



ONE CITY. ONE JACKSONVILLE.

MEMORANDUM

TO: CSPEC, Competitive Sealed Proposal Evaluation Committee
FROM: Gregory Pease, Chief, Procurement Division
DATE: November 9, 2017
SUBJECT: Protest, Tourist Bureau Services
Bid No.: ESC-0575-17

The attached bid protest filed by **Bold City Tours LLC**, is presented for action by the Competitive Sealed Proposal Evaluation Committee, Monday, November 13, 2017 at 3:30 p.m.

The Competitive Sealed Proposal Evaluation Committee action is as follows:

UPHELD:

DENIED:

Dir. Adm. & Finance or Designee

Dir. Adm. & Finance or Designee

General Counsel or Designee

General Counsel or Designee

Director of Public Works or Designee

Director of Public Works or Designee

Chief of Procurement or Designee

Chief of Procurement or Designee

Representative Agency/Department

Representative Agency/Department

ACTION OF AWARDING AUTHORITY

DATE: _____

APPROVED: _____

DISAPPROVED: _____

SIGNATURE OF AUTHENTICATION: _____



City of Jacksonville, Florida

Lenny Curry, Mayor

Procurement Division
Ed Ball Building
214 N. Hogan Street, Suite 800
Jacksonville, Florida 32202

ONE CITY. ONE JACKSONVILLE.

November 9, 2017

VIA EMAIL/FAX:

Adam Schaffer (adam@5ivecanons.com)

Reid Penuel (reid@5ivecanons.com)

Adam Schaffer, President
Bold City Tours
10 S. Newman St
Jacksonville, FL 32202

Re: ESC-0575-17 TOURIST BUREAU SERVICES

Dear Mr. Schaffer:

I am receipt of your protest letter filed on behalf of Bold City Tours received via email on October 26, 2017, for the above referenced bid.

We request that you and/or a representative of your firm appear before the "Special" Competitive Sealed Proposal Evaluation Committee (CSPEC) on Monday, November 13, 2017 at 3:30 p.m. being held on the 8th floor of the Ed Ball Building, 214 N. Hogan Street, Conference Room 851 to present arguments limited to and in support of the issues in your letter.

Furthermore, by copy of this letter, I will formally request that all other firms having standing in this matter have a representative appear before the CSPEC on the above-mentioned date and time, if they desire to be heard in this matter.

If you have any questions, comments, or concerns, please do not hesitate to call.

Sincerely,

Gregory Pease, Chief
Procurement Division

cc: Dan Pearson, Assistant Manager of Purchasing Svcs
Chrissy Nunziato, Assistant Manager of Purchasing Svcs
Annette Burney, Purchasing Analyst
Anna Lopez Brosche, Chair, Tourist Development Council
Paul Astleford, President, Visit Jacksonville (pastleford@visitjacksonville.com)
Nihal Kekec, Procurement Division
Bid File

October 26, 2017

Gregory Pease, Chief, Procurement Division
City of Jacksonville
214 N. Hogan Street, 8th Floor
Jacksonville, Florida 32202

Re: Duval County Tourist Development Plan: Tourist Bureau Services

Bid No: ESC-0575-17

NOTICE OF PROTEST

Bold City Tours properly filed its Submission to the above referenced RFP on August 30, 2017. On October 24, 2017 at or around 1:00 pm, Bold City Tours was noticed, via the Procurement Department's posting on the City's website, that the Tourism Development Council was recommending that only Visit Jacksonville move forward with Interviews for the RFP. Bold City Tours protests this decision and requests that the Procurement Office accept this Notice as its formal Notice of Protest. As such, the Protester has the legal standing to file this Protest, and the Notice is timely in that it has been filed within 48 hours after the written Notification of a decision or intended decision in accordance with Section 126.106(e)(3)(b) of the City's Specification Protest Procedures.

Bold City Tours desires to protest the Council's decision to reject its bid based on numerous issues with the RFP Process, the Council, and the Scoring of the Proposals. Some of these issues are as follows:

1) Scoring: Bold City Tours has multiple issues with the scoring of the Proposals. A cursory examination of the scores shows wildly divergent scores from multiple council members which indicates that the council members themselves lacked a cohesive understanding of what they were requesting. For example, for the "Financial Stability" component, one member scored Bold City Tours a 10, the highest possible score, whereas another member scored Bold City Tours a 0, the absolute lowest score. On the "Conceptual Plan" component, one member scored Bold City Tours a 38 out of a possible 40, the highest score given by any member to any submission whereas a different member scored a 13 out of 40 for the same component, the lowest score by any member for any submission on that component.

These ranges do not depict a simple difference of opinion, and it should be noted that such divergence was not present in the scoring for Visit Jacksonville which indicates that some members have shown a bias for Visit Jacksonville or a bias against Bold City Tours. When looking at the scores as a whole, one Council member in particular, Ms. Goodman, scored Bold City Tours as a 30 out of a possible 90 points. The rest of the Council averaged to score Bold City Tours as a 67 out of 90. For the "Conceptual Plan", she scored Bold City Tours 13 out of 40 when no other member scored Bold City Tours less than 30 out of 40. Ms. Goodman also scored Bold City Tours a 0 out of 10 for "Financial Stability", while giving Visit Jacksonville a score of 10 out of 10 when both entities submitted virtually the exact same documentation. It is blatantly obvious that Ms. Goodman lacked the same understanding of the RFP and how to score it as the other Council members.

2) The Council: Bold City Tours has issue with multiple conflicts of interest between the Council and Visit Jacksonville. 3 of the 8 committee members are known to have conflicts of interest available by public knowledge. Bold City Tours believes that these conflicts could have resulted in collusion with the incumbent and the Council which granted undue favor to the incumbent. The scores themselves give rise to a belief that there is a clear bias by some Council members in evaluating the submissions.

For these and multiple other reasons, Bold City Tours requests a Public Hearing to be set on the matter for a more in depth discussion of how the Council arrived at these decisions, and how these decisions should be set aside and reexamined. Should you have any questions or concerns, please do not hesitate to contact the undersigned. Thank you for your time and consideration in this matter, and we look forward to your response.

Sincerely,



Reid Penuel

October 26, 2017

Gregory Pease, Chief, Procurement Division
City of Jacksonville
214 N. Hogan Street, 8th Floor
Jacksonville, Florida 32202

Re: Duval County Tourist Development Plan: Tourist Bureau Services

Bid No: ESC-0575-17

REQUEST FOR EXTENSION TO FILE SUPPLEMENTAL PROTEST DOCUMENTATION

Pursuant to Section 126.106(e)(4) of the Jacksonville Ordinance Code, the Protestant, Bold City Tours, requests an extension of three (3) business days after the date its Notice of Protest is timely received in which to provide supplemental protest documentation. The Notice of Protest is being filed today, October 26, 2017, which is within 48 hours of the posting of a written notification of a decision or intended decision.

Should you have any questions or concerns, please do not hesitate to contact the undersigned. Thank you for your time and consideration in this matter, and we look forward to your response.

Sincerely,



Reid Penuel

October 31, 2017

Gregory Pease, Chief, Procurement Division
City of Jacksonville
214 N. Hogan Street, 8th Floor
Jacksonville, Florida 32202

10/31/17 12:09:36
Procurement Division

Re: Duval County Tourist Development Plan: Tourist Bureau Services

Bid No: ESC-0575-17

NOTICE OF PROTEST - SUPPLEMENTAL DOCUMENTATION

Bold City Tours (BCT) and its parent company, Discover Jacksonville, are filing additional documentation for the protest in an effort to bring light to the bias, flaws, inexperience and misunderstandings present in the RFP, the Tourist Development Council (TDC), and the process of rating responses.

We hope our protest is perceived as a very clear, objective challenge to the status quo, to the scoring, and to the broken system that has provided public funding to the same organization for decades. The end goal for our team is to help facilitate a new, exciting visitor experience that drives visitors around our city with the information they need at their fingertips, and offers a hub that reinvents the visitor center experience as a whole.

We would like to make it a point that if the Council's goal was to provide an open RFP that attracted other companies, city advocates and organizations to participate and come up with innovative, forward-thinking solutions to the antiquated visitor experience we have - it failed. And it wasn't due to marketing the RFP or a lack of capable groups, but rather due to the incredible bias present in the overly technical RFP, the evaluation process, and is only further exacerbated by the members of the Council and their relationships to the incumbent and its partners.

The following breaks down some of the issues we would like procurement, the Council, the incumbent, and the public to recognize and consider as we move past the response phase and into the decision making process.

1. **Experience**. The experience criteria and scoring matrix of the RFP favor the incumbent for their years of experience managing Jacksonville's visitor centers, its organizational chart, facilities, support staff, etc - but doesn't allow the council to penalize the incumbent for doing a poor job of making those centers a destination for visitors, for the lack of technology and integration provided by the incumbent to those visitors, and to the lackluster experience visitors have had at the centers for the past 21 years.

The RFP doesn't objectively allow the Council members to compare the incumbent's decades of experience providing an out-of-date and antiquated visitor experience to the successes, business accolades and experience provided by our team as a whole. Instead the RFP awards points towards experience operating visitor centers and visitor kiosks, rather than

objectively awarding points to operating successful tourism focused experiences. Members of our team manage tour companies and hotels, are City advocates, have developed tourist destinations, and have found enormous success with a growing demand of paying guests - not from public funds to float it out of tradition or necessity.

Notes from the Council members point towards further bias either for the incumbent or against our group. These notes include our team being directly penalized for the perception that our organizational chart lacks permanency and commitment due to our "advisory board" and "interim chief." On the other hand, the incumbent's submission included multiple write-ups on achievements and the resume of its former CEO who resigned within weeks of submitting its response and before the council had submitted scores, yet not one Council member penalized Visit Jacksonville nor mentioned it in their notes.

Furthermore, our submission was penalized in this criteria for our team having a marketing and creative background by more than one Council member, according to their notes, but the criteria specifically asks for tourism marketing experience. We were penalized for providing supporting material that answered the request for tourism marketing experience because of our experience marketing tourist destinations, while our management of tour companies, and overseeing front facing leisure facilities like hotels and restaurants was overlooked.

It is readily apparent that the Council members themselves lacked a cohesive understanding of how to score this criteria, as our group received scores as low as a 7 and as high as an 18, out of a possible 20 points. The difference in scoring reflects a drastic misunderstanding of what was presented, and should be reviewed by procurement, the Council, the city, and the public, to learn why scores would range by so many points - while the incumbent's remained at an average of 17.

2. Conceptual Plan.

It should be noted that similar to the experience section, the scores for Visit Jacksonville's conceptual plan remained relatively consistent for all council members, but varied dramatically for Bold City Tours. Visit Jacksonville averaged a 35, with its lowest score at a 31 and it's highest at 38. That's in stark contrast to BCT's average score of 31, with its lowest score of 13 and its highest at 38. The drastic range in scores can be perceived as bias, lack of objectivity, misunderstanding what is to be judged and how, or a lack of objective judgement and assessment of ideas outside of the box, despite a call for big ideas that are innovative, informative, engaging, and entertaining.

Another important aspect of how the scoring for concepts could be misinterpreted by the Council, is that scores were to be drawn in comparison to each other, as detailed in the RFP in section 2.6 B, "Buyer will score the written Response relative to one another based on the Evaluation Criteria Matrix in Attachment B." But given the actual scores for Visit Jacksonville in comparison to Bold City Tours for this criteria, this direction may have been missed and / or the scores were made with bias and lack of understanding of the technology, business strategy, planning, and development implemented in many of the concepts submitted.

An example that highlights how the Council may have misunderstood this direction or shown bias towards the incumbent is present in the experiential exhibit section of both submissions. Despite decades of never incorporating any engaging, forward-thinking technology, Visit Jacksonville included Virtual Reality as a concept and a mockup using the exact same female as BCT's architectural drawings featuring the virtual reality exhibits - almost as if it were pulled directly from our submission. And the VR exhibits may seem like the same exact concept to someone with limited experience or understanding of the technology, but the two submissions are drastically different - with Visit Jacksonville's exhibit using a cell phone to display a 360 degree photo or video, versus BCT's VR exhibit featuring the cutting-edge Oculus Rift VR system that allows visitors to literally fly around the city unbound, controlling their flight through handsets, sensors and through a lagless 16mg ram GPU, experiencing the city in an immersive virtual world unlike anything available today. There is no comparison to looking at a 360 photo or video with a cellphone, and controlling an immersive virtual flight in and around the City using cutting-edge hardware.

Another example of concepts that should have been critically analyzed between the two submissions is the mobile visitor center experience. Visit Jacksonville presented a retrofitted automobile that requires fuel and insurance, that only impacts individuals that engage it directly on location - versus our mobile visitor experience which allows users to choose their own adventure in Jacksonville by accessing an expansive database of restaurants, bars, attractions, events, and more, all from a visitor's mobile phones - allowing them to plan their own experience, buy tickets, make reservations, and take it with them. It should be noted that our mobile visitor center (web experience) budget was included in our planning, although Visit Jacksonville's budgeting did not include any funds allocated to the vehicle, purchasing, retrofitting, maintenance, fuel, drivers, or insurance.

Despite these very different uses and understanding of technology, Visit Jacksonville's scores were still above a 30 for all Council members. And how could the Council members believe that the incumbent has the ability and experience to implement the concepts given their 21 years of not implementing anything conceptual or technology driven? Or that it had the expertise to do so?

3. **Financial Stability.** It is apparent that the Council members themselves did not understand the requirements of the RFP. Specifically, one member scored Bold City Tours a 10, the highest possible score, whereas another member scored Bold City Tours a 0, the lowest possible score. In reviewing the notes from the score sheets, one Member noted that "based on the recent contract negotiations with Visit Jacksonville, it is a fact that Visit Jacksonville does not have any financial ability to carry two months" as required by the RFP and awarded Visit Jacksonville a 1 of 10. Another member wrote simply "meets requirements" and awarded them a 10 of 10. The same member awarded Bold City Tours a 0 of 10, and noted that since Bold City Tours is a "brand new company with no history of financial stability ... stating that Discover Jacksonville will cover 2 months of financing doesn't count," even though Bold City Tours and Visit Jacksonville submitted virtually the exact same documentation in their proposals. Besides this, how could none of the remaining Council members not know of the aforementioned contract negotiations wherein apparently Visit Jacksonville showed no financial stability at all? Why was the incumbent not penalized for this? Presumably, the whole Council was involved with the aforementioned contract negotiations wherein the incumbent showed that they lacked the required financial stability. Yet in reviewing the scores, two members gave the incumbent a

perfect 10 out of 10, and two other members gave them a 9 out of 10. If the Council knew beyond a doubt that the incumbent lacked financial stability, then its reliance on documentation in this submission is inauthentic and biased.

4. **Budget.** A specific question regarding the budget was asked prior to submissions: should the response include the rent payment from JIA, since that money should be going directly to the TDC, and not to the incumbent. It appears that the Council members themselves did not review the budgets in each submission carefully enough for a single member to note that Visit Jacksonville's budget of \$350,000 per year included a line item for \$48,417 in income that is supposed to go to the TDC - not Visit Jacksonville. Therefore, Visit Jacksonville's actual budget is \$398,417 per year - well over the \$350,000 maximum budget

Furthermore, Visit Jacksonville received high scores despite not calculating in the cost of the mobile for mobile experience concept in the budget, which includes at least one vehicle, ongoing maintenance and fuel costs, and additional insurance. Their budget doesn't include the costs for the upgrades to the existing facility, the hardware or furniture, or any of the construction improvements. This is grounds for rejection, and would not be the first time Visit Jacksonville had their submission rejected for going over budget for this contract.

And in comparison, Bold City Tours offered a declining annual budget that did NOT include a nearly \$50,000 payment which is contractually bound to go to the TDC. It's budget offered significant savings to the TDC, yet we were scored lower than Visit Jacksonville's.

Also, according to the notes of some of the council members, there was a complete misunderstanding in regards to budgeting for technology - as Bold City Tours' budget included the development of a mobile / web app to be used as the mobile visitor experience, on digital kiosks and personal computers. This was misinterpreted as a "web site" because of the term web experience by those Council members and we were penalized for that misunderstanding.

Something else we would like noted is that the RFP specifically says that the respondents are not to be reimbursed for their submissions, yet the incumbent's entire budget and financial stability is relied 100% on the TDC's control of the bed tax - meaning all resources, including labor and material, dedicated to the RFP response by the incumbent were funded completely by the TDC, helping further extenuate the relationship, bias, and misunderstanding of the RFP and the system that is supposed to oversee the TDC's processes. While the incumbent uses TDC dollars to continue to fund and bid on TDC contracts it has won for decades, new businesses that want to compete must invest tens of thousands in creative staff, digital strategists, architectural designs and space planning, developers and virtual reality hardware to understand its capabilities, designers and photographers, writers and attorneys, accountants, networking professionals, and in the binding and production of printed responses, all without any recourse or mention by the Council members or the City.

5. **Council.** Based on the facts surrounding the Council and all of its members, there is an inherent bias. The additional documentation we have provided above highlights many examples of bias either towards the incumbent or against our team, however we did not touch on some of the most important facts regarding the blatant bias. Members of the TDC were past chairmen for Visit Jacksonville, and were asked to objectively determine whether or not Visit Jacksonville's contract with the TDC should be extended. Furthermore, other members of the council have

direct conflicts of interest regarding scoring Visit Jacksonville because of their relationships with Visit Jacksonville's contracted partners like the chamber of commerce and the Dalton Agency.

Furthermore, one of council members clearly had bias against our organization, scoring our criteria lower than any other member on the council by a margin so extreme it can't be seen as simply a difference of opinion - for each and every component of the RFP. That council member has the president of the Dalton Agency sit on the advisory board to the organization she oversees, a direct conflict of interest as the Dalton Agency receives millions of dollars in funding directly from the TDC as a partner to Visit Jacksonville.

6. **Conclusion.** We want to reiterate that the purpose of the RFP was to create a new and exciting visitor experience for the City of Jacksonville, and for an experienced group to manage a database of attractions, create an innovative and entertaining visitor experience in the visitor centers and to organize all of the information gathered for the TDC and for visitors to access.

Based on the purpose of the RFP and the factual errors we have organized in this protest, we request that procurement, the council, the office of the inspector general and the public reevaluate the scoring for the RFP and the relationships between the council, the incumbent and their partners. We ask for a public hearing for the council to discuss why the scores varied so drastically for Bold City Tours, and why some of the council members did not recuse themselves because of the direct conflicts of interest with Visit Jacksonville and its partners.

We ask that the council reevaluate our submission with an objective assessment based on the deliverables requested in the RFP, following a discovery session to allow our team to educate and inform the council on new technology and strategies they may not have known existed. We ask that Visit Jacksonville have their submission reevaluated with objectivity and analyzed for their quality of service provided over the past 21 years, rather than the quantity of years provided. The council should also review Visit Jacksonville's budget in detail as there are so many parts unaccounted for not only in concept but in execution, and we ask that the council consider rejecting the incumbent's bid for failure to organize a sound budget, equate for sizable costs presented in their 3-year plan, and for directly accounting for money given from JIA to the TDC as their own.

Sincerely,

Adam Schaffer

SUBJECT: DUVAL COUNTY TOURIST DEVELOPMENT PLAN: TOURIST BUREAU SERVICES

BID #: ESC-0575-17

OPEN DATE: 8/30/2017

COMPETITIVE SEALED PROPOSAL EVALUATION COMMITTEE

KIND AND BASIS OF CONTRACT: Service Contract – Three (3) years from date of executed contract with two (2) one (1) year renewal options.

AGENCY: Duval County Tourist Development Council

BASIS OF AWARD: Highest Scoring Bidder Based on Evaluation Criteria

NUMBER OF BIDS INVITED: (19) NUMBER RECEIVED: (2) OTHER: (0)

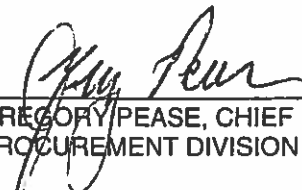
SUMMARY OF BIDS AND RECOMMENDED ACTIONS:

Recommend approval to allow the Tourist Bureau Services Evaluation Committee to conduct an interview with the highest ranked bidder, Jacksonville and the Beaches Convention and Visitors Bureau dba Visit Jacksonville in accordance with the specifications. Per Section 2.6B of the specifications, bidders must score a minimum of 65 out of 90 on the written response in order to be shortlisted for interviews. Bold City Tours LLC did not meet the minimum score requirement, and therefore will not be interviewed.

1. Jacksonville and the Beaches Convention and Visitors Bureau, d/b/a Visit Jacksonville
2. Bold City Tours

Attachments: Recommendation Memo, Scoring Sheets and Evaluation Criteria

ANALYST: 
For Annette Burney

RESPECTFULLY SUBMITTED 
GREGORY PEASE, CHIEF
PROCUREMENT DIVISION

CONCURRENCE BY: Anna Lopez Brosche, Chair, Duval County Tourist Development Council

**(ALL AWARD ACTIONS SUBJECT TO LAWFULLY APPROPRIATED FUNDS)
ACTION OF CSPEC COMMITTEE ON RECOMMENDATIONS ABOVE**

MEMBERS APPROVING _____ MEMBERS DISAPPROVING _____ DATE: _____

OTHER: _____

ACTION OF AWARDING AUTHORITY _____ **DATE** _____

APPROVED _____ DISAPPROVED _____

OTHER _____

SIGNATURE OF AUTHENTICATION _____




OFFICE OF THE CITY COUNCIL

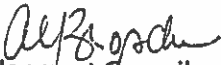
Annette R. Hastings
TDC EXECUTIVE DIRECTOR
OFFICE (904) 630-7625
FAX (904) 630-2906
E-MAIL: ANNETTEH@coi.net

117 WEST DUVAL STREET, SUITE 425
4TH FLOOR, CITY HALL
JACKSONVILLE, FLORIDA 32202

MEMORANDUM

TO: Gregory Pease, Chief of Procurement
Procurement Division

FROM: Annette R. Hastings, Executive Director 
Duval Tourist Development Council

Anna Lopez Brosche, Chair 
Duval County Tourist Development Council
President, Jacksonville City Council

RFP: ESC-0575-17

SUBJECT: Request for Interviews/for ESC-0575-17 TDC Plan Component
• Tourist Bureau Services

DATE: October 13, 2017

On August 30, 2017, the City of Jacksonville's Procurement Division received two (2) valid bid responses for ESC -0575-17 for the Duval County Tourist Development Council (TDC) Plan Component for Tourist Bureau Services. The bid tabulations were submitted to the TDC Evaluation Committee.

The TDC Evaluation Committee has completed the bid response scoring evaluations. As outlined in the RFP, the City of Jacksonville will shortlist using the top two highest scoring Contractors for each Component with a minimum score of 65 out of 90 based on the written response.

Based on the above, Visit Jacksonville was the only vendor to score 65 or above for the Tourist Bureau Services Component. The TDC Evaluation Committee requests approval to move forward with the interview of Jacksonville and the Beaches Convention and Visitors Bureau, d/b/a Visit Jacksonville for the Tourist Bureau Services component based on the outcome of the evaluation scores and requirements set forth in the RFP.

Bid Evaluation Scores:

Component 1 – Tourist Bureau Services	
<u>Vendor</u>	<u>Evaluation Score</u>
Visit Jacksonville	75
Bold City Tours	63

Representatives from the using agency designated to serve on the evaluation committee:

- **Anna Lopez Brosche, Jacksonville City Council President - Chair, Duval Council Tourist Development Council**
- **Aaron Bowman, Jacksonville City Council Vice President- TDC Member**
- **Lori N. Boyer, Jacksonville City Council Member-TDC Member**
- **Barbara Goodman, TDC Member-President, Timucuan Parks Foundation**
- **MG Orender, TDC Member-President, Hampton Golf, Inc.**
- **Kirit Patidar, TDC Member-President, Beaches Hospitality, LLC**
- **Craig Smith, TDC Member-Managing Partner, Alhambra Theatre & Dining**
- **Jeffery Truhlar, TDC Member,- Regional Vice President, Shaner Hotels**

Attachments:

Evaluation Score Sheet-Plan Component 1-Tourist Bureau Services

Duval County Tourist Development Plan: Tourist Bureau Services									
ESC-0575-17									
FIRM	20 Points	40 Points	10 Points	20 Points	10 Points	10 Points	OVERALL	Rank	
	Experience & Qualifications of Professional Personnel	Tourist Bureau Conceptual Operation	Financial Stability	Budget	Interview and/or Oral Presentation	Must Score > 65			
Visit Jacksonville									
Bowman	18	35	10	18			81		
Boyer	16	35	1	18			70		
Brosche	19	38	6	20			83		
Goodman	14	33	10	15			72		
Orender	17	31	5	9			62		
Patidar	17	38	9	18			82		
Smith	18	34	9	15			76		
Truhlar	15	35	5	15			70		
Average	17	35	7	16	0		75		

Duval County Tourist Development Plan: Tourist Bureau Services									
ESC-0575-17									
	20 Points	40 Points	10 Points	20 Points	10 Points	OVERALL	Rank		
FIRM	Experience & Qualifications of Professional Personnel	Tourist Bureau Conceptual Operation	Financial Stability	Budget	Interview and/or Oral Presentation	Must Score > 65	2		
Bold City Tours									
Bowman	14	38	7	17		76			
Boyer	10	30	1	12		53			
Brosche	13	34	9	15		71			
Goodman	7	13	0	10		30			
Orender	14	32	2	11		59			
Patidar	18	34	10	19		81			
Smith	12	36	8	19		75			
Truhlar	10	30	5	10		55			
Average	12	31	5	14	0	63			

ATTACHMENT B - EVALUATION CRITERIA MATRIX

The evaluations will be based upon the following criteria, and Contractors are requested to provide, as a minimum, the information listed under each criterion. Failure to provide adequate information on any criterion will result in lower scores and could result in rejection of the proposal as non-responsive. The response to each of the criterion will be evaluated relative to the other responses received and will be awarded a score of 1 through the maximum points allowed for each criteria. Contractors are encouraged to arrange their responses in a format that will offer ready review and evaluation of each criterion.

1. EXPERIENCE AND QUALIFICATIONS OF PROFESSIONAL PERSONNEL (20 POINTS MAXIMUM SCORE)

The proposal will be evaluated based on the strength of the Contractor (and any approved subcontractors); including the experience and qualifications of managerial and professional personnel assigned to the project (the duties of each individual will be stated by the Contractor). In response to this criterion, the Contractor shall do the following:

- i. Describe Contractor's knowledge of attractions, points of interests, cultural venues and special events, local history, recreation opportunities, restaurants and accommodations in Jacksonville and the Beaches. Basic knowledge of surrounding day trip destinations is highly recommended;
- ii. Describe Contractor's years of experience of firm and personnel and number and quality of previous and present tourism marketing clients;
- iii. Provide recommendations from previous and present tourism marketing clients regarding the quality of work performed on their behalf;
- iv. Describe organization depth, facilities and support staff;
- v. Describe Contractor's previous experience in researching existing tourist attractions and facilities, establishing sortable databases for public use and packaging existing attractions into visitor experiences; and
- vi. Describe Contractor's previous experience operating forward facing leisure tourist service facilities such as visitor center, visitor kiosks, and concierge facilities including size and scope of services, numbers of visitors served, etc.

2. TOURIST BUREAU CONCEPTUAL OPERATION PLAN (40 POINTS MAXIMUM SCORE)

The proposal will be evaluated based on the Contractor's understanding of the needs and goals of the Tourist Development Council as demonstrated in the strategies, approaches and resources to be applied to the Tourist Development Council's account as described in the proposal and the three year plan for operation of the Tourist Bureau. In response to this criterion the Contractor shall describe the following:

- i. Provide a three year conceptual plan for operation of this Tourist Bureau component of the Tourist Development Plan which should include at a minimum, discussion of goals and objectives for staffing, training, physical facilities and equipment, experiential exhibits and tracking of visitors served. Included in this section should be a discussion of how we can better serve the tourists who visit and pass through our area with a goal toward encouraging longer stays and return visits. How will Contractor become the premier expert on what our City has to offer, how will that expertise be used in our Visitor Centers, to increase tourism? Discuss any "Big Ideas" contractor may have. Such plan should identify how the requirements contained in the scope will be met, what additional services or facilities will be provided within the budget provided, and what additional services or facilities would be recommended if additional funding were available and the costs associated with each;
- ii. Describe Contractor's concept for transition from the current Visitor Center locations and kiosks to both a more robust network of facilities; and, a fully functional, highly visible,

and easily accessible Downtown Visitor Center that not only connects and informs visitors about all there is to do in Jacksonville but also provides an entertaining visitor experience in itself. Discuss the process by which a new Downtown location or facility should be chosen, the essential characteristics and size you envision, the timeline for transition from the current Laura Street location, and the content that would be incorporated. As to the current Airport and Beaches facilities, discuss any changes you envision in location, size and content to enhance the visitor experience.

- iii. As part of the Operation Plan, describe strategy for staffing and operation of visitor centers including quality and responsiveness of proposal to the Scope of Services;
- iv. As Part of the Operation Plan, describe hiring policy, background checks, minimum qualifications, and selection criteria Contractor will use for selection and hiring of employees; proposed use of volunteers, if any, who would interact with the public;
- v. As Part of the Operation Plan, describe orientation program upon hiring and on-going training program, if any, that will be implemented;
- vi. As part of the Operation Plan, describe research, information gathering and assimilation strategy including quality and responsiveness of proposal to the Scope of Services; and
- vii. As Part of the Operation Plan, describe the methodology the Contractor proposes to use in order to research and continuously update knowledge base of tourist facilities, attractions, points of interest, etc. in Jacksonville and the Beaches, even if such facilities or features are not currently promoted as tourist destinations. This discussion should include information on research experience of key personnel. Such experience may include backgrounds in local history, arts, culture, waterways and similar fields which may interest visitors.

3. FINANCIAL STABILITY (10 POINTS MAXIMUM SCORE)

Provide financial statements that describe the Contractors ability to utilize its own financial resources to fund at least two (2) months of the Services described in Tourist Bureau Operating Plan, including reliable proof of financial capacity to obtain immediate access to those resources (e.g., letter of credit; cash deposit). If a Contractor is a newly created entity or is being established solely for the purpose of performing the scope of work under this RFP, the Contractor shall provide the same financial statements previously described herein for each sole proprietor, general partner, member of a limited liability company or partnership, or the majority shareholder.

4. BUDGET (20 POINTS MAXIMUM SCORE)

The Tourist Development Council is seeking a proposal that offers significant value and maximum tourist impact. The proposal will be evaluated on the allocation of resources within the budget allowed and the level of service, including enhanced services, and value included in the proposed budget.

Provide a recommended annual budget, not to exceed \$350,000, for the first based on the Scope of Work. The actual contractual budget will be based on the agreed upon scope of work and budgetary limitations imposed on the Tourist Development Council as part of its annual budget approval process with Buyer. Provide annual budget breakdown in the following format:

- i. Amount of proposed budget allocated to subparts (i) thru (iii) of the Tourist Bureau component of the Tourist Development Plan (Section 666.108(b)(1)).

In addition to the foregoing budget, the annual budget shall also contain a distinct breakout of the following items which are acknowledged to be contained within the three services above:

- ii. Amount of proposed annual budget allocated to travel, meal and entertainment expenses/reimbursement. Identify allocation between local travel and expenses versus out-of-county travel and expenses;
- iii. Amount of proposed annual budget allocated to buildings and equipment and general

- overhead not including staffing;
- iv. Amount of proposed annual budget allocated to staffing and number of employees by job category; and
 - v. Amount of proposed annual budget allocated to purchase lists, databases and research.
 - vi. If there are services or items that cannot be provided due to the not to exceed amount of \$350,000, please provide details.
 - vii. Any capital line items for the construction or purchase of a kiosk should not be a part of this budget.

5. INTERVIEW AND/OR ORAL PRESENTATION (10 POINTS MAXIMUM SCORE)

Interviews will only be offered to shortlisted Contractors. See Sections 2.5 and 2.6 of this RFP.