

DEPARTMENTAL INPUT
CONTRACT/PROJECT MEASURE ANALYSIS AND RECOMMENDATION

<input checked="" type="checkbox"/> <u>New contract</u>	<input type="checkbox"/> <u>OTR</u>	<input type="checkbox"/> <u>CO</u>	<input type="checkbox"/> <u>SS</u>	<input checked="" type="checkbox"/> <u>BW</u>	<input type="checkbox"/> <u>Emergency</u>	Previous Contract/Project No.: NEW
<input type="checkbox"/> <u>Re-Bid</u>	<input type="checkbox"/> <u>Other</u>					

LIVING WAGE APPLIES: ___ YES ☒ NO

Requisition/Project No: **REQ NO. ROCU1700003 / CONTRACT NO. BW9923-0/18**

TERM OF CONTRACT: **6 MONTHS**

Requisition/Project Title: **MARKETING AND ADVERTISING SERVICES**

Description: **BID WAIVER PURCHASE OF MARKETING AND ADVERTISING SERVICES FOR THE DEPARTMENT OF CULTURAL AFFAIRS**

User Department: **CULTURAL AFFAIRS**

Issuing Department: **ISD / PM**

Estimated Cost: **\$250,000**

Contact Person: **MAGGIE REYNALDOS; 305-375-4435; MTC@MIAMIDADE.GOV**

Funding Source: **PROPRIETARY FUNDS**

ANALYSIS

Commodity/Service No: 96153 (MARKETING SERVICES)		SIC:	
Trade/Commodity/Service Opportunities			
Contract/Project History of Previous Purchases For Previous Three (3) Years Check Here if this is a New Contract/Purchase with no Previous History			
<u>EXISTING</u>		<u>2ND YEAR</u>	<u>3RD YEAR</u>
Contractor:			
Small Business Enterprise:			
Contract Value:			
Comments:			
Continued on another page (s): ___ Yes <input checked="" type="checkbox"/> No			

RECOMMENDATIONS

SBE	Set-Aside	Sub-Contractor Goal	Bid Preference	Selection Factor
		%		
		%		
		%		
		%		

Basis of Recommendation:

Signed: Maggie Reynaldos

Date to DBD: 9/1/17

Date Returned to DPM: _____

Scope of Services

A. Background

The Department of Cultural Affairs (CUA) develops cultural excellence, diversity and participation throughout Miami-Dade County by strategically creating and promoting opportunities for artists and cultural organizations, and the residents and visitors who are their audiences. The department creates, publishes, promotes, and disseminates information about the cultural excellence of artistic offerings to increase accessibility and attendance, and develops and coordinates arts education and outreach programs.

B. Facilities

CUA manages, programs, and operates facilities dedicated to presenting and supporting excellence and diversity in the arts for the entire community. The following facilities are currently under the Department's purview:

- 1) The African Heritage Cultural Arts Center (AHCAC) – 6161 NW 22nd Avenue, Miami, FL 33142
This center has a 28-year history of providing instruction in the arts in all artistic disciplines to youth through after school, school break academies, and summer school programs. Its work continues to develop the next generation of artists and arts supporters. In addition, the AHCAC serves as an incubator for supporting and developing the work of African-American arts groups and artists through its black-box theater, rehearsal spaces and art gallery. The AHCAC also serves as a welcoming place to the surrounding community, hosting evening classes and civic meetings.
- 2) The Joseph Caleb Auditorium - 5400 NW 22nd Avenue, Miami, FL 33142
The Joseph Caleb Auditorium is a 962-seat theater that has been the gathering place in the Liberty City community for the performing arts for more than 36 years. The Auditorium has featured concerts, community forums, movie screenings and productions by community arts organizations throughout the year.
- 3) The Miami-Dade County Auditorium (MDCA) - 2901 West Flagler Street, Miami, FL 33135
The MDCA offers two dynamic presentation styles: a 2,372-seat theater that can host major dance, theater and music performances; and a 250-seat "On Stage Black Box" theater in which both the audience and performers share the stage of the Auditorium which is adapted into an innovative studio theater for more intimate and often, cutting edge shows. Since the theater opened its doors in 1951, it has served as the center for showcasing the diversity of our cultural life and most recently, as a hub for celebrating the Hispanic arts community. CUA has launched a program to establish co-presenting partnerships with non-profit cultural organizations that can present performances on the main stage and in the black box configuration and begin to establish an artistic reputation for the theater which will encourage more use and presentations of higher artistic quality. Partner organizations include Fundarte, the Rhythm Foundation, Tigertail, the Performing Arts Series presented by Miami Dade College and Teatro Avante. This program also has the benefit of helping to develop Hispanic audiences for some of our community's premiere cultural organizations.

- 4) The South Miami-Dade Cultural Arts Center - 10950 SW 211th Street, Cutler Bay, FL 33189

The South Miami-Dade Cultural Arts Center is a multidisciplinary arts center designed to showcase the performing arts. The Center's 961-seat state-of-the-art Theater Building includes a fly tower, orchestra pit, front of house spaces (box office, lobby, restrooms, concessions, etc.), back of house support spaces (dressing rooms, storage and work areas, administrative offices, etc.) and a multi-purpose rehearsal space. The separate Activities Building of the Center houses an informal performance space, and smaller multi-purpose spaces for lectures, classes, or community gatherings. The Center's two buildings are joined by an outdoor promenade leading to a gently-sloping lawn for outdoor concerts and festivals along the Black Creek Canal.

C. Education, Outreach and Access Programs

CUA's arts education, outreach and access programs reflect the Department's commitment to expand opportunities for children and families, as well as create increased access and opportunities for residents and visitors to participate fully in the arts. Arts Education, outreach and access services and programs currently provided by CUA include:

- 1) All Kids Included – Accessible Arts Experiences for Kids (AKI)
AKI promotes inclusive arts and cultural programs in school settings and throughout the community so that kids of all abilities and their families can participate fully in the arts.
- 2) Culture Shock Miami
Culture Shock Miami provides \$5 tickets for high school and college students ages 13-22 to attend cultural activities presented by the community's top performing and visual arts organizations, representing the broadest diversity of Miami's artistic offerings. Since its inaugural season in 2006-07, Culture Shock Miami has served the student community with a diverse mix of cultural offerings.
- 3) After School and Camp Programs
The Department provides grant support to community based organizations to invest in and strengthen cultural organizations that provide youth arts programs for children and families, and to increase opportunities for kids to engage in direct, high quality, live arts experiences as a part of their overall education.
- 4) Golden Ticket Arts Guide
The Golden Ticket Arts Guide features free cultural offerings for Miami-Dade County senior residents, ages 62 and over.

D. Tasks

Examples of the marketing and advertising tasks required by CUA are listed below. The vendor will be required to perform any and all these tasks, as indicated in the Work Order.

- 1) Develop a strategic marketing plan, including situational analysis, opportunities and issues analysis (Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis), objectives, strategy, action plan, and timeline for implementation.
- 2) Create, implement and analyze customer digital behavioral tracking and analytics

tools, with the objective of optimizing the customer experience across digital channels and strategically directing available marketing spending and messaging.

- 3) Conduct market research, including but not limited to, focus groups, surveys, polls, audience measurements, and collection and analysis of data.
- 4) Develop creative concept including brand/image, slogan, tagline and logo, and development of collateral materials and promotional materials.
- 5) Develop a digital campaign including E-blasts, E-newsletter, and other viral marketing tactics.
- 6) Develop a media campaign, including but not limited to, newspaper, on-line media, magazine, radio, TV, and outdoor.
- 7) Perform all activities associated with media purchasing and placement, including negotiation of ad rates and advertisement time slots, advertisement insertion orders, placement, negotiations of public service announcements, and purchase of media buys.
- 8) Provide printing and production services, including graphic art design layout, multi-lingual copywriting (English, Spanish and Creole), mechanical advertisement assembly, printing of brochures, direct mail, posters, and other collateral, distribution of brochures, scripting, photography, TV and digital video production, radio production, audio visual services, and all talent required for these services.
- 9) Develop social media campaigns to include social networks, microblogging, photo sharing, commenting forums, online videos and other social media marketing tools.
- 10) Provide and implement web site design and content recommendations.
- 11) Develop a mobile marketing campaign including creative concept, implementation and measurement methodology to gauge campaign results and provide reports as requested.
- 12) Develop an economical on-going promotional plan to increase awareness and ticket sales.
- 13) Develop a methodology to measure the impact and success of advertising and marketing programs (overall Return on Investment – ROI) and provide reports as requested..
- 14) Provide all other related services necessary to fulfill CUA's marketing and advertising needs.

E. Work Order Process

Work Orders will be issued by CUA for all work to be performed under this agreement.

- 1) When a need arises, CUA will develop a Work Order which will provide the Contractor with specific project information, such as, objectives, specifications, anticipated

BID WAIVER
MARKETING AND ADVERTISING SERVICES FOR THE DEPARTMENT OF CULTURAL AFFAIRS

deliverables, desired outcomes and timelines.

- 2) Multiple Work Orders may be issued simultaneously, as required by CUA.
- 3) The Contractor will issue a Quote for each Work Order issued by CUA. The Hourly Rates established in Appendix B Price Schedule shall be the basis of the Contractor's Quote, and the established Hourly Rates shall not be exceeded. The County may accept the Contractor's Quote as issued, enter into negotiations with the Contractor to obtain a lower price, or reject the Contractor's Quote. Upon rejection of a Contractor's Quote, the County may modify or cancel the Work Order.
- 4) Upon cancellation of a Work Order, the County may obtain the services through a separate solicitation. The Contractor shall not have any claim, financial or otherwise, against the County, as a result of the CUA modifying or canceling a Work Order.



INTERNAL SERVICES DEPARTMENT
PROCUREMENT MANAGEMENT SERVICES

Justification/Input Document for Non-Competitive Acquisition

It is the policy of Miami-Dade County to consistently purchase goods and services using full and open competition. The citizens of Miami-Dade County are best served when we make sound business decisions based on competitive bids or proposals. Early acquisition planning that includes consultation with Internal Service Department's procurement staff can help avoid delays and facilitates effective market research. However, there may be instances when other than full and open competition may be justified. When a user department(s) determines that other than full and open competition is necessary or in the best interest of the County, appropriate justification for that course of action must be submitted to ISD for approval and execution in order to waive the competitive bid/proposal process.

Please provide the information requested below to support the need and feasibility for waiving the competitive bid/proposal process:

Department:	Cultural Affairs		
Contact Person:	Deborah Margol	Phone Number:	305-375-2577
Requisition No.:		Estimated Value:	\$1,000,000
Proposed Vendor:	Matrix 2, Inc.; Arts Marketing Network, Inc.		
Previous Contract Number:	RFQ806	Previous Contract Value:	\$1,798,000

Purpose of the Purchase

Please describe your minimum requirements and the benefits of making the acquisition.

As of FY 2012, the Department of Cultural Affairs added a new line of business to its portfolio of arts and cultural development services and strategic public participation programs - managing, programming and operating four (4) cultural facilities: the South Miami-Dade Cultural Arts Center, the Miami-Dade County Auditorium, the Joseph Caleb Auditorium and the African Heritage Cultural Arts Center. In addition, several of the Department's programs and services have grown substantially, including the Culture Shock Miami - \$5 student ticket to the arts program, the All Kids Included accessibility initiatives for children and families with and without disabilities, and the Golden Ticket Arts Guide, providing free admission to cultural events for seniors ages 62 and older. Given that so much of the Department's work engages and addresses our public customers, it is necessary to secure the services of marketing and public relations firms. Since August 2012, the Department has had in place Contract No. RFQ806 for Marketing and Public Relations Services, through which the awarded primary vendors, Matrix 2 (marketing) and Arts Marketing Network (public relations), have been engaged to provide marketing, advertising, media and public relations services, initially for the South Miami-Dade Cultural Arts Center and the Culture Shock Miami program, but subsequently expanded to encompass all of the departments cultural venues and specially developed and focused public participation programs.

The breadth of creative design work and services provided under these contracts includes, but is not limited to: strategic marketing and public relations plans, situational analyses, market research, data analysis and campaign results measurement; brand, logo and tagline design, development, optimization and implementation; website design, content and graphic treatment consultation and support; design, creation, production and implementation - including copywriting and printing services as needed - of multi-media and multi-lingual advertising, encompassing all broadcast, outdoor, web-based, digital, social media, mobile marketing and specially-targeted campaigns; management and coordination of all media purchasing and placement; development and coordination of multi-lingual media relations, community outreach and communications strategies, media kits, press conferences, story pitches, media tours, and special events; media requests fulfillment; partnership and resource development assistance; media training for County spokespersons; cultivation of the Culture Shock Miami ambassador corps including hiring and training; and crisis communications support, if and when needed.

Best Interest of the County / Uniqueness of Product

Please provide a detailed description as to why a waiver of formal bidding is in the County's best interest (e.g., product standardization, compatibility, proprietary access or distributorship, how vendor is uniquely qualified to provide the needed product or service, etc.). Please note that a lack of advance planning is not an acceptable justification for a non-competitive acquisition.

Since being engaged, Matrix 2 and Arts Marketing Network have been instrumental in: shaping and expanding the brands and brands strategies; developing integrated, multi-faceted, multi-media and multi-platform marketing campaigns; creating print, graphic design, and web presences; and assessing market research for both the South Miami-Dade Cultural Arts Center and Culture Shock Miami. Building upon these successes, the Department of Cultural Affairs expanded their initial scope and tasked the selected firms with applying their branding, marketing, advertising, public relations and market research expertise in service of others of the Department's facilities and efforts, all of which are benefiting demonstrably, evidenced by increased ticket sales, media support, public participation, and public demand.

Both Matrix 2 and Arts Marketing Network have unique understandings of the markets and customer bases for each of the Department's cultural venues and programs. Matrix 2 and Arts Marketing Network have evolved customized and strategic marketing and PR campaigns and distinct profiles within the community for each cultural asset. Their knowledge bases, having shaped, designed and propelled the "brand" identities for each of the Department's cultural assets makes these particular firms uniquely qualified to provide these essential services. In addition, the Department anticipates additional cultural facilities and projects coming on line over the next few years, and these firms have the specific framework through which to integrate these upcoming new ventures in a manner that is compatible and consistent with the Department's overall portfolio. It is critical to maintain steady and constant creation and implementation of the marketing, advertising and public relations efforts underway for the County's cultural venues to support the 2017-18 seasons and beyond. Audiences rely on strong, effective marketing in order to be aware of and attend programs. Rental clients of our facilities will take their business elsewhere if they believe that the venue at which their programs are to be presented will be invisible to the general public and prospective audiences. Any interruption to the marketing and promotional efforts underway would have serious disruptions and irretrievable consequences to programs, community impact, and revenue generation.



**INTERNAL SERVICES DEPARTMENT
PROCUREMENT MANAGEMENT SERVICES**

Market Research

Please describe your market research and the results thereof. This should include a description of other, similar sources or products available in the market if any and why they are not acceptable.

To establish RFQ806 in 2012 for a three-year term with a three year option to renew, ISD/Procurement Management and the Department of Cultural Affairs advertised an open solicitation, and received 11 responsive proposals, all of which were evaluated and ranked, including the application of an SBE Selection Factor. With five years' in-depth experience investigating, conceptualizing and establishing the public identities that differentiate each of the Department's cultural venues and customer-focused programs and initiatives, and learning our various customers' specific desires and behaviors, Matrix 2 and Arts Marketing Network now possess unique and unmatched capabilities and skill sets for addressing and advancing the marketing, advertising and public relations requirements of the Department in the most strategic, effective and affordable ways. Working in close coordination with the Communications Department and the ISD's Procurement Management Division, there is consensus that the Department of Cultural Affairs' needs are best addressed at this time through a non-competitive acquisition. This conclusion was based on the explicit nature, volume and demands of the services required by the Department of Cultural Affairs for the year-round marketing and promoting of the performances and presentations in the four theaters it programs, manages and operates, and through its Culture Shock Miami, All Kids Included, Golden Ticket and other audience-focused programs.

Proposed Actions

Please describe the actions the department will take to overcome the present barriers to competition prior to any future acquisitions of this product or service.

There are no barriers to competition in the future of which the Department is aware.



Department Director's Approval

June 7, 2017

Date Approved