



Town of Surfside Tourism Strategic Plan Proposal

September 6, 2012



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September 6, 2012

Town of Surfside
Town Hall – Clerk’s Office
9293 Harding Avenue, 2nd Floor
Surfside, FL 33154

It is with distinct honor that we submit this proposal to develop the Tourism Strategic Plan for the Town of Surfside. As we will demonstrate, our unique set of qualifications will provide you with a level of expertise that will accomplish your goals and objectives, not only in the travel and tourism industry, but also in areas of redevelopment, new product development and marketing.

Our proposed solution for this assignment is to provide a team of top-level professionals from the various disciplines that will be required to develop the most effective Tourism Strategic Plan for Surfside.

Additionally, we can assure you that, throughout this assignment, you will be working with only top-level personnel – this project will not be turned over to an entry level person as too often happens in a traditional agency/marketing firm situation.

The features, benefits and uniqueness we bring to the table come from the combined **summary of qualifications and strengths** of the professionals who will be working on this project and who will provide you with expertise in the following areas:

- The ability to develop and implement appropriate tourism marketing strategies based on pre-determined goals and objectives.
- The understanding of how to effectively work with a number of public-private organizations and projects.
- The ability to identify what the “brand equity” should be and how to effectively communicate it to a number of diverse groups.
- A thorough knowledge of the visitor market to South Florida, both FIT and group travel, domestic and international, as well as how to attract that market to the Town of Surfside.

CJF Marketing International (CJFMI)
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- An understanding of the retail and dining environment and how important that segment is to tourism efforts. The U.S. Department of Commerce has proven through research that the top two activities of both the domestic and international visitor are shopping and dining.
- An understanding of the importance of providing an effective day and nighttime environment for both the visitor and the resident – after all, the visitor “wants” to go where the locals go!
- The effort that is necessary to enhance the economic development of a community and the understanding of how important tourism is to the economic vitality of an area.

Our team of professionals understands the need to adhere to and be aware of the Town of Surfside Tourist Bureau’s six-month timeframe. **We propose completion of the project** within five months, but will work with you to ensure the project schedule meets your requirements.

The proposed budget to complete this assignment is \$60,000.00.

For details on how we propose to accomplish your task of developing the Tourism Strategic Plan, we invite you to read on.

We look forward to working with you on this project.

Sincerely,



Carolyn J. Feimster, SCMD
President

Tourism Strategic Plan Proposal

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Samples of Work (33 pages):

- "Sandestination" – branding for an Alliance created with four hotels and four shopping venues to develop and implement an effective pre-arrival awareness program to increase visitor numbers to the destination - 2009 SASI Award Winner. Includes overview, development timetable, creative and a series of published articles as a case study.
- Jones Report Plus – “Marketing Tourism” – Three-part series regarding developing effective tourism alliances for marketing success. (2009)
- Branding of Northwood Village, West Palm Beach, Florida – “It Takes a Village” Campaign – 2007 ICSC Silver Maxi Award; Branding & Marketing
- Historic Shopping and Dining Attractions – “Partnerships and Branding at its Best for an Effective Tourism Marketing Program” – 2010 SASI (Shop America Salutes Innovation) Award Winner. Includes summary, planning process, creative, press clippings and results.

Required Forms (8 pages)

Section 1. Overview

This proposal, and subsequent work, is based on five fundamental marketing principals that CJF Marketing International (CJFMI) and partners have formulated and pride themselves in following when approaching a consulting assignment:

1. Collecting, reviewing and interpreting research as well as recommending additional research, if necessary, so that recommendations are based on reliable data and facts.
2. Gathering pertinent information from sources such as staff, stakeholders, local businesses, media and other resources, as well as from appropriate community leaders and organizations.
3. Gaining a clear understanding of client's goals and objectives for the project.
4. Developing a clear and realistic project timetable in conjunction with the client's needs.
5. Establishing a system of evaluation for the stated goals.

Founder of CJFMI, Carolyn J. Feimster, is an established leader in the travel and tourism industry and is best known for developing and implementing creative and effective tourism programs that garner results for a number of attractions, communities and shopping centers around the world. As a Miami native, her tourism expertise began there, as the originator of the Aventura Mall International Outreach Program and one of the founding members of the original Shop Miami Program with the Greater Miami CVB. The program was launched with a sales mission in Argentina in the early 1990's, in which she participated. Since those days she has worked with Las Olas Riverfront, the Galleria Mall in Ft. Lauderdale, and most recently, with Gulfstream Park running their tourism programs.

In order to accomplish this assignment of developing a 5-Year Tourism Strategic Plan for the Town of Surfside, CJFMI will partner with Redevelopment Management Associates (RMA).

RMA is a company owned by its principal members, Kim J. Briesemeister and Christopher J. Brown, each of whom have been engaged in redevelopment and consulting under their own banners for nearly 50 years combined. The firm was formed in order to combine the talents of its members to provide consulting and management services to government in the field of urban redevelopment.

Working together as RMA, Ms. Briesemeister and Mr. Brown serve as Co-Executive Directors for the City of Pompano Beach Community Redevelopment Agency (CRA). In 2009, RMA worked with property owners in Naples, Florida, to create a Business Improvement District (BID). Earlier this year, RMA completed a BID Plan for implementation of branding and marketing strategies for the City of Winter Park, Florida. Other current/recent clients include: City of Oakland Park CRA; City of Dania Beach CRA; City of Homestead CRA; and the Town of Lauderdale-By-The-Sea.

The combined talents of both firms will bring to the assignment a complete set of skills necessary to accomplish the task of developing a Tourism Strategic Plan.

Section 2. Situation Analysis

The Town of Surfside is a beautiful, oceanfront community located in the tropical paradise of South Florida. Incorporated in 1935, Surfside is home to approximately 5,800 residents. The Town of Surfside includes tranquil, attractive, residential neighborhoods, multi-family establishments, a traditional "home town" business district and tourist facilities that welcome visitors year round. Located along the Atlantic Ocean, with hotels and resorts lining the oceanfront and the famous Collins Avenue, Surfside is the perfect community for a seasonal retreat, family vacation or relaxing escape by both the domestic and international visitor to South Florida.

Surfside truly offers everything a visitor could want. The town has a mile of public beach that will rival any beach in the world – peaceful, clean, pleasant, and safe. Surfside has its own wonderful business and commercial district with fine restaurants, reasonably priced, and a great variety of more than 100 stores, shops, and boutiques, with accommodations available for all tastes and budgets.

Encompassing the area from 87th Terrace to 96th Street, between the City of Miami Beach to the south and the Village of Bal Harbour to the north, Surfside has earned a truly superb reputation as a family vacation spot, offering a wide range of accommodations, resort facilities, shopping opportunities and leisure activities. Surfside is also within easy range of all South Florida attractions.

As described in the RFP, The Town of Surfside Tourist Bureau is responsible for attracting visitors to Surfside's hotels, restaurants, businesses, and recreational amenities. Over the past twenty years, the Town has seen hotels converted to residential units. This change has shifted the tourism focus from international and national target markets to regional markets. Presently the primary focus is on encouraging tri-county residents to identify Surfside as their preferred day-trip travel destination.

The Town of Surfside Tourist Bureau Department Director oversees the Tourism Resort Tax Fund, a subset of the Town's budget. The Town charges a Resort Tax of four percent (4%) on revenues generated by the rental of rooms for less than six (6) months and two percent (2%) on revenues from food and beverages sold within the Town limits.

The Resort Tax Fund, like all Special Revenue Funds, is comprised of revenue from specific sources with dedicated specific allowable uses. Thirty four percent (34%) of the expenditure of these funds is governed by the Board of the Tourist Bureau Board of the Town of Surfside. The Members of this Board, appointed by the Town's Commission, oversee the legal and appropriate use of these funds through the Tourist Bureau Director and the operations of the Tourist Bureau. As a result of the conversion and demolition of properties, the generated Resort Tax revenue declined. The Town General Fund receives sixty six percent (66%) of the revenue generated to assist with such expenses as the Community Center. Therefore, the resident taxpayers have been adversely affected by this decline in revenue.

In spite of the lackluster economy over the last three years, this situation has abated, and the Town has seen a modest increase in revenue generated. The advent of newly approved and proposed hotel properties will substantially reverse this trend.

Now is the time to have a strategic tourism plan to address the anticipated annual increase in generated revenue, providing a blue print for promoting the Town and the new hotel properties, as well as giving focus to the Bureau's governing board.

The challenge facing the Tourist Bureau is how to communicate Surfside's many amenities to domestic and international tourist markets and what precisely should be communicated. It is time to develop a strong brand that will bring the various elements together. What the final message will be, how the message will be disseminated, and to whom, will all be addressed in the 5-Year Tourism Strategic Plan.

Section 3. Challenges

- The branding of Surfside – As noted in the Situation Analysis, the Town of Surfside has many amenities that would appeal to regional, domestic, and international visitor markets. However, there needs to be a clear and distinct strategy to effectively communicate those amenities. Surfside must create and promote its unique brand. Branding discussions will begin during the proposed audit, which is a necessary first step to the tourism planning process. These discussions will continue throughout development of the Tourism Strategic Plan.
- In addition to the brand, it will be necessary to determine exactly what the “product” will be. What is it that the tour operator is selling to their clients? This will be part of the package-development phase of the plan.
- There is the challenge of creating effective message points, as part of the new brand, that will attract the proper mix of new businesses and that will be of interest to tourist markets and to Surfside residents as well. What will these message points be?
- There are other marketing organizations, such as the Surfside Business Association, the Greater Miami Convention & Visitors Bureau, and Visit Florida that act as partners to the Surfside Tourist Bureau. The Tourism Strategic Plan must clearly identify opportunities for these partnerships, moving forward to capitalize on the strengths and not duplicate efforts. It is also important to find opportunities to maximize tourist-marketing efforts in partnership with nearby communities, such as Miami Beach, Bal Harbour and Sunny Isles.
- There is the challenge of realizing a greater market share of the tens of millions of people who visit South Florida each year. Visitors to South Florida, especially first time visitors, may not be aware of the unique experiences available in Surfside, and therefore, choose other South Florida areas to stay in. The Tourism Strategic Plan will create an aggressive visitor-marketing program to promote the multi-experiential opportunities and the unique beachfront amenities offered in Surfside.
- Special Events – one of the most challenging and labor intensive activities can be creating and staging special events. What events? How often? Programming should include unique signature events, entertainment and annual festivals, fulfilling the promise of the new Surfside brand and drawing visitors from well beyond the local community.
- Embrace the history! In the zeal to develop, history is often forgotten but should be an important part of an overall tourism plan. Statistics prove that the “cultural/history shopper” stay longer and spend more money in a destination.
- *To summarize the above, answer the questions, “What is Surfside” and “What do we want it to be”?*

Section 4. Scope of Work/Process for Development

Phase One – Audit

Purpose: To determine where the Surfside Tourist Bureau stands in terms of branding, positioning and product development – understanding that the *real* brand of any company is not what the company says it is, but what the consumer *perceives* it to be. It is this perception that needs to be studied.

It is necessary to create a branding program to establish the niche the area will ultimately fill. Every activity undertaken by the Tourist Bureau must support the brand or the brand will not penetrate the market.

The first step will be to conduct an audit of previous marketing programs, advertising, events, PR, etc., from the past two years and discuss with the Tourist Bureau and staff what worked and what did not based on pre-determined goals of the programs. This will include but not be limited to:

1. Analysis of existing expenditures (marketing materials, initiatives and events) in terms of applicability to enhancing current and future tourism marketing.
2. Review of current market research that is available, as it relates to tourism and special events.
3. Review of current Resort Tax projections, including evaluating the potential (positive/negative) impact from the proposed Bal Harbour Shops expansion on the Surfside tourism product and Resort Tax collection.
4. Review of current Resort Tax Ordinance for any suggested modifications.
5. An E-survey to gain the perceptions of the area business and property owners. The parameters and content of this survey will be discussed in advance with the Tourist Bureau Director.
6. Update, if necessary, the Mission Statement of the City of Surfside Tourist Bureau.

With the assistance of the Tourist Bureau Director, we will hold a strategy session with staff, key stakeholders and others to identify their vision for Surfside.

Should the need for additional research become apparent during this process, our proposed five-month time frame will be adjusted accordingly.

Phase Two – Development of the Tourism Strategic Plan

Purpose: To create a comprehensive, focused plan, including budget recommendations for special events, marketing and advertising, that is targeted to the tourism market with corresponding expected outcomes.

- Utilize the results from the market research, the audits and the on-site project meetings to develop target markets for the Tourism Strategic Plan.
- Develop a **Situation Analysis** including an assessment of the market, the competition, all target audiences, the current customer profile, the potential customer profile, the tourism potential, the media, the economy, trends in the area, access, transportation, parking, security and safety, as well as any other issues important to the overall success of the Tourism Strategic Plan.
- Use the Situation Analysis to assess the **Strengths and Weaknesses** of Surfside and the competition. This step is critical to the development of strategic marketing goals.
- Write realistic **Goals and Objectives** for the Surfside Tourist Bureau.
- **Determine the appropriate message points** for specific markets, keeping within one main umbrella message.
- **Determine the Strategies**, to include but not necessarily be limited to:

Branding and Messaging – What brand equity does the Town of Surfside currently have? What should it be? What differentiates Surfside from the rest of South Florida? These questions and more will be asked during the Audit Phase to ensure that the Tourist Bureau can live up to any promises that have been made. *Remember, any company's brand is not what they say it is, rather...it is what the market tells them it is!* Therefore, the messaging tactics are as important as the brand itself.



There is a branding technique called Blue Ocean Strategy whereby the aim is not to out-perform the competition in the existing industry, but to create new market space or a “blue ocean”, thereby making the competition irrelevant. We will explore this concept as we go through the branding process.

Determining appropriate target markets – Clearly identify which regional, domestic, and international markets should be targeted to visit the Town of Surfside. This can be further refined into demographic and geographical markets and specialized niche markets, such as cultural eco-tourism and affinity travel markets.

Determine appropriate in-market niches – Surfside has a thriving business and residential community, along with being a tourist destination. How best to promote for future on-going success will be part of the Tourism Strategic Plan. Of course, this will include how best to reach the very strong VFR (Visiting Friends and Relatives) market.



Strategies and message points for the trade – In addition to traditional marketing messages to the consumer, the Tourism Strategic Plan will include an aggressive Business-to-Business (B2B) plan for how best to reach the travel trade, including tour operators, wholesalers, agents, OTAs, RTOs, etc. There will be multiple strategies that will include, but not be limited to:

- Attendance at tourism related conferences and trade shows.
- Evaluation of the need for collateral materials, such as a pop-up booth for trade shows, and the related costs, as well as other promotional items and signature gifts.
- Identification of organizations which the Tourist Board and the Town should join, including recommendations on leveraging partnerships and joint initiatives within the tourism industry and local communities.
- Analysis of public relations, advertising, marketing, fam trips, sales missions, utilization of the web and social media, and networking opportunities as they relate to industry standards and Surfside's current and future tourism product.

Transportation and parking strategies – The Tourism Strategic Plan will document and identify objectives for current and future transportation and parking challenges/opportunities, such as planned structured parking facilities and shuttle or trolley projects.

Review and analyze operational issues such as security, sanitation, and streetscapes as it relates to the overall tourism marketing and messaging of Surfside.

Provide recommendations for the utilization of the Town of Surfside Community Center, as it relates to tourism and special events.

□ **Identify Specific Marketing Tactics** which may include:

Graphics Package to implement the branding – B2B branding for new tourism development such as collateral material and trade show booth design, e-blast templates (residents and business owners may be different from the visitor trade – which is further segmented by the travel trade and the traveling consumer); sales sheets for travel trade shows, Business-to-Consumer (B2C) advertising campaigns, banners and signage throughout Surfside, graphics for the Community Center, etc.

NOTE: This proposal and associated cost to produce the Tourism Strategic Plan, will include a complete list of sales tools and collateral necessary, but does not include the actual graphic design and print work. The rationale is that before we can move into this type of implementation phase, the Tourism Strategic Plan must first be approved.

Media usage and advertising campaigns – Co-op advertising opportunities targeted to identified constituents will be considered in the Tourism Strategic Plan. South Florida is an extremely complex and expensive media market, so the plan will have to identify creative ways to get the message out.

Public relations campaign(s) – How to reach audiences with the message points via both internal and external campaigns will be developed, along with proposed press kits. Specific audiences will be targeted with specific messaging. This will be a combination of B2B and B2C efforts.

Social media strategies – The Tourism Strategic Plan will create strategies for Facebook, Twitter and Pinterest. All social media should be considered and should include Mobic marketing, such as Mobile Proximity Marketing. QR code promotion and contests should be considered. Foursquare or similar technology presents additional promotional opportunity. Social media is rapidly changing, and the Town of Surfside Tourist Bureau will need to stay on top of this evolving technology.

Website updates and enhancements – There is currently a “Visit Surfside, Florida – Shop, Dine & Stay” website that promotes Surfside as a destination, including information regarding shops and services, dining, hotels, and events. As the tourism plan and brand evolve, so will the website in content and interactive ability.

Public Programming/Special Events – One of the most challenging and labor intensive activities can be creating and staging special events. What events? How often? Programming should include unique signature events, entertainment and annual festivals. During the audit, there will be analysis of existing events in the surfside area including an overview of major events that currently take place in neighboring areas. Future events must support and promote the new Surfside brand. The Tourism Strategic Plan will outline a proposed annual calendar of public programming and events to achieve this objective.

Sponsorship programs – Development of a sponsorship outreach program, naming rights, etc., to offset costs of certain programs. The plan will evaluate the potential of sponsorships as well as the possibility of the Tourist Bureau issuing grants as “seed money” for special events.



- **Develop Systems for Measurement/Evaluation** – As the Tourism Strategic Plan is developed, along with the tactical portion, we will recommend methods to evaluate the success of the plan. There must be measurable outcomes and a process to evaluate those outcomes on an annual basis. The plan will recommend data collection development and evaluation methodologies including related information technology.
- **Develop the Budget to implement the Tourism Strategic Plan** – As the strategies and tactics are determined in the Tourism Strategic Plan, the plan will include implementation costs. The plan will include five-year financial projections based on approved and proposed hotel product and related growth in area food and beverage revenue. Revenue projections will be broken down by approved and proposed hotel product, as well as food and beverage.

- Review current Tourist Bureau governance structure and provide recommendations:
 - Minimum requirements/qualifications for Tourist Bureau Board Membership.
 - Relationship of Tourist Bureau Board, Town Manager and Town Commission in review of annual budgets.
 - Tourist Bureau Board procedures, codification including attendance, length of terms, elections of officers and maximum terms (limits).
- **Determine the staffing** to implement the Tourism Strategic Plan. We will conduct a staffing analysis to achieve planned outcomes, including possible use of professional service as it relates to advertising, marketing, and public relations for events. Job descriptions will be written for proposed staff positions and scope of work determined for any potential outside resources.
- Identify, with the Tourist Bureau and staff, an approval process for the Tourism Strategic Plan and determine a process of presenting the plan to the various constituents to obtain their “buy-in” and participation in the process.
- Define a process for updating the Tourism Strategic Plan annually. Where possible, quarterly progress reports should be submitted with quantifiable results, along with the annual review by the Tourist Bureau to include revisions to the plan as needed.

Section 5. Timeframe for Implementation

We understand that the Town of Surfside Tourist Bureau anticipates completion within a six-month time period from the date the agreement is signed.

- Our timetable proposes that five months will be focused on the development, writing and presenting of the plan. This does not include any implementation, as the plan should be approved before implementation begins.
- This can be completed only with the assumption that no additional research will be necessary. If, however, CJFMI finds that additional research is important, the time to determine what the goals and objectives of the research will be, what the methodology will be, time to find the firm, conduct and analyze the research will affect the timetable to deliver the Tourism Strategic Plan.
- Please see next page for the proposed development timeline.

Section 6. Statement of Qualifications of the Team Members

CAROLYN J. FEIMSTER, SCMD PRESIDENT OF CJF MARKETING INTERNATIONAL

Carolyn J. Feimster, SCMD, is the owner/president of CJF MARKETING INTERNATIONAL, with offices in Hollywood, Florida, and North Brunswick, New Jersey. The company's primary focus is on developing results-oriented programs to enhance the tourism development, marketing, economic development, customer service, , and retail productivity of shopping centers, cities, downtown retail districts and other commercial properties, attractions and organizations.

To leverage clients and resources, Feimster recently created and currently manages the new brand "Historic Shopping & Dining Attractions" which includes Faneuil Hall Marketplace in Boston, South Street Seaport and the new Seaport Museum in NYC and Union Station DC in the nation's capital.

Other current clients include Assembly Row, a mixed use development project in Boston owned by Federal Realty, General Growth Properties, Inc. tourism brand - America's Premier Shopping Places with centers throughout the country, The Museum of the City of New York, plus project work in tourism development for Lower Manhattan's Business Improvement District.

Her international work has brought her to many places around the globe including Dubai, Egypt, Kuwait, Istanbul, Prague, Warsaw, London, Bangkok, Taipei and throughout Latin America and the Caribbean.

As it pertains to the Town of Surfside project, Feimster consulted with the Bay Harbour Islands Development Association, a Miami suburb, creating and implementing their Business Plan. She was also the first Economic Development Director for the City of North Miami in the early 1990's. Prior to that position, she worked with one of the proposed team members of this assignment, Kim Briesemeister, to create the Downtown Management Organization for Willemstad, Curacao, N.A. The organization is still in existence after 24 years. Most recently she was the Travel and Tourism Manager for Gulfstream Park and has worked with several other clients in South Florida.

Feimster was awarded the Shopping Tourism Person of the Year Award in 2003 from Shop America Alliance and is the immediate Past-President and currently the Jr. SIUSA Representative of SKÅL International – NY chapter, a travel and tourism organization. Recent awards include several SASIs (Shop America Salutes Innovation) for Historic Shopping & Dining Attractions; the grand opening tourism program for Gulfstream Park in Miami, a thoroughbred racetrack, casino and a shopping/dining village; hotel shopping packages with South Street Seaport and Faneuil Hall Marketplace; *sandestination*, the visitor brand for The Sandestin Alliance which included the Sandestin Golf and Beach Resort, the Sandestin Hilton Hotel, two Marriott properties and four shopping centers; and New York City's Shopping and Dining Attractions – South Street Seaport and Grand Central Terminal.

She has been an active ICSC volunteer for three decades and was named the recipient of the Trustees Distinguished Service Award in 2000. She has taught and lectured worldwide for ICSC, served on numerous committees and has chaired several conferences.

Ms. Feimster is a graduate of the University of Florida with a Bachelor of Science degree in Journalism and Communications. She enjoys writing travel-related articles for the trades and has a regular column on tourism in the Jonesreport Plus, a national shopping center trade publication.

Ms. Feimster will lead the team and be the primary contact for the Town of Surfside Tourist Bureau.

REDEVELOPMENT MANAGEMENT ASSOCIATES (RMA)

KIM BRIESEMEISTER, MANAGER MEMBER

Specialized Skills: Redevelopment Agency Management; public/private partnership; financing redevelopment initiatives; vision and strategic planning.

As a Managing Member of Redevelopment Management Associates (RMA), Kim Briesemeister serves as one of two Co-Executive Directors for the Pompano Beach, Florida Community Redevelopment Agency (CRA), a tax-increment-financing district.

Ms. Briesemeister has more than 24 years of national and international experience in the redevelopment field. Briesemeister was responsible for preparing an aggressive \$200 million five-year Strategic Finance Plan and redevelopment program for the City of West Palm Beach, Florida CRA. The redevelopment plan included a thorough analysis of the existing conditions in the urban core and identified specific targeted redevelopment strategies to guide the redevelopment of the district, including a financing plan to fund the redevelopment efforts of business attraction and retention, residential and commercial development, business retention, hotel development, a transit-oriented development and neighborhood revitalization.

Ms. Briesemeister previously served as the CRA Director for the Cities of Fort Lauderdale and Hollywood, Florida. Both districts experienced explosive growth based on the redevelopment programs she created, attracting more than \$750 million in private sector investment. Projects ranged from single-family and multi-family housing developments, to large-scale multi-million dollar mixed-use projects. Many projects required complex deal structures to provide infrastructure, parking or other capital-intensive uses as well as public and private sector commitments.

Education and Certification:

Associates in Specialized Business

Marketing I & II, John T. Riordan ICSC School of Professional Development

International Economic Development Council

Affiliations:

Florida Redevelopment Association, Past President

Urban Land Institute (ULI), Member

The International Council of Shopping Centers, (ICSC), Florida Alliance, Past Co-Chair

International Economic Development Council (IEDC), Member

International Downtown Association (IDA), Member

Awards:

- 1989 International Council of Shopping Centers (ICSC) Merit Award
- 1997 Florida Redevelopment Association (FRA) Roy Kenzie Award; Downtown Hollywood Marketing Program
- 2000 FRA Roy Kenzie Award; Five-year Finance Plan; City of Fort Lauderdale CRA
- 2001 FRA; Roy Kenzie Award; Best New Project; Avenue Lofts; Fort Lauderdale CRA
- 2006 Florida League of Cities; City Innovation Showcase
- 2007 ICSC Maxi Award; Branding & Marketing Northwood Village; West Palm Beach
- 2009 FRA; Roy F. Kenzie Award; Cultural Enhancement; Art & Wine Promenade, West Palm Beach, Florida

REDEVELOPMENT MANAGEMENT ASSOCIATES (RMA)

TERRELL N. FRITZ, SENIOR ASSOCIATE

Specialized Skills: Project direction and management; downtown redevelopment; Business Improvement District (BID); historic preservation; urban design; economic development; strategic planning and marketing.

Mr. Fritz is a redevelopment practitioner with more than 20 years' experience in the field. Under the direction of Redevelopment Management Associates (RMA) Mr. Fritz currently serves as Downtown Pompano Project Manager for the Pompano Beach Community Redevelopment Agency (CRA), a tax-increment-financing district. In addition, Fritz is currently finalizing a Business Improvement District (BID) Plan for implementation of branding and marketing strategies for the City of Winter Park, Florida.

Mr. Fritz served as Executive Director of the Downtown Hollywood, Florida Community Redevelopment Agency, overseeing a \$7 million annual budget and negotiating public/private sector development agreements. Prior to Hollywood, Mr. Fritz served as Executive Director for the Downtown Miami Main Street Program and as District Manager for the Washington Avenue — South Beach Business Improvement District (BID), providing 'clean and safe' services and coordinating district marketing efforts for one of the most active 'entertainment' streets in America.

Mr. Fritz also served as Interim Director for Downtown Gables, the Coral Gables, Florida BID, including developing a plan for implementing the BID's Strategic Plan and managing a transition in staffing. The project included one-on-one discussions with community stakeholders, facilitated Board Meetings, Board and Committee orientation in consensus building, and implementation of the BID's fourth quarter, holiday season marketing plan.

Mr. Fritz has been a guest speaker at numerous industry forums including the International Council of Shopping Centers, Florida Redevelopment Association, Urban Land Institute, and the International Downtown Association.

Education and Certification:

Bachelor of Arts-Political Science, Cum Laude, University of Central Florida
Congress of New Urbanism Accreditation, University of Miami

Affiliations:

Florida Redevelopment Association, Past President
The International Council of Shopping Centers, (ICSC), Florida Alliance, Past Co-Chair
Congress for the New Urbanism, Accredited Professional

Recent Projects Include:

- Winter Park, CRA – Business Improvement District Plan for Marketing Implementation
- Broward County Public Library – Downtown Pompano Public Library/Civic Campus
- Downtown Pompano Connectivity Plan – Pompano Beach, Florida
- Commercial Corridor Redevelopment Master Plan - City of Hollywood, Florida

REDEVELOPMENT MANAGEMENT ASSOCIATES (RMA)

SHARON WEST MCCORMICK, SENIOR ASSOCIATE

Specialized Skills: Community branding, communications and consensus building, business attraction and retention strategies, media/public relations, sponsorship, community and special events, research and analysis, and strategic marketing plans.

Ms. McCormick joined RMA with 25 years of experience in community and business development including retail, non-profit and event marketing and management, public and media relations and fundraising. Ms. McCormick was responsible for the creation and implementation of the first strategic marketing plan for the Northwood CRA District in West Palm Beach, Florida and the Dania Beach, Florida CRA Downtown and Design Districts. The marketing plan serves as a step-by-step guide for the redevelopment of a specific target area identified in the 5-year strategic redevelopment plan and is updated annually through research/evaluation of programs impact.

The Northwood Village District marketing plan included programs designed and implemented by Ms. McCormick that led to significant achievements including the receipt of an international award and two state awards. As a result of recognizing the value of communications and collaboration, public relations and editorial placement, Ms. McCormick worked continuously with area business owners and the press to increase brand awareness and improve the area's image. She established social media sites, blogs and a web site to further build recognition. Northwood Village has been featured in numerous local print publications, online blogs and magazines and notably the April 2009 issue of national publication, Southern Living Magazine.

Prior to joining RMA, Ms. McCormick served for 5 years as the Marketing & Event Coordinator for the West Palm Beach CRA. Her previous experience in retail store management, non-profit membership, fund and event development, and large-scale community event management, contributed to her ability to assess and understand the needs of small business owners, the business community and the surrounding neighborhoods. Ms. McCormick draws on this ability when developing actionable marketing, event and communications plans to improve a commercial district.

Education:

John T. Riordan School for Professional Development, ICSC, Marketing I and II Certificates
Appalachian State University, Bachelor of Science Criminal Justice, Cum Laude

Affiliations:

International Council of Shopping Centers; Member
Florida Redevelopment Association, Member
Junior League of the Palm Beaches, Sustaining Member

Awards:

- 2007 ICSC Maxi Award; Marketing Excellence — Public Relations; Branding and Marketing Northwood Village, West Palm Beach, Florida CRA
- 2009 FRA; Roy F. Kenzie Award; Cultural Enhancement; Art & Wine Promenade, West Palm Beach, Florida
- 2009 FRA; Roy F. Kenzie Award; Creative Organizational Development and Funding; Business Retention & Improvement Program, West Palm Beach, Florida
- 2011 FRA; Roy F. Kenzie Award; Marketing; Collateral, Event Program, Social Media and Website; Dania Beach, Florida

Section 7. Team Organization Chart



Section 8. Budget

Fees for Services:

It is our philosophy to provide the highest quality service at a reasonable cost. The fee for this proposal and scope of work as defined is \$60,000 plus expenses, as further described herein.

Expenses:

In addition to the fees for services, CJFMI will charge for out-of-pocket expense disbursements including travel expenses, filing fees, telephone tolls, postage, communication and other delivery costs, photocopying, document retrieval, graphic design work, collateral development, logo development, collateral or printing costs, out of area travel expenses, and other costs or expenses incurred on the Town of Surfside Tourist Bureau's behalf. These expenses can be more clearly defined during contract negotiations.

The fee does not include additional research. CJFMI will review existing data to determine if additional research is necessary and will discuss with staff at that time.

Section 9. References

For CJF Marketing International (CJFMI):

Lincoln Palsgrove IV, Senior Manager - Marketing for The Howard Hughes Corporation
South Street Seaport
19 Fulton Street
New York, NY 10038
646.822.6930

lincoln.palsgrove@howardhughes.com

www.southstreetseaport.com

Since 2003 to the present, South Street Seaport has been a client of CJFMI. The owner of CJFMI, Carolyn J. Feimster, SCMD acts as their Travel and Tourism Manager.

Jerry Gallagher, General Manager - South Street Seaport Museum

12 Fulton Street

New York, NY 10038

212-748-8731

jgallagher@seany.org

www.southstreetseaportmuseum.org

CJFMI has recently added the Museum to its client list

Ibis Romero, CTC

Executive Director

Sunny Isles Beach Tourism and Marketing Council

18070 Collins Avenue

Sunny Isles Beach, FL 33160

305 792-1908

For Redevelopment Management Associates (RMA):

Mayor Lamar Fisher

City of Pompano Beach

100 West Atlantic Blvd.

Pompano Beach, Florida 33060

954-931-0585

Lamar@fisherauction.com

RMA has a five-year contract to manage the Redevelopment Agency for the City of Pompano Beach

Section 10. Information Regarding CJF Marketing International

CJF Marketing International is a sole proprietorship registered with the Florida Department of State, Division of Corporation. Registration #G12000086867.



Carolyn J. Feimster, SCMD
President
CJF Marketing International
www.CJFMarketingInternational.com
www.HistoricShoppingandDining.com
3389 Sheridan St. #287 Hollywood, FL 33021
Phone: 954-983-9593 Cell: 305-308-3068
Fax: 954-963-2344
Primary Contact: Carolyn J. Feimster, SCMD
Carolyn@CJFMarketingInternational.com

Annual revenues: 2010 - \$126,700; 2011 - \$142,500; 2012 - \$230,000 (projected)
The company is in strong financial standing.



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
3/15/2012

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

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PRODUCER Stirling Insurance Services, Inc. 1700 North Dixie Highway Suite 109 Boca Raton FL 33432	CONTACT NAME: Nicole Ramdeen PHONE (A/C No. Ext): (561) 338-3030 FAX (A/C No): (561) 338-3055 E-MAIL ADDRESS: ramdeen1@stirlingfinancial.com	
	INSURER(S) AFFORDING COVERAGE INSURER A: Century Surety Company INSURER B : INSURER C : INSURER D : INSURER E : INSURER F :	
INSURED Carolyn Feimster DBA: CJF Marketing International 3389 Sheridan Street, Unit #287 Hollywood FL 33021		NAIC # 36951

COVERAGES **CERTIFICATE NUMBER:** CL1231502782 **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	GENERAL LIABILITY <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC			CCP730138	9/22/2011	9/22/2012	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ Excluded
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS						COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
	UMBRELLA LIAB <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> DED <input type="checkbox"/> RETENTION \$						<input type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS-MADE EACH OCCURRENCE \$ AGGREGATE \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below			N/A			<input type="checkbox"/> WC STATUTORY LIMITS <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)

CERTIFICATE HOLDER asimpson@federalrealty.com Federal Realty Investment Trust 5 Middlesex Avenue Somerville, MA 02145	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE Nicole Ramdeen/RAMDEN <i>Nicole Ramdeen</i>
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Work Sample #1 – Sandestination (CJFMI)

"Sandestination" – branding for an Alliance created with four hotels and four shopping venues to develop and implement an effective pre-arrival awareness program to increase visitor numbers to the destination - 2009 SASI Award Winner. Includes overview, development timetable, creative and a series of published articles as a case study.

sandestination
ONE DESTINATION. ENDLESS POSSIBILITIES.



A unique combination of beach and bay front
**ACCOMMODATIONS, ACTIVITIES,
SHOPPING, DINING, SPAS,
RECREATION AND EVENTS**

along Northwest Florida's beautiful
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**Residence
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**GRAND
BOULEVARD**
— Sandestin —
TOWN CENTER



COURTYARD

Marriott



Silver Sands
FACTORY STORES



Hilton
Sandestin Beach
Golf Resort & Spa

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DEVELOPMENT TIMETABLE

- 2007 – CJFMI was hired by Intrawest to prepare a historical analysis of commercial development in the area, showing the impact of the previously existing businesses each time a new retail phase came on. Interviewed economists and subsequently hired one to conduct the study that also included the projected impact a new shopping center development (big box lifestyle center) would have on the existing Intrawest properties.
- From all the research, prepared and presented a report of the findings.
- Presented the findings and recommendations via a power point presentation at an annual meeting of stakeholders.
- Presented the findings to the merchants of the shopping centers.



DEVELOPMENT TIMETABLE

- Late 2007 – among the recommendations was to “join them”, not “fight them” and form an alliance.
- Wrote and presented the Business Plan to form The Sandestin Alliance with the major key players:
 - The Sandestin Golf and Beach Resort
 - The Sandestin Hilton Hotel
 - Two Marriott properties
 - Four shopping centers with two separate owners/developers



DEVELOPMENT TIMETABLE

- 2008 The Sandestin Alliance was formed and a Marketing Plan and budget written.
- Launched the new brand...*sandestination*...capitalizing on the well-known name of Sandestin, FL.
- What follows is a series of three published articles that is a case study of the program, including the implementation of the Program of Work for *sandestination*.
- It should be noted that this was not formed as a taxing district so all funding was via voluntary contribution as outlined in the Business Plan.

Work Sample #2 – Jones Report Plus (CJFMI)

“Marketing Tourism” – Three-part series regarding developing effective tourism alliances for marketing success. (2009)

The Next Level

How a Group of Malls and Resorts Made Themselves into a Destination

By Carolyn J. Feimster SCMD President, CJF Marketing International, North Brunswick, NJ

IN TODAY'S COMPETITIVE RETAIL ENVIRONMENT, JUST OFFERING THE TYPICAL COUPON BOOK AND DINING VOUCHER IS NOT GOING TO BE ENOUGH TO ENTICE THE TOUR OPERATOR, RECEPTIVE TOUR OPERATOR OR GROUP TRAVEL LEADER TO BRING THEIR CLIENTS TO YOUR CENTER. It is time to be more creative, identify opportunities and potential partners, then leverage that to your advantage. This first of a three-part series takes the concept of "partnering" to the next level.

Experience has taught us the importance of partnerships and alliances with other centers and select hotels. There are a number of successful shopping alliances on a city, state and national level (See shopamericavip.com and previous JONESREPORT Plus articles).

The following case study builds on lessons learned from these shopping alliances, hotel packages and even economic development tools to create a new "destination" out of independently owned and managed properties in Sandestin, FL.

We identified the area's key players and leveraged their assets to develop an even stronger product to market to the travel and tourism industry. After a thorough analysis, the recommendation in late 2007 was to form The Sandestin Alliance consisting of four branded hotel/resort properties with various ownership entities and management companies along with four shopping centers, also with different ownership and management companies.

Background

Sandestin is located on Northwest Florida's Gulf Coast

and spans a 3.5-mile stretch along the Emerald Coast Parkway from Silver Sands Factory Stores to Grand Boulevard. The destination is just nine miles east of Destin, FL, and approximately 22 miles west of the Walton/Bay County line.

Within this area are four shopping centers, three hotels and one resort. Each has a lot to offer and is a destination itself. However, by marketing all of them as one destination, the offering jumps up to an impressive list of assets including:

- A world renowned, 2,400-acre resort and three national brand hotels with more than 2,600 guest rooms
- Unique shopping experiences featuring leading, nationally recognized brand names and one-of-a-kind boutiques
- The nation's largest designer outlet center
- Over 40 dining options to fit every desired taste and experience from casual to fine dining
- Seven miles of sugar white sand beaches and a pristine bay front
- A marina and a wide range

of water sports

- Evening entertainment ranging from peaceful hideaways to an active nightlife

- Three spas and eight exercise facilities
- Four nationally recognized golf courses

- 15 tennis courts
- Nearly 100,000 square feet of combined meeting and/or event space
- Hundreds of events and activities for all age groups
- Tram service linking venues available seasonally.

Now there is something to sell that is much more impressive than what any one of the partners could offer on its own!

According to Mike Stange, president and chief operating officer of Sandestin Golf and Beach Resort, it was clear that the group needed to work together to capture business in today's competitive environment.

Initial Planning Meeting

Late in 2007, the eight potential partners were brought together for a presentation on how this alliance could benefit

continued on page 4

sandestin
ONE DESTINATION. ENDLESS POSSIBILITIES.

Creating a Destination

Continued from page 3

each of them and what their (voluntary) financial contribution would be per year. A business plan and budget were presented, including details on how the Alliance would be formed and would operate. Once there was a consensus on the business plan and voluntary contribution, it was time to move forward. In early 2008, The Sandestin Alliance was officially founded, funded and is now operating. The partners include:

- Sandestin Golf and Beach Resort
- Hilton Sandestin Beach Golf Resort & Spa
- The Courtyard by Marriott Sandestin
- The Residence Inn by Marriott Sandestin
- The Village of Baytowne Wharf
- The Market Shops at Sandestin
- Grand Boulevard
- Silver Sands Factory Stores

Today, with the above

Alliance members, a new destination has been unveiled: Sandestination. Appropriately named, yet creative and memorable, this brand was brilliantly conceived by Atlanta ad agency Infintee.

“Among the Alliance partners, all the assets were there to uniquely position and promote this powerful vacation destination on the beautiful Emerald Coast. The sum of all the parts creates a very unique marketing opportunity,” said Barbara McGraw, Infintee president.

The first task was to create a website www.sandestination.com. More on how this was created will come later.

How did we get to this point?

During the initial meeting in late 2007, the following challenges were identified:

- The initial challenge was simply to get everyone together for a common goal. All the potential partners were competitors to some extent, but were eager to hear how this new Alliance could benefit everyone.
- Other challenges identified

and agreed upon by the partners included:

- The need to develop a sense of teamwork among the partners
- To drive additional business to the partners
- To raise awareness of what each partner has to offer the consumer
- To develop a co-op outreach program
- The ability to use collective resources, formerly thought of as competitive
- Enhance communication among the partners
- Increase customer awareness of Sandestin.

“Once we realized what we could offer by combining our properties into one dynamic destination, it was easy to see the big picture and how much more could be accomplished by working together,” stated Myra Williams, VP of marketing for Howard Group.

The initial business plan and proposed budget was prepared prior to the first meeting. This was a bit unusual simply because there was no budget and therefore no fee charged for the work.

A gamble on my part? Yes. However, I believed so strongly in the need for this Alliance that I spent the time necessary to develop a plan and budget. Furthermore, I knew that selling the concept to competitive properties meant they needed to see in writing and via PowerPoint how the concept and their contributions combined into one budget would benefit each individual property. After just

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Target Markets Identified for The Sandestin Alliance

Trade

- Tour Operators – domestic and, eventually, international
- Receptive Tour Operators (RTO)
- Online travel
- Travel writers
- Consumer

Local:

- Sandestin residents and second-home owners
- Local market within a one-hour drive

Visitor:

- Leisure guests staying at one of the partner's hotels

- Business and conventioneers staying at one of the partner's hotels
- Guests from other surrounding hotels and resorts
- Visitors from the current leading markets of Atlanta, Birmingham and Mobile
- Develop new domestic markets based on air service
- Develop the international markets to coincide with the new international airport under construction

Other niche markets:

- Snowbirds – next season and the golf market (March, 2009)

Creating a Destination

Continued from page 4

one meeting, the business plan was approved and a budget agreed upon.

The business plan was revised to reflect input from the partners and the mission statement was agreed upon:

To provide visitors and area residents (including second-home owners) with a unique, comprehensive, “one-stop” destination, primarily by offering the highest quality and best variety of dining, shopping, lodging, sports, beaches, relaxation and entertainment options all within a tram ride away from one another.”

Next, from research conducted in 2007, target markets were identified. (See box on page 4.)

As with any tourism marketing plan or business plan, establishing goals and objectives is a critical step. Two overall goals were agreed upon:

- To form an Alliance of four competitive shopping centers and four competitive hotels to market and sell as one comprehensive and unique destination.
- To position Sandestin to top markets as the premier “one-stop” resort destination for shopping, dining, relaxing, playing and staying in northwest Florida in order to increase traffic and sales to the Alliance partners.

Additionally, we established multi-year objectives:

- To increase room nights in Sandestin over a three-year period

- To expand the inbound markets of Atlanta, Birmingham and Mobile, and create new markets in the Southeast and beyond

- To reach the international markets for the first time, due to a new international airport opening in 2010 just 40 minutes from the destination

- To increase sales at shopping and dining venues

- To offer a very high level of customer service

- To be consistent in all communications and branding efforts.

More Administrative Tasks

The business plan addressed how to start and operate the Alliance. At this point, there were several options. We decided that it was best to keep a fairly loose structure and not incorporate. We did, of course, trademark Sandestination!

Meetings were held anywhere from once a month to every other month. We addressed items such as the process for the ad agency search, the need for the website and what it should include, identifying travel partners for promotional opportunities, advertising and PR, collateral and graphics package and, of course, the budget which was revised throughout the year. The rest of the correspondence took place via e-mail.

Also included in the plan was the need to provide product a tour operator could purchase. Developing the first package was a bit of a challenge, but all was overcome and the first

package was launched in December. This was very much a learning process in determining what would and would not work for this type of Alliance.

The next two articles will address the tactical approaches mentioned above. Additionally, the final article will address alternative methods of starting an alliance or consortium so you can better develop and manage a program best suited to your needs as well as the needs of your community. The key is to develop a program that is a *win-win* for all partners. ■

CJF Marketing International offers a range of services for creating and implementing strategic tourism, economic development and marketing programs for shopping centers, urban entertainment projects, downtown retail districts, communities and commercial properties globally. The firm also offers educational programs and seminars for corporate meeting planners, shopping center developers, communities and re-development agencies. Feimster can be reached at 732/249-6080.

Part II

How a Group of Malls and Resorts Made Themselves into a Destination

By Carolyn J. Feimster SCMD President, C/JF Marketing International, North Brunswick, NJ

LAST MONTH WE INTRODUCED YOU TO SANDESTINATION, OUR NEW DESTINATION IN NORTHWEST FLORIDA CREATED TO MARKET THE SANDESTIN ALLIANCE. The Alliance is comprised of four shopping centers and four hotel brands working together. The newly launched brand was a SASI award winner (Shop America Salutes Innovation) during the recent annual Shop America Global Shop Summit in Dallas, TX.

After developing the Sandestination.com website, the challenge was to get the message out to promote visitors to the site and travel to Sandestination. Because this is a new brand, the marketing strategies were very different from those promoting an existing brand. The first tactical approach we took was with the website itself. Prior to going live, we hired a local company, Creative WITS, to take our website text, which was written in "marketing lingo," and translate it into "web lingo," a very different form of writing if you want the search engines to find you.

Lorraine Christen, co-owner, Creative WITS Marketing and Public Relations, explains, "The goal of search engine optimization (SEO) is to increase your website's visibility among search engines. SEO incorporates an understanding of how customers search for your products or offerings online, which keywords they may use and how the search engines look for websites with relevant content. It is essential to incorporate those key words and phrases into your website content."

Another way to expose a new website is to establish links

to other websites. Obviously, there are links to/from partner websites, and we are researching other sites, such as area DMOs, that we can link to as well.

The last article mentioned launching our first package, Christmas on the Coast. It was on the Sandestination.com website under Vacation Packages. Because the website was so new, it was important to also list the package on all four partner hotel sites. It included a complimentary gift bag at hotel check-in with a welcome letter highlighting key components and merchant offers such as valet parking, complimentary appetizers, wine tastings and desserts, as well as make-up consultation. The gift bag also included a list of events taking place throughout the holidays at all eight partners, a list of discounts and incentives from all four shopping partners (including a coupon book of over \$800 in savings from Silver Sands Factory Stores and complimentary Internet in certain locations).

Consumers could browse the package on the Internet and decide which hotel they wanted to book. A link took them directly to that hotel so there

was no need to worry about any difference in rates. A total of 25 packages were sold in December, not bad for a first time effort!

The next package is the Sandestination Escape Package. This will live on the Sandestination website as well as on the hotel partners' websites all year and will be similar to the Christmas on the Coast package, sans holiday references. Additionally, we will build packages throughout the year that will tie in to specific buying seasons and to major events taking place at any of the partner's venues. This demonstrates the value of the Alliance. Instead of one venue hosting and advertising its event, they now have additional ways to get their individual messages out.

In today's travel economy the ability to act quickly and be flexible is important. In addition to developing packages to promote girlfriend getaways, shop and spa vacations, etc., we will be able to capitalize on current travel industry trends, such as last summer's "staycations."

Due to the significance of the Internet in travel planning I cannot emphasize enough the importance of a multi-layered marketing campaign that includes a strong online marketing strategy. As with any successful marketing campaign, while no one can afford the luxury of hitting all media, the proper mix needs to be

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Creating a Destination

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determined and used to its full potential.

One popular consumer travel website we are considering is Vacations2Discover.com. However, inclusion in their Florida page would not be enough to gain the exposure necessary to launch a new destination. We are considering our own landing page. This would provide adequate real estate to communicate our many messages. We are considering Destinations2Discover.com's trade website, also with our own landing page.

Working with Franci Edgerly, the sites' president and owner, we are able to establish a true partnership, which is important when launching a new brand. The company provides a comprehensive internet/social network marketing approach. In addition to the websites, they offer mobile marketing, e-learning and training, interactive informational kiosks, interactive maps and even sweepstakes.

After completing a media web analysis and researching various opportunities, our advertising agency, Infinitee, in conjunction with their media partner, McCulloch & Company, recommended using the travel website tripadvisor.com. A buy on tripadvisor.com was strategically placed in five targeted feeder markets. Jocelyn Smith, managing partner of Infinitee, stated, "There were numerous reasons for selecting tripadvisor.com as our primary travel website, including its abundance of user-generated

content and its reputation as a vacationer's resource and advocate." Advertising on the site will include leaderboards, large rectangles and skyscrapers both in the feeder markets and on the Destin landing page.

Another important facet of our multi-layered marketing approach is a comprehensive public relations outreach. A public relations committee developed a Partner's PR Tool Kit so everyone would be on the same page when it came to message points. This is necessary with so many partners who have their own messages. The tool kit provides a fact sheet, frequently asked questions, communication style guidelines, graphic standards for using the logo and various formats of the logo.

Theoperator.com, which targets the travel trade, is also under consideration. We're looking at a landing page with plenty of value added, such as editorial under other parts of the site, value-added promotion listings for the shopping centers, sample itinerary and an e-marketing campaign.

ShopAmericaTours.com offers probably the best visibility when it comes to selling the packages. With the top tour operators and online travel agents under contract, strong packages with plenty of added value can achieve remarkable exposure on websites such as Travelocity.com and Expedia.com. As with any partnership, the idea is to have a win-win situation where the supplier can offer superior packages in return for impressive exposure and the tour operator can earn a commission.

Shop America Tours now markets more than 200 packages in 40 US cities.

Next month's final article in this series will address alternative methods for starting an alliance or consortium so you can better develop and manage a program best suited to your needs, as well as the needs of your community.

We are continuing this series of articles on tourism every other month and would like to focus on some of the more innovative tourism programs. Please submit your programs to me, either via e-mail at Carolyn@CJFMarketingInternational.com, fax 732/545-3138 or mail. If possible, include samples of your graphics via e-mail. Full credit will be given to the person or team responsible for the program. Visit our new website: www.cjfmarketinginternational.com. ■

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Win-Win is Key

Explore These Ways to Structure a Successful Tourism Alliance

By Carolyn J. Feimster SCMD President, CJF Marketing International, North Brunswick, NJ

THIS ARTICLE COMPLETES OUR SERIES ON DEVELOPING EFFECTIVE TOURISM ALLIANCES TO LEVERAGE RESOURCES. Part one introduced *Sandestination*, the branded name of The Sandestin Alliance in NW Florida. The second article discussed strategic and tactical approaches to increase business to Alliance members. This article will address alternative methods of starting an alliance so you can develop and manage a program best suited to your needs. The key is to develop a program that is a win-win for all partners.

There are many ways to structure an alliance, and you have to decide what will be in the best interest of your members. Think this through prior to approaching potential members, but be flexible in case others have different thoughts. Weigh the pros and cons of a tight knit organization versus a loose structure or something in between. Much of this has to do with who you will be working with and what they are most comfortable with.

The Sandestin Alliance has seven partners: the resort, three hotels and four shopping centers. (The two Marriott properties act as one partner.) Each has a key contact person who attends meetings and, in many cases, brings others from their company. The initial structure was laid out in a business plan written by the consultant, who acts as the facilitator. The plan also included the goals, strategies and tactics as well as a budget. Everyone agreed that one of the partners would handle the annual billing and collecting funds from all the partners as well as paying the bills. Bills must be approved by the consultant and one member

Websites for Alliances Mentioned in This Article:

- www.sandestination.com
- www.ilovebayharbor.com
- www.bostonattractions-group.com

prior to payment. Alliance funding is purely voluntary by the seven partners and all agreed to the same level of funding.

Meetings are held every six to eight weeks and usually last three hours. Each of the hotel partners rotates hosting the meeting. Communication via e-mail continues between meetings. Since there is a lot of communication, it was decided that the consultant should work with committees of three or four people who can make decisions to move the process along. To date, there are committees for advertising, public relations, website development and the newest, a map committee charged with creating a new locator map that promotes all partners equally.

There seems to be no point in incorporating or further formalizing the group. However,

as the group and its projects evolve, the situation could change. But, for now, it works well.

Look at Alternatives

Another alliance I have been involved with was the Bay Harbor Development Association (BHDA) in Miami, FL. This was also a fairly loose association; but, in addition to the consultant, it had a board of directors. Board meetings were monthly and, as with The Sandestin Alliance, the group operated from an annual business plan and budget.

However, like most commercial groups, this one did not start out that way. Rather, one prominent business owner casually met with other property owners to discuss the need to supplement the services the town was providing. Nominal membership fees were charged and both property owners and merchants were encouraged to join. The group worked with the city, attended council meetings and, when appropriate, gave a report. As times changed and the members had less free time, a consultant was brought in to formalize the process.

With any type of organization, it is important to evolve when your situation changes. Such was the case of BHDA. As more and more local business owners retired or relocated to other areas, the focus shifted from business retention to business development. This called

There are many ways to structure an alliance, and you have to decide what will be in the best interest of your members. Think this through prior to approaching potential members, but be flexible in case others have different thoughts. Weigh the pros and cons of a tight knit organization versus a loose structure or something in between.

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With any type of organization, it is important to evolve when your situation changes. Such was the case of BHDA. As more and more local business owners retired or relocated to other areas, the focus shifted from business retention to business development. This called for a more structured environment.

Structuring an Alliance

Continued from page 3

for a more structured environment.

To have the manpower to actively solicit new businesses for the area, it was necessary to work with the town and evolve into a Business Improvement District (BID). In Florida a BID is a self-taxing district within a specified geographical area that requires approval of at least 50% of the property owners. This would have given the BHDA the funds necessary to employ an executive director who would focus on new business development and business retention. The town would not move forward as a partner and the association continues to operate with volunteers.

“If the city had moved forward with a BID, they could have opened up an entire list of opportunities not previously available to them,” explains Kim Briesemeister, president of MetroStrategies in Pompano Beach, FL. Formerly executive director of several community redevelopment agencies (CRAs) in south Florida and president of the Florida Redevelopment Association, Briesemeister understands that special districts such as CRAs and BIDs provide highly structured entities that offer a great deal of leverage to promote redevelopment activity.

“When property owners work together to improve an area they can work as volunteers through entities such as BHDA then use the available economic development tools. CRAs are highly structured. They are established so that

financing tools not previously available become accessible to a community earmarked for redevelopment,” she explains. These are formed under strict laws set forth by state statute.

Check with Your DMO

Another way to form an alliance is to partner with your Destination Marketing Organization (DMO) and establish goals you want to accomplish with the alliance. You might encourage regional alliances with several DMOs to leverage resources and attract visitors to your area.

One example is the state of Michigan. Because of shrinking tourism advertising budgets, they formed the Travel Michigan Advertising Partnership Program. The state’s tourism office matched dollar-for-dollar the \$1.7 million committed by 51 participating communities and organizations to come up with \$3.4 million for in- and out-of-state advertising campaigns. Now that is leveraging!

When launched in 2002 there were only two partners and a budget of \$330,000. According to George Zimmermann, Travel Michigan VP in an ETurboNews article from February, “The tourism industry has embraced these advertising partnerships as a way to extend their marketing reach and leverage marketing dollars to promote Michigan. This is a win-win program for our tourism partners and the ‘Pure Michigan’ branding campaign.”

In Oakland, CA, the city stopped funding their CVB due to a lack of funds. The CVB is

forming a Tourism Business Improvement District. Their funding, if approved, will come from a \$1 or \$2 surcharge on all hotel rooms. This relatively new concept has been tried in some California communities and others are exploring the possibility.

What’s Already in Place?

When determining potential partnerships and alliances, look beyond your DMO and see what your community already has in place such as a Downtown Development Association, Special Improvement District or some other taxing structure you can work with.

As an alternative, look to partner with similar businesses. For years we have formed shopping alliances all over the country such as Shop Miami, which was initially formed in the 1990s. Think in terms of businesses that enhance the shopping experience, such as hotels and attractions.

In Boston, MA, a group of attractions came together to leverage funds and formed BAG, Boston Attractions Group. According to Debra Borgwardt co-founder of BAG and director of sales at the New England Aquarium, “The Boston Attractions Group is a partnership of our top attractions working together to make planning tours as seamless, smooth and exciting as possible. Tour planners have lots of choices, but if we can bring substantial product to the table and make it easy for them to book, as a group we have an edge over other destinations.”

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Cat Insurance Rates

Continued from page 11

In addition, Pagoumian said, the general economic downturn has affected the ability of the underwriting community to absorb the financial impact of catastrophic settlements. In previous years, underwriters could count on gains in the stock and bond market to bolster their balance sheets.

“Rate reductions are relics and flat renewals are quickly disappearing as well,” said Pagoumian. “Carriers are talking about rate increases that could range from 10 to 30 percent, especially in coastal areas like Florida and Texas. In some cases, I think we’ll see carriers actually walk away from business if they can’t achieve increases in that range,” he added.

Pagoumian did note, however, that commercial property owners without much catastrophe exposure could still negotiate flat renewals, and that any rate increases for those with significant exposure will vary by carrier and largely depend on where risk is situated and how it is spread geographically.

Established in 1996, NAPCO is headquartered in Edison, NJ, with additional offices throughout the US and in Bermuda. ■

Structuring an Alliance

Continued from page 4

Each attraction pays an agreed annually fee to be included on the website, in public relations efforts and for trade show participation. “At Faneuil Hall Marketplace we participate because the exposure we get in return for our investment far exceeds the money we pay in. Not to mention, at Faneuil we certainly do consider ourselves an attraction that should be a part of any visitor’s itinerary to Boston,” explains Geraldine (Geri) Brown, general manager & market strategy.

Interested in starting an alliance of some type in your area? Consider the following:

- Think long-term strategies, not short-term.
- Know what you want to accomplish and who will best assist you to get there.
- Identify your opportunities and establish a need.
- Identify potential partners and how best to approach them. Is it a group you know well and can approach during a casual lunch or do you need a plan ready to present in a more formal setting?
- Determine ROI of a partnership vs. doing the program alone.
- What will you and your potential partners get out of an alliance?
- Continue to nurture and grow the alliance, adapt to a changing world.

We are continuing this series of articles on tourism

every other month and would like to focus on some of the more innovative tourism programs. Please submit your programs to me, either via e-mail at Carolyn@CJFMarketingInternational.com, by fax 732/545-3138 or mail. If possible, include samples of your graphics via e-mail. Full credit will be given to the person or team responsible for the program. Visit our new website: www.cjfmarketinginternational.com. ■

CJF Marketing International offers a range of services for creating and implementing strategic tourism, economic development and marketing programs for shopping centers, urban entertainment projects, downtown retail districts, communities and commercial properties globally. The firm also offers educational programs and seminars for corporate meeting planners, shopping center developers, communities and re-development agencies. Feimster can be reached at 732/249-6080.

Work Sample #3 – It Takes a Village (RMA)

Branding of Northwood Village, West Palm Beach, Florida –
“It Takes a Village” Campaign - 2007 ICSC Silver Maxi Award;
Branding & Marketing



It Takes a “Village”

The Northwood Business District was a tired retail area struggling to transform. The branding campaign focused on completely repositioning the district. Using photos of the merchants that represented the future brand, a *Strategic Branding Campaign* was created called “Real Faces/Real Places”Come Grow with Us!

Within two years “Northwood Village” became the place to be with millions of dollars invested in building renovations and over 21 new business openings.

The Situation:

The Northwood Business District was the center of commerce for neighborhood activity in the 1960’s and 1970’s. Approximately 235,000 sq. ft of retail and commercial space occupy the six block area. Time and neglect had left the buildings with outdated facades and faded exteriors. The lifelessness on the street was compounded with a 30% vacancy rate.

Located in the northern section of West Palm Beach, the district is sandwiched in between a high-end residential neighborhood. The area lacked an identity and did not know what it wanted to be.

While the Northwood Business District had a great deal of charm beneath the faded exteriors of the buildings, no one was willing to invest in upgrading the facades or open a new business.

To compound the situation, the few merchants that were “open for business”, were seldom “open” and lacked interest in the revitalization of the area. Apathy was rampant.

The City's Redevelopment Agency staff was charged with creating a branding campaign to quash the perception of blight and apathy, and generate excitement to attract new life to the district.

Objectives

1. To create a sense of place through the development of a branding campaign; to reposition the entire district as a hot new trendy place to invest and open a business.
2. To improve the exterior condition of the buildings to be more aesthetically pleasing and to promote a sense of place and identity through design guidelines.
3. To attract 25 new target businesses to the district and to increase overall awareness of the current businesses operating in the district.
4. To reduce merchant apathy and engage the merchants in revitalization efforts; to utilize the merchants in attracting new commerce to the area.

Strategies and Tactics:

The branding strategy had to be dramatic. Focus groups indicated there was a need for neighborhood services and unique one of a kind boutique businesses and cafes. To create a sense of place, the city changed the name of the area from the Northwood Business District to "Northwood Village". The new name conjured up images of an intimate, quaint area. Since the buildings were older, and had some unique architectural components to draw from, the city went one step further and repositioned the district as a quaint Urban "Village" with a bohemian flair.

A graphic artist and marketing firm was retained to help create the visual elements for the Branding Campaign as well as a tag line; the theme played off the existing merchants and used "Real Faces-Real Places". Banners lined the streets with images of smiling merchants, and the tag line below their pictures stated... "Come Grow With Us."

Northwood Village Real Faces – Real Places



The theme was also incorporated into all of the city’s collateral materials including leasing packages, print ads, a business directory and “Village” map, event invitation templates, direct mail pieces and merchant posters. A co-op campaign was placed in the local newspaper to help the exiting merchants who participated in the campaign.

The logo and visual elements from the campaign were incorporated into signage and other street grade materials.

2) Once the name was changed and the branding campaign was created, the city began to market the district as a great place to open a business and invest. Incentive programs were put in place to encourage existing property owners to upgrade their buildings. The incentives also provided an impetus for a new business to invest.

As buildings were upgraded, press releases were sent out promoting every new renovation and “coming soon signs” that went on each building.

Business and property owners were contacted by phone, through hand delivery of marketing materials, direct mail flyers and public presentations to promote the incentives available to them. They were made aware of the rising potential in the area because of the City’s funding commitment and marketing efforts.

Identity / Brand: Business Directory - Walker's Map



3) With the new image campaign underway, and buildings under renovation, the city turned the focus to filling the vacant storefronts through a business attraction program. Promotional materials were created to market the district as a place to do business. A full time leasing effort included direct mail pieces, attendance at leasing functions and “open houses” for area realtors.

A neighborhood ambassador program was started to engage the residents that lived within a three mile radius. “Ambassador’s” were invited to monthly cocktail parties to learn about the new renovations as well as new businesses that were opening. They were invited to “bring a friend” and “tell a friend” about the transformation taking place. The Ambassadors became the best leasing agents the city had!

Potential target businesses were identified through business directories online in the South Florida market and direct mail invitations to learn more about the area were distributed to approximately 200 retail stores, galleries, restaurants and cafés. Open house events were held for realtors, investors, developers and bankers where formal presentations were made promoting the area, the incentives and the development activity.

Identity / Brand: Reinforce – Promote the brand - Advertising Campaigns

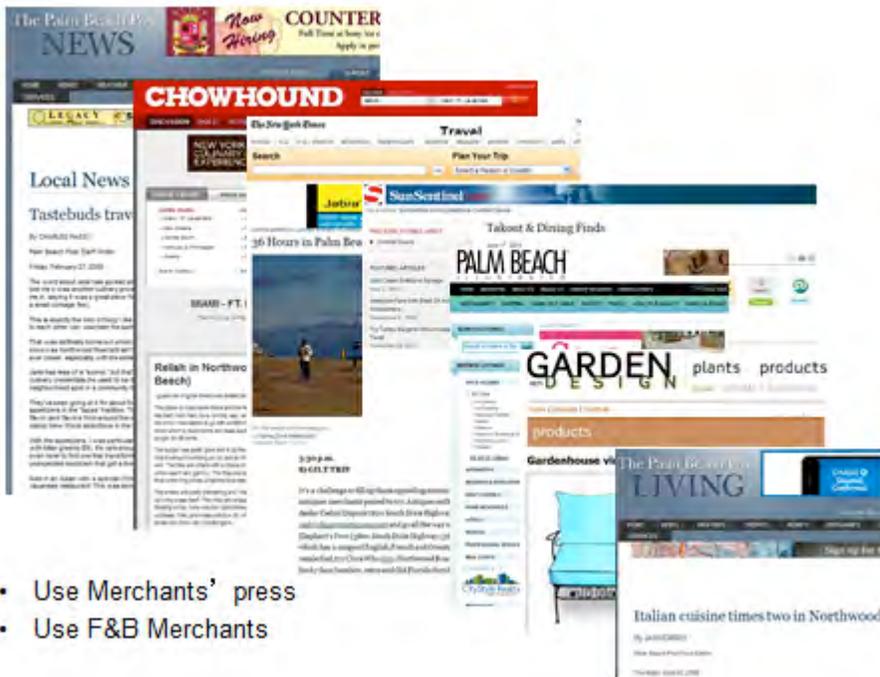


Results:

For the first time, this business district clearly had an identity and sense of place evidenced physically by entry signs and banners. The new name was quickly adopted and interest to visit the “new” area began immediately.

11 property owners applied for incentive grant improvements to their properties, leveraging \$3.6 million in private investment.

Twenty-one new businesses opened in the district. The number of target uses (retail, food & beverage and neighborhood services) increased by 11% and now occupy 56% of total occupied square footage, previously occupying only 52% of the total. The number of undesirable uses (light manufacturing and ground floor office) decreased by 19% and now occupy 15% of occupied square footage, previously occupying 19% of the total.



Regular monthly merchant meetings improved communications and resulted in an average merchant attendance increase of 75%. Merchant participation during special events went from 27 participants to 42, a 36% increase. More than 500 visitors attended the “bouquet” events, “discovered” the Village’s hidden treasures and are now new customers.

Once the campaign clearly reestablished the district as a place to visit, shop and dine, the ultimate recognition came from the national publication Southern Wine and Living.

REGIONAL AND NATIONAL MEDIA HAVE NOTICED

Southern Living

Visit West Palm Beach's "Up-and-Coming" Northwood Village. Where "once abandoned stores have been polished back to mint condition." As seen in the April 2009 Southern Living.



Palm Beach is home to Mar a Lago and Donald Trump, one of highest income areas per capita in the United States and a very wealthy enclave across the water from West Palm Beach and the Northwood Village area. In an article touting the best place to visit in “Palm Beach”, Northwood Village was recognized as a “Must See District” by Palm Beach Illustrated.com INSIDER. Additionally, Palm Beach Illustrated featured Northwood Village and many of its individual shops and restaurants (excerpt included below).



HISTORICALLY HIP

The Northwood Village has quickly established itself as the boho suburb of West Palm Beach. See for yourself what the village has to offer.

Neighborhoods: Northwood Village

By Stephen Brown
Palm Beach Illustrated

Northwood is quickly becoming an enclave for the artistic and creative, generating a vibrancy that is the backbone of any substantial and sustainable city. What would New York City be without Tribeca or SoHo, Chicago without Bucktown? Northwood, one of the oldest neighborhoods of West Palm Beach, listed in the National Register of Historic Places and originally developed from 1920 through 1927, is quickly revitalizing the soul of the



county, escaping the tried and tired cementscapes that have grown down the spine of the state. Northwood is original and its renaissance is one of the brightest stories to emerge from the recession in hard-hit SoFla.

Northwood Village has seen substantial changes in the past few years. The Village's facelift, which is still in progress, is an apt representation of how change does not need to alienate a place's historic roots. The [Community Redevelopment Agency \[CRA\]](#) and Northwood GREENlife have been two vital organizations in the reemergence of the neighborhood. The CRA has been the driving force behind infrastructure improvements, streetscape, façade and exterior improvements, has assisted businesses with relocation



adjustments, provided subsidies for housing investment, and has provided grants for capital improvement. Enacting these incentive programs has not only attracted new businesses to the area but has improved the neighborhood aesthetics as well. The CRA is also the driving force behind one of the most exciting monthly events to hit PBC this past season, the Art & Wine Promenade, where Northwood Village shops and boutiques open their doors, creating front porch settees, and live music can be heard as people walk the streets,

enjoying the neighborhood.

**Work Sample #4 –
Historic Shopping and Dining Attractions (CJFMI)**

“Partnerships and Branding at its Best for an Effective Tourism Marketing Program” – 2010 SASI (Shop America Salutes Innovation) Award Winner. Includes summary, planning process, creative, press clippings and results.

“Historic Shopping & Dining Attractions”



Partnership and Branding at its Best!

OVERVIEW:

U.S. Department of Commerce statistics state that the “cultural shopper” spends more money and stays longer in a destination than the non-cultural shopper. To capitalize on this statistic, as well as to leverage resources, Historic Shopping & Dining Attractions (HSDA) was created. HSDA is an alliance of Faneuil Hall Marketplace in Boston, South Street Seaport and the South Street Seaport Museum in NYC and Union Station in DC.

The original idea started in the Fall of 2009 while Carolyn J. Feimster, owner of CJF Marketing International, attended a two-day Cultural Tourism course at NYU. The attendees were challenged to develop a project overnight and present to the class the following day. It became clear that the properties, all existing clients, had a lot in common and it would make sense to package them and develop a product for the tour operator that would go beyond just shopping and dining. The presentation was a hit but the idea remained just an idea....until a near-crisis occurred a few months later.

The partnering entity for the annual International Pow Wow with South Street Seaport pulled out at the last minute. Pow Wow is the largest international trade show in the U.S. Not budgeted to incur the entire cost of Pow Wow, something had to be done, and quickly, in order for Seaport to be able to exhibit and participate. The classroom project quickly became a reality. Built from a need that occurred in the spring of 2010, it has rapidly grown into much more than was anticipated and has received incredible press and support from tour operators and other partners.

OBJECTIVES:

- To develop a way to highlight the great shopping, dining and entertainment that the properties were already known for and package them with a historical/cultural component.
- To find a creative way to leverage several properties in order to save financial resources at a time when marketing budgets were dwindling.

- To capitalize on elements not available at traditional malls, primarily the historic component of each of the three properties.
- To develop consistent programs at the three properties, such as the commissionable food court dining voucher already available at all properties, the VIP Welcome Packets, commissionable packages and historic walking tours.
- To develop a product that would warrant PR exposure.

GENERAL INFORMATION:

The brand, Historic Shopping & Dining Attractions, was initially launched with Faneuil Hall Marketplace, South Street Seaport and Union Station DC to **maximize communication** with the travel trade industry - primarily tour operators, receptives, wholesalers, agents and travel writers, as well as leveraging resources **for maximum impact**. The brand highlights shopping, dining, entertainment and the historical/cultural components of the properties. Launched at Pow Wow, it was very successful. The brand was showcased at several more trade shows where the reception continued to be extremely positive. This brand will continue to grow and bring more positive growth to the participating properties.

When the brand was first presented to the initial three properties, all were on board immediately as they all clearly saw the advantages of partnering to leverage their limited resources. The Museum joined at a later date.

Since the time of the launch, the properties have benefitted tremendously from being able to leverage and save their financial resources by accomplishing this comprehensive travel tourism program for one-third the cost it would have been if they had tried to do it on their own.

Additionally, the properties are embracing more of their own heritage by adding information on their history to their VIP Welcome Packets and in the case of The Seaport, adding historic walking tours. The intent is to roll out the historic tours to the other properties.

Recently, the new South Street Seaport Museum re-opened after extensive restoration and was added to the HSDA alliance.

NEW PACKAGE DEVELOPMENT:

At the 2012 International Pow Wow trade show, the new commissionable package, “**Shop, Explore, Taste and Play at South Street Seaport**” was launched with ShopAmericaTours.com. The package partners several Lower Manhattan businesses with the Seaport, including Water Taxi, the South Street Seaport Museum, Bodies...the Exhibition, Blazing Saddles and many businesses in South Street Seaport. Retailing at \$49, tour operators receive a 20% commission. The package is being picked up by Expedia.com for their Summer 2 for 1 promotion, offering partners tremendous value!

TRADE SHOW EFFORTS:

- Historic Shopping & Dining Attractions was launched during the 2010 International Pow Wow, this country's premier international travel trade show produced by U.S. Travel Association. We created a new custom booth for HSDA and a new sales sheet. HSDA has since participated in Pow Wow 2011 and just recently in the 2012 show.
- HSDA participates annually every June in the NorthAmericanJourneys East Coast Summit 2010 in New York City. The purpose of the Summit is to provide suppliers and destinations an efficient way to network and offer their products to the tour operators and to the receptive tour operators (RTO).
- HSDA participates annually in SYTA, Student Youth Travel Association, NTA, National Tour Operator Association and in ABA, America Bus Association.

PR AND PUBLICITY:

- Historic Shopping & Dining Attractions was featured in a **4-page spread in Essentially America UK** this fall – **at no cost!!** This is in conjunction with a partnership with AMTRAK. AMTRAK Vacations is also included in this editorial spread, so consumers have a number to call to book their trip. All clients who book through AMTRAK Vacations will receive our VIP Welcome Packet through our new partnership with TourMappers, the international receptive tour operator for AMTRAK Vacations. The circulation is 50, 000. The cost of a full-page full-color ad is \$8,430.00 bringing the **value of this section to \$33,720.00.**
- We were interviewed by **Courier Magazine**, the official publication for NTA and were covered in the November 2010 issue.
- We were the lead story in the **Annual Trip Planner Guide for NTA**, under the article called, "Shopping Attractions Offer More Than Shops".
- Even though it was technically scheduled to launch at Pow Wow, Larry Meehan from the Boston CVB gave our brand a "sneak preview" by featuring HSDA in his "**What's New**" in Boston – at the DNE (Discover New England) Show, a few weeks before Pow Wow. Interest was very high and this demonstrates our incredible partnership with the DMO.
- We were quoted and received coverage in a National trade publication – May/June issue of **Package Travel Insider** – which targets the group travel market.
- A press release was written and was included in the **Shop America Alliance media kit**. This media kit was distributed at Pow Wow, both during the Media Marketplace and at the SAA booth. It was included in a memory stick that was distributed to media and in a binder for review at the trade show booth.
- During Pow Wow, Carolyn J. Feimster, SCMD was interviewed by a **Connecticut-based radio station** and the new brand was discussed in the interview.

- A HSDA case study was printed in **Jonesreport Plus**, a national shopping center trade publication.
- HSDA has been featured twice in the **Shop America Magazine**...a national trade and consumer publication on shopping and travel. The most recent magazine where HSDA was featured was inserted into all of the delegate's materials at this year's International Pow Wow.
- HSDA was featured in **Leisure Group Travel Magazine** this past February, 2012.

SALES EFFORTS:

- Created a new sales sheet for the brand for Pow Wow and other travel trade shows.
- Have sent out multiple e-blasts to multiple databases to the travel trade.
- Added a partnership with a company called Uncle Sam's Tours for Historic Walking Tours at South Street Seaport. Launched the "**From Sails to Sales**" tour for both FIT and groups. HSDA is also working with the company to possibly roll-out similar historic walking tours at other properties.
- Developing consistent programs at the three properties, including pre-paid commissionable dining vouchers, VIP Welcome Packets of discounts and complimentary logo gift souvenir, and commissionable historic walking tours (launched at one property to date).

SOCIAL MARKETING MEDIA:

- Historic Shopping & Dining Attractions is on Facebook.
facebook.com/historicshoppingdining
Screen shot:



TOUR OPERATORS AND ITINERARY INTEREST:

- Developed a program with TourMappers, the international receptive tour operator for AMTRAK Vacations. We are included in their package that they sell overseas and each property has its own listing in their brochure. They distribute our VIP Welcome Packets to all inbound international travelers who book the package through them or one of their affiliates overseas.
- Met with Yankee Holidays, the domestic receptive tour operator for AMTRAK Vacations – there is interest to move forward to develop a program with our new brand and distribute the VIP Welcome Packets.
- We have been in discussion with RMP Travel about future business. They are most interested in the Historic Walking Tours.
- Additionally, we have met with many tour operators at the various travel trade shows who are interested in the program.

CREATIVE

We produced a creative that all felt would truly identify the brand while at the same time communicate the story of each one of the properties.



TRACKABLE RESULTS

There has been some excellent press generated which is helping us to achieve our first goal of highlighting the great shopping, dining and entertainment and package with the historical component. Free press achieved includes:

- Historic Shopping & Dining Attractions was featured in a **4-page spread in Essentially America UK** this fall – **at no cost to us!!** The circulation is 50, 000. The cost of a full-page full-color ad is \$8,430.00 bringing the **value of this section to \$33,720.00.**
- **Courier Magazine**, the official publication for NTA – November 2010 issue – included in a three page article entitled, “Going Beyond the Shopping Experience”. Coverage was equivalent to a 2/3 page ad with a value of **\$3,071.00** and reached 6,000 people including 1,500 tour operators.
- **The Trip Planner 2010-2011 Edition, an annual publication for group travel planners published by NTA** - received coverage in an article entitled, “Shopping Attractions Offer More Than Shops” which reaches 20,000 decision making group leaders and NTA tour operators, with a value of **\$4,700.00** for the full page of coverage.
- We were quoted and received coverage in a national trade publication – May/June 2010 issue of **Packaged Travel Insider** – which targets the group travel market. The article was entitled, “Six Ideas to Enhance the Shopping Opportunities on your Tour Itineraries”. There was approximately a quarter of a page of coverage with a value of **\$1,820.00** and it reached 10,000 professional travel planners. Plus, this was in their weekly e-newsletter sent to 5,000 group travel planners with a value of about **\$300.00.**
- During Pow Wow, I was interviewed by a **Connecticut-based radio station** and the new brand was discussed in the interview.

Total measurable PR coverage was \$43,611, while total program cost per center to date is only approximately \$12,000 per property for all the elements of the new brand introduction and implementation.

The second objective of leveraging the properties has been achieved by being able to generate participation in a comprehensive tourism marketing program and trade show representation at one-third the cost!

Also HSDA has generated some new partnership development:

- Amtrak Vacations through the partnership with TourMappers, their international receptive tour operator.
- Uncle Sam’s Walking Tours – historic tours at the Seaport – due to the brand, this company is looking to expand to Boston and DC.
- Boston CVB distributes our collateral material for the brand and included it in their “What’s New” distribution. They even allowed us to distribute the 4-pg Essentially America UK section from their booth at World Travel Market.
- Destination DC has distributed our materials at trade shows.

“Shop, Explore, Taste and Play at South Street Seaport” Commissionable Package for ShopAmericaTours.com

Historic Shopping & Dining Attractions South Street Seaport



The “Shop, Explore, Taste and Play at South Street Seaport” package gives you the opportunity to explore this gateway to Lower Manhattan’s rich history and cultural diversity. Nestled between the Brooklyn Bridge and the canyons of Wall Street, The Seaport is a destination for **year-round live entertainment, harbor cruises, unique shopping, incredible dining, cultural activities and more.** Discover the sweeping views of the East River while dining and enjoying cocktails on the water in New York’s fastest growing neighborhood. The Seaport District boasts a world-class maritime museum and more than 130 popular shops, cafes and restaurants along Front Street, Fulton Street and Pier 17.

If you are traveling to NYC, you don’t want to miss out on the fun this package offers you. For just \$49.00(with a value of \$88.00) you will receive the following:

- A \$25 Gift Card** from J. Crew or Coach – choice of one
- Food Court Dining Voucher** – value of \$9
- VIP Welcome Packets** full of shopping incentives, information about the area, a complimentary logo gift item
- Historical information** to read about South Street Seaport
- Blue Man Group** Save \$10 on Blue Man Group Tickets!* Signature moments combined with cool new stuff make for an outrageous evening of entertainment.

- **Bodies...The Exhibition** - \$6 off price of \$28.85 and comp audio upgrade. BODIES...The Exhibition provides an intimate and informative view into the human body and allows you to see and celebrate your body's inner beauty in ways you never dreamed possible.
- **South Street Seaport Museum** - \$5 off the \$10 admission price - Recently re-opened, the Museum offers 16 dazzling galleries that interweave New York City, the sea and the Lower Manhattan neighborhood, starting with a 22-minute film describing the history of New York called *Timescapes*.
- **Water Taxi** - \$5 off the regular price of \$26 - New York Water Taxi's Hop-On/Hop-Off service is the only water ride in NYC where one ticket is all that you need to partake in some of the city's greatest sights, monuments and attractions!
- **Blazing Saddles** - \$7 off the regular price of \$39 for the day - Explore “bike friendly” New York City on a scenic and historic bike ride! Bike the Brooklyn Bridge, Central Park and the greenway too!
- **RED – Complimentary RED margarita with a purchase of your entrée** – located in the Historic District
- **Harbour Lights** – choice of a complimentary glass of wine or a pint of beer with the purchase of an entrée
- **“Sails to Sales” Historic Walking Tour** – \$9 off the \$30 ticket price for this two hour tour that begins at The Seaport’s iconic Lighthouse.

www.HistoricShoppingandDining.com www.SouthStreetSeaport.com

Like us on Facebook!

Historic Shopping & Dining Attractions (HSDA) includes three of the top destinations in the U.S. and “must see” attractions for international and domestic travelers... Faneuil Hall Marketplace in Boston, South Street Seaport in New York City, and Union Station DC in the nation’s capital. We provide tour operators and other travel partners with a new product to sell that includes the top two activities of the traveler, shopping and dining. Packaged with the rich history that each project brings to the brand, the traveler will be able to see and do everything they desire in one main attraction in each city. The three projects are parallel in what they have to offer.....unique shopping, fabulous dining, free entertainment and exhibits; yet they each communicate a very different aspect of our important heritage in America.

Attention Tour Operators and Travel Agents:

*To purchase this fabulous package for your clients, it is recommended that you begin by purchasing Shop America Tours through their receptive partners, such as Mark Travel, Tourico, Hotelbeds, etc., or you can purchase online at ShopAmericaTours.com and enter the promo code **traveltrade** for an instant 10% discount. Planning on selling a high volume? Then please send an e-mail to shopamericatours@aol.com to set up a direct contract with full commissions.*

For more information, contact Travel & Tourism Manager Carolyn J. Feimster at Carolyn@HistoricShoppingandDining.com

HISTORIC SHOPPING & DINING ATTRACTIONS

www.HistoricShoppingandDining.com

The best of shopping*dining*entertainment in historically significant settings rich with American history and culture – conveniently linked by AMTRAK.



SASI Award Winner at the 2011 ONE Travel Conference - SASI is Shop America Salutes Innovation!!

Historic Shopping & Dining Attractions (HSDA) includes top destinations in the U.S. and “must see” attractions for international and domestic travelers. We provide tour operators and travel partners with a new product they can sell that include the top two activities of the traveler, shopping and dining. Packaged with the rich history that each project brings to the brand, the traveler will be able to see and do everything they desire. The projects are so parallel in what they have to offer.....unique shopping, fabulous dining, free entertainment and exhibits; yet they each communicate a very different aspect of our important heritage in America.

South Street Seaport is your gateway to Lower Manhattan's rich history and cultural diversity. Nestled between the Brooklyn Bridge and the canyons of Wall Street, The Seaport is a destination for year-round live entertainment, harbor cruises, unique shopping, incredible dining, cultural activities and more. Discover the best views of the East River, including the 'Three Bridges' (Brooklyn, Manhattan, Williamsburg), Statue of Liberty, Governor's Island and Brooklyn skyline while dining and enjoying cocktails on the water. The Seaport District boasts a world-class maritime museum and more than 130 popular shops, cafes and restaurants along Front Street, Fulton Street and Pier 17. www.SouthStreetSeaport.com

Located in the historic heart of Boston, Faneuil Hall Marketplace welcomes visitors to walk through history and experience what has become New England's #1 destination. This magical place in the center of Boston is like no other! It is as alive today as it was in 1742 when our nation's fathers proclaimed it “The Cradle of Liberty”. Enjoy world-renowned street performers. Browse and shop over 75 locally loved shops and specialty pushcarts. Smell and taste wonderfully diverse ethnic foods in the Quincy Market Colonnade – the largest international food hall in New England! www.FaneuilHallMarketplace.com

Union Station DC, opened in 1907, is considered to be one of the finest examples of the Beaux-Arts style of architecture and was designed to serve as a gateway for the capital city. At the time it was built, it was the largest train station in the world. However, the advent of air travel led to a decline in railroad passengers, and the building was sealed in 1981. After three years of renovation at a cost of \$160 million, Union Station reopened in 1988 - restored to its former glory. This living museum was redeveloped as a bustling retail center and intermodal transportation facility. www.UnionStationDC.com

South Street Seaport Museum: Recently re-opened, the Museum offers 16 dazzling galleries that interweave New York City, the sea and the Lower Manhattan neighborhood, starting with a 22-minute film describing the history of New York called *Timescapes*. The buildings themselves are an attraction, dating from 1810 to 1820; however, the installations are bright and eclectic and relevant. Just when you think the entire Museum will be all about seafaring, other galleries show you furniture, objects and fashion made in New York today. *Mannahatta* visualizes Manhattan in 1609 when Henry Hudson sailed into New York harbor, while *Occupy Wall Street* presents compelling photographs of the clashes in the Fall of 2011. www.seany.org



For more information on group and FIT programs, contact Carolyn J. Feimster at Carolyn@HistoricShoppingandDining.com or 718-757-8489.



Attachment "5"
SWORN STATEMENT PURSUANT TO SECTION 287.133(3)(a)
FLORIDA STATUTES, ON PUBLIC ENTITY CRIMES

THIS FORM MUST BE SIGNED AND SWORN TO IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICIAL AUTHORIZED TO ADMINISTER OATHS.

This sworn statement is submitted
to The Town of Surfside
by Carolyn J. Feinster
for CJF Marketing International
whose business address is
3389 Sheridan St # 287
Hollywood, FL 33021
and (if applicable) its Federal Employer Identification Number (FEIN)

(If the entity had no FEIN, include the Social Security Number of the individual signing this sworn statement:

262-94-3224

2. I understand that a "public entity crime" as defined in Paragraph 287.133(l)(g), Florida Statutes, means a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or of the United States, including, but not limited to, any Proposal or contract for goods or services to be provided to any public entity or an agency or political subdivision of any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misrepresentation.
3. I understand that "convicted" or "conviction" as defined in Paragraph 287.133(l)(b), Florida Statutes means a finding of guilt or a conviction of a public entity crime, with or without an adjudication of guilt, in any federal or state trial court of record relating to charges brought by indictment or information after July 1, 1989, as a result of a jury verdict, nonjury trial, or entry of a plea of guilty or nolo contendere.
4. I understand that an "affiliate" as defined in Paragraph 287.133(l)(a), Florida Statutes, means:
 - a. A predecessor or successor of a person convicted of a public entity crime; or
 - b. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of an affiliate. The ownership by one person of shares constituting a controlling interest in another person, or a pooling of equipment or income among persons when not for fair market value under an arm's length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.

5. I understand that a "person" as defined in Paragraph 287.133(1)(e), Florida Statutes, means any natural person or entity organized under the laws of any state or of the United States with the legal power to enter into a binding contract and which Proposals or applies to Proposal on contracts for the provision of goods or services let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in management of any entity.
6. Based on information and belief, the statement which I have marked below is true in a relation to the entity submitting this sworn statement. (Please indicate which one (1) of the following three (3) statements is applicable.)

(1) Neither the entity submitting this sworn statement, nor any of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or any affiliate of the entity has been charged with and convicted of a public entity crime within the past 36 months.

(2) The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or any affiliate of the entity has been charged with and convicted of a public entity crime within the past 36 months.

(3) The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or agents who are active in management of the entity, or any affiliate of the entity has been charged with and convicted of a public entity crime within the past 36 months. However, there has been a subsequent proceeding before a Hearing Officer of the State of Florida, Division of Administrative Hearings and the Final Order by the Hearing Officer determined that it was not in the public interest to place the entity submitting this sworn statement on the convicted vendor list. (Attached is a copy of the final order.)

I UNDERSTAND THAT THE SUBMISSION OF THIS FORM TO THE CONTRACTING OFFICER FOR THE PUBLIC ENTITY IDENTIFIED IN PARAGRAPH 1 (ONE) ABOVE IS FOR THE PUBLIC ENTITY ONLY AND, THAT THIS FORM IS VALID THROUGH DECEMBER 31 OF THE CALENDAR YEAR IN WHICH IT IS FILED AND FOR THE PERIOD OF THE CONTRACT ENTERED INTO , WHICHEVER PERIOD IS LONGER. I ALSO UNDERSTAND THAT I AM REQUIRED TO INFORM THE PUBLIC ENTITY PRIOR TO ENTERING INTO A CONTRACT IN EXCESS OF THE THRESHOLD AMOUNT PROVIDED IN SECTION 287.017, FLORIDA STATUTES FOR THE CATEGORY TWO OF ANY CHANGE IN THE INFORMATION CONTAINED IN THIS FORM.

Carolyn J. Feinster
 SIGNATURE OF AFFIANT
 STATE OF FLORIDA)
)ss.
 COUNTY OF MIAMI-DADE)

Carolyn J. Feinster
 (Printed or Typed Legal Name of Affiant)

The foregoing Form was acknowledged before me this 5 day of Sept, 2012, by Carolyn J Feimster, as President of CJF Marketing International a Florida corporation, on behalf of said corporation and limited partnership. He/She personally appeared before me and is personally known to me.

{ NOTARY SEAL }



BETH A. KAPLANERIS
NOTARY PUBLIC
STATE OF FLORIDA
Comm# DD968581
Expires 5/8/2014

Notary: Beth A Kaplaneris
Print Name Beth A Kaplaneris
Notary Public, State of Florida
My Commission Expires: 5/8/2014

Attachment "6"

NON-COLLUSION AFFIDAVIT

STATE OF FLORIDA
COUNTY OF MIAMI-DADE

The undersigned being first duly sworn as provided by law, deposes, and says:

1.1. This Affidavit is made with the knowledge and intent that it is to be filed with the Town of Surfside Town Commission and that it will be relied upon by said Town, in any consideration which may give to and any action it may take with respect to this proposal.

1.2. The undersigned is authorized to make this Affidavit on behalf of, CJF Marketing International (Name of Corporation, Partnership, Individual, etc.), a corporation duly organized and existing under the laws of the State of FL of which he is _____ (Sole Owner, Partner, President, etc.)

1.3. Neither the undersigned nor any person, firm, or corporation named in above Paragraph 1.2, nor anyone else to the knowledge of the undersigned, have themselves solicited or employed anyone else to solicit favorable action for this proposal by the Town, also that no head of any department or employee therein, or any officer of the Town of Surfside, Florida is directly interested therein.

1.4. This proposal is genuine and not collusive or a sham; the person, firm or corporation named above in Paragraph 1.2 has not colluded, conspired, connived or agreed directly or indirectly with any Proposer or person, firm or corporation, to put in a sham proposal, or that such person, firm or corporation, shall refrain from Proposing, and has not in any manner, directly or indirectly, sought by agreement or collusion, or communication or conference with any person, firm or corporation, to fix the prices of said proposal or proposals of any other Proposer; and all statements contained in the proposal or proposals described above are true; and further; neither the undersigned, nor the person, firm or corporation named above in Paragraph 1.2, has directly or indirectly submitted said proposal or the contents thereof, or divulged information or data relative thereto, to any association or to any member or agent thereof.

Carolyn J Feimster
AFFIANT'S NAME

President
AFFIANT'S TITLE

The foregoing Affidavit was acknowledged before me this 5 day of Sept, 2012, by Carolyn J Feimster, as President of CJF Marketing International a Florida corporation, on behalf of said corporation and limited partnership. He/She personally appeared before me and is personally known to me.

{ NOTORIAL SEAL }



BETH A. KAPLANERIS
NOTARY PUBLIC
STATE OF FLORIDA
Comm# DD968581
Expires 5/8/2014

Notary: Beth A Kaplaneris
Print Name: Beth A Kaplaneris
Notary Public, State of Florida
My Commission Expires: 5/8/2014

Attachment "7"
DRUG-FREE WORKPLACE

The undersigned vendor (firm) in accordance with Chapter 287.087, Florida Statutes, hereby certifies that CJF Marketing International, Inc.
(Name of Company)

Publish a statement notifying employees that the unlawful manufacturing, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.

Inform employees about the dangers of drug abuse in the work place, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.

Give each employee engaged in providing the contractual services that are under consideration a copy of the statement specified in subsection (1).

In the statement specified in subsection (1), notify the employee that, as a condition of working on the contractual services that are under consideration, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893, Florida Statutes or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.

Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.

Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

As the person authorized to sign the statement, I certify that this firm complies fully with the above requirements.

Carolyn J Feimster
Signature (Blue ink only)

Carolyn J Feimster
Print Name

President
Title

9-5-12

Date

Witness my hand and official notary seal/stamp at Peabody Hotel Orlando, FL the day and year written above

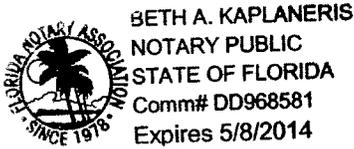
STATE OF FLORIDA)
) SS:
COUNTY OF MIAMI-DADE)

BEFORE ME, an officer duly authorized by law to administer oaths and take acknowledgments, personally appeared Carolyn J Feimster as President, of CJF Marketing International, an organization authorized to do business in the State of Florida, and acknowledged executing the foregoing Form as the proper official of CJF Marketing International for the use and purposes mentioned in the Form and affixed the official seal of the corporation, and that the instrument is the act and deed of that corporation. He/She is personally known to me or has produced FL Drivers License as identification.

IN WITNESS OF THE FOREGOING, I have set my hand and official seal at in the State and County aforesaid on this 5 day of September, 2012.

Beth A Kaplaneris
NOTARY PUBLIC

My Commission Expires:



ANTI-KICKBACK AFFIDAVIT

STATE OF FLORIDA }
 }
COUNTY OF MIAMI-DADE } SS:

I, the undersigned, hereby duly sworn, depose and say that no portion of the sum herein proposed will be paid to any employees of the Town of Surfside, its elected officials, and CJF Marketing International or its design consultants, as a commission, kickback, reward or gift, directly or indirectly by me or any member of my firm or by an officer of the corporation.

By: Cecilia J Zermato
Title: President

Sworn and subscribed before this
5 day of September, 2012

Beth A Kaplaneris
Notary Public, State of Florida

Beth A Kaplaneris
(Printed Name)

My commission expires: 5/8/2014

