accolades?

Over the past 25 years in the travel and tourism sector, Bill Hanbury has received several industry related awards, including: the Washington, DC Chamber of Commerce Chairman's Award for Community Leadership, Top Washington, DC Leaders to Watch in the Future, Chairman of the Board of the Washington, DC Business Coalition, Chairman of the Board of the Destination Marketing Association international, White House Recognition for Bill's role regarding the Dedication of the World War II Memorial and the Inauguration of the 44th President of the United States, DC Hotel Association Affiliate Member of the Year, personal acknowledgement in the Thrown Speech by Bermuda's Governor concerning the economic turnaround led by the Bermuda Tourism Authority, etc.

Greater Fort Lauderdale
HELLO SUNNY

Maria Mele
Purchasing Coordinator

Greater Fort Lauderdale Convention & Visitors Bureau
101 NE Third Avenue, Suite 100
Fort Lauderdale, FL 33301
t 954-767-2452
f 954-762-3333
mamele@broward.org
sunny.org

Greater Fort Lauderdale
HELLO SUNNY

Fair and Reasonable Pricing Analysis

Most Reasonable Source		Hourly Rate Proposed to Broward County
Academy Street Collaboration		\$225.00

Below analysis from Quora, Inc. - based upon 2009/10 rates to clients charged by top management consulting firms.

Column1	Column2	Column3
Management Consulting Firms	Daily Rate to Clients (Based upon a 9-hour day)	Hourly Rate to Clients
Accenture	\$1,530.00	\$170.00
CapGemini	\$1,650.00	\$183.33
KPMG	\$3,270.00	\$363.33
Price Waterhouse Coopers	\$4,085.00	\$453.89
Deloitte	\$4,725.00	\$525.00
Booz Allen & Hamilton	\$3,550.00	\$394.44
McKinsey	\$6,625.00	\$736.11
BCG	\$4,500.00	\$500.00
Bain	\$4,285.00	\$476.11
Booz & Co.	\$3,515.00	\$390.56