Monroe County Tourist Development Council

REQUEST FOR COMPETITIVE SOLICITATION—Website Development and Optional Services for Monroe County Tourist Development Council, including:

- Email Marketing Campaign Management
- Integrated Data and Intelligence Solutions
- Microsite and Splash Page Development
- Webcam Services
- Search Engine Marketing (Organic)

Submitted by MMGY | December 19, 2024

Authorized Contact Information
Robert Patterson, SVP, Marketing Technology
816-518-6572
rpatterson@mmgy.com

Corporate Headquarters
7309 West 80th Street
Suite 400
Overland Park, KS 66204

Dear Monroe County Tourist Development Council and Visit Florida Keys,

MMGY is honored to present this proposal to support the Monroe County Tourist Development Council (TDC) and Visit Florida Keys (VFK) in transforming their digital presence into an innovative, revenue-generating platform that inspires travelers, engages local stakeholders and strengthens community partnerships. With over 40 years of experience in travel and hospitality marketing, MMGY understands the unique challenges and opportunities facing destination marketing organizations and is uniquely positioned to help VFK achieve its strategic goals.

Our approach is grounded in collaboration, cutting-edge technology and a deep understanding of the tourism industry. From designing user-centric, visually compelling websites to developing innovative monetization strategies, our team is focused on delivering a platform that not only elevates the user experience but also drives measurable impact and revenue growth.

Key highlights of our approach include:

- Conducting a comprehensive website audit and stakeholder discovery process
- Designing a scalable and flexible Drupal-based CMS solution that streamlines content management and integrates seamlessly with CRM, booking engines and third-party tools
- Implementing advanced SEO strategies, accessibility enhancements and AI-driven personalization to ensure the site meets global best practices while delivering tailored user experiences
- Introducing innovative monetization opportunities, including sponsored content, e-commerce solutions and cooperative advertising programs that align with the VFK's brand values
- Developing a data-driven measurement and optimization framework to ensure continuous improvement and long-term success

We are committed to building a digital platform that reflects the essence of the iconic destination while enabling VFK to achieve its mission of promoting tourism, supporting local businesses and creating an unforgettable destination experience. With MMGY as your partner, you'll gain a solution that not only serves today's needs but also anticipates tomorrow's opportunities.

Thank you for the opportunity to partner with you on this transformative project. We are excited to bring our expertise and passion to support the continued success of Monroe County as a premier global destination.

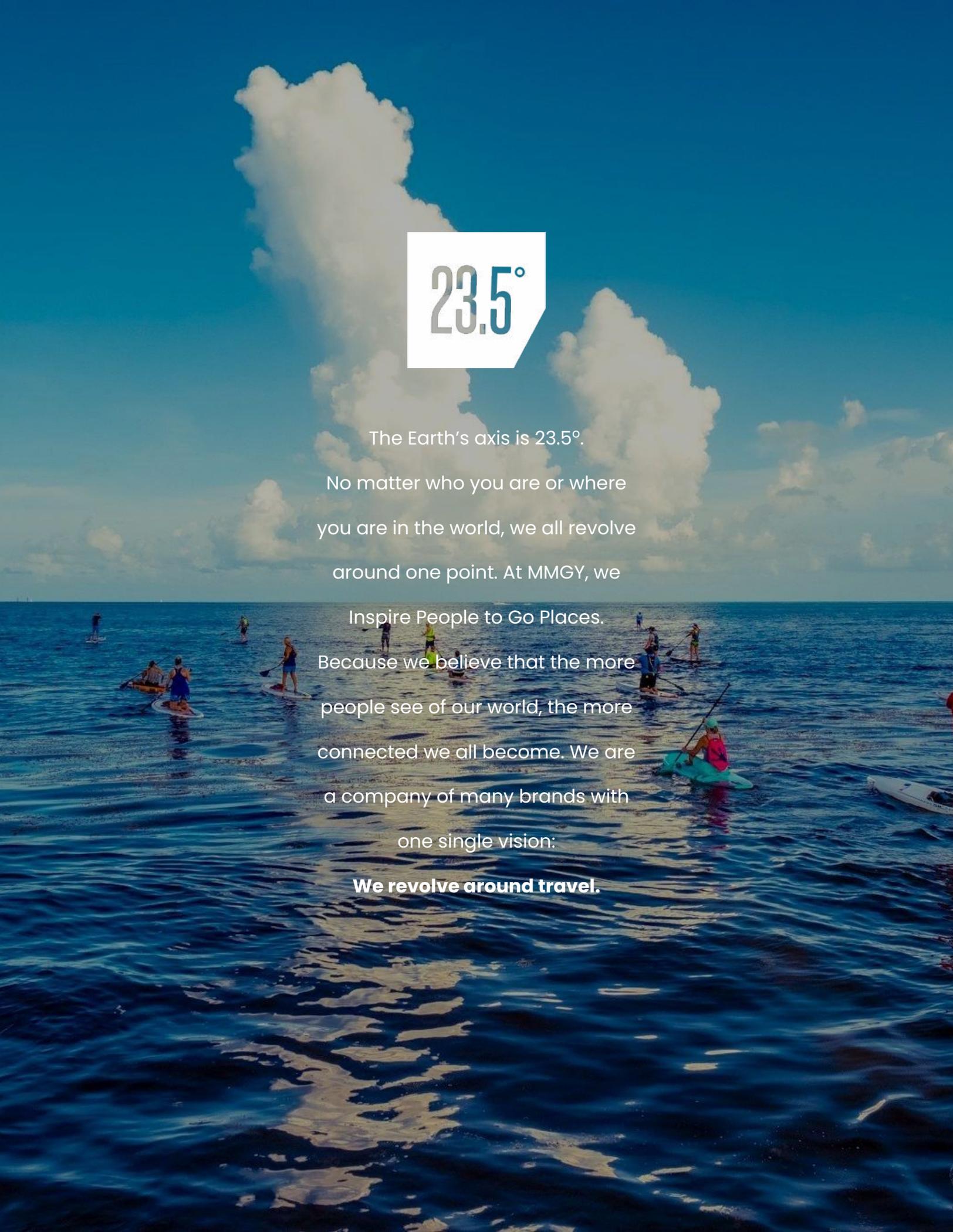**Sincerely,**

ROBERT PATTERSON
SVP, MARKETING TECHNOLOGY

MMGY's Commitment to VFK

1. We will act as a seamless extension of your in-house team, leveraging our expertise in UX, design and development to create an outcome-driven, digital platform that delivers an enhanced user experience for travelers and stakeholders alike.

2. We will conduct comprehensive UX, UI and technical audits to optimize the website's performance, accessibility and user flow, ensuring users can easily explore the destination's offerings, plan their trips and access key information in a streamlined and engaging manner.

3. We will design the website to embody the brand's unique identity as a premier global destination, creating a user-centric experience that simplifies navigation, captures user insights and integrates seamlessly with existing and future systems such as your CRM, booking engine and AI systems.

4. We will enhance the content strategy and site architecture to prioritize user engagement, ensuring the website aligns with VFK's goals of driving tourism, supporting local partners and maintaining full ADA and GDPR compliance while optimizing the user journey for both B2B and B2C audiences.

5. We will design and develop a modern, unified CMS platform for VFK, integrating existing content and tools while ensuring scalability. Our team will provide detailed documentation and training to empower your team to manage and optimize the platform after launch, driving long-term success and adaptability.
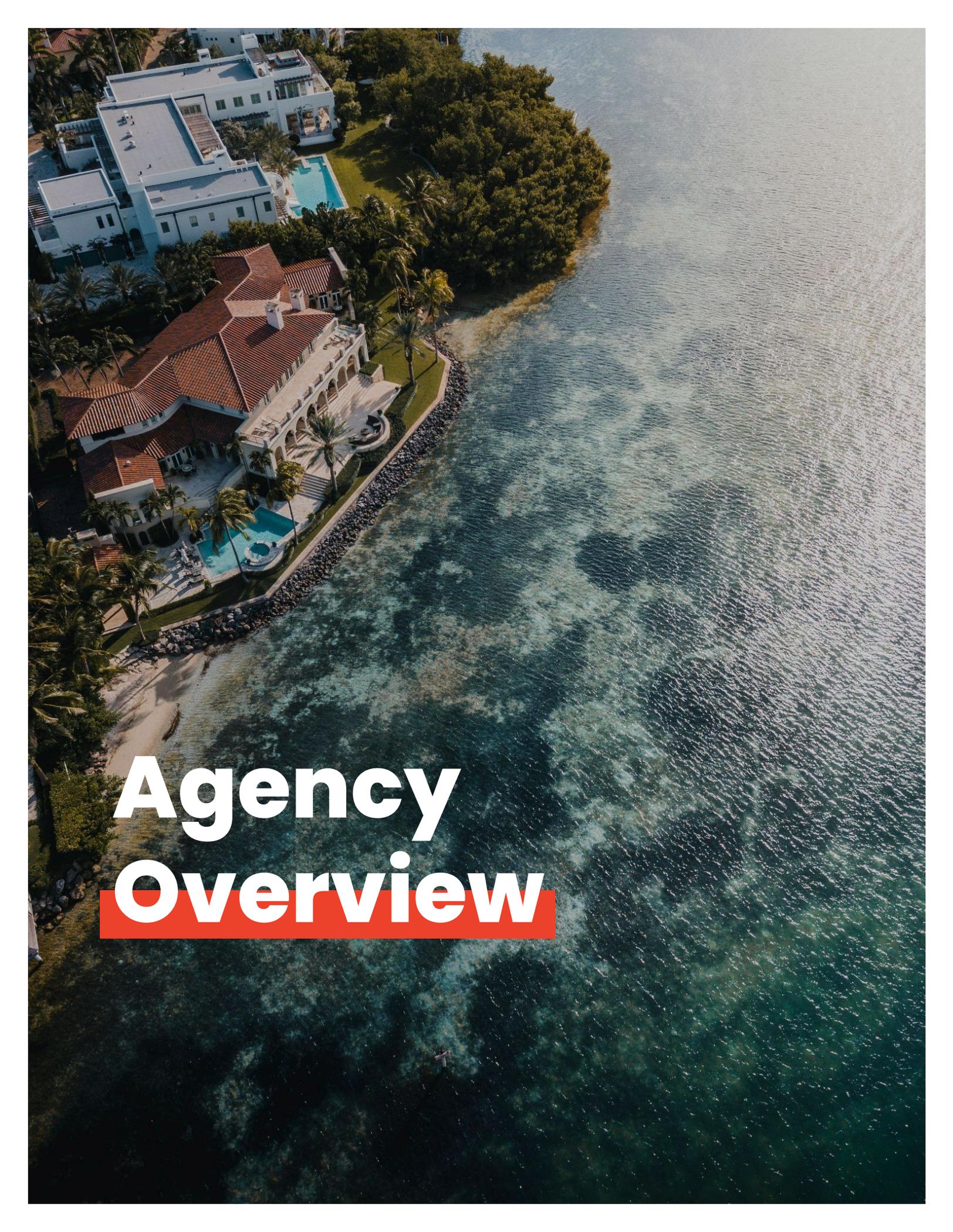
Table of Contents

23.5°

The Earth's axis is 23.5°.

No matter who you are or where

you are in the world, we all revolve

around one point. At MMGY, we

Inspire People to Go Places.

Because we believe that the more

people see of our world, the more

connected we all become. We are

a company of many brands with

one single vision:

We revolve around travel.

Agency
Overview

Bringing the World Closer Together

As the world's foremost integrated marketing company specializing in travel and hospitality, Inspiring People to Go Places is more than just a line – it is at the core of everything we do as a team. From telling stories that inspire consumers to travel to providing opportunities that empower our staff to grow, this mantra is driven by the following five global values we share across all agency brands and offices:

Inclusive
By embracing our differences and learning from each other, we will grow together.

Empowering
We believe that to go places as a company, we must give others the opportunity to shine.

Curious
Our relentless search to understand and seek out new ideas leads to groundbreaking success.

Creative
Being creative isn't about design and copy, but the approach we all take to finding solutions.

Transformative
To lead the industry, we must strive to find new opportunities and embrace change.

By fostering and supporting these values, we believe we will help create a connected, inclusive and peaceful world by promoting travel as a cultural bridge of understanding, and we believe this will be our greatest achievement.

We inspire people to go places.

Globally Informed, Locally Engaged

With a passion for going places, it's no wonder we have offices across the globe. Our teams in Kansas City will lead the project and tap into our deep bench of industry experts across our company brands and offices as needed.
The distinct advantage is one plan from one centralized team that leads a collective group of travel and tourism experts.

CORPORATE HEADQUARTERS
Kansas City
7309 West 80th Street
Suite 400
Overland Park, KS 66204

Locations

AUSTIN	LOS ANGELES
BRUSSELS	MUNICH
DENVER	NEW YORK CITY
DETROIT	PARIS
FRANKFURT	ROTTERDAM
KANSAS CITY	WASHINGTON, D.C.
LONDON	WHISTLER

Primary Contact

Robert Patterson
SVP, Marketing Technology
rpatterson@mmgy.com
816-518-6572

Who You Work With Says A Lot About You

As experts in website and email marketing services, we have over 25 years of experience delivering customized, high-performing solutions for clients in the travel industry. Our expertise spans implementing CMS-based web solutions and advanced email marketing programs, helping clients streamline complex data and booking flows, enhance user experiences, improve channel and site performance and drive measurable business outcomes. Below are some of our current and past website and email marketing clients.
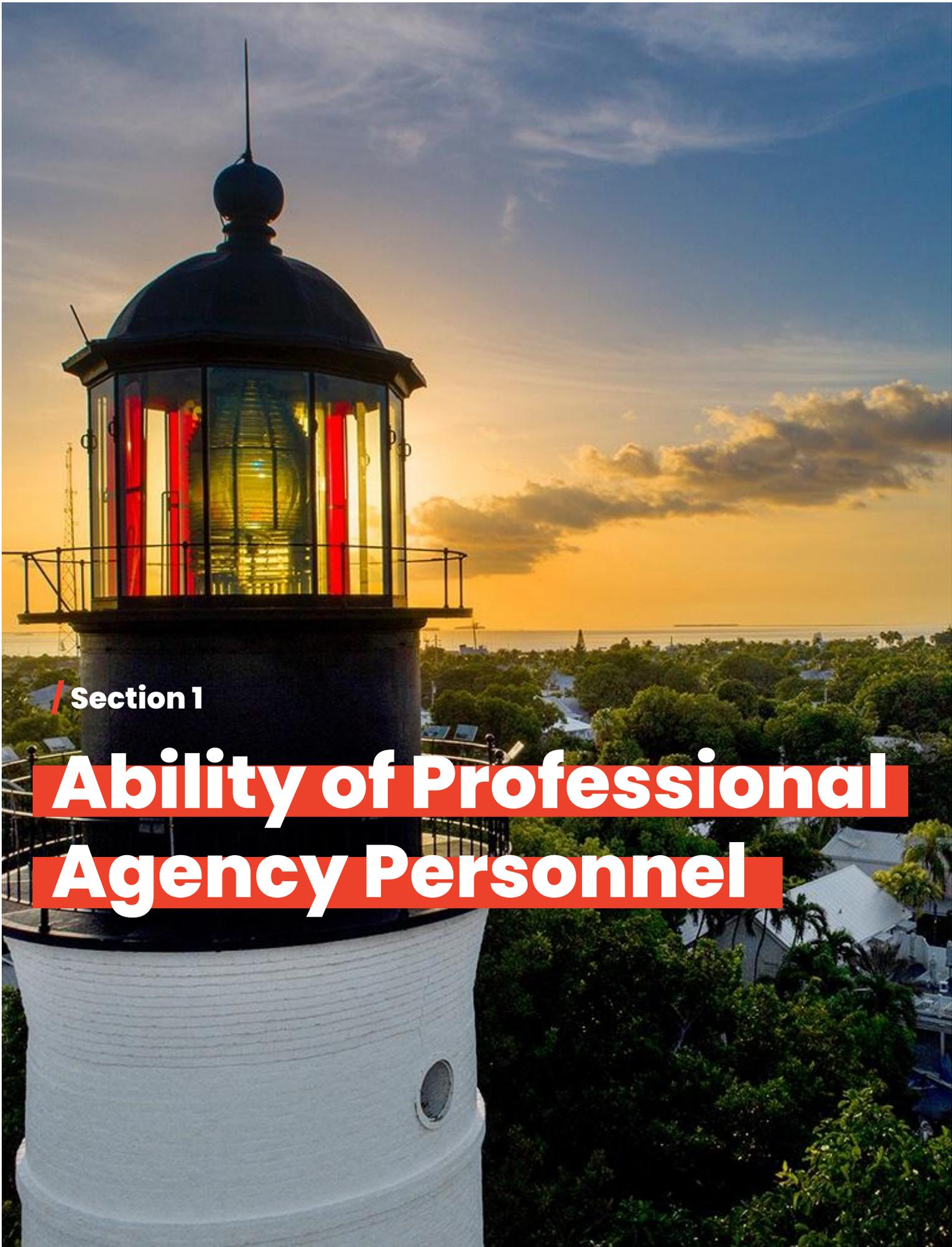
Ability of Professional Agency Personnel

One Team.
One Integrated Strategy.

MMGY's fully integrated agency structure is built to maximize every channel and team member's contributions throughout the entire life cycle of a relationship. Work does not get handed off from one phase to another; instead, team members overlap as needed to provide diverse channel oversight and accountability as ideas progress. This level of integration also means when team members are out of the office or temporarily unavailable, we are able to provide the same high level of service and consistency.

In the rare instance that a team member transitions off your account for any reason, we have a number of processes in place – in addition to extensive client record-keeping – to easily onboard new team members.

We have detailed your full agency team on the pages that follow, including our ability to scale services through our partnership through our Origin agency brand, our long-term Drupal development partner OpenSense Labs or our independent contractor network.

We pride ourselves on the fact that many of your team members average five-plus years with MMGY. This is a testament to the excellent relationships forged with great partners, our extensive training and growth opportunities available at MMGY and a genuine passion for such an incredible industry.

The following team members were selected based on their in-depth industry experience and extensive channel and subject matter expertise that will deliver maximum return on investment for Monroe County.

Strategic Counsel

Robert Patterson, SVP, Marketing Technology

Account Leadership

Aimee Arnoldi, Account Director

Sydney Stewart, Account Coordinator

Website Delivery

Anna Lowry, Assoc. Director of Product Delivery

Tyler Hamilton, Product Manager

Chris Ruder, Delivery Specialist

Strategic Vision

Sean Bryan, VP, Digital Experiences

Craig Paddock, Director of Search

Caitlin Walker, Email Marketing and Automation Strategist

Abby Jurgens, Email Marketing and Automation Manager

Alli Worley, Director, Performance Analytics

User Experience Design

John Kuefler, UX Strategist and Designer

Tim McCraley, Sr. Interactive Art Director

Origin, Agency Overflow Support
(if needed)

Coding and Compliance

Matt Shoaf, Director of Technology, Web

Kurt Hanover, Lead Developer

Brendan Carpenter, Accessibility Certified Sr. Developer

Origin, Agency Overflow Support
(if needed)

OpenSense Labs, Partner Overflow Support
(if needed)

Independent Contractors, Overflow Support
(if needed)

Robert Patterson, SVP, Marketing Technology

Strategic Counsel

With 20 years of travel, hospitality and online marketing experience, Robert leads MMGY's marketing technology team to influence consumer behavior, optimize digital marketing performance and generate revenue. In his role as SVP of Marketing Technology, Robert oversees website development, email marketing and automation, digital experiences and emerging technologies. Leading MMGY's digital strategies, Robert has spearheaded successful programs for clients such as Lufthansa, Marriott Resorts and Visit Costa Rica.

Robert has spoken at and provided insights for national and international travel industry conferences, including Consumer Electronics Show (CES), HSMAI Digital Marketing Strategy Conference, eTourism Summit and state and CVB tourism conferences. He has been named to the Skift30, a list of the travel industry's top influencers in digital marketing.

Account Role
Strategic Advisor

Location
Kansas City

Years of Experience
2003–present

Qualifications

 VisitCostaRica.com
2015–present

 Washington.org
2010–present

 Arkansas.com
2024–present

Aimee Arnoldi, Account Director

Day-to-Day Account Lead

As an Account Director with MMGY, Aimee oversees and directs her team's daily operations and overarching strategies to deliver on company and client goals. Her experience in account management and the travel industry ensure that her clients receive great care and attention – and even better ROIs. Aimee's personality and attention to detail are great assets in her relationships with clients like Costa Rica Tourism and City Experiences.

Account Role
Account Leadership

Location
Kansas City

Years of Experience
2018-present

Qualifications

 City Experiences
2022–present

 Visit Myrtle Beach
2020–2022

 Kampgrounds of America
2019–2022

Sydney Stewart, Account Coordinator

Account Support

Sydney facilitates the progression of client deliverables through MMGY's workflow process as an Account Coordinator. Working with internal teams and external vendors, she communicates daily about a range of projects for her client Choice Hotels International. While she ensures that deadlines are met and vendor specifications are adhered to, Sydney also makes sure the work delivers on the brief, delights the client and returns quantifiable results.

Account Role
Program Coordination and Support

Location
Kansas City

Years of Experience
2022–present

Qualifications

 City Experiences
2023–present

 BloomingtonMN.org
2024–present

 Choice Hotels
2022–2024

Anna Lowry, Associate Director of Product Delivery

Product Delivery Oversight

As Associate Director of Product Delivery, Anna focuses on website development clients and projects. Overseeing and managing the day-to-day activities for website development and maintenance projects, Anna communicates with developers, account teams and clients while also obtaining estimates and managing project scopes. She prepares project schedules and documentation including proposals and business requirements for clients like Destination DC, Pure Michigan and Fort Myers – Islands, Beaches and Neighborhoods.

Account Role
Product Delivery Lead

Location
Kansas City

Years of Experience
2018–present

Qualifications

 Arkansas.com
2024–present

 Washington.org
2020–present

 VisitNC.com
2023–present

Account Role
Product Manager

Location
Kansas City

Years of Experience
2022–present

Qualifications

 VisitCostaRica.com
2023–present

 Arkansas.com
2024–present

 BloomingtonMN.org
2023–present
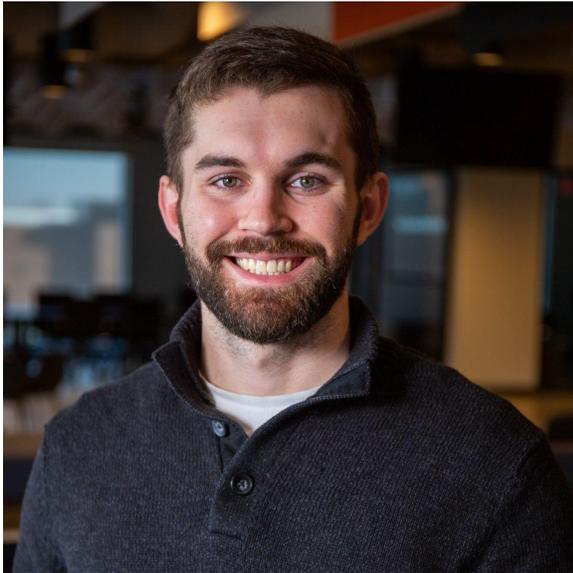
Tyler Hamilton, Product Manager

Day-to-Day Product Manager

After successfully managing the launches of 25 websites in 2023, Tyler joined MMGY as a Product Manager in the Marketing Technology Department. He brings his extensive knowledge of website product management to his work with clients such as Visit Costa Rica and Visit North Carolina. Drawing on his expertise and awareness of the minutiae, Tyler leads internal and external teams through the life of a web project, ensuring things are carried out on schedule and that the budget is adhered to.

Account Role
Marketing Technology Support

Location
Kansas City

Years of Experience
2018–present

Qualifications

 Sensei.com
2020–present

 Trabble.com
2023–present

 SanJose.org
2020–present

Chris Ruder, Delivery Specialist
Website Content Management

Combining creativity, technology and problem-solving, Chris Inspires People to Go Places. In his role as Delivery Specialist for MMGY, he contributes to website development projects from kickoff to launch, including keeping tasks on time and on budget. Chris also manages monthly website reporting, recommends optimizations and provides content development and management services for his clients, which include Fort Myers – Islands, Beaches and Neighborhoods, Visit Costa Rica, Trabble and others.

Sean Bryan, VP, Digital Experiences
Data and Personalization Strategy

As Vice President of Digital Experiences, Sean leads MMGY's digital experience team, which is composed of website and email strategists, personalization experts and user experience professionals servicing clients including Destination DC, KOA and Tourism Ireland. With 12 years of marketing experience, his expertise drives integrated marketing technology strategies across owned, earned and paid channels. Sean is also the product strategist behind ControlTower, MMGY's digital experience platform and leads consumer data privacy compliance within the Marketing Technology Department.

Account Role
Digital Experience Strategy

Location
Kansas City

Years of Experience
2012–present

Qualifications

 VisitCostaRica.com
2019–present

 TourismVictoria.com
2023–present

 SanJose.org
2019–present

Account Role
SEO Strategist

Location
Kansas City

Years of Experience
1998–present

Qualifications

 Washington.org
2013–present

 Colorado.com
2010–present

 Michigan.org
2020–present

Craig Paddock, Director of Search
Organic Search Engine Optimization

As Director of Search, Craig oversees all organic and paid search campaigns, including Google Ads and Microsoft Ads. Since 1998, Craig has consistently delivered top returns for clients in an ever-changing online field that has captivated him the entire time. His research-driven approach focuses on dollars for clients as opposed to just rankings. Launching his first Google Ads campaign in 2001, the first day it launched on Google, Craig is now part of the Google Ads Premier Partner and Microsoft Ads Partner programs. He regularly presents at national search conferences on the topic of key phrase research and contributes articles to the ClickZ network. He has done outstanding work for clients including the Colorado Tourism Office, Visit Costa Rica, the British Virgin Islands Tourist Board, Sensei Wellness Holdings, City Experiences, Windstar Cruises and Fort Myers – Islands, Beaches and Neighborhoods.

Caitlin Walker, Email Marketing and Automation Strategist

Analytics and Measurement Planning

Caitlin's personable nature and analytical mind contribute to her work as an Email Marketing and Automation Strategist for MMGY. While she creatively plans email content and devises strategies that effectively encourage consumers to open emails, she also digs into the science of email deployment, reporting and analytics for her clients, which include Tourism Ireland, Visit Costa Rica and ID90 Travel. Caitlin collaborates with many departments and external vendors to ensure her clients receive top-notch service and applause-worthy results.

Account Role
Email Strategy

Location
Kansas City

Years of Experience
2013–present

Qualifications

 TourismIreland.com
2022–present

 NorthernTerritory.com
2022–2024

 Arkansas.com
2024–present

Abby Jurgens, CRM and Email Marketing Manager

Analytics and Measurement Planning

Having worked in the world of marketing since 2015, Abby knows what it takes to make a successful email marketing campaign. As an CRM and Email Marketing Manager, she assists clients with email strategy and management, suggesting innovative ways to improve KPIs and turn recipients into engagers. Abby also implements campaign automation and analyzes email results to deliver even better outcomes for her clients, including Sensei Wellness Holdings, Fort Myers – Islands, Beaches and Neighborhoods and Kampgrounds of America.

Account Role
CRM Strategy

Location
Kansas City

Years of Experience
2015–present

Qualifications

 AboardTheWorld.com
2024–present

 FlyAirshare.com
2024–present

 Virtuoso.com
2024–present

Alli Worley, Director of Performance Analytics

Analytics and Measurement Planning

As Director of Performance Analytics, Alli creates integrated performance measurement and analytics solutions for clients such as Destination DC, Visit Costa Rica, Pure Michigan, Choice Hotels International, the Colorado Tourism Office and Visit KC. She is responsible for media tagging and measurement strategies, client campaign reporting and the development of client-facing reporting products.

Account Role
Tracking and Measurement

Location
Kansas City

Years of Experience
2014–present

Qualifications

 VisitKC.com
2014–present

 SanJose.org
2014–present

 Colorado.com
2018–present

John Kuefler, User Experience Strategist
Information Architecture and UX Design

With over 15 years as a user experience designer, plus several decades in marketing communications, John has worked with clients of all types and sizes throughout his career. As a User Experience Strategist John performs heuristic audits and user testing and designs information architecture, wireframes and high-fidelity prototypes. He also researches, plans and develops personas to home in on the user for clients like the Bloomington CVB, Destination DC and the British Virgin Islands Tourist Board.

Account Role
User Experience Designer

Location
Kansas City

Years of Experience
2009–present

Qualifications

Arkansas.com
2024–present

Washington.org
2023–present

VisitNC.com
2024–present

Tim McCraley, Sr. Interactive Art Director
Information Architecture and UX Design

Tim specializes in website design, practices clean UI/UX and inspires teams to meet deadlines while crafting compelling, user-focused design solutions. He is passionate about creativity, imagination, storytelling and problem-solving and he infuses his everyday life with challenges that make use of them all. His client portfolio has included Sensei Wellness Holdings, Windstar Cruises, Inspiration Travel, Destination DC and Fort Myers – Islands, Beaches and Neighborhoods.

Account Role
Accessibility and User Interface Designer

Location
Tucson

Years of Experience
2009–present

Qualifications

WindstarCruises.com
2022–2023

Washington.org
2019–present

BloomingtonMN.org
2019–present

Matt Shoaf, Director of Technology, Web

Technical Lead

Matt approaches his role as Web Director of Technology with curiosity, creativity and expertise honed by 12 years in the marketing industry. At MMGY, he leads his team in building and providing maintenance for new web projects and existing web properties, including websites, banner ads and email marketing. Matt ensures web projects are user-friendly, accessible and use the latest technology to provide consumers with the best web experience.

Account Role
Technical Project Oversight

Location
Kansas City

Years of Experience
2008–present

Qualifications

Arkansas.com
2022–Present

FlyAirshare.com
2023–Present

InspirationTravel.com
2022–Present

Kurt Hanover, Lead Developer

Website Development

Coming from IMAX film presentation to web development, Kurt brings eclectic experience to his role as Lead Developer. With over 10 years at MMGY, his knowledge and experience deliver results for his clients, including the Colorado Tourism Office, Cunard and Lufthansa. Kurt turns mock-ups provided by the creative team into web pages, sites and banners using HTML, CSS and JavaScript. By ensuring a web page is delivered in the best possible way, Kurt consistently provides the user with a smooth experience.

Account Role
Website Development

Location
Kansas City

Years of Experience
2014–present

Qualifications

 Trabble.com
2022–present

 Sensei.com
2019–present

 AboardTheWorld.com
2024–present

Brendan Carpenter, Sr. Developer

Website Development and Accessibility

Shifting his passion for nourishing people as a chef to inspiring people to travel as a Senior Developer at MMGY, Brendan develops animated HTML5 banners, emails and websites for clients, including Destination Ann Arbor, Visit Costa Rica and Kampgrounds of America. Brendan has received certifications in web accessibility, enabling him to advocate for and adhere to Web Content Accessibility Guidelines and the Americans With Disabilities Act to ensure equitable access for all in the digital space.

Account Role
Website Development

Location
Kansas City

Years of Experience
2019–present

Qualifications
Full Stack Web Development Certification
Centriq IT Training

Certified Professional in Accessibility Core Competencies (CPACC) Certification
Deque University

Web Accessibility Specialist (WAS) Certification
Deque University (in progress)

SanJose.org
2019–present

KOA.com
2020–present

VisitCostaRica.com
2019–present

The Ability to Scale to Your Needs

At MMGY, we pride ourselves on assembling talented, experienced teams tailored to meet the unique needs of each client. For VFK, we are committed to aligning the right associates with your project based on tenure, skill set, travel industry experience and personality to ensure the best possible outcomes. Additionally, we have established processes to support large-scale projects or address any staffing challenges, such as replacing underperforming staff or managing overflow work.

Access to Additional Resources

To meet the demands of large-scale projects, MMGY can tap into a variety of additional resources across our organization and trusted network:

Origin Talent: As part of the MMGY family, our outdoor lifestyle brand Origin offers additional website design and development talent. With a focus on the travel and tourism industry, Origin's expertise complements the resources assigned to VFK's account.

Full-Stack Developers Across Organizations: Both MMGY and Origin maintain skilled teams of Drupal and WordPress developers capable of handling even the most complex technical requirements.

Freelancer Network and Preferred Vendors: For overflow support and staff augmentation, MMGY has cultivated a trusted network of freelancers and preferred design and development vendors. This includes an eight-year relationship with OpenSense Labs, a globally recognized Drupal development partner.

Reassigning or Adjusting Staff

MMGY is dedicated to maintaining transparency and ensuring client satisfaction through proper staffing alignment. Should the need for adjustments arise, we follow a clear process:

Proactive Alignment: We regularly evaluate project needs and staff performance, making adjustments as necessary to ensure the right team members are assigned.

Client-Driven Adjustments: If VFK identifies a need for a staffing change, MMGY will promptly meet with your team to address concerns, collaborate on a mutually agreeable solution and implement changes quickly and effectively.

Focus on Transparency: In most cases, adjustments to communication and transparency resolve concerns; however, MMGY will not hesitate to make significant changes when required to maintain project success and client satisfaction.

With these processes in place, MMGY ensures that VFK will have the dedicated, talented team needed to deliver a high-performing, user-focused website, regardless of project complexity or evolving needs. Our flexibility, combined with access to deep resources, guarantees a seamless experience and a successful outcome.

A Holistic Approach to Supporting Monroe County

Supporting Monroe County's Success Through Education and Collaboration

At MMGY, we believe that empowering our partners and their stakeholders with knowledge and expertise is critical to achieving long-term success. As Monroe County TDC and VFK look to enhance their digital presence and drive growth across the destination, we are committed to providing ongoing support and collaboration. We propose conducting Quarterly Digital Technology Webinars and Working Sessions that are designed to give VFK and its local businesses access to cutting-edge insights, tools and strategies in digital marketing and technology.

These quarterly sessions will serve as a platform to connect VFK's team and stakeholders with our subject matter experts (SMEs) across email marketing, website optimization, search engine strategy, artificial intelligence and social media.

Each session will be tailored to meet the specific needs and goals of the destination, ensuring Monroe County's businesses have the resources and understanding to leverage digital technology effectively and drive measurable success.

Quarterly Webinar Series

Our webinars will cover timely, actionable insights on digital marketing trends and technology advancements that are relevant to VFK's tourism goals. Topics will be chosen collaboratively with VFK to ensure alignment with local businesses' priorities. Examples include:

Email Marketing: Strategies for growing and engaging subscriber lists, implementing segmentation and optimizing for ROI.

Website Performance: Understanding analytics, improving site speed and enhancing SEO to attract and convert users.

Search Engine Optimization: Tactics to improve local search rankings, increase visibility and drive organic traffic to businesses.

AI and Emerging Technologies: How to leverage AI tools for content personalization, chatbots and streamlined trip planning.

Social Media Best Practices: Creating engaging, shareable content and optimizing platforms to inspire travelers to choose Monroe County.

Interactive Working Sessions

Beyond webinars, our team will host hands-on working sessions designed to address specific challenges or opportunities facing VFK and its stakeholders. These sessions will include live demonstrations, Q&A opportunities and actionable takeaways tailored to local businesses.

Access to Subject Matter Experts

Monroe County industry partners will have direct access to MMGY's industry-leading team of specialists. Our team will share insights drawn from decades of experience working with destination marketing organizations, hotels and attractions. Whenever possible, we will reference real-world examples and best practices relevant to Monroe County and its unique tourism ecosystem.

Project Approach:

Scope of Work Management

Scope of Work Management

At MMGY, we prioritize effective project management to ensure that the scope and timeline are carefully monitored and aligned with TDC and VFK objectives. Using collaborative tools like Confluence and our Delivery Dashboard, we provide real-time visibility into project milestones, tasks and deliverables.

Confluence serves as a centralized hub for documentation, facilitating seamless communication, version control and transparency across all stakeholders. Our Delivery Dashboard offers a clear and dynamic view of project progress, tracking deadlines, dependencies and key updates to keep all team members aligned.

By leveraging these tools, we ensure timely completion of deliverables, proactive identification of potential risks and an agile response to any necessary adjustments, all while maintaining clear communication with TDC and VFK throughout every stage of the project.

MMGY employs a proven, data-driven methodology to deliver impactful and scalable solutions tailored to the unique needs of tourism organizations. Our phased approach ensures alignment with your goals at every stage of the project.

Confirmation of Scope of Work

MMGY has thoroughly reviewed the 2024 TDC Website RFP and have no concerns about the scope of work requirements as they are similar to many projects we have completed on behalf of travel and tourism brands.

Services, Reporting and Account Processes

MMGY provides a full suite of services designed to enhance website performance, streamline workflows and improve marketing outcomes:

Content Management Systems (CMS): Expertise in Drupal and WordPress, offering intuitive, user-friendly platforms for real-time content updates.

Customer Relationship Management (CRM): Expertise in Salesforce, Simpleview and other CRM platforms to manage audience engagement and drive retention.

Search Engine Optimization (SEO): Strategic keyword research, content optimization and technical audits to enhance organic visibility.

Booking Engine Integration: Seamless connections between websites and booking platforms to enhance the user experience and streamline conversions.

Website Advertising and Email Marketing: Focus on sponsored content, dynamic personalization and automated email workflows to maximize audience engagement and ROI.

Dashboard Services: Custom dashboards for real-time reporting on KPIs, user behavior and campaign performance.

Our transparent reporting structure includes customized dashboards, regular status updates and collaborative feedback sessions to ensure accountability and alignment with client goals.

Scope of Work Management (cont.)

Expertise in Website Development and Website Advertising for Tourism

With over 25 years of experience delivering high-performing websites and advertising solutions, MMGY has partnered with leading destinations, hospitality brands and travel organizations to deliver successful outcomes, including:

- Building award-winning websites that prioritize accessibility (WCAG 2.1 AA compliance), personalization and user engagement

- Implementing CMS and advertising solutions that support dynamic content and sponsored opportunities without compromising user experience

- Integrating advanced analytics tools to monitor performance and continuously optimize engagement

Our specialized knowledge in tourism ensures that we create platforms and campaigns that inspire travelers, support economic development and deliver measurable results.

Expertise in Training Internal Teams

MMGY's training programs empower internal teams to confidently manage CMS and CRM systems in real time:

Customized Training Sessions: Hands-on workshops tailored to the client's specific CMS and CRM platforms, focusing on workflows, troubleshooting and best practices.

Comprehensive Documentation: User guides and video tutorials that serve as ongoing resources for your team.

Postlaunch Support: Dedicated support during the postlaunch period to address questions, refine processes and ensure seamless adoption.

Our training approach emphasizes accessibility and usability, ensuring your team can independently manage updates, campaigns and reporting with ease. By enabling your internal team, we help you maintain a dynamic, high-performing digital presence long after the project launch.

Delivery Dashboard

MMGY provides our Delivery Dashboard weekly to provide updates on the status of the website project to transparently manage the scope and timeline.

Project Approach:

Account
Management

The Path **Forward**

MMGY believes the future success of the new digital platform for Visit Florida Keys is contingent on four core recommendations:

1. Convince web users to visit Monroe County by presenting an inclusive website experience focused on what is motivating their desire to travel.

2. Design the website to align with the brand's visual identity while introducing surprise and delight moments to promote dispersal.

3. Leverage the features and flexibility of a modern-day, open-source content management system (CMS) to streamline processes and reduce the lifetime cost of the website.

4. Prioritize a digital transformation based on first-party data collection and personalization to increase relevancy and goal conversions.

1 Focus on Convincing Web Visitors

We need to make an emotional connection with travelers to differentiate and motivate their decision

Travelers have more choices than ever when deciding where to go on vacation. In response, tourism destinations have greatly improved their travel products, from new centralized tourism districts and focusing on culinary excellence to improved transportation options and key partnerships with local businesses. However, these elements are no longer differentiators; they have become table stakes.

So, how do we stand out from the competition? We focus on creating meaningful connections with travelers, not by focusing on what we have to offer from a travel product perspective, but by understanding why travelers travel and how VFK can deliver not only the experience travelers are seeking but also the emotional connection they desire.

Each target audience VFK aims to attract has different emotional motivators. Our job is to address those motivations and present an experience that not only inspires but also engages and converts web users into visitors. By focusing on the passions, emotional desires and key decision-making factors for each audience, we can present a tailored website experience that deeply connects with travelers and the Visit Florida Keys brand.

Our approach is best summarized by the Maya Angelou quote: "I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel."

While we seek to make an impact at every stage of the planning process, our research clearly shows that destination websites have the largest impact at the top of the funnel, during both the ideas and inspiration stage as well as the comparing features and pricing stage. It is in these stages where Visit Florida Keys has the greatest opportunity to positively influence travelers' decision-making and convince them to visit.

In order to motivate travelers, we will coordinate and collaborate with VFK on the following core areas:

- The key motivations of target audiences
- Clear articulation of the Monroe County's value proposition as a travel destination to fulfill the traveler's emotional needs
- A streamlined website experience for easy travel planning
- Personalized content that meaningfully connects with travelers
- Data collection that captures travel signals to further understand where travelers are in their travel planning process

By focusing on the needs and desires of users, we will ensure that each web visitor is presented with an experience that is tailored to who they are and what is important to them. This will demonstrate to the user that we are the right destination for them and showcase the hospitality they can expect from Monroe County.

"Today's destination marketing organizations need to prioritize motivating visitors by focusing on why travelers are traveling and not solely on their travel product."

User Experience Audit
Performance optimization through user experience analysis

To optimize VFK's investments in media, content and its website, MMGY will conduct usability testing in order to arrive at the information architecture, user experience recommendations and user journey mapping to ensure that users are able to navigate the site, locate necessary information and complete desired business outcomes on Fla-Keys.com without friction. Our user experience analysis involves a structured method of collecting and analyzing data to arrive at quantitative and qualitative recommendations to increase website engagement and conversions.

Our Guiding Principles
MMGY utilizes the 10 usability heuristics created by user experience pioneer Jakob Nielsen to structure our user experience analysis.

Our Heuristic Review:

1. Visibility of System Status
The system should always keep users informed about what is going on through appropriate feedback within a reasonable timeframe.

2. Match Between System and the Real World
The system should speak the user's language, with words, phrases and concepts familiar to them, rather than the system-oriented terms.

3. User Control and Freedom
Users often choose system functions by mistake and will need a clearly marked "emergency exit" to leave the unwanted state without having to go through an extended dialogue.

4. Consistency and Standards
Users should not have to wonder whether different words, situations or actions mean the same thing.

5. Error Prevention
Even better than good error messages is a careful design that prevents a problem from occurring in the first place.

6. Recognition Rather Than Recall
Minimize the user's memory load by making objects, actions and options visible. The user should not have to remember information from one part of the dialogue to another.

7. Flexibility and Efficiency of Use
Accelerators – unseen by the novice user – may often speed up the interaction for the expert user such that the system can cater to both inexperienced and experienced users.

8. Aesthetic and Minimalist Design
Dialogues should not contain information that is irrelevant or rarely needed. Every extra unit of information in a dialogue competes with the relevant units of information.

9. Help Users Recognize, Diagnose and Recover From Errors
Error messages should be expressed in plain language, precisely indicate the problem And constructively suggest a solution.

10. Help and Documentation
Even though it is better if the system can be used without documentation, it may be necessary. Any such information should be easy to search, focused on the user's task, list concrete steps to be carried out and not be too large.

User Journey Mapping
Defining intuitive pathways that lead to desired outcomes

To identify pain points from the perspective of target audiences and their pathways to conversion, MMGY will complete a user journey mapping analysis of user experience scenarios such as:

User Journey Analysis 1
Audience: A new visitor to Fla-Keys.com

Desired Outcome: Learn about Monroe County, understand the value proposition of the destination and sign up to receive emails

User Journey Analysis 2
Audience: New meeting planner visitor to Fla-Keys.com

Desired Outcome: Learn about specific meeting spaces and incentives and submit RFP

User Journey Mapping Example
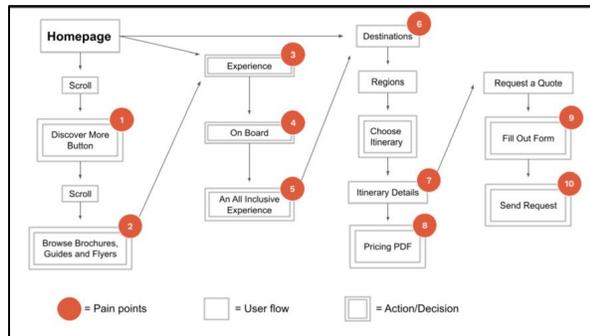
User Journey Insights Example

During our user experience and journey mapping analysis, we focus on four considerations that impact conversion:

- Motivation of the user
- Clarity of the value proposition
- Ease of user experience
- Elimination of consumer anxieties

Our Methodology

1. Technical, data and user experience audits
2. Creation of goal-driven testing strategy
3. Implementation of software and tests
4. Collection and analysis of testing results
5. Recommendations of optimizations based on findings
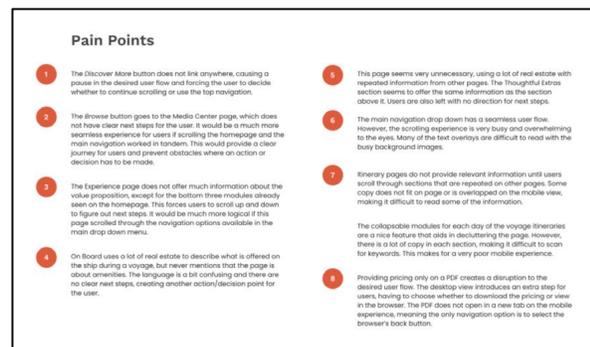6. Implementation of recommendations

Deliverables

1. User experience testing
2. Sitemap
3. User personas
4. User experience journey mapping
5. Goal funnel report and recommendations

MMGY is able to conduct our user experience audit and testing to uncover potential issues and obstacles within 30 days of initiation. This is a step that can be taken to make an immediate impact to the existing website while at the same time helping to inform direction for the new website.

Designing and Coding an Accessible Experience
Producing an inclusive user experience through well-defined processes

In order to provide a positive user experience, we need to be attentive to the needs of all users. This includes ensuring that the website is WCAG 2.0 AA compliant-ready. We have established design and development accessibility protocols to adhere to in order to ensure Fla-Keys.com is ADA compliant.

During the Design phase, we account for the following accessibility considerations:

- Color and color contrast when displaying important information
- Utilizing web-accessible colors to design usable focus states for ease of navigation
- Enhancing form fields with additional descriptors for clearer calls to action
- Using graphics and photography purposefully and meaningfully and not relying on them solely
- Working closely with developers to create backend hierarchies that ensure correct markup on content
- Structuring and designing legible content to ensure those with vision and cognitive disabilities do not struggle with keeping their place and understanding flow
- Updating photos and videos on the website with more diverse imagery representative of all visitors and users
- Diversifying testimonials, reviews and listings to show success with a wider audience
- Adding more video and audio to the content mix to cater to consumers that may have hearing, learning or visual disabilities
- Offering content and support in multiple languages

During the Development phase, we account for the following accessibility considerations:

- Text resizing to ensure readability
- The inclusion of ARIA labels to provide context to accessible technologies such as screen readers
- The inclusion of alt text for images to support screen readers
- Support for popular screen readers and accessibility software
- Server-side rendering using Next.js for pages with content that doesn't require constant updates; the benefit of this approach is that we can build out pages with Next.js to ensure even users with slow internet speeds can easily access them
- Support tab-based (keyboard) navigation throughout the site, including accounting for a focus element that will be visible any time navigation is being done by keyboard
- Account for inverted color support
- Accessibility testing done in real time when the code is deployed and any code failing the threshold will not be merged until the issue is resolved

If Monroe County seeks additional usability tools, MMGY recommends the inclusion of UserWay, the leading web accessibility software solution for ADA and WCAG compliance.

Monthly accessibility compliance reporting will also ensure the website remains compliant and safeguards Monroe County against ADA litigation. By focusing on a holistic approach, we are able to create rewarding user experiences that help navigate and nurture the user through the website and accomplish stated website goals.

Marketing Technology Stack
MMGY plans to integrate the latest web technologies into your existing technology stack

We understand the importance that Fla-Keys.com plays in the destination's digital transformation. In many instances, your website may be the first touch point a consumer has with your brand. Our goal is to ensure that the user's experience is visually striking, effortless to navigate and engages prospective visitors through inspirational content in order to motivate them to take the next step in planning their Monroe County vacation.

In response to the outlined proposal requirements for the destination's tourism website, our solution will leverage an open-source CMS such as Drupal and integrate with whatever CRM solution we determine is best for the organization. The technical setup and ongoing support of the website will form the foundation of our digital platform.

Our primary objective is to transform the Fla-Keys.com website into a dynamic, interactive platform that not only disseminates information but more importantly captivates users with personalized content and innovative functionalities. By deploying AI-driven features, we aim to intuitively grasp and cater to individual traveler preferences, ensuring each visitor receives a uniquely tailored experience. This strategy involves the development of an advanced website search and the integration of AI technologies to analyze user behaviors and preferences comprehensively, thereby informing future marketing strategies and enhancing brand awareness.

To achieve an elevated user experience, we will emphasize the strategic use of Drupal to empower website managers in crafting and executing an impactful content strategy, supporting the management of diverse multimedia content types like videos, images and innovative experiences. This includes incorporating a personalized content delivery system through our integration with ControlTower. Such a comprehensive content approach aims to not only meet but exceed user expectations, providing an immersive experience that resonates with traveler interests and preferences.

We are committing to leveraging AI to deliver real-time, personalized travel recommendations, utilizing a blend of historical data, user behavior and preferences to offer dynamic travel content. This initiative is complemented by enabling users to create personalized travel itineraries, thereby enhancing their sense of control and ease of planning. With the integration of a CMS, ControlTower and CRM, our solution promises a seamless, interconnected experience that not only attracts your target audience but also converts them into visitors.

"ControlTower integrates with your marketing technology stack and is built to grow with your future needs."

2 Building a Bespoke Website Based on Atomic and Modular Design

With VFK's direction to create a visually inspiring website design that will align with the brand and motivate travelers, MMGY recommends designing a custom website solution using atomic and modular design.

Atomic design provides a clear methodology for crafting user interface design systems and standards that are scalable and that can be deployed to additional website entities at a later date. The basis for atomic design starts with the smallest of website elements or "atoms" and extends to molecules, organisms, templates and pages. An example of atomic design is the Material.io design system followed by Google for all its web applications and services.

The primary benefit of developing an atomic design system is to ensure brand identity and communication is consistent across all web properties and digital marketing initiatives with a single source of truth for all. Other benefits include:

Increased Velocity and Speed to Market
Having highly structured, organized components, UI kits and pattern libraries reduces the time spent on technical tasks when repeating the effort for a different web property. Combined with an agile process, this will ensure rapid prototyping and consequently faster releases without losing quality, while also eliminating the need for quick iterations.

Better Product Value and User Experience
By implementing reusable components, having a consistent design across all platforms and utilizing marketing that matches the product, the result is a consistent look and feel. Interaction with the product becomes intuitive due to the usage of the same patterns across all platforms. There is less friction adaptation for new users. Brand awareness rises. Overall user experience becomes much better and the product value also grows.

Less Time and Money Spent
As velocity grows, teams spend less time on creating new solutions or developing existing ones, thanks to the use of reusable solutions. Designers and developers don't waste time on repetitive work later when launching new sites.

Clean Design, Clean Code
Time invested in creating and maintaining the system pays off in the form of a clean code base and easy-to-manage design assets. The design system is not set in stone – it changes as the product scales. Maintaining and updating it will not be so intimidating. The structure of the system will allow your team to make changes to the product without negative impacts.

Increased Collaboration and Knowledge Sharing
With all teams having access to the system, it is much easier to have everyone on the same page so they can collaborate and share knowledge quickly. Another benefit is that new team members will have a much easier onboarding process.

Our Modular Approach

Expanding on our atomic design foundation, our modular design framework is a system of page elements that can be independently created, modified, replaced and exchanged with other modules throughout the website. Adopting a modular approach empowers your website editors with increased customization options without the need for additional design and development. With a modular design, VFK will be able to extend the lifespan of the website without the need to overhaul the website's design every few years. Add the flexibility of Drupal's Layout Builder and the result us increased design control.

One of the greatest advantages of using Drupal Layout Builder is the flexibility and creative control provided by page builder features. This modern CMS feature will provide VFK with the ability to decide the layout of any particular content type and page and choose which modules or content blocks need to be shown on a given page using a simple drag-and-drop mechanism. Using page builder features, content editors will be able to:

- Easily and quickly create visual layouts for displaying content

- Customize how content is arranged on a single page or content type

- Create custom landing pages with an easy-to-use, drag-and-drop interface

ATOMS   MOLECULES   ORGANISMS   TEMPLATES   PAGES

Creative Process

MMGY's Creative Filter guides the work we do by following four key values:

- Embrace the unknown
- Service the user
- Challenge convention
- Create impact

These four core principles provide the foundation for the creative process, collaboration and success.

Before our pencils touch paper or pixels get pushed, we ensure we've built the right team, provided a strong creative brief and spoken transparently about the project's opportunities and potential challenges. Once everyone is on the same page, the creative process begins.

We start by providing a client questionnaire, full of probing questions to help us better understand your needs. This document touches on hopes and fears, goals and objectives and creative preferences. The more you put in, the more you get out of it. These answers and insights are used to inform the next phase of our web process, the Discovery.

Our Discovery sessions are ideally hosted in person and are vitally important. We'll run through what we've heard from the questionnaire and guide your team through exercises designed to gain alignment on the objectives and desired outcomes in equal measures of strategy, creative, UX and UI. Our Identity Game and Lightning Round will draw out your inner designer while also revealing how aligned your team really is. From here we'll get to work on the Digital Vision.

The Digital Vision acts as our single source of truth for the project. This document is highly visual and summarizes all of the learnings into date while providing a clear path forward.

We will provide a strategic approach through a suggested content outline, information hierarchy and preliminary navigation. On the creative side, you'll begin to see what's in our heads. We'll demonstrate the creative direction through the use of digital style tiles and other visual artifacts. This includes typography, color, layout, graphic elements and photography. It isn't a high-fidelity finished design, but enough for you to feel confident and say "yes, let's keep going." Finally, all of these pieces are crafted into our Guiding Thought. A single sentence that encapsulates the desired outcome of your website. This handy piece of copywriting (once agreed upon as accurate and inspiring) will be kept close and constantly referenced throughout the project, keeping all of us aligned when presenting, discussing and approving creative.

As we move through the development of the site, tools like Figma for visuals and GatherContent for copy will help us provide useful prototypes and language snippets for discussion and approval. These applications allow for direct commenting, ensuring communications are clear, pointed and never lost. While these tools are helpful and efficient, we will never disappear into your inbox. Weekly check-ins will be scheduled to speak about project status, new information and what you got up to over the weekend. At MMGY, we firmly believe in collaboration, teamwork and enjoying the work we create.

"Our collaborative creative process ensures that our teams are aligned with a shared vision."

3 An Intuitive, Future-Ready Content Management System

MMGY recommends building the new Fla-Keys.com website on the Drupal content management system. Drupal is a leading open-source platform known for its flexibility, scalability and enterprise-grade capabilities, making it an ideal solution for tourism organizations with diverse and evolving needs. Transitioning from the current proprietary ColdFusion CMS to Drupal will enable VFK to leverage a robust, future-proof platform that supports seamless integrations, advanced functionality and long-term growth.

Drupal's flexibility and customization capabilities are unparalleled. Its modular architecture allows for tailored solutions that align precisely with your organization's goals, ensuring the new website reflects the unique identity of Monroe County while accommodating the functionality required to engage and serve your diverse audiences. From complex booking integrations to multilingual capabilities, Drupal provides a scalable framework to meet current and future needs.

A major advantage of Drupal is its security and reliability. Used by high-profile government and enterprise organizations globally, Drupal is renowned for its strong security protocols, ensuring the website is safeguarded against vulnerabilities. This is particularly critical for a tourism organization managing high traffic volumes and sensitive user data.

Drupal's user-friendly content management tools empower your internal team to efficiently manage and update website content without requiring extensive technical expertise. The intuitive interface allows administrators to easily add new pages, update images and manage content workflows, making day-to-day maintenance seamless.

In terms of third-party integrations, Drupal offers unmatched compatibility with external systems, such as CRM systems, booking engines and marketing automation tools. This flexibility ensures that the platform can easily integrate with your existing tools or new solutions introduced in the future, providing a unified digital ecosystem.

SEO and performance optimization are also key strengths of Drupal. Its powerful SEO modules, such as Metatag and Pathauto, enable granular control over metadata and URL structure, boosting search engine rankings and enhancing discoverability. Coupled with its ability to support Core Web Vitals and other performance metrics, Drupal ensures an exceptional user experience across all devices.

Finally, Drupal boasts a global community of developers and extensive support resources, making it easy to find solutions, implement enhancements and stay ahead of emerging trends. The active community ensures that your website will continue to benefit from ongoing innovation and security updates.

Transitioning to Drupal will provide VFK with a cutting-edge, scalable and highly customizable platform. This investment will ensure your website remains a dynamic and engaging hub for visitors, empowering your team to manage it effectively while meeting the evolving needs of Monroe County as a premier destination.

"Drupal is one of the most popular CMS platforms because of its flexibility and scalability."

Content Management System Requirements

Listed below are our minimum requirements for any content management system MMGY uses to develop client solutions. These minimum requirements are covered by the Drupal CMS:

- The CMS should have the ability for administrators to create and modify user permissions

- The CMS should include a content approval workflow based on user permissions

- CMS editors should have the ability to create, edit and delete pages

- CMS editors should have the ability to create vanity URLs for pages throughout the website

- CMS editors should have the ability to edit the Page Title for all pages throughout the website

- CMS editors should be able to create URLs using SEO-friendly readable text instead of dynamically generated URL strings

- CMS editors should have the ability to:

  - redirect any pages using 301 or 302.

  - retain link equity for search engine optimization

- CMS editors should have the ability to label a page as "No Follow" to exclude from search indexes

- The CMS should include a media folder that will allow the VFK team to use hosted media assets for internal and non-website related projects

- The CMS will include image optimization features that include focal points, image resizing and image cropping

- The CMS will include a max image file size upload to restrict extremely large files from being uploaded to the CMS

Why We Recommend Drupal

We believe Drupal is the right enterprise platform for VFK because of its robust functionality, design flexibility and ease of use.

As one of the most popular and well-supported open-source content management systems, we are confident that the Drupal CMS will provide VFK a long-lasting website infrastructure that will serve the organization for years to come.

MMGY will construct the website based on the approved creative design, sitemap, wireframes and business requirements as well as integrate data from third-party sources and connect to external software tools. We will build your website within the Drupal content management system to allow you the ability to maintain, administrate and edit the content, images and pages within your website.

- Search engine–friendly
- Scalable architecture
- Top-level security
- Fast load times/performance
- Easily managed by nontechnical users
- Layout builder
- Open-source CMS

Drupal™

Integration Experience

Our development team is well-versed in integrating third-party technologies into websites, including but not limited to:

- Accessibility software
- APIs
- Artificial Intelligence
- Booking engines
- CDP platforms
- Chatbots
- Consent management
- CRM systems
- Digital display advertising
- Digital experience platforms
- Email marketing platforms
- Google Analytics
- Google Tag Manager
- Mapping
- Quizzes
- Restaurant reservations
- Reviews
- Social media
- Sponsored content
- Translations
- User generated content
- Virtual tours
- Webcams

Responsive Design

Our mobile-first, responsive web design framework is an approach to web design aimed at crafting websites to provide an optimal viewing and interaction experience across devices. By streamlining navigation and the design, we reduce and/or eliminate the need for resizing, panning and scrolling.

- One website, multiple devices
- Future-proofing technology
- Search engine advantages
- Optimal to maximize user experience

Our award-winning design team will use HTML5, CSS3 and PHP coding languages to mark up the website design into an HTML5/CSS3 shell that our developers can work within easily. These will be pixel perfect to the design mock-ups you approve and will be efficiently coded with maximum performance.

- Compatible with most modern web technologies
- Accessible for all modern devices
- Fast, secure, reliable
- Widely supported
- Mobile-friendly

We will customize the administration experience through the CMS to simplify page edits, page additions (to template) and pages to be hidden.

- Customized backend for various admin roles
- CMS training for staff
- Simplified page edits and construction through custom templates developed
- Highly secure content management system
- Zero licensing or royalty costs

*"***Our mobile-first, responsive web design framework is an approach to web design aimed at crafting websites to provide an optimal viewing and interaction experience across devices.***"*
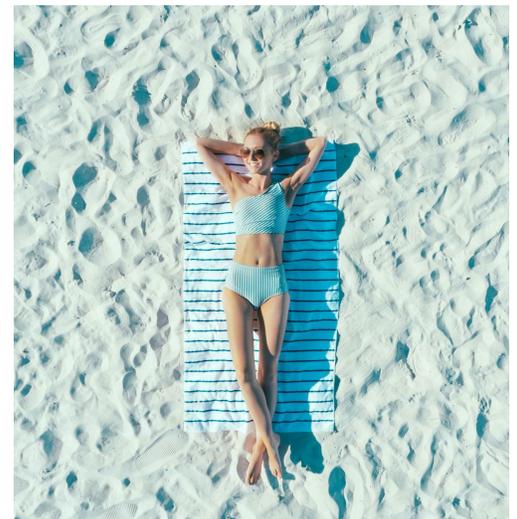
4 Prioritizing First-Party Data Collection and Personalization to Increase Conversions

Our destination website benchmark report shows the average destination marketing organization's website user session results in two pages per session, with the visit lasting two minutes in duration. Additionally, most destination websites report 80% of website sessions are from new visitors while only 20% of sessions result from return visitors. With such a narrow window of opportunity to capture the hearts and minds of potential travelers, MMGY believes that capturing leads for remarketing is essential to the success of today's destinations.

Increasing the traveler database will enable VFK to better target users through its own email program and custom audiences on paid search, digital media and social media channels. With your consumer data set at the heart of your marketing platform, your organization will be able to deliver better results and cost savings and more effectively integrate your omnichannel platform.

To achieve digital marketing automation at scale, MMGY has developed MMGY ControlTower, our digital experience platform (DXP). MMGY ControlTower is a marketing technology solution that delivers a rich, personalized experience to the end user by gathering and analyzing data from the user's journey driven by an integrated set of core technologies. At the heart of MMGY ControlTower is our open-source consumer data platform (CDP), which will create consumer profiles for every website visitor. These profiles will include relevant information about the user, how they arrived at the website and what interactions they have had with the website. As consumers engage with the website and provide data, such as their email address, or complete forms, their profile will be enriched with a comprehensive set of data points that can be leveraged to personalize user experiences. MMGY will deploy proven tactics to increase email data collection using our MMGY ControlTower personalization engine to capture data via website marketing overlays. Behavioral triggering for lead generation, such as when a user indicates they are abandoning their website session by moving their cursor to close the browser tab or click the browser back button, will be implemented to increase first-party data collection and enable remarketing via email and paid media channels.

When you consider the digital investments that VFK is making in content production, email marketing, paid media, social media and its website, the organization's return on investment for these efforts is greatly increased by communicating with previously qualified travelers who have already shown interest in Monroe County.

"MMGY believes that capturing leads for remarketing is essential to the success of today's destinations."

Digital Transformation

Data is at the core of digital transformation. The pivotal role data plays in today's marketing landscape is especially pronounced in the context of digital platform transformations, where leveraging data intelligently becomes not just a competitive advantage but a cornerstone for relevancy and growth. There are several key reasons why MMGY believes that data is at the heart of any digital platform transformation, including:

Informed Decision-Making
Data-driven decision-making is fundamental in the digital age. The vast amounts of data collected through digital platforms enable tourism organizations to move beyond guesswork and make informed and actionable decisions.

Personalization at Scale
The modern consumer expects personalized experiences that cater to their individual preferences, needs and behaviors. Data is the fuel that powers personalization. By analyzing customer data, businesses can tailor their offerings, communications and experiences to meet the unique demands of each customer segment, or even individual customers, at scale. This level of personalization enhances customer satisfaction and loyalty, driving increased visitation and visitor spending.

Operational Efficiency
Data can significantly enhance operational efficiency by identifying bottlenecks, optimizing processes and predicting future demands. For digital platforms, this means everything from improving user experience design based on interaction data to optimizing backend processes for speed and reliability. Operational efficiencies not only reduce costs but also improve service delivery, positively impacting customer satisfaction.

Innovation and Trend Prediction
Data enables innovation. Digital platforms that effectively harness and analyze their data can identify emerging trends and customer needs early, enabling organizations to innovate proactively rather than reactively.

Data Compliance
Consumer data privacy regulations are rapidly changing and not only impacting our ability to access, store and activate consumer data to deliver personalized experiences but also exposing our organization to liabilities. Fines associated with the consumer privacy regulations going into effect this year average $7,500 per violation. Organizations that are able to nimbly adapt to changing regulations and ethically utilize consumer data will reduce their risk and maximize their potential reach.

Customer Insights and Relationship Building
Data provides deep insights into customer behavior, preferences and engagement levels. These insights are invaluable for building strong relationships with travelers, as they enable tourism organizations to communicate more effectively, meet traveler needs more precisely and predict future traveler behaviors. This fosters a deeper connection between tourism organizations and their customers, enhancing loyalty and customer lifetime value.

Market Competitiveness
Lastly, in the digital economy data is a critical asset that can provide a competitive edge. Destination marketing organizations that effectively gather, analyze and act upon their data can stay ahead of market trends, adapt to changing consumer behaviors more swiftly and outperform their competitors.

Data is not just part of the digital transformation journey; it is its very foundation. The ability to collect, analyze and act on data is what differentiates leaders from laggards in the digital age. For digital platform transformations, prioritizing data-centric strategies is essential for unlocking new opportunities, driving growth and building resilient, future-ready businesses.

ControlTower
Our data-driven solution to addressing identity, data compliance and omnichannel marketing

MMGY has developed a data-driven solution called ControlTower to address the three most significant digital headwinds tourism organizations are facing. The first is identity.

The demise of the third-party cookie is impacting our ability to target audiences based on their browsing history and behavior. While new media solutions are being developed, they are further obscuring tourism organizations' exposure to the data and identities of their prospects.

The second is consumer data compliance. Travelers are highly concerned about the privacy and security of their personal information and data. In fact, according to MMGY's 2023 *Emerging Technologies in Travel and Tourism*™ study, 3 in 4 travelers are concerned with protecting their personal data and privacy.

Lastly, travel and tourism brands are becoming more reliant on enriching and activating their own first-party data. By not taking action with their owned data, brands are limiting their ability to establish personalized relationships with travelers through multichannel activations.

ControlTower

As VFK endeavors to transform its digital presence, we believe that ControlTower should be at the heart of your transformation as it offers the following benefits:

Consumer Data Compliance
Conforming to consumer data regulations is another critical aspect of leveraging a DXP. In an era where data privacy concerns are paramount, adhering to regulations such as the General Data Protection Regulation (GDPR) in Europe, the California Consumer Privacy Act (CCPA) and others around the globe is nonnegotiable. DXPs are designed with privacy-by-design principles, ensuring that data collection, storage and processing practices are transparent, secure and compliant with legal standards.

Our solution protects your organization from rapidly changing data regulations through an integration with OneTrust, the leading privacy, security and governance solution. ControlTower's advanced consent features ensure that your digital platform is consumer data compliant while maximizing your opportunities to reach audiences and personalize their experience on Fla-Keys.com through email and paid media and social channels. Lastly, our platform empowers us to quickly adapt to changing consumer privacy regulations and delete individual user data from the platform when requested by users, which is also known as "right to forget."

"As VFK endeavors to transform its digital presence, we believe that data and personalization should be at the heart of your transformation."

ControlTower (cont.)

Customized Data Collection

ControlTower will generate profiles for every website visitor, capturing data points such as:

- Consent level
- Referral source
- UTM tags
- Session data
- Website behavior
- Event clicks
- Filtering and sorting clicks
- Data field inputs
- Device type
- Browser type
- Sign-ups and form completions

This data can be housed in your consumer data platform and can then be used to deliver personalized website experiences based on a detailed understanding of who the traveler is depending on:

- The type of traveler they are
- The makeup of their travel party
- Their interests and what motivates their decision-making
- When they plan on visiting

By unlocking these data points, VFK will be able to leverage intent-based travel data that has historically only been available to OTAs, hotels, rental car companies and airlines.

Additionally, once the visitor provides their email address, phone number or physical address, the destination will be able to address these users on a one-to-one basis for email marketing, sms/text messaging, direct mail marketing opportunities, paid media targeting and look-alike audience building on Google and Meta advertising platforms.

ControlTower (cont.)

Data Security
We understand the trust consumers are putting in brands that collect, store and manage their data and ControlTower places an emphasis on securing personal identifiable information (PII) data through cloud-based hosting on Amazon Web Services (AWS) with two-factor authentication enabled. Additionally, ControlTower's web-based interface is also protected through two-factor authentication using Google Authenticator.

Advanced Segmentation
With the data collected and securely stored in ControlTower's consumer data platform, we are able to create custom segments based on individual and complex data properties. These segments and data points can be appended to users' email addresses and sent through to your email marketing platform to create personalized one-off and automated email journeys. Customized segments can also be sent to Google Ads and Meta Ads for addressable advertising or building look-alike audiences. We have also recently added machine learning to enable the platform to provide recommended segments based on analysis of the data and commonalities in users' behavior.

Website Personalization
Activating your data through ControlTower will enable us to create an emotional connection with users and deliver meaningful personalized experiences. By personalizing users' website sessions, you can expect double-digit improvements to engagement metrics such as session duration and pages per session, as well as triple-digit improvement in website goals such as email sign-ups, vacation guide requests and outbound referrals to industry partners.

ControlTower (cont.)

ControlTower enables marketers to deliver personalization campaigns such as:

A/B Testing
The ability to performance test individual content items such as button calls to action, colors, or other content or design elements.

Embedded
The most open-ended and seamless campaign type for the end user. Embedded content can be a headline text replacement, hero image replacement, article recommendations, CTA testing and much more.

Banners
Full-width content piece served from the top of the desktop and mobile screen that pushes content down when it displays.

Fly-Ins
Small content piece served from the bottom left or right corner on the desktop that overlaps with other content when it displays.

Modals
Centered pop-up for desktop and mobile usually promoting newsletter sign-up, visitor guide request or campaign messaging. Modals should be used sparingly and the exit-intent trigger is generally preferred for the best user experience.

Our solution offers an integrated content library, templates and "what you see is what you get" (WYSIWYG) coding for HTML, CSS and JavaScript.

This means that our team will be able to expedite your campaign's speed to market without reliance on outside design and development resources.

Managed Services
Under your direction and our strategic recommendations, our team will administer and manage ControlTower, reducing the time needed from your internal teams to support the platform. This includes technical maintenance, campaign execution, performance optimization and campaign reporting.

Creating a Unified Digital Ecosystem
Lastly, in addition to integrating your website, email marketing and paid media and social media advertising, ControlTower is built on an OpenAPI framework. This means that as Your digital platform grows, marketing channels such as SMS messaging, chatbots, mobile applications, digital kiosks and e-commerce shops can all be integrated into the platform as long as they have an open API. The bottom line is that ControlTower is a digital experience platform that is future-ready based on your evolving needs and exploration of new digital channels.
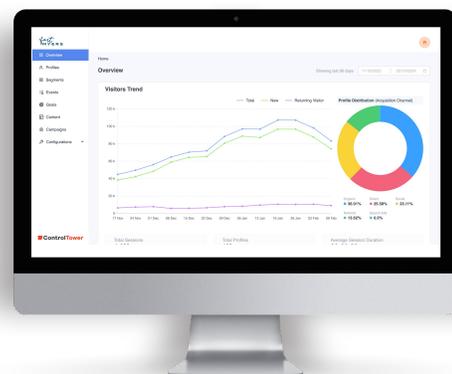
ControlTower (cont.)

Email Integration and Data Enrichment

The integration of your email service provider (ESP) with ControlTower is central to our proposal to create a seamless flow of data and insights across all digital platforms. This integration ensures that every email communication is informed by comprehensive data on traveler preferences, behaviors and interactions across the VFK digital ecosystem.

By leveraging the CDP's unified view of customer data, we will empower your email marketing team to be able to deliver hyper-personalized content, recommendations and updates to travelers, enhancing their experience and engagement with the brand.

Our approach involves utilizing the CDP to segment audiences based on detailed criteria such as past travel behaviors, preferences and engagement history. This segmentation allows for the creation of tailored email campaigns that resonate deeply with each traveler segment, driving higher engagement rates. The ControlTower integration ensures that email content is dynamically aligned with the most relevant and engaging digital experiences offered on the website and other digital touch points, providing a consistent and cohesive user journey.

Meanwhile, the CDP's role is to aggregate and analyze data from multiple sources, enabling the application of predictive analytics and machine learning to forecast traveler needs and preferences, thereby further refining email personalization and timing.

This integrated approach facilitates the implementation of advanced email marketing features such as real-time triggers, behavioral based automation and AI-driven content optimization, ensuring that each communication is relevant, timely and engaging.

The seamless interplay between the email service and ControlTower will not only enhance the effectiveness of email communications but also provide VFK with deep insights into traveler engagement, enabling continuous optimization of strategies based on data-driven insights.

By aligning the email program with the client's ControlTower, our proposal guarantees a future-ready email marketing strategy that leverages the full potential of digital transformation. This integrated approach will propel the organizations communication strategies to new heights, ensuring that VFK remains at the forefront of personalized, interactive and innovative traveler engagement, setting a benchmark for excellence in the travel industry.

CRM Data Structure and Sync

MMGY will continue to utilize iDSS Cyclone for the storage and one-way data feed to the website for:

- Business listings
- Event listings
- Meetings listings

Unless directed otherwise, MMGY will replicate the existing overnight data sync every 24 hours for:

- New listings
- Edited listings
- Deleted listings

MMGY Website Marketing Services

Web Audit & Recommendations
Review the current state of your website so we can uncover opportunities.

Web Strategy
Establish a tactical plan with clear objectives and KPIs to create the greatest ROI.

User Experience Design
Production of information architecture and wireframes to deliver an intuitive and positive use experience.

User Interface Design
Utilize your brand standards to create a modular and accessible website experience that both relays your brand messaging and offers the user an aesthetically pleasing experience.

Personalization Strategy
Advise and optimize web touch points to create a personalized experience that resonates with users.

Content Strategy
Develop channel-specific content strategies that ladder up to brand strategy.

Content Development
Align content strategy and development with your brand voice and tone.

Search Engine Optimization
Provide technical, on-page, and inbound SEO tactics and strategic plans to drive organic traffic.

Web Program Management
Provide scalable services to meet your needs, up to and including full program management.

Website Coding
Specialized full-stack developers who adhere to the latest best practices and the emerging technologies.

Quality Assurance & Deployment
Test your code deployments using industry-leading best practices and software to ensure deliverability across web browsers and screen resolutions.

Training
Our experienced team will help guide your team and partners through CRM and technical trainings, ensuring that trainings are hands-on, recorded and able to be utilized by new associates in the future.

Reporting
Deliver website technical and marketing performance reporting to track progress, guide decisions and hold teams accountable.

Website and Digital Platform Experience

We pride ourselves on being open-source and nonproprietary. We work within your existing technology stack or help you design a new system to produce your digital platform. Below are technologies we use regularly:

Drupal™

WordPress

Google

Tripadvisor

yelp

OpenTable™

CrowdRiff

mindtrip.

BOUND
ENGAGEMENT AT SCALE

ripe

priceline®

ControlTower
DIGITAL EXPERIENCE PLATFORM

THRESHOLD 360

algolia

OpenStreetMap

aws

PANTHEON™

ACQUIA
CLOUD PLATFORM

Website Product Management

We follow a proven framework for platform development. These phases are driven by input from your team, industry-leading research, and design and development best practices. Our delivery management team guides this process by ensuring your organization's needs are being met, keeping you informed and gaining approvals throughout the project. The result for you is a compelling and engaging digital platform that is relevant to your target audiences, aligned with your brand and built to drive revenue.

Phase 1: Planning

Direction
Produce a mutually agreed-upon Master Service Agreement and Scope of Work.

Discovery
Identify goals, objectives, product vision and business requirements for the project.

Definition
Finalize functional and performance requirements and add definition to the information architecture, UX and design strategy.

Phase 2: Execution

Design
Create UX/UI concept strategies, aesthetic, structure and booking path optimization.

Development
Provide design file handoff to preferred development partner.

Deployment
Provide deployment support as determined in Discovery and Definition phases.

Phase 3: Continuous Improvement
Determine what, if any, additional support from MMGY is required postlaunch.
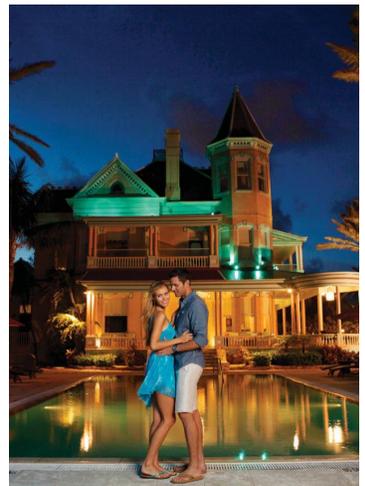
Discovery

The Discovery phase is the cornerstone of a successful project, allowing us to fully understand VFK's unique needs, goals and vision for its website redesign. Through stakeholder interviews, comprehensive UX and technical audits, and competitor benchmarking, we will uncover actionable insights to guide the strategic direction of the design.

Our team will collaborate with yours to identify user pain points and opportunities to enhance functionality and accessibility. By the end of this phase, we will deliver a detailed road map that reflects your needs today and anticipates future growth, creating a solid foundation for the subsequent phases.

ACTIVITIES

Stakeholder Interviews: Conduct in-depth interviews with key VFK stakeholders (e.g., Tourism, Economic Development, IT and Marketing teams) to gather insights into business goals, user needs and current website challenges.

Audit and Analysis: Perform a comprehensive review of the existing website, including:

- UX and UI Review
- Content Gap Analysis
- Analytics and Tracking Review (GA4)

Competitive Analysis: Benchmark against peer destination websites to identify industry best practices in tourism and destination marketing.

Consumer Journey Mapping: Map user journeys to identify pain points and highlight opportunities to improve navigation, accessibility and content engagement.

Deliverable: Detailed Requirements Document outlining business needs, user flows and technical requirements.

With this understanding, we will move into the Definition phase, during which we translate these insights into concrete strategies and plans.

Definition

In the Definition phase, we transform insights from the Discovery phase into a detailed blueprint tailored to VFK's needs. Collaborating closely with your team, we will refine the user journey to ensure it is intuitive, visitor-focused and aligned with VFK's goals. This phase outlines key functional specifications, including user flows, content architecture and key performance indicators (KPIs), ensuring the project is ready for seamless execution during the Design and Development phases.

ACTIVITIES

Requirements Documentation: Collaborate with VFK stakeholders to finalize detailed design and technical requirements. This step ensures alignment between organizational goals and audience needs while preparing for a smooth transition to development.

Content Architecture: Create a structured content plan that prioritizes destination storytelling, local highlights and streamlined navigation for users, including travelers, residents and business partners.

Personalization Opportunities: Define strategies to deliver tailored experiences for key audience segments, such as first-time visitors, repeat travelers and local community members.

Scalability and Flexibility: Establish design and development requirements that allow for consistency across the platform while enabling future enhancements, integrations and scalability to meet evolving needs.

Tracking and Analytics Strategy: Define requirements for advanced tracking tools to monitor user engagement, content performance and overall site success, ensuring that analytics align with VFK's objectives.

Deliverable: Finalized Requirements Document.

By completing the Definition phase, we will establish a shared vision of project priorities and scope, setting a clear path for a seamless transition into the Design phase.
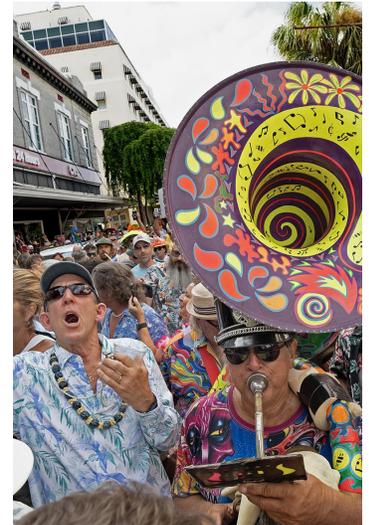
Design

The Design phase brings VFK's vision to life with a visually compelling and user-centric experience. Building on the Definition phase, we will craft high-fidelity wireframes and mock-ups that reflect Monroe County's unique identity while prioritizing usability, accessibility and engagement. Using a mobile-first approach, we will ensure the design is functional and inclusive across all devices, with a seamless flow that enhances user experience and supports VFK's goals for tourism, community engagement and economic development.

Collaborating closely with your team, we will refine designs through iterative feedback and usability testing, ensuring the final product not only meets but exceeds expectations. By the end of this phase, VFK will have a polished visual concept ready for development.

ACTIVITIES

Wireframing and Prototyping: Develop high-fidelity wireframes for key pages and touch points (Homepage, Events Calendar, Things to Do, etc.), ensuring a mobile-first, responsive design that meets accessibility standards (WCAG AA).

Engagement Strategies: Plan solutions to encourage deeper engagement, such as features that guide users through exploration, local events and resources, while minimizing drop-offs.

Usability Testing Plan: Define a testing framework to validate intuitive user interactions before development begins, focusing on navigation, accessibility and key user journeys.

Deliverable: Finalized wireframes and design assets.

With the Design phase complete, the project moves seamlessly into development, where the designs are transformed into a functional platform.

Development

The Development phase transforms the approved designs into a fully functional, high-performing website that aligns with VFK's objectives. Leveraging industry-leading practices, we will ensure the platform is scalable, secure and optimized for performance while integrating CMS customization, third-party tools and advanced analytics tracking.

We prioritize collaboration with the VFK team and conduct rigorous quality assurance (QA) testing to ensure the website meets accessibility standards, is mobile-responsive and delivers an exceptional user experience.

ACTIVITIES

Frontend Development: Build responsive and accessible page templates based on approved designs, ensuring compatibility across all major browsers and devices.

Backend Development: Customize the content management system to empower VFK's team with user-friendly tools for managing content, events and multimedia assets.

System Integrations: Implement third-party tools and APIs, such as analytics platforms, event calendars and CRM integrations, to enhance functionality.

SEO and Accessibility Compliance: Optimize the website for search engine performance and ensure WCAG 2.1 AA compliance for accessibility.

Performance Optimization: Ensure fast page load times and overall site performance using best practices for caching, image compression and code efficiency.

Deliverable: Fully functional website.

With the Development phase complete, VFK will have a robust, user-friendly website that inspires visitors and empowers your team to keep it dynamic. This seamless transition from design to deployment delivers a site that exceeds expectations and supports long-term goals.
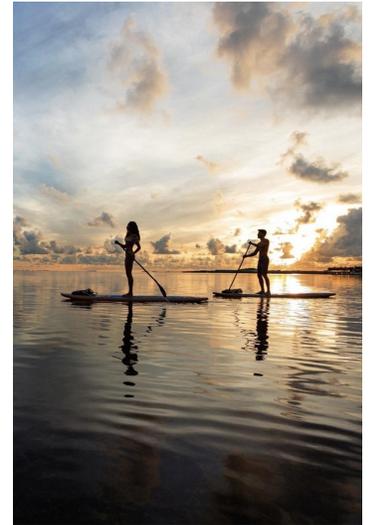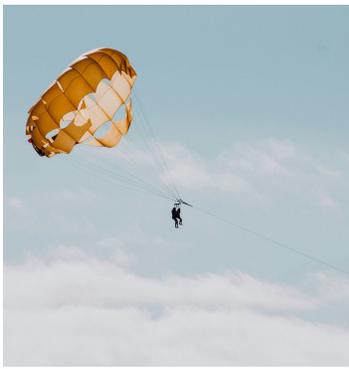
Website Performance Measurement & Reporting

Our Website Performance Measurement & Reporting service provides VFK with clear insights into the technical and marketing performance of its website. This service enables data-driven decisions and ensures continuous improvement.

Custom Reporting Dashboards
We will create dashboards to monitor key performance indicators (KPIs) such as:

Delivery Dashboard: Status report on technical projects.

Technical Metrics: Site speed, Core Web Vitals and accessibility compliance.

Marketing Metrics: Pageviews, conversion rates and referral traffic.

These dashboards will provide real-time summaries and detailed insights to guide optimization efforts.

Actionable Insights
Our reports will focus on turning metrics into actionable recommendations, including:

Optimization Opportunities: Suggestions for improving content, usability and SEO.

Stakeholder Communication: Clear reporting that highlights website value to partners and internal teams.

By providing advanced, user-friendly dashboards and actionable insights, this service helps your organization maintain transparency, measure success and continuously enhance its website's impact. With these tools, VFK will not only optimize site performance but also clearly demonstrate its value to stakeholders.

MMGY Search Engine Optimization Services

SEO Audit & Strategy Development
Review your website's current SEO performance, identifying areas for improvement and growth opportunities. Develop a comprehensive strategy tailored to your goals.

Keyword Research & Competitive Analysis
Leverage advanced tools to identify high-value keywords and analyze competitor strategies to ensure your site targets the most impactful terms.

On-Page Optimization
Enhance metatags, headers, schema markup and content structure to improve search engine rankings and user engagement.

Technical SEO Improvements
Ensure proper crawling, indexing and link equity distribution to boost site performance and visibility in search results.

Content Optimization
Create and refine content based on keyword strategy, ensuring it resonates with target audiences while meeting search engine requirements.

Local SEO Strategy
Optimize for local search visibility by managing citations, local listings and Google Business Profiles.

Off-Site SEO
Develop quality backlinks from trusted and relevant domains to improve site authority and organic rankings.

SEO Tools & Reporting
Utilize industry-leading platforms like Google Search Console, Semrush and Tableau to deliver actionable insights and measure SEO success.

Building an Effective SEO Strategy

MMGY understands the significant role search engine optimization plays in driving online inquiries to Fla-Keys.com in order to inspire, convince and convert prospective visitors. As outlined in the following pages, we are uniquely qualified to provide VFK with SEO services to grow organic traffic referrals and increase conversions.

With over 100 billion searches every month on Google alone, search engines account for a high percentage of referrals to websites. Qualified traffic like that driven from search engines often leads to a highly engaged user who is more likely to complete website goals and become a visitor.

SEO allows you to position your website to receive traffic by discovering what people are searching for and optimizing your site for the right set of keywords. As opposed to traditional marketing channels that push information to consumers in hopes they will become interested, SEO naturally displays the information that SEO already knows is of interest to people. In summary, SEO allows you to provide the answers to people's questions or search queries.

While SEO may sound like a simple concept, the process behind it is quite complex. Putting together an SEO strategy requires expert research and knowledge of the search ecosystem and target market. It's important to understand how search engines rank websites and the various tactics that go into creating a successfully optimized site.

In order to deliver the greatest success in the marketplace, MMGY will deliver integrated SEO services across VFK's marketing platform as needed through our extensive industry knowledge, as well as our data-driven analysis, recommendation and execution plans to improve performance on owned and earned media platforms.

Understanding Search Engines and Algorithms

With so many search engines available – Google being the most popular – it is important to understand the algorithms behind them, as they are the main platform for SEO. Algorithms determine which information to display on search engine results pages (SERPs). There are over 200 ranking factors that could mean the difference between a brand ranking for a search query on the first and second pages, or even further down. Ranking factors can be anything in the realm of technical, on-page or off-page SEO.

Search engines can implement over 500 algorithms a year to their algorithms - some are major, some are minor. Different algorithms produce different results based on search queries. For example, a Google search for "best hotels in Key West" displays a different result for "hotels in the Florida Keys" than results for "vacation spots in Key West" or "best places to eat in Key West." Algorithms are very sophisticated in some areas and very unsophisticated in others. They are, however, always changing.

MMGY understands the importance of search engine algorithms work and the vast list of algorithm updates. We use research-driven insights and industry best practices to optimize websites for search engines and increase qualified traffic and valuable conversions that drive revenue for your destination. We provide services in implementing technical, on-page, off-page and local SEO.

# Building an Effective SEO Strategy (cont.)

Our process starts with extensive key phrase research from many different sources, including the analysis of what key phrases your competitors are receiving organic traffic for (as described in the Key Phrase Research section on the following page). MMGY uses the results of your paid search campaigns to help determine which key phrases to target based on the conversion rates of the paid search campaigns. The organic campaign is always targeting the best-converting terms. We often optimize for the less popular, yet more targeted key phrases, while competitors target the generic, poor-performing terms.

The current Fla-Keys.com content is too focused on travelers already intent on visiting Monroe County, rather than content persuading them to make Monroe County part of their consideration set.

The focus instead should be getting travelers to vacation in Monroe County. However, currently almost all existing "vacation" content is promoting vacation rentals and not vacations.

We believe there is a significant opportunity to publish additional content targeting travelers searching for their next vacation or meeting destination.

The on-page elements should be compatible with both desktop and mobile users. Although fully visible on desktop, the homepage meta description is truncated on mobile devices.
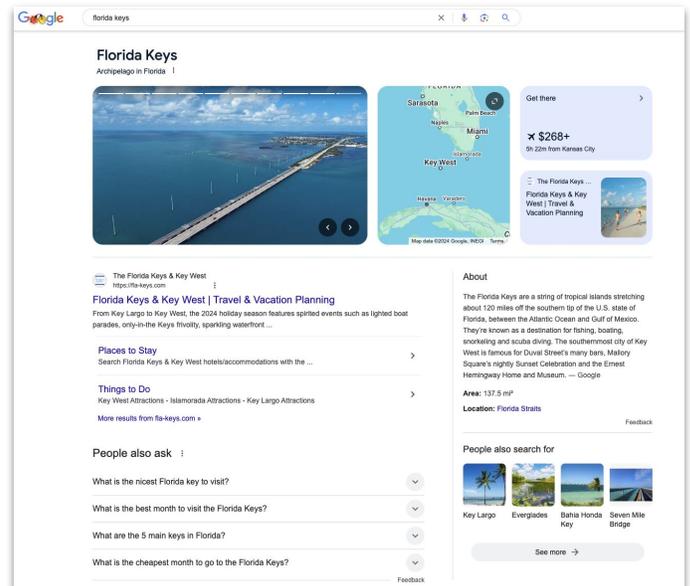
Site Structure

The structure of the site will have a substantial impact on the organic rankings. Organic rankings now have significantly more to do with the content, structure and usability of your site than the metatags. The competitiveness of the term determines where in the structure of the site that term should be targeted, with the top layers targeting very competitive content. Lower pages target long-tail key phrases. With more lower-level pages, each "layer" has the opportunity to generate a significant amount of traffic.

Depending on the specific key phrase, it might be targeted on an existing page, or a recommendation might be made for a new content page to be created (which can often be used as a paid search landing page). Unique titles, headers, meta descriptions, URLs and body text are created on a per-page basis.

Backlinks

Although site content is easiest to improve, we would also audit the backlinks of Fla-Keys.com and its top-ranking competitors to potentially discover link opportunities.

Page Performance

We would also review the performance of all pages at Fla-Keys.com to identify poor performers and make recommendations to improve high-bounce pages, as usability also impacts organic presence.

While we don't expect travel websites to match the overall website averages, we believe there is some opportunity to improve site performance.
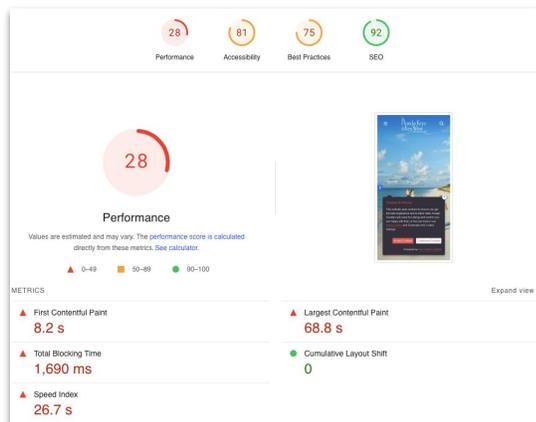
Our organic search recommendations are based on our own internal testing. Google claims to use over 200 signals currently in its algorithm. There is widespread speculation within the SEO industry as to what these signals are. Only tightly controlled testing with isolated domains can properly identify how Google is weighting a specific page attribute.

Our testing proves that much of what is commonly accepted in the industry is incorrect. Before we release changes made to a live site to improve organic rankings, those changes are indexed on our controlled test environment to ensure success.

Our strategy would take advantage of existing Fla-Keys.com link popularity and valid minor sites, link farms, doorway pages, cloaking and all forms of "black hat" SEO tactics.

Key Phrase Research and Competitive Gap Analysis

Key phrase research is definitely an area of expertise for MMGY, as our Director of Search, Craig Paddock, has been speaking on this topic at national search conferences since 2006.

Before any search campaign is initiated (paid or organically), exhaustive research is done to identify several key phrase candidates. After more than 20 years of experience in the search industry, we believe this is the most critical component in creating an effective campaign.

Key phrase research goes beyond basic popularity data and also includes market competitiveness and potential search volume. We pull key phrase data from search engines to ensure we target all essential high-conversion key phrase verticals. We also aggregate data from your competitor's websites using both SpyFu and Semrush. Performance data is pulled from Google Search Console.

Key phrases are drawn from terms related to topic, query prediction tools like their autocomplete features. Additionally, content ideas from AnswerThePublic.com and content ideas from "PowerThePublic.com" are also explored.

The Importance of Technical SEO

Technical SEO often goes unattended because site owners don't understand its importance in rankings. It is important to make sure your site is technically sound from an SEO standpoint, especially when factoring website redesigns or major transitions. The more complex your website is, the more search engines need assistance to understand it. If technical factors are not managed properly, significant loss in traffic, engagements and conversions could be at stake.

Ensuring Proper Crawling and Indexation
The internet is connected by links. Search engines crawl through these links and index every page they find. In order to serve your content in search results, a search engine crawler needs to be able to access and crawl all pages that you want users to find. A website and its pages must be crawlable and indexable in order to perform well on search engines.

The crawling and indexation process is complicated and many factors can either help or hurt a site's performance in search results. Search engines can only crawl through actual links and can only reliably index content in the source code, meaning anything embedded into a site through JavaScript or other means. Crawlers detect issues such as robots.txt and robots metatags in a website's code that can prevent crawling and indexing on certain pages or even on an entire website.

MMGY will analyze your website's architecture to ensure crawlability. We'll also check robots.txt and robots metatags to make sure all content can be discovered and indexed by search engines.

Building Link Equity
When other websites link to yours, search engines think those links act as votes for your site. Backlinks and their associated anchor text provide authority to your site and gaining these links is referred to as link equity. Not only does link equity flow from site to site through backlinks, but it also flows from page to page within each site. This means that you have some control over the way link equity is distributed across your site.

A big part of technical SEO is making sure that link equity is used effectively on your site. It is crucial to maximize the link quality for pages on your site and to make sure you are distributing link equity and avoiding technical issues like internal redirect setup and dead pages.

We make sure our client's sites are distributing link equity effectively with a good internal linking structure. We also take steps to monitor and fix link quality loss due to improper redirects and dead pages on the site.

The Impact of Site Performance on Search Success

Mobile Compatibility
Investing in a responsive web design for all pages on your website is crucial to to make sure you don't run into mobile SEO issues. We will collaborate across teams to optimize the website experience across desktop, tablet and mobile.

Site Speed

People don't like slow sites, and neither do search engines. We develop websites with this in mind. By testing and optimizing the speed of websites, MMGY strives for client web pages to load in three seconds or less.

Obviously, there are a number of items that can impact page load speed, such as the presence of video and image assets; however, we will take all available steps to reduce both user-perceived and actual load times.

We will create and test page load speed benchmarks, as this allows for test locations and browsers, features that Google's PageSpeed test does not provide.

Compliance

There are no shortcuts to long-term success in search engine rankings. It takes industry knowledge, extensive search engine experience, and dedication to good techniques and tactics. As such, MMGY is committed to complying to guidelines set by the search engines, utilizing proven best practices, and adhering to the latest laws and regulations regarding data protections and data security. This includes but is not limited to GDPR, ADA and emerging consumer data protections.

Delivering On-Page SEO Success

On-Page SEO

Once search engines index a page, they determine what the content is about. While search engines look at all of a web page's content to determine relevance to search queries, some content elements are more important than others. On-page SEO, or the optimization of your website's content, is crucial to your SEO strategy.

On-page SEO is all about choosing good keywords to target and then using those keywords intelligently on the page. A well-optimized page will have keywords in the title tag, header (H1) and body copy. The target keywords should be chosen wisely. We use advanced tools to evaluate keywords: search volume, user intent and competition. In addition to text content, we will provide SEO recommendations specific to photos, videos and other media elements.

Competition

Sometimes a keyword is too competitive to target. There is no reason to try to rank for a keyword that will not get you on the first page of search engines.

MMGY provides sitewide, on-page SEO recommendations that include a targeted keyword strategy, the best optimized title tags for your brand and concise web page headers; all based on real data accumulated from our in-depth keyword research process.

Including Alternative Search Sources

Voice Search

We identify voice search opportunities by expanding existing keyword research for queries containing "where," "why," "when" and "how." These questions are typical of voice search queries targeted at creating optimized content about the destination.

With all these sources, we have been building a key phrase database for more than 15 years.

Our key phrase research for Fla-Keys.com would focus on outdoor, gaming and events for B2C, and meeting/convention terms for the B2B audience.

Maximizing ROI Through User Experience Optimization

Tourism destinations are rushing to attract travelers, generate revenue and gain market share following the pandemic. However, many destinations overlook a significant opportunity to maximize their existing marketing return on investment through user experience and conversion rate optimization (CRO).

At MMGY, we believe that great user experiences lead to better business outcomes. User experience optimization ensures better experiences for travelers, prospects and search engines that index your website. With search engines now taking the users' experience, engagement and dwell time into account when ranking your website, user experience optimization is an essential component to today's search engine optimization.

Delivering outstanding user experiences lies at the intersection of user needs, business objectives, appealing visual design, relevant content and appropriate technology. New and existing websites always benefit from ongoing user experience and continuous improvement. The largest travel brands in the world understand this and employ an "always be testing" approach to drive growth.

The simple fact is that as soon as you create something, you can't see it as others do. This is the fundamental principle of user experience design – never assume you know what users think. Fortunately, there's a way to know: ask them. As part of our user experience optimization, we gather user perspectives with in-person or online moderated or unmoderated testing.

Our team will then focus on user experience and conversion rate optimization by introducing, modifying or removing elements to improve the user experience through A/B and multivariate testing. These minor revisions and adjustments to a website experience can significantly improve user engagement, goal completion and organic site performance. MMGY will identify and recommend how to apply these practices to make users happy and improve business outcomes for VFK.

Our User Experience Optimization Methodology

- Complete technical, data and user experience audits
- Create a goal-driven testing strategy
- Implement optimization software and conduct tests
- Track, measure and analyze data
- Make optimizations based on data analysis
- Measure results
- Repeat steps 2–6 until satisfied with results

Creation of Content and/or Provide SEO-Optimized Content

Extensive key phrase research is done initially to determine appropriate key phrase targets. Then, we segment key phrase targets based on whether appropriate current pages exist or new content pages are required. Key phrase selection isn't simply based on key phrase volume but also expected performance and competitiveness, so we are creating realistic key phrases.

We offer the building of content pages, if desired, handled by full-time copywriters – as opposed to SEO personnel writing copy – as well as designers, developers and art directors.

We do not make any guarantees related to organic rankings and recommend that you don't trust any Google SEO provider that does. We cannot state that any SEO campaign will lead to a top position for any specific keyword. What we do guarantee is that all content and SEO will follow current best practices to avoid being penalized by Google, Bing or other engines. We guarantee that all URLs will be unique and content will not be considered duplicate. Assuming sites have qualified developers, your site will pass Google's Core Web Vitals thresholds.

SEO Content Objectives
- Create and distribute relevant and valuable content to potential visitors
- Attract, acquire, and engage clearly defined and understood audiences
- Drive organic visitation to Fla-Keys.com
- Track, measure and optimize

Pillars of Content Planning
- The Tourism Product
- Consumer Segments
- Consumer Interests
- Consumer Behaviors
- Target Markets
- Seasonality
- Available Content Assets

Content Marketing Process

1. **Content Audit**
   Collaborative discovery process analyzing existing content and content goals

2. **Competitive Analysis**
   Focused stop-gap analysis of up to five competitors to uncover competitive challenges and opportunities

3. **Content Strategy**
   Integrated 12-month strategic SEO content road map outlining content production, distribution and measurement

4. **Content Matrix**
   Detailed cross-channel document outlining audiences, consumer interests, seasonality and content placements

5. **Editorial Calendars**
   Channel-specific editorial calendars that tie content matrix to layout messaging and content placements to message delivery

6. **Content Production**
   Creation and optimization of content to inspire and engage consumers in your market

7. **Content Measurement and Testing**
   Determine content KPIs to track and measure, develop content optimization testing and reporting process

Generating Inbound Traffic and Improving Ranking by Using Off-Site Tactics
All engines analyze the link popularity of a website to help determine organic rankings. The engines view a link to your site as a "vote" of legitimacy. The engines place significant value on links in that high-quality, relevant external links are not easy to manipulate. When Google measures the trust of a domain from its backlinks, the search engine actually weighs a high number of referring domains as a ranking signal. This means that a website with 50 backlinks coming from 50 different domains could be seen as more trustworthy than a website with 500 backlinks coming from only five domains.

Organic rankings for competitive terms cannot be achieved without significant link popularity. Engines also attempt to detect when links have been artificially acquired to "game" the system, so links should be from relevant, trusted websites. We don't engage in any paid link schemes that could get you banned.

We start with auditing the links of your top-ranked competitors. The best opportunities are sites that are linked to multiple competitors but not to you. The lowest hanging fruit comes from link reclamation – fixing broken links. Traffic directed to a 404 experience and a higher bounce rate pointing to a nonexistent (404) page means no organic benefit. Quality links are hard to acquire, so the assistance of PR agencies to enhance your link quality is required.

We've identified link issues that exist throughout the Fla-Keys.com website, as we have identified broken links causing the loss of significant links.

We will work with VFK to identify any local organizations you may have existing relationships with, including local vendors, chambers of commerce, community events, etc. From there we seek links from these existing relationships. Even though we don't directly engage PR with the scope of our SEO projects, we work with our DMO clients' PR agencies to ensure their work has organic search benefit (we do not recommend press releases if only intended for SEO reasons, as those have no benefit). We also research and encourage the creation of shareable content that other sites will willingly link to. All social profiles and NAP (name, address, phone number) citations are audited for accuracy.

"The best opportunities are sites that are linked to multiple competitors but not to you. The lowest hanging fruit comes from link reclamation – fixing broken external links."

Going Beyond Only Promoting the Website

Several major changes have occurred over the last few years to help shape the current state of SEO. Initially, all engines based rankings purely on website content. Google improved results by being the first engine to take into account link equity.

More recently, engines started taking into account clickstream data to user engagement. Does the user like your website? If your site has a high bounce rate and low user engagement (based on dwell time), this will lower your ranking. In June 2021, Google added Core Web Vitals as a ranking factor to measure the quality of the user experience on a website. As a result, we identify poor-performing pages and audit them for improved user experience.

Videos placed on the trusted YouTube domain have the ability to acquire strong organic rankings complementary to the rankings of your domain. These assets, along with social media posts (and positive third-party content), provide additional opportunities for visibility when well-coordinated and properly optimized. Our audits now include optimizing all assets, particularly YouTube videos that can rank within the YouTube platform and directly on Google.

Although Google has always used external links as a ranking algorithm, its focus shifted from quantity to quality over time, as the most powerful links are often from media sources. As a result, we have incorporated PR to help acquire links versus manually acquiring links. We also focus on creating shareable content that encourages links naturally.

Creating a Successful SEO Partnership

Marketing success is undoubtedly a team effort. This is even more true when it comes to SEO. There are many different factors beyond the control of a search vendor that come into play:

- Most important is access to website data – both historical organic data from Google Search Console and historical paid search data.

- We also need the ability to make technical site upgrades that must be addressed outside the CMS, such as optimizing page load time and addressing site architecture issues.

- Depending on the key phrases targeted, we need the ability to create and publish new content.

- When link opportunities are identified, we recommend the link outreach come from a Fla-Keys.com email address, not an outside agency.

- We also expect an aggressive PR campaign, as the best links come from media mentions.

*"***These are just a few of the many factors we require to successfully deliver the SEO results you and your partners demand.***"*

SEO Tools and Reporting Platforms

MMGY utilizes a number of SEO tools and reporting platforms, including but not limited to:

- Tableau and Looker Studio for data visualization

- Alight ChannelMix and Supermetrics for data aggregation

- Google Analytics data for web tracking

- Google attribution to track from initial exposure through conversion

- Semrush and SpyFu for competitive intelligence and rank monitoring

- AnswerThePublic, Google Trends (Rising Queries) and Exploding Topics Pro for ideas

- Ahrefs for competitive link data

- NordVPN for competitive data and rank checking

- Screaming Frog for website crawling

- Surfer SEO for content planning and natural language processing

- Google Search Console for measuring organic traffic and indexing issues

- Google PageSpeed for page load optimization

- Site Performance Agency, a testing club for testing ranking variables

- Optimizing for paid search scripting and outreach

- Outranking for personalization and improved user engagement (not included in scope)

Key Metrics We Focus On and Why

We focus on organic revenue versus organic rankings. Rank doesn't necessarily equal revenue. Similar to monitoring the position of paid ads, monitoring rankings instead of organic revenue will lead to inefficient marketing decisions. You may have great organic rankings for key phrases, but they may not convert, or they may be too competitive. Or those key phrases may not be popular, so they're just showing up in a few searches. We monitor the success of your campaign by the amount of revenue they bring to your business.

Secondary metrics after organic revenue include:

- Organic sessions (segmented brand versus generic)
- User engagement by landing page: bounce rate, time on site and page depth
- Externally linking domains
- Site speed
- 404 error traffic

We've provided a few report examples below and to the right, where client-specific information has been anonymized. MMGY would be happy to provide additional details upon request.

We provide in-depth monthly reporting with optional weekly summary reports. In addition, we have an extensive system of alerts to identify any dramatic changes in performance that will trigger an immediate notification to the destination, whether it is a reduction in organic traffic, organic revenue or loss of pages indexed.
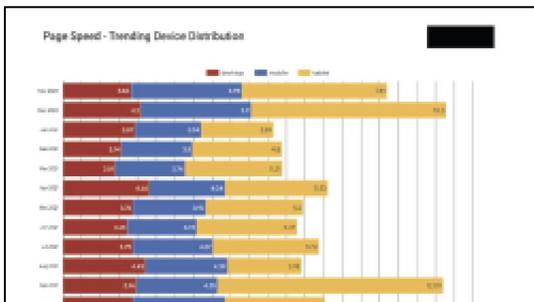
MMGY Email Marketing Services

Email Audit & Recommendations
Review the current state of your program so we can define your future state.

Email Strategy
Establish a road map with clear marketing goals and KPIs to create the greatest impact.

Data Strategy
Advise and optimize lead collection touch points to create a personalized journey for your visitors.

Segmentation Strategy
Create actionable email campaigns by leveraging custom segments.

Email & Data Partner Evaluation
Provide analysis and recommendations for selecting the appropriate vendor for your needs and budget.

Email Creative Production
Utilize your brand standards to create modular and accessible email templates tailored to your organization.

Content Development
Align content strategy and development with your brand voice and tone.

Email Program Management
Provide scalable services to meet your needs, up to and including full program management.

Email Coding
Optimize deliverability and readability with the expertise of specialized email developers who adhere to best practices and the latest trends.

Quality Assurance & Deployment
Test your emails using industry-leading best practices and software to ensure deliverability across email clients.

Email Automation
Tap into the power of email automation to create highly relevant brand experiences with subscribers based on their web activity and interests.

Reporting
Deliver custom channel reporting and/or dashboard reporting to ensure you are aware of program performance and pacing.

Email and Customer Data Platform Experience

We pride ourselves on being adaptable and platform agnostic. We work within your existing technology stack and can advise on platforms as requested. Below are the platforms we use regularly:

Our Approach

At MMGY, our approach to email marketing is grounded in driving meaningful engagement through personalization, dynamic content and data-driven strategies. With over four decades of experience in the travel and hospitality industry, we understand the unique challenges of managing large-scale email programs while maintaining a personalized, human touch.

Our focus for VFK is to enhance your current email marketing efforts by optimizing segmentation, improving deliverability and implementing dynamic content that resonates with both travelers and your travel advisors. By leveraging advanced data and automation tools, we aim to deliver the right message to the right audience at the right time, ensuring each subscriber's experience is tailored to their interests and needs.

To maximize the effectiveness of your program, we conduct in-depth email audits, streamline your reporting processes and continuously refine segmentation strategies. Our goal is to help VFK create personalized and relevant communications that not only engage subscribers but also maintain list health and avoid fatigue, ensuring long-term loyalty and improved performance metrics.

Through this approach, we aim to support VFK's broader goals by crafting impactful email marketing campaigns that deliver measurable results, strengthen partnerships and continue to drive meaningful connections with your audience.
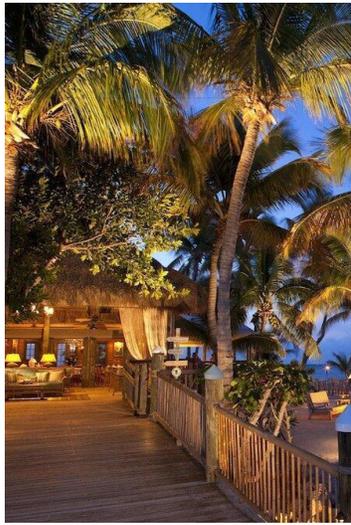
What Our Research Tells Us

This year marks the 34th consecutive year that MMGY has published its popular ***Portrait of American Travelers***® study. This exclusive report answers the most pressing questions about American leisure travelers, including how travelers research, plan, and book travel and what types of messaging strategies are most likely to influence them. Below are three key findings related to American travelers' perceptions of travel service provider emails:

- Eleven percent of travelers surveyed named travel service provider emails as a source of information they consider during the initial ideas and inspiration stage of travel planning.

- At 13%, Boomers lead generational use of travel service provider emails during the ideas and inspiration stage of travel planning compared to 9% of Gen Xers, 10% of Millennials and 10% of Gen Zers.

- At 15%, travel bargain hunters and luxury travelers equally consider travel service provider emails during the ideas and inspiration phase; both audiences over-index on email usage.

Strategic Consulting

Our Strategy & Content Consulting service will help VFK refine its email marketing approach by developing a tailored content strategy that leverages advanced segmentation and personalization. Without requiring new email creative, we will work with the existing assets to deliver personalized experiences based on user behavior, preferences and engagement patterns.

Segmentation: We will provide strategic guidance to enhance VFK's segmentation practices, ensuring that each email campaign targets the right audience segments – whether travelers, travel advisors or suppliers. By utilizing data-driven insights and advanced segmentation techniques, we will help VFK deliver more relevant, targeted emails. This will not only improve engagement but also increase conversions as emails become more aligned with each recipient's interests and needs.

Personalization: Our content consulting will focus on integrating personalized content within each email send, creating tailored messages that resonate with specific audience segments. From dynamic content to customized subject lines and recommendations, personalization will enhance the relevance of each email, helping VFK strengthen its connection with its audience while driving conversions.

Alignment With Brand Messaging: Throughout the consulting process, we will ensure that all content strategies align with VFK's unique brand voice and messaging. Our recommendations will focus on amplifying Monroe County's unique value proposition and communicating key messages in a way that engages both travelers and partners.

Ultimately, the Strategy & Content Consulting service will empower VFK to deliver more personalized, data-driven email campaigns that drive higher engagement and measurable results, all while maintaining a cohesive and consistent brand experience.

Email Audit & Recommendations

Our Email Audit & Recommendations service offers VFK a thorough evaluation of its current email marketing program. This comprehensive audit will cover the past 12 months of email campaigns, focusing on three critical areas: segmentation, deliverability and reporting. By assessing these components, we aim to provide a clear understanding of how VFK's emails are performing and where improvements can be made to increase engagement and optimize future campaigns.

Segmentation: We will analyze how well VFK's audience is being segmented, identifying opportunities for more targeted, personalized email sends. Our goal is to ensure that the right messages are being delivered to the right audiences at the most opportune moments. Improved segmentation will enable VFK to engage more meaningfully with both travelers and travel advisors, boosting open rates and conversions.

Deliverability: Ensuring that emails consistently reach their intended recipients' inboxes is crucial. The audit will evaluate deliverability performance, including bounce rates, spam reports and inbox placement rates. We will provide recommendations to improve deliverability, helping to maintain list health and email domain reputation.

Reporting: VFK's current reporting processes will also be assessed to determine how well they are communicating the effectiveness of campaigns to internal teams and partners. We will offer actionable insights to enhance reporting, allowing for clearer performance tracking and improved storytelling in post-deployment reports.

The audit's findings will culminate in a detailed set of actionable recommendations designed to improve VFK's overall email marketing performance.

Personalization & Dynamic Content

Our Personalization & Dynamic Content services is designed to enhance your email marketing efforts by delivering highly personalized experiences through the use of dynamic content and API integrations. This service will focus on tailoring email messages to distinct audience segments, including travel advisors, suppliers and consumers, ensuring that each recipient receives content relevant to their interests and engagement behavior.

Dynamic Content: We will implement dynamic content solutions, such as NiftyImages or similar platforms, to personalize emails in real time. These tools allow for the creation of tailored travel recommendations, personalized offers and location-specific suggestions based on subscriber data. The use of dynamic content will make each email feel more relevant and engaging, significantly increasing the likelihood of interaction and conversions.

API Integrations: By integrating with external APIs, we will further enhance the personalization capabilities of VFK's email campaigns. APIs can pull in live data such as user preferences, location and past interactions, enabling the delivery of up-to-date, personalized travel recommendations. This creates a more interactive and engaging experience for the recipient, leading to higher engagement rates.

Tailored Experiences for Audience Segments: The program will be designed to address the specific needs of different audience segments. For travel advisors, this could mean personalized content that supports their role in guiding clients, while for consumers, it could mean targeted travel offers or recommendations. Our goal is to ensure that every audience group receives content that resonates with their unique interests and needs.

Through the use of dynamic content and personalization, this program will help VFK deliver more engaging, targeted email campaigns, resulting in improved engagement, stronger brand loyalty and increased conversions.

Deliverability & List Health Management

Our Deliverability & List Health Management service is designed to ensure that VFK's emails consistently reach recipients' inboxes while maintaining a healthy and engaged subscriber list. This program focuses on improving inbox placement, protecting email domain reputation and managing the high volume of emails to prevent list burnout.

Deliverability Optimization: Using tools like Kickbox.io or similar platforms, we will perform deliverability testing to ensure emails meet Internet Service Provider (ISP) standards and are delivered directly to inboxes, minimizing the risk of emails landing in spam folders. We will evaluate the email domain reputation and take steps to improve it if necessary, ensuring VFK maintains a strong standing with email service providers. This will also include reviewing sending practices to maximize inbox placement and improve key performance metrics such as open and click rates.

List Health and Segmentation: To combat email fatigue and ensure long-term engagement, we will conduct regular list health checks. This includes ongoing segmentation and cleaning of the email list to remove inactive subscribers and maintain a high-quality database. A well-segmented list allows us to target engaged recipients more effectively, improving overall campaign performance while reducing the risk of list burnout from the high volume of emails VFK sends each month.

Preventing Burnout: Given the high volume of partner-funded and network emails VFK sends, we will implement strategies to manage send frequency, ensuring recipients remain engaged without feeling overwhelmed. By optimizing list health and send practices, we can reduce unsubscribes and improve overall engagement.

Through this service, we will ensure that VFK's email campaigns remain effective, maintain a strong sender reputation and reach the intended audience without overwhelming them, ultimately leading to higher engagement and conversion rates.

Enhanced Performance Measurement & Reporting

Our Enhanced Performance Measurement & Reporting service is designed to provide VFK with scalable, easy-to-access reporting solutions that offer clear insights into the effectiveness of email campaigns. This service focuses on helping VFK communicate campaign success to partners and stakeholders, particularly for complex, multi-supplier email campaigns.

Scalable Reporting Solutions: We will develop custom reporting dashboards that track KPIs such as open rates, click-through rates and conversion metrics. These dashboards will allow VFK and its partners to easily monitor the performance of individual campaigns in real time, providing both high-level overviews and granular insights.

Co-Op Email Performance: Managing cooperative email campaigns can present unique challenges when it comes to performance measurement. Our reporting solution will address these complexities by clearly separating and analyzing the performance of individual partners within a single campaign. This will allow VFK to tell a more compelling and actionable story to each cooperative partner, giving them a clear view of a campaign's success and ROI.

Actionable Insights for Stakeholders: Beyond providing performance data, our reporting solutions will focus on turning raw data into actionable insights. VFK's stakeholders, whether internal teams or external partners, will be able to make informed decisions based on the story the data tells. These insights will help optimize future campaigns, ensuring continuous improvement in email marketing performance.

By streamlining the reporting process and offering advanced, user-friendly dashboards, this service will help VFK provide transparency to partners, communicate value and drive ongoing campaign optimization.

Preliminary Budget & Timeline

Project
Logistics

To ensure a smooth and successful partnership, we've outlined a few key logistical insights that will set clear expectations as we move forward into the budget and timeline.

1. We prioritize open, transparent communication throughout the project.

2. A dedicated team will be assigned to your project to maintain focus, consistency and expertise throughout the process.

3. The project will be structured in clear, manageable phases, each with specific and mutually agreed upon milestones and deliverables.

4. Our proposed budget is based on current information available. To ensure accuracy and fairness, we recommend revisiting the Design and Development budgets after the Definition phase to align on scope, effort and costs.

5. While our scope is designed to meet VFK's current needs, we build with future flexibility in mind, allowing for continuous improvement and scaling to meet your evolving goals.

Website Timeline & Budget

Below is an initial budget estimate for the website project with the understanding that the Design and Development phases will be reestimated based on the outcomes of the Discovery and Definition phases. This ensures your organization is only paying for the actual level of effort required for the project and that the work requested of MMGY is reflective of the budget provided.

The timeline assumes a March 2025 project start as outlined in the RFP, with completion by February 2026. Following the project kickoff, we will provide a detailed timeline, which will be updated weekly through the Product Delivery Dashboard for your team's review and acceptance.

Project Phase	Action Taken	Deliverables	Timing	Budget

Discovery	- Stakeholder interviews
	- UX/UI audit
	- Competitive analysis
	- Customer journey mapping
		- Discovery readout:
		  - Requirements documentation
		  - Journey maps
		  - Audit report
			Start March 2025
			
			Completion by Mid-May 2025
				$30,000

Definition	- Stakeholder interviews
	- UX/UI audit
	- Competitive analysis
	- Customer journey mapping
		- Requirements
		  - Business
		  - SEO
		  - UX
		  - Technical
		-Design estimate
		-Development estimate
			Start Mid-May 2025
			
			Completion by July 2025
				$30,000

Design	- Develop UX wireframes - Gather feedback; revise - Produce UI designs - Gather feedback; revise - Finalize design	- Finalized wireframes - High-fidelity UI design - Accessibility tested - Up to two rounds of revisions (if needed)	**Start** July 2025 **Completion by** October 2025	**$140,000** To be reestimated following Definition phase
Development	- Frontend development using Drupal as backend - API integrations with third parties	- Fully developed and tested CMS website - Integrated APIs - Integrated booking - Integrated CRM - Integrated monetization - Third-party integrations	**Start** November 2025 **Completion by** January 2026	**$160,000** To be reestimated following Definition phase
Deployment	- Functional testing - Usability testing - Performance testing - Security testing	- Live booking system - Training - Determine postlaunch support	**Start** February 2026 **Launch** February 2026	**$40,000**
			TOTAL	**$400,000**

While we have provided an initial timeline and budget, our team is flexible to meet your service and budget needs. We are committed to exploring the options that best serve your organization and we never want cost to get in the way of a great partnership.

We welcome any discussions around services and pricing to fit your needs.

Additional Services

Below are additional service offerings mentioned in this proposal, but not specifically requested in the request for proposal (RFP). The following represents a small sampling of our additional service offerings.

	Description	Deliverables	Timing	Budget
Consumer Consent Management	OneTrust – Third-party consent management platform and Red Clover Advisors data consultancy	- Data consultancy - Consent management software and implementation	**30 days to implement**	**TBD** Pricing based on pageviews

ControlTower	Consumer data platform (CDP) and digital experience platform (DXP)	- Platform and 12 months of platform and personalization campaign management
		  - Strategy
		  - Creative
		  - Coding
		  - Personalization campaigns
		  - Reporting
		  - Optimization
			90 days to initiate annual program	**$135,000**
				Includes one-time cost of $55,000 for platform*
				
				*Requires consumer consent management be in place

Marketplace	End-to-end cooperative advertising software platform	- Marketplace portal
		  - Merchandise and sell programs
		  - Material collection
		  - Automated communications
		  - Automated invoicing
			Start
			Mid-May 2025
			
			Completion by July 2025
				$35,000 per year*
				
				*Software and training only

Email Program Management	Management of email marketing program	- 12 months of platform management
		  - Strategy
		  - Creative
		  - Coding
		  - QA
		  - Deployment
		  - Reporting
		  - Optimization
			45 days to initiate annual program	**$125,000 per year***
				
				*Does not include email software costs

All third-party costs such as domain name, SSL, website hosting, or third-party integrations and software are not accounted for in this estimate and assumed to be the responsibility of TDC and VFK.

Whenever possible, MMGY will create accounts and use the billing information of your organization to ensure your organization's ownership and control of the accounts throughout and following our partnership.

Project Approach:

Website Development & Advertising

Generating
Revenue

We believe that Destination Marketing Organizations (DMOs) are just starting to understand the value in monetizing their digital platforms and MMGY is passionate about exploring new and exciting ways to engage users and impress advertisers:

1. We prioritize innovative revenue solutions that add value to users without compromising Visit Florida Keys' brand integrity or the website user experience.

2. By working closely with VFK, we will define revenue goals, identify strategic opportunities, and tailor a modern, scalable advertising model that serves local businesses, regional partners and key stakeholders.

3. Our content management system will allow for seamless integration and scheduling of sponsored content to monetize existing brand assets.

4. From pre-roll opportunities on live webcams to Shopify ecommerce and cooperative advertising management tools, we have the experience and skill set to help VFK elevate their monetization program.

5. Robust analytics and reporting will allow VFK to track the success of its advertising initiatives, demonstrate ROI to partners, and continuously refine monetization strategies based on performance data.

Monetizing Your Digital Platform

At MMGY, we recognize that effective website monetization extends far beyond traditional digital display advertising. While display ads may generate revenue, they often detract from the user experience and diminish the brand's value. Instead, we propose a collaborative approach to designing a modern, scalable monetization platform that prioritizes both revenue generation and user engagement.

Exploring Diverse Monetization Opportunities
To ensure VFK's revenue goals are met without compromising the integrity of the VFK brand, we recommend exploring the following innovative solutions:

E-Commerce Store With Local Focus
Develop a Shopify-based e-commerce shop that features VFK merchandise, along with products from local businesses offering authentic "Made in the Keys" items.

This initiative not only creates a new revenue stream but also strengthens community ties by promoting local artisans and businesses.

Sponsored Content Program
Introduce a sponsored content feature within the content management system to enable editors to seamlessly schedule and manage sponsored articles or features.

Sponsored content programs provide advertisers with an authentic way to connect with audiences while ensuring that the website remains user-focused and engaging.

A robust CMS integration simplifies scheduling, execution and reporting for these programs, ensuring transparency and efficiency.

Pre-Roll Advertising for Live Webcams
Leverage the popularity of destination webcams by adding short, nonintrusive pre-roll video advertisements. These ads can be from local businesses, hotels or attractions looking to capture the attention of potential visitors in an organic, high-visibility format.

This offers an innovative and low-maintenance opportunity to generate revenue while providing additional value to partners.

Monetization Across Multiple Channels
Extend revenue opportunities beyond the website by integrating monetization into other owned and earned channels, including email marketing and social media campaigns. These channels can feature sponsored newsletters, paid social content and targeted e-commerce promotions.

Affiliate Marketing Partnerships
Establish partnerships with travel booking platforms, attractions and local businesses to earn commissions on referred bookings and purchases. This provides a performance-based revenue stream that aligns with the user journey.

Interactive Sponsored Experiences
Create interactive tools such as trip planners, quizzes and interactive maps that are sponsored by relevant or lifestyle brand partners. These features engage users while providing brands with a platform for subtle, effective promotion.

Cooperative Advertising Programs With Marketplace Support
For more sophisticated advertising placements, we can help create and manage cooperative advertising programs through our Marketplace solution. This platform supports scalable partner campaigns, offering advanced tools for managing ad placement, reporting and ROI tracking.

# Cooperative Advertising Program Management

Our cooperative program management solution called Marketplace offers end-to-end management of cooperative programs, from merchandising programs and partner delivery to performance reporting and automated billing and invoicing.

We know your industry cooperative partners have specific and individual needs, which is why we built Marketplace. Our solution focuses on the following specific user groups:

- Industry partner point(s) of contact
- Industry co-op program participants
- Media team
- Creative team
- Accounting and finance team

We have deployed Marketplace for numerous destination organizations. including Pure Michigan and Visit North Carolina, and we would gladly provide this solution to VFK if requested.
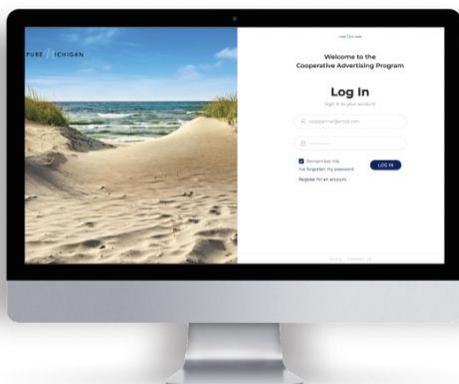
Marketplace offers the following features to help enhance your cooperative program:

- Custom branding
- Mass import feature (co-op matrix)
  - Individual program upload
  - Program groups (tactics and channels)
  - Program/partner types
- Automatic ordering, invoice creation
- Program overviews
  - Comprehensive, downloadable details
  - Creative samples
- Mass order assignment
- Accounting functionality
  - Status/revision histories
  - Credits
- Reporting
- Streamlined user structure by user role
- Automatically generated communications and notifications
  - Customizable
  - Streamlined communications (notes, revision histories, removing programs when sold out, etc.)
- Historical creative references to visualize placements
- Intuitive and comprehensive
  - Minimal training required
  - Mitigates pushback and partner stressors
  - Streamlined workflow to allow for scale with reduced program administration time
  - Reduces queries

Monetizing Your Digital Platform (cont.)

Revenue-Sharing Model

Rather than committing to a single monetization pathway upfront, we recommend engaging in collaborative discussions to understand VFK's revenue targets and partner expectations. Based on these insights, we can determine if a revenue-sharing model aligns with your financial goals while maintaining a high-value user experience. This model could include:

- Percentage-based revenue sharing from e-commerce sales, sponsored content or pre-roll advertising
- Tiered sponsorship packages offering partners varying levels of exposure and engagement opportunities

Onboarding and Training

Our team will provide comprehensive training to ensure VFK staff can efficiently manage all monetization initiatives. This includes:

- Training on the CMS to manage sponsored content scheduling and reporting
- E-commerce platform training for product management
- Workshops and resources for leveraging tools like pre-roll ads and interactive features
- Ongoing support to ensure your team stays ahead of evolving monetization strategies and tools

Customizable Approach to Long-Term Success

Rather than prescribing a fixed solution, we propose further collaboration to explore and refine the ideal monetization strategy for VFK. Together, we will design a program that delivers sustained revenue while enhancing the user experience and supporting the long-term goals of VFK.
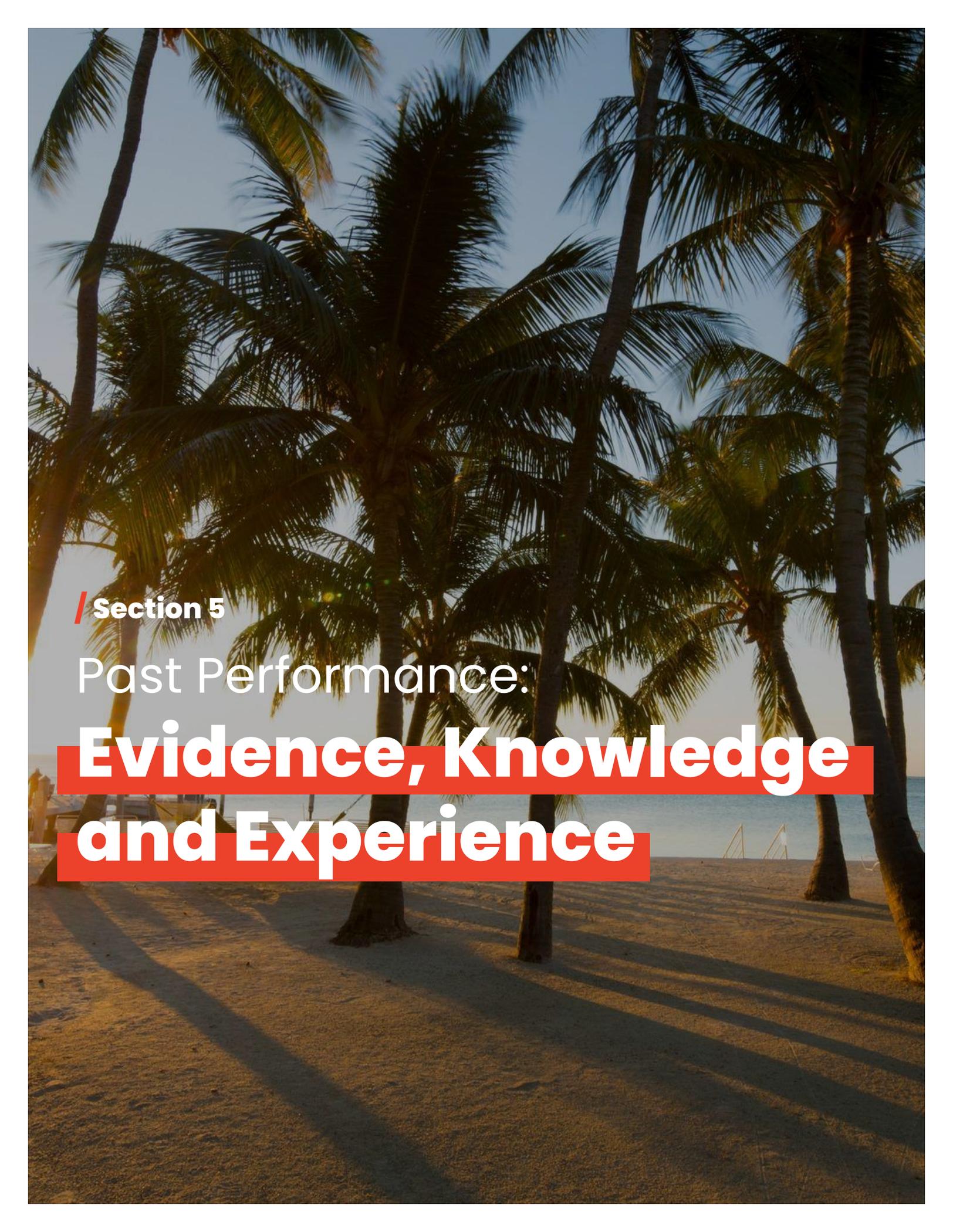
Past Performance:

Evidence, Knowledge and Experience

Who You Work With Says A Lot About You

For more than four decades, we have committed ourselves exclusively to the travel, tourism and hospitality industry. We have led destinations worldwide – both large and small, always focusing on increasing tourism's contribution to their economies through data-led, integrated marketing strategies.

As a result, we are confident that there is no partner with a better understanding of the global travel industry and the unique needs of VFK, your partners and today's travelers.

There is no better way to showcase our experience than through the best-in-class brands our teams have partnered with, as shown here and on the following pages. This is a snapshot of our MMGY client portfolio, which includes significant agency-of-record relationships and single-channel and project engagements.

References

We have provided three client references below. We ask that you please allow us to notify each reference 24 hours in advance of contacting.

Destination DC
Robin McClain,
Chief Marketing Officer
323-640-4272
Services Provided: Website Design and Development, SEO, Email Marketing, Chatbot and ControlTower Digital Experience Platform

Visit Costa Rica
Carolina Trejos
Director of Marketing
carolina.trejos@ict.go.cr
Services Provided: Website Design and Development, SEO, Email Marketing, AI and ControlTower Digital Experience Platform

Visit San Jose
Laura Chmielewski
VP, Marketing & Communications
lchmielewski@sanjose.org
408-792-4136
Services Provided: Website Design and Development, SEO, Email Marketing and Website Personalization

Destination DC

Optimizing Website Goal Performance

Following the successful implementation and execution of website personalization on Washington.org, MMGY looked to further increase the effectiveness and return on investment of website personalization by optimizing traffic from digital media. With its personalization software partner, MMGY developed an innovative, industry-first website personalization technology and strategy to optimize website goals from media exposed visitors.

To maximize digital advertising investments, it is imperative that the destination capitalize on direct response traffic to the website and view-through traffic based on media exposure. Historically, direct response visits from digital banners to the website were a small percentage of actual media-exposed audiences.

MMGY worked to create a new media optimizer technology to apply to media buys. This strategy allowed Destination DC digital media to pass valuable segmentation data to the personalization engine, providing media-exposed visitors with a personalized website experience based on the target segments' lifestyle interests.

250% Increase

In Email Lead Conversion Rate From Media Referrals

121% Increase

In Visitor Guide Conversion Rate From Media Referrals

51% Increase

In Year-Over-Year Traffic to Hotel Deals With 36% of Total Page Views Coming From Media-Exposed Personalization Campaign
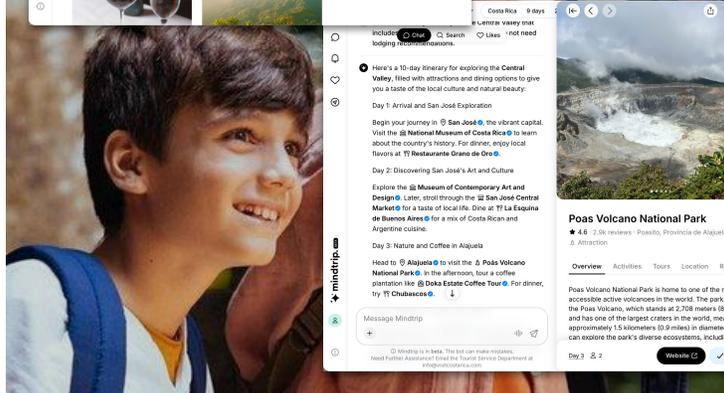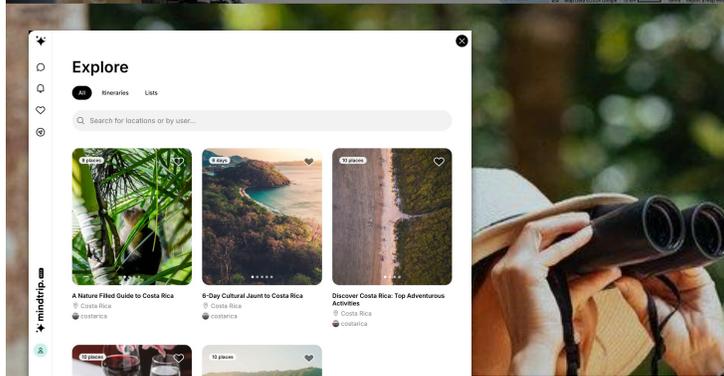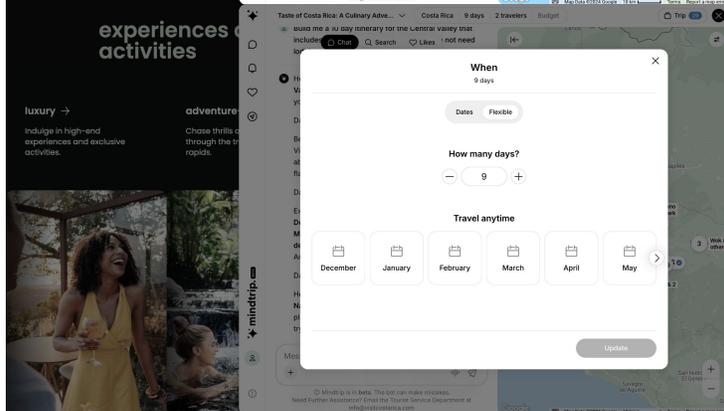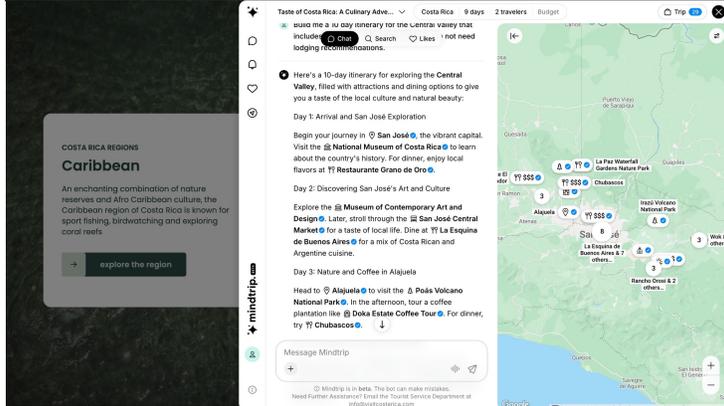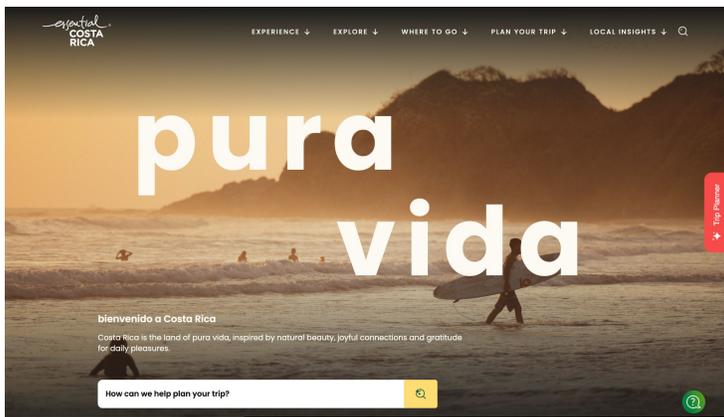
Visit Costa Rica

Integrating Artificial Intelligence

Situation

Visit Costa Rica faced a growing demand from tech-savvy travelers for more personalized and efficient digital trip-planning solutions. Modern travelers, especially Gen Zers and Millennials, expect seamless experiences when researching destinations, crafting itineraries and booking trips online. However, traditional websites often fall short in meeting these expectations, requiring users to navigate multiple platforms to finalize their plans. To address these challenges and position itself as a leader in digital tourism, Visit Costa Rica partnered with Mindtrip AI to transform its website into an AI-powered travel planning hub.

Action

Visit Costa Rica integrated Mindtrip AI into its website, implementing advanced features designed to revolutionize the user experience, including:

- Multiple entry points
- AI-powered chat functionality
- Dynamic itinerary building
- Group travel planning
- Integration with reviews
- Save and share

Results

The AI experience launched in Q4 2024 and generated over 6,000 chats and 25,000 messages within the first 14 days.

Visit **VisitCostaRica.com** to see more of our work for Visit Costa Rica.
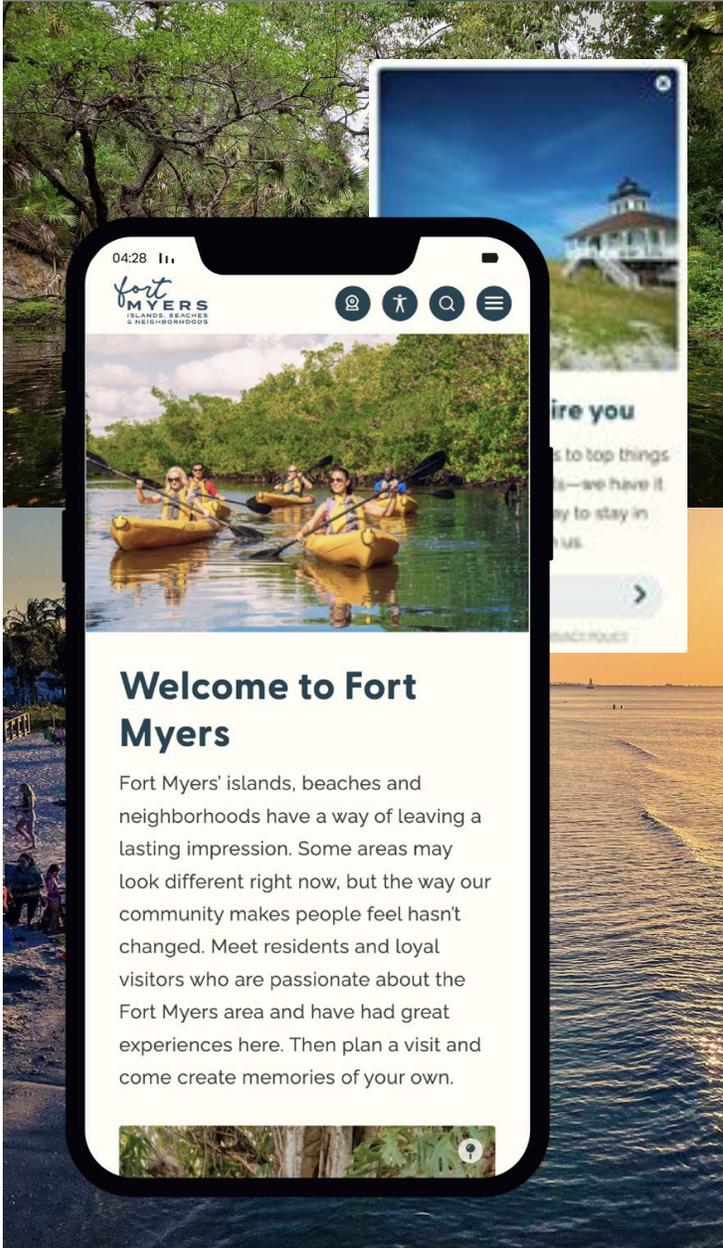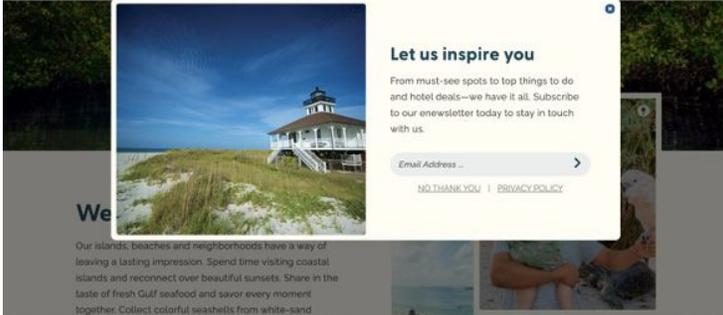
Fort Myers – Islands, Beaches and Neighborhoods

Personalization in the Era of First-Party Data

Since 2018, Fort Myers – Islands, Beaches and Neighborhoods has been personalizing its website to enhance user experiences. As the strategy matured, evolving it further required a sophisticated approach, which led to prioritization of data collection and activation of first-party data. To achieve this, Fort Myers embraced MMGY's ControlTower, a digital experience platform designed to address identity resolution, privacy compliance and activation across disparate channels.

Leveraging ControlTower has enabled Fort Myers to refine its website personalization by harnessing its first-party data on a foundation of user consent. This strategic shift not only enhances the accuracy and relevance of its personalized engagements but also ensures compliance with privacy standards, fostering trust and deeper engagement with visitors.

In the first 100 days of the new fiscal year, Fort Myers used ControlTower to create more than 760,000 user profile records and achieve the following website and email performance gains.

ENRICHED PROFILE RECORDS
1.5+ Million
New Profiles Created to Date

PERSONALIZED WEBSITE RESULTS
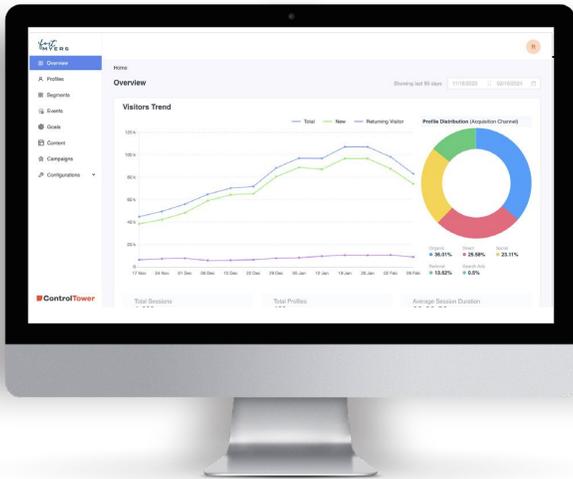## 231% Increase
In Average Engagement Time

113% Increase
In Accommodation Partner Referral CVR

68% Increase
In Views per Session

55% Decrease
In Bounce Rate

564% Increase
In Sessions From Western Europe Unlocked in GA4 Through OneTrust and Google Consent Mode Integration

EMAIL RESULTS

438% Increase
In Email Sign-Up Conversion Rate

Emails Triggered Based on On-Site Activity:

53% Open Rate
27% Click Rate
99% Deliverability

Developing emails with dynamic content based on subscriber on-site activity

Sensei Lanai, A Four Seasons Resort

Building the Brand by Telling the Story

Situation

Having launched a new, ultra-luxurious resort hotel, Sensei Wellness Holdings was dedicated to helping guests "Awaken Your Being" via three wellness pillars: Move, Nourish and Rest. A critical element to Sensei's success was building the brand by clearly articulating its values, mission and philosophy to consumers. In addition to this, our goals were to drive and optimize referrals to the property's booking engine and deliver a rewarding mobile experience to users to increase clicks to call.

Action

We focused on brand storytelling through the property's website in order to elaborate on its rich story and demonstrate to travelers the value proposition of the experience. To achieve this, we focused on linear storytelling around the three wellness pillars of Move, Nourish and Rest. Knowing that driving direct bookings is contingent on users not only understanding but aligning their wellness needs with the brand, the website's focus is on nurturing the users to guide their own wellness journey.
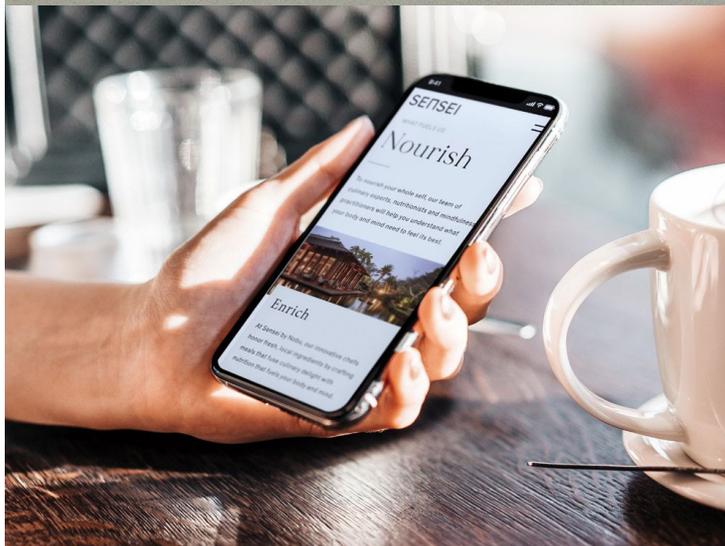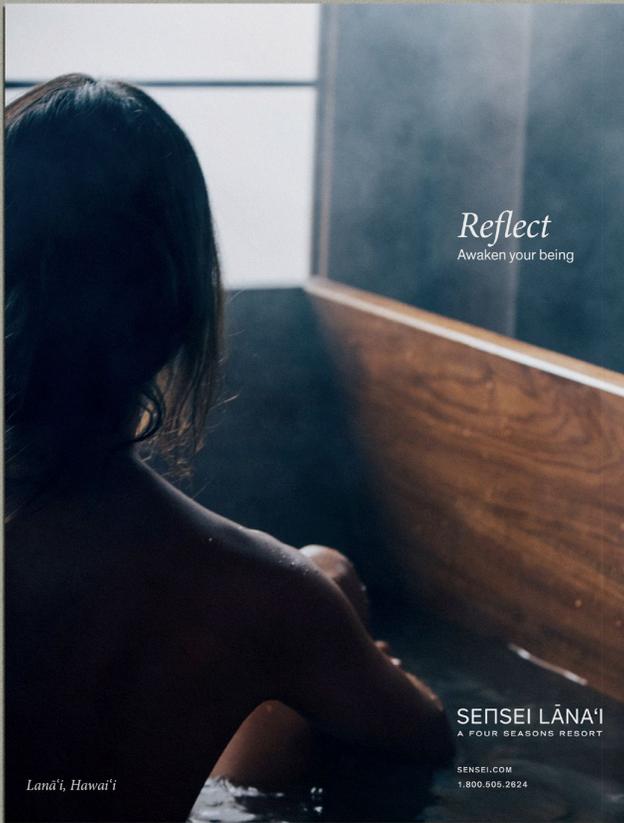
Results

Website scroll depth tracking was used to measure the success of brand story communication. Google Analytics event and goal tracking was used to measure booking engine referrals, and ongoing optimizations were made to increase mobile clicks to call.

87% of Users

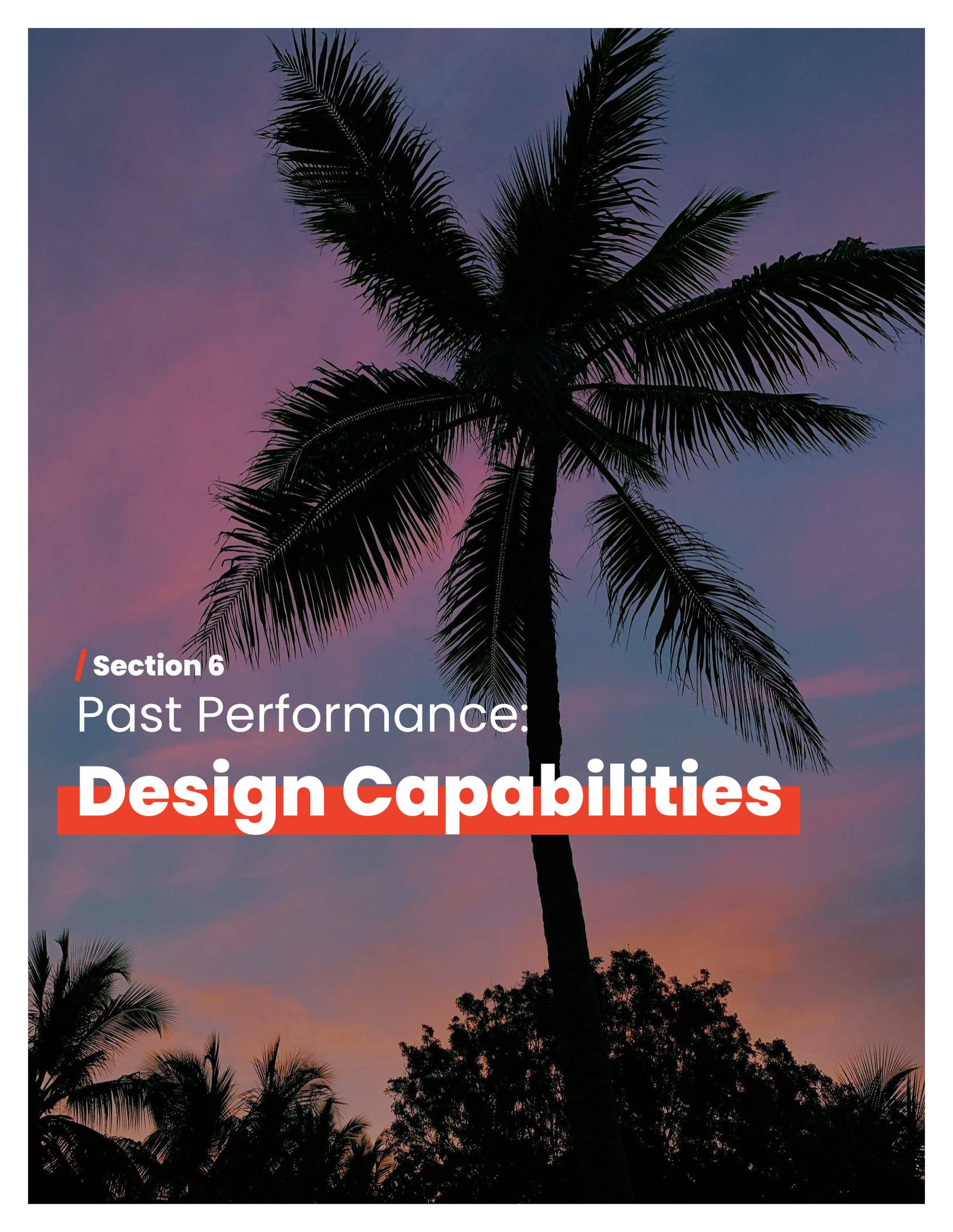Scrolled Further to Consume the Brand Story, Pillars and Philosophy

69% Increase

In Booking Engine Referral Rates

205% Increase
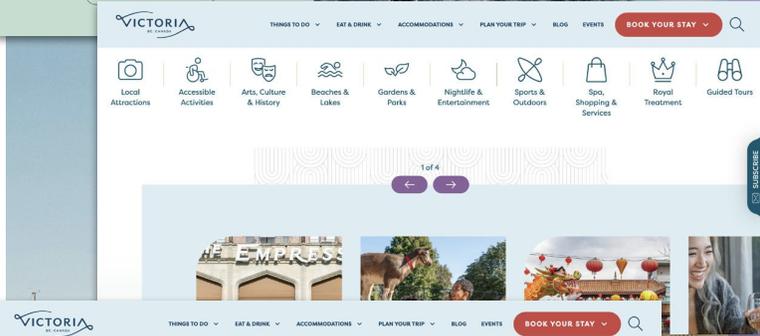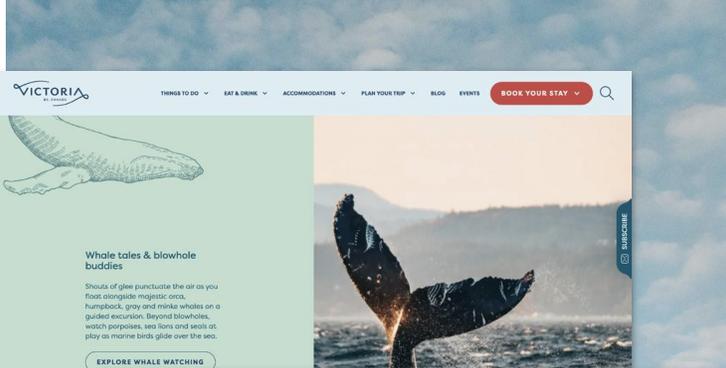
In Clicks to Call From Mobile Devices

Visit **Sensei.com** to see more of our work for Sensei Wellness Holdings

Past Performance:

Design Capabilities
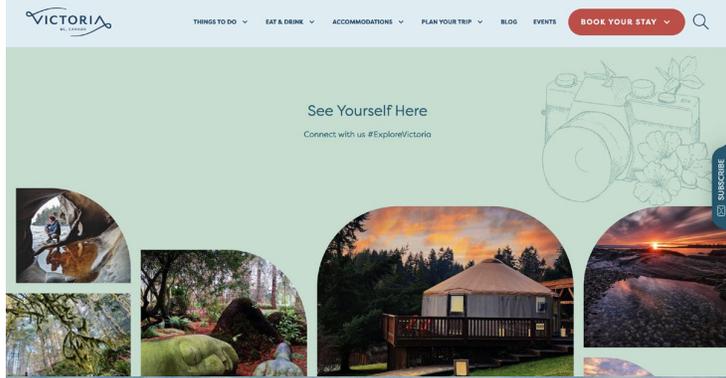
Destination Greater Victoria

Reimagining a Brand Platform

Struggling with its digital identity, Destination Greater Victoria engaged MMGY to overhaul its digital positioning and reimagine what the modern destination looks like. Upon completing stakeholder interviews, surveys and research, MMGY developed an experience strategy and marketing technology road map for Destination Greater Victoria. To reimagine the destination for a digital audience, the agency designed a new digital platform experience from the ground up with a focus on data collection, personalization and repositioning the brand.

The first phase of the new platform was establishing a new website to move the destination beyond its previous positioning to a fresh, more socially conscious and playful visual experience. Hand-drawn illustrations and animations breathed life into the new design, while valuable content is showcased and merchandised throughout the site.

Additionally, our digital experience platform ControlTower was implemented to enrich first-party data being collected and introduce personalization to the web experience. Through proven data collection and personalization tactics, the website saw immediate improvements in engagement and goal completion from visitors.
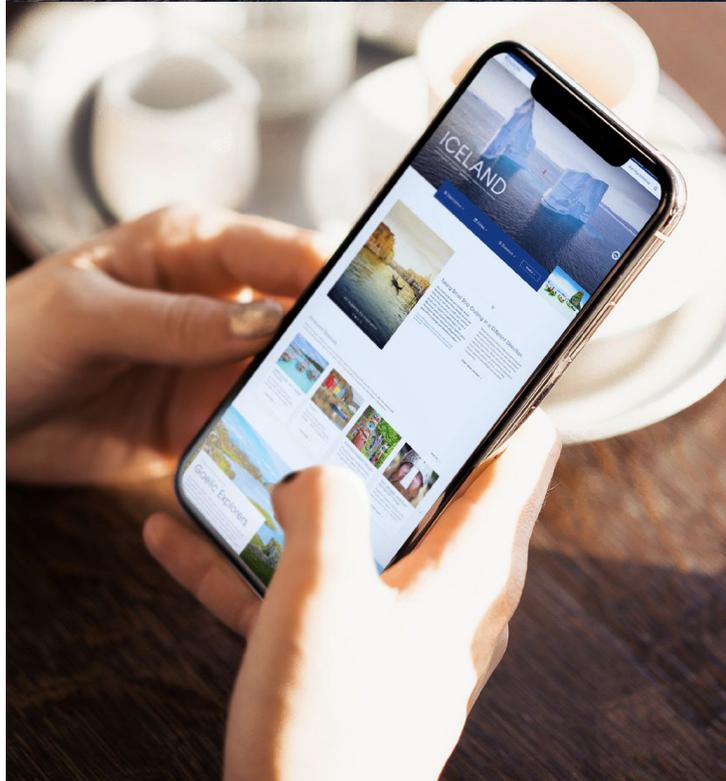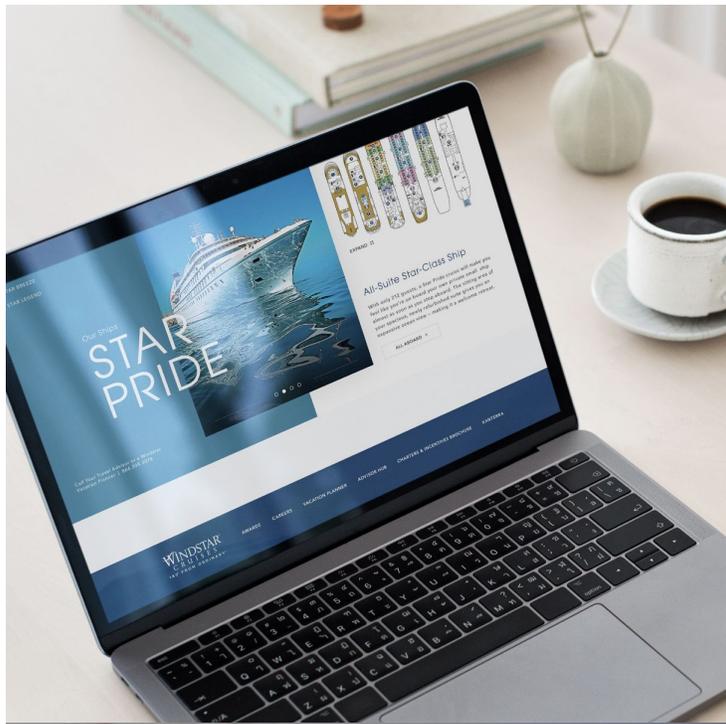
152% Increase
In Newsletter Sign-Ups

60% Increase
In Average Session Duration

77% Increase
In Average Engagement Time per Session

Visit TourismVictoria.com
to see more of our work for Destination Greater Victoria.

Windstar Cruises

Elevating the Online Experience

Situation

Windstar Cruises knew it needed to make some considerable updates to its web presence to match the same high level of customer satisfaction experienced on its cruise ships. We were tasked with helping Windstar better understand users' needs, preferences, and obstacles and developing a website interface to positively impact the customer experience and overall performance of the site.

Action

By combining our creative thinking, insightful strategy and best-in-class technology, we were able to deliver an online experience that aligned Windstar Cruises' business goals with the needs of its web visitors. We leveraged a thorough analysis of WindstarCruises.com, competitor reviews, stakeholder interviews, persona audiences and user journeys to define the information architecture of the site and to guide the development of page prototypes and site wireframes, all prior to starting the design process. Our design team worked closely with our UX and strategy team members to ensure the end result wasn't just entertaining but also met users' needs and helped drive conversions for Windstar Cruises.

Results

The new website was launched and the client and the leadership team at parent company Xanterra Travel Collection were incredibly happy with the end result.

62% Increase
In Website Sessions

45% Increase
In Page Views

34% Increase
In Quote Requests

Visit WindstarCruises.com to see more of our work for Windstar Cruises.

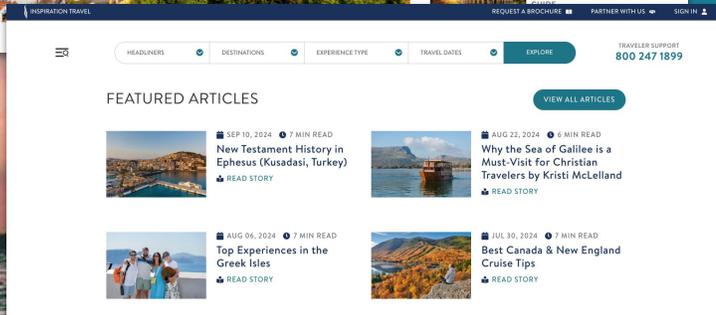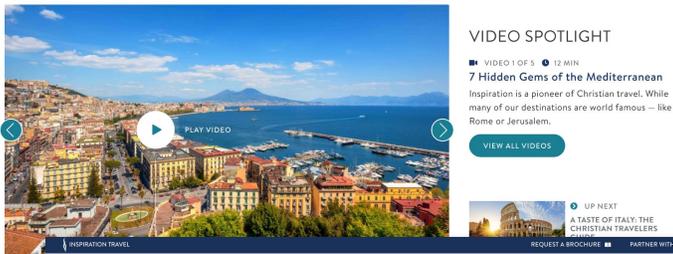Alaskan Explorations & Denali Cruise Tour

Inspiration Travel

Growing a
Market Foothold

Situation

As the leading travel logistics company in the Christian travel space, Inspiration Travel sought to elevate its brand, increase return visitation to its website and generate the majority of that visitation through unpaid channels. We were tasked with refreshing the website and aiding Inspiration Travel to innovate in its digital spaces to reach a younger demographic. As we dug into the project, we also realized the current inventory and booking system needed to be replaced, prompting us to build a customized system.

Action

While we were initially hired to build a new website that would enable Inspiration Travel to position itself as a key player in the Christian travel market and generate organic traffic, we also needed to create a user interface and bespoke inventory and booking system to fit Inspiration Travel's unique needs. This allows Inspiration Travel to connect marketing efforts to website visits and ultimately to its commerce cycle – enabling Inspiration Travel to take full control of its brand and reach consumers directly rather than via affiliates.

Results

The new website and booking system transformed Inspiration Travel's digital presence, generating significant growth in user engagement and direct bookings. In nine months, the site attracted 1 million users – a 113% YOY increase. Return visitation surged by 157%, indicating higher customer retention that, in turn, exposed consumers to more Inspiration Travel products. Notably, 94% of traffic came from unpaid, organic sources, highlighting our successful boosting of brand visibility and direct consumer engagement.

113% YOY Increase
In Website Users

157% Increase
In Return Visitors

94% of Traffic
Generated Organically

Visit InspirationTravel.com to see more of our work for Inspiration Travel.

Visit Costa Rica

Consumers Get an Essential Break in Their Email Inbox

Situation

Costa Rica offers visitors a chance to push their worries aside, experience slow moments and discover small luxuries that feel massively indulgent. As the country's largest international market, our research insights showed that America is filled with stressed out people who are looking for a break from their everyday life. MMGY created a campaign to show American consumers that a trip to Costa Rica wasn't a luxury – it was essential. Using the "More Essential Than Ever" integrated brand campaign as our guide, we created an email marketing campaign to speak to consumers about the brand's core pillars of self-care, caring for others and stewardship of the Earth while encouraging sustainable, year-round travel to Costa Rica. We wanted our emails to give target audiences an essential break from their busy lives – even if just for a few minutes.

Action

Using a miniseries of emails that aligned with the "More Essential Than Ever" brand campaign, we focused on lifting up one pillar per email through engaging and informative content and bold, visual brand elements. We strategically used segmentation, personalized content, automation and multimedia elements to encourage engagement, measured through leads, opens and click rates – all the while monitoring performance metrics and optimizing for effectiveness in real time.

Results

Our strategic efforts resulted in beautiful emails that delivered an open rate increase of 16% and a modest click rate improvement – indicating improved engagement and relatability with our audience. We also saw significant growth in new contact leads, adding over 6,000 new email subscribers to Visit Costa Rica's fairly new distribution list.

16% Increase in Open Rate
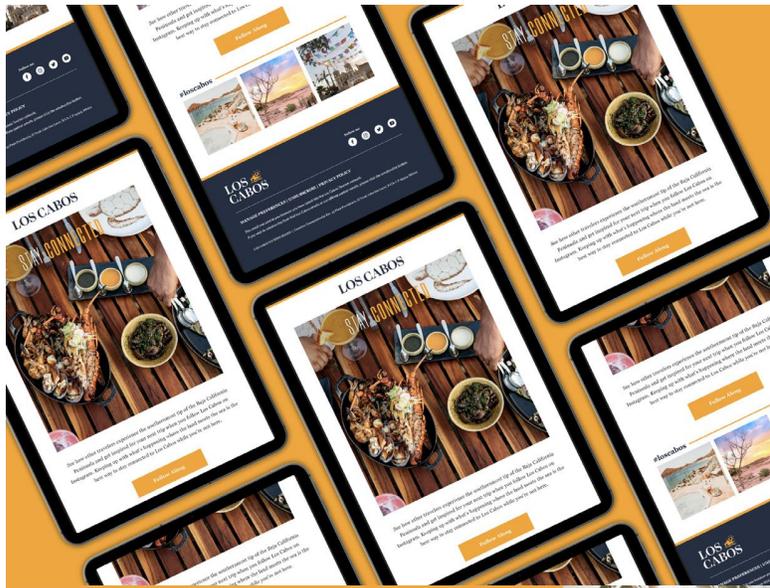
Los Cabos Tourism Board

New Email Strategy Delivers Record Engagement

Los Cabos Tourism Board engaged MMGY's email marketing and automation team to implement and manage ongoing email production in addition to overseeing the email marketing platform transition from Mailchimp to Act-On. The transition of data, CRM integration, template setup and automation build-out were some of the key areas of focus. Act-On's enhanced integration and tracking capabilities brought forth a brand new set of opportunities, as we no longer had to rely solely on user-shared information such as first name, last name, etc. To capitalize on the newly enriched consumer and meetings data records, we focused our efforts on establishing an entirely new automated email series. By leveraging automated segments created within Act-On, MMGY was able to produce a more robust communication strategy with dynamic sequential email messaging based on user behavior and our understanding of where the user is in their travel planning process.

Every automated email series included content curated by MMGY in collaboration with Los Cabos, highlighting core experiences or attractions alongside industry partners. From featuring partner restaurants' chefs and menus to showcasing seasonal events with local hotels, the automated emails covered the broad opportunities while promoting timely, relevant content, all tied to specific interest areas gleaned from Act-On capabilities. We worked closely with our client to design communications that aligned with campaign branding, blending eye-catching imagery with important trip planning information.

We immediately saw an uptick in email open and click-through rates as a result of our automated email campaign. With an average open rate across the onboarding series exceeding 45% and a click-through rate of 14%, these results are on par with industry standards and represent the highest engagement across all email campaigns produced for Los Cabos.
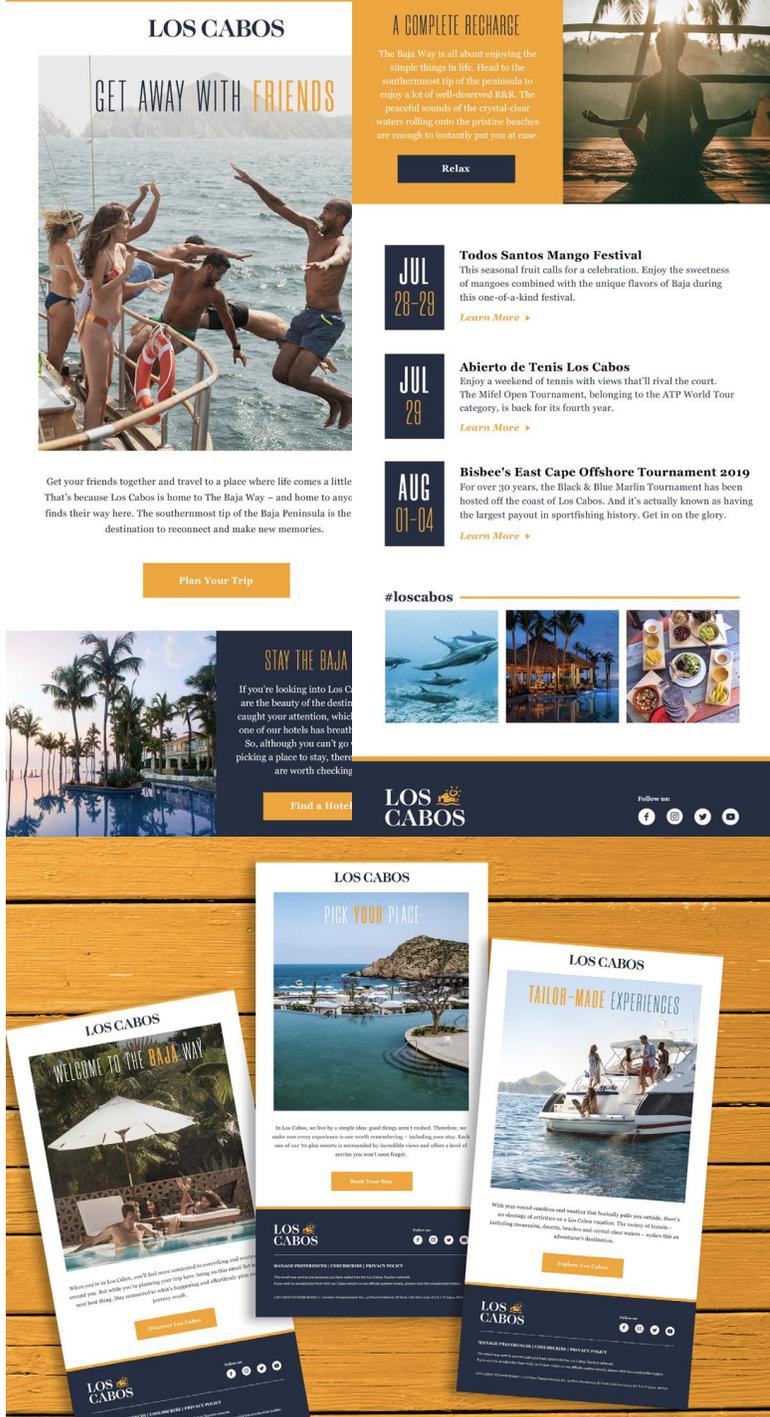
Past Performance:

Transparency & Integrity

Transparency and Integrity at MMGY

At MMGY, transparency, integrity and honesty are cornerstones of how we conduct business. With over 40 years of experience in the travel and tourism industry, we have built our reputation on fostering trust with our clients, partners and the communities we serve. These principles are embedded in every interaction, ensuring that our relationships are not just successful but enduring.

A Legacy of Trust and Long-Standing Relationships
Our commitment to integrity is reflected in the many long-standing partnerships we've cultivated over decades with leading destinations, hospitality brands and travel organizations. These relationships are a testament to the respect and trust we have earned within the industry. We encourage prospective clients to speak with the references we've provided, confident that they will affirm our professionalism, ethical business practices and dedication to achieving shared goals.

Transparent Communication
We believe that clear, honest and proactive communication is the foundation of every successful partnership. At MMGY, we ensure transparency through:

Frequent Updates: Clients receive regular project updates and progress reports, keeping them informed at every stage of the process.

Collaborative Tools: We use project management platforms like Jira and Monday.com to provide real-time visibility into timelines, deliverables and project statuses.

Open Dialogue: We prioritize open and honest conversations, welcoming feedback and ensuring alignment between client expectations and project execution.

Commitment to Integrity
Our values – Inclusivity, Empowerment, Curiosity, Creativity and Transformation – drive everything we do. We are relentless in pursuing new opportunities for our clients, but never at the expense of ethical business practices. When challenges arise, we address them openly, working collaboratively with clients to find solutions that uphold our commitment to honesty and fairness.

A Reputation for Excellence
As the world's leading integrated marketing company specializing in travel and hospitality, we have a track record of elevating brands while adhering to the highest standards of professional conduct. Whether creating innovative solutions or tackling complex challenges, our goal is to inspire confidence, knowing that our recommendations and strategies are always rooted in our clients' best interests.

At MMGY, we believe that true success comes from trust, collaboration and an unwavering commitment to doing what's right. Our reputation is built on these principles and we are proud to uphold them as we continue to Inspire People to Go Places.
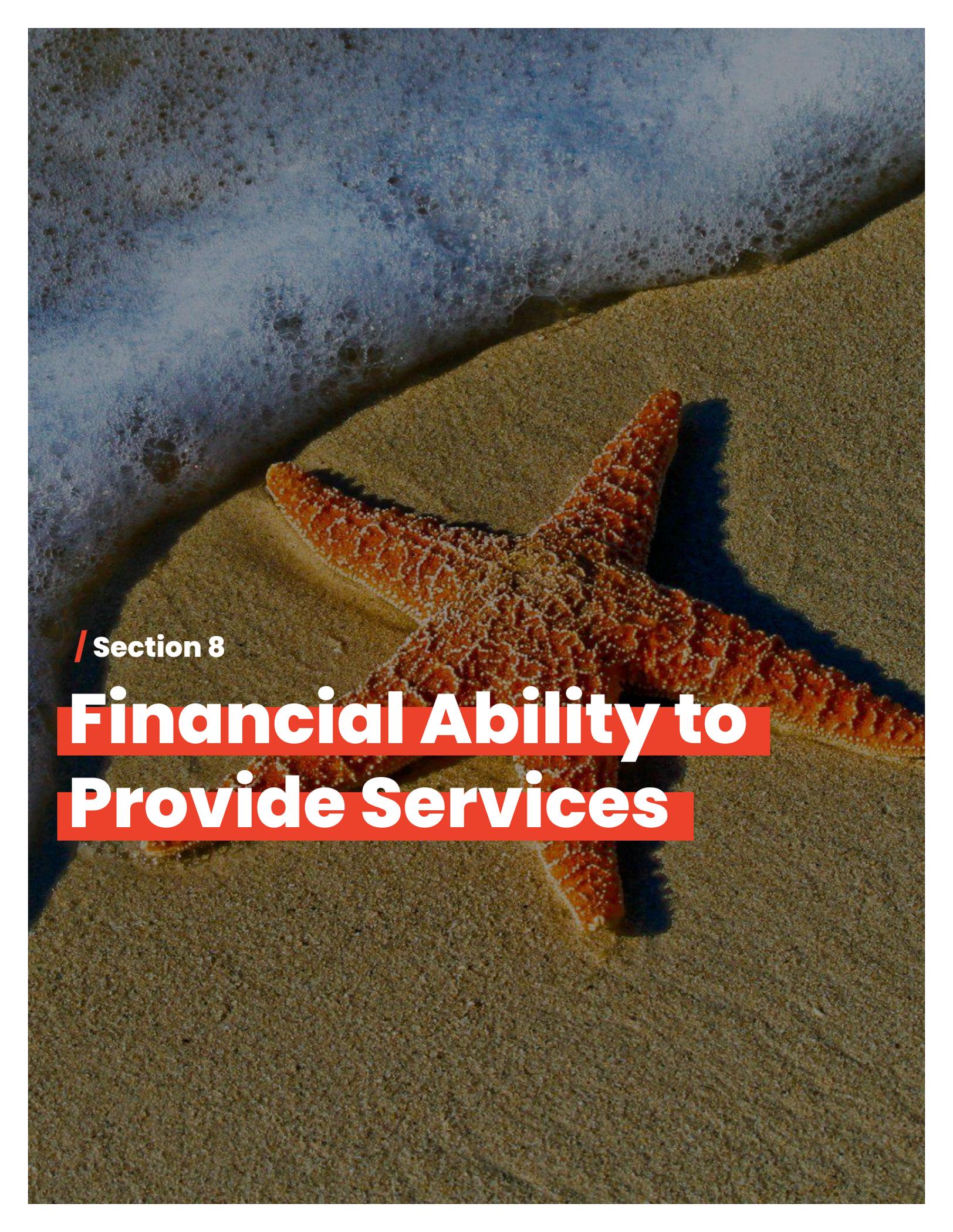
Financial Ability to Provide Services

Financial Ability to Provide Services

See Confidential Financial Information on separate upload.

MMGY's Capability to Respond to Government Purchase Orders

MMGY has extensive experience working with governmental agencies, public entities, and private organizations, ensuring full compliance with government procurement policies and procedures. We are well-versed in responding to government purchase orders and understand the importance of accuracy, transparency, and timeliness in processing these orders. Our accounting systems and project management tools are configured to accommodate detailed tracking and reconciliation of purchase orders against approved budgets and deliverables. Furthermore, we ensure that all work aligns with the client's requirements, with proper documentation and approvals throughout the process.

Invoice Procedures for TDC Billing of Services

MMGY follows clear and consistent invoicing procedures tailored to the needs of our government clients, ensuring accuracy, transparency, and compliance with all reporting requirements. For website development projects, we utilize milestone-based billing aligned with project phases, including discovery, design, development, testing, and launch.

Invoices will be submitted monthly or upon completion of approved milestones, as per the agreed-upon terms. Each invoice will include:

- A detailed breakdown of services rendered during the billing period,

- Associated project codes or references for tracking,

- Supporting documentation for reimbursable expenses (if applicable), and

- A reconciliation against the approved project budget.

Our accounting team is fully trained in government invoicing standards and can adapt to meet any specific requirements outlined by the TDC. MMGY maintains robust tracking systems to ensure accurate and timely submission of invoices, with dedicated personnel available to address any questions or adjustments needed. By adhering to these best practices, we provide a seamless billing experience that supports the TDC's financial and operational processes.
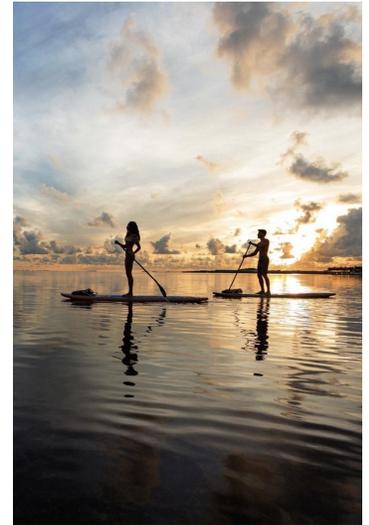
Conduct Business in Florida & Monroe County + Local Preference

LOCAL PREFERENCE FORM

A. Vendors claiming a local preference according to *Ordinance 023-2009*, as amended by *Ordinance 004-2015* must complete this form.

Name of Bidder/Responder __**N/A**_____   Date:_____

1. Does the vendor have a valid receipt for the business tax paid to the Monroe County Tax Collector dated at least one year prior to the notice of request for bids or proposals? _____ (Please furnish copy.)

2. Does the vendor have a physical business address located within Monroe County from which the vendor operates or performs business on a day to day basis that is a substantial component of the goods or services being offered to Monroe County?_____
(The physical business address must be registered as its principal place of business with the Florida Department of State for at least one year prior to the notice of request for bid or proposal.)

List Address: _____

Telephone Number:_____

B. Does the vendor/prime contractor intend to subcontract 50% or more of the goods, services or construction to local businesses meeting the criteria above as to licensing and location? _____

If yes, please provide:

1. Copy of Receipt of the business tax paid to the Monroe County Tax Collector by the subcontractor dated at least one year prior to the notice or request for bid or proposal.

2. Subcontractor's physical business address within Monroe County from which the subcontractor operates:
(The physical business address must be registered as its principal place of business with the Florida Department of State for at least one year prior to the notice of request for bids or proposals)

_____   Tel. Number _____
          Address

_____   Print Name:_____
Signature and Title of Authorized Signatory for
Bidder/Responder

STATE OF _____
COUNTY OF _____

On this _____ day of _____, 20_____, before me, by means of ☐ physical presence or ☐ online notarization , the undersigned notary public, personally appeared _____, known to me to be the person whose name is subscribed above or who produced _____ as identification, and acknowledged that he/she is the person who executed the above Local Preference Form for the purposes therein contained.

My commission expires:_____   _____
                                          Notary Public

(Seal)   _____
                                          Print Name

46
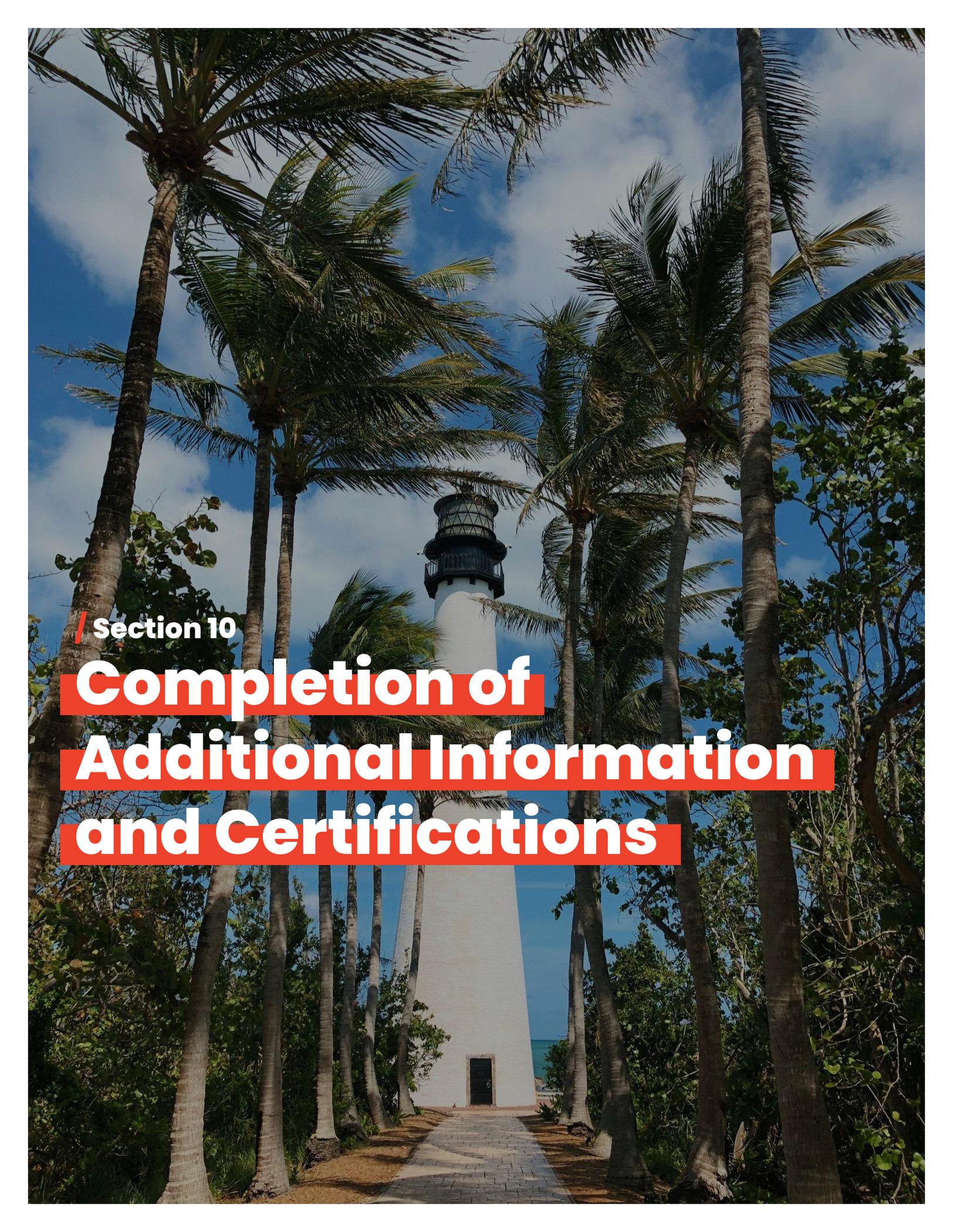
Completion of Additional Information and Certifications

RESPONSE FORM

RESPONSE TO: **MONROE COUNTY BOARD OF COUNTY COMMISSIONERS**

I acknowledge receipt of Addenda No.(s) ADDENDUM 1 _____

I have included:

Proposal ✓	Ethics Clause ✓
Non-Collusion Affidavit ✓	Drug Free Workplace Form ✓
Local Preference Form ✓	Public Entity Crime Statement ✓

Vendor Certification Regarding Scrutinized
Companies List ✓
Affidavit Attesting to Noncoercive Conduct for Labor and Services ✓

In addition, I have included a current copy of the following professional licenses and business tax receipts:

Delaware Certified Registration.pdf, MMGY W-9 2024 _____

(Check mark items above, as a reminder that they are included.)

Mailing Address: 7309 W 80th Street, Suite 400,   Telephone: 816.300.5173

                Overland Park, KS 66204   Fax: _____

                                            Date: 12/12/2024

Signed: _____   Witness: _Jessica Margaret B_____

                                                    (Seal)

      Hugh McConnell _____
              (Name)

      Chief Financial Officer _____
              (Title)

> JESSICA MARGARET BOEN
> Notary Public - State of Kansas
> My Appointment Expires 11/15/27

MMGY GLOBAL, LLC
7309 W. 80th Street
Suite 400
Overland Park, Kansas 66204
USA
816.472.5988

45-4094535

117

ETHICS CLAUSE

SWORN STATEMENT UNDER ORDINANCE NO. 10-1990
MONROE COUNTY, FLORIDA

Hugh McConnell _____ warrants that he/it has not employed, retained or otherwise had act on his/its behalf any former County officer or employee in violation of Section 2 of Ordinance No. 10-1990 or any County officer or employee in violation of Section 3 of Ordinance No. 10-1990. For breach or violation of this provision the County may, in its discretion, terminate this Agreement without liability and may also, in its discretion, deduct from the Agreement or purchase price, or otherwise recover, the full amount of any fee, commission, percentage, gift, or consideration paid to the former County officer or employee.

MMGY GLOBAL, LLC
7309 W. 80th Street
Suite 400
Overland Park, Kansas 66204
USA
816.472.5988
45-4094535

_____
(Signature)

December 12, 2024
_____
(Date)

STATE OF _____Kansas_____

COUNTY OF _____Johnson_____

Subscribed and sworn to (or affirmed) before me, by means of ☒ physical presence or ☐ online notarization, on ___December 12, 2024___ (Date) by ___Hugh McConnell___ (name of affiant). He/She is personally known to me or has produced ___Driver's License___ (type of identification) as identification.

_____
NOTARY PUBLIC

My commission expires: ___11/15/2027___

OMB - MCP FORM #4

43
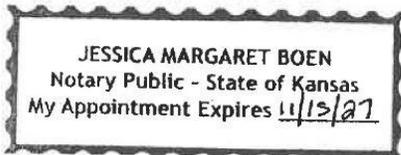
NON-COLLUSION AFFIDAVIT

I, Hugh McConnell _____ of the city of Overland Park _____

according to law on my oath, and under penalty of perjury, depose and say that:

I am _____ Chief Financial Officer _____ of the

Agency of _____ MMGY Global, LLC _____ the Proposer making the

Proposal for the project described in the Notice of Request for Competitive Solicitations for:
WEBSITE DEVELOPMENT SERVICES FOR MONROE COUNTY TOURIST and that I executed the said Proposal with
DEVELOPMENT COUNCIL
full authority to do so; and

1. The prices in this Proposal have been arrived at independently without collusion, consultation, communication or agreement for the purpose of restricting competition, as to any matter relating to such prices with any other Proposer or with any competitor;

2. Unless otherwise required by law, the prices which have been quoted in this Proposal have not been knowingly disclosed by the Proposer and will not knowingly be disclosed by the Proposer prior to Proposal opening, directly or indirectly, to any other Proposer or to any competitor;

3. No attempt has been made or will be made by the Proposer to induce any other person, partnership or corporation to submit, or not to submit, a Proposal for the purpose of restricting competition; and

4. The statements contained in this affidavit are true and correct, and made with full knowledge that Monroe County relies upon the truth of the statements contained in this affidavit in awarding agreements for said project.

MMGY GLOBAL, LLC
7309 W. 80th Street
Suite 400
Overland Park, Kansas 66204
USA
816.472.5988

MM GY
Global

45-4094535

_____
(Signature of Proposer)

December 12, 2024
(Date)

STATE OF: _____ Kansas _____

COUNTY OF: _____ Johnson _____

Subscribed and sworn to (or affirmed) before me, by means of ☒ physical presence or ☐ online notarization, on _____ December 12, 2024 _____ (Date) by _____ Hugh McConnell _____ (name of affiant). He/She is personally known to me or has produced _____ Driver's License _____ (type of identification) as identification.

_____
NOTARY PUBLIC

My Commission Expires: _____ 11/15/2027 _____

JESSICA MARGARET BOEN
Notary Public - State of Kansas
My Appointment Expires 11/15/27

42

DRUG-FREE WORKPLACE FORM

The undersigned vendor in accordance with Florida Statute 287.087 hereby certifies that:

MMGY Global, LLC.
_____
(Name of Business)

1. Publishes a statement notifying employees that the unlawful manufacture, 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.

2. Informs employees about the dangers of drug abuse in the workplace, 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.

3. Gives each employee engaged in providing the commodities or contractual services that are under Proposal a copy of the statement specified in Subsection 1.04.

4. In the statement specified in Subsection 1, notifies the employees that, as a condition of working on the commodities or contractual services that are under Proposal, 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.

5. Imposes 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, or any employee who is so convicted.

6. Makes 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 Agency complies fully with the above requirements.

_____   December 12, 2024
Proposer's Signature   Date

STATE OF: _____Kansas_____

COUNTY OF: _____Johnson_____

Subscribed and sworn to (or affirmed) before me, by means of ☑ physical presence or ☐ online notarization, on _December 12, 2024_ (date) by _Hugh McConnell_ (name of affiant). He/She is personally known to me or has produced _Driver's License_ (type of identification) as identification.

Jessica Margaret Boe
NOTARY PUBLIC

My Commission Expires: _11/15/2027_

44

120

PUBLIC ENTITY CRIME STATEMENT

"A person or affiliate who has been placed on the convicted vendor list following a conviction for public entity crime may not submit a bid on a contract to provide any goods or services to a public entity, may not submit a bid on a contract with a public entity for the construction or repair of a public building or public work, may not submit bids on leases of real property to public entity, may not be awarded or perform work as a CONTRACTOR, supplier, subcontractor, or CONTRACTOR under a contract with any public entity, and may not transact business with any public entity in excess of the threshold amount provided in Section 287.017, for CATEGORY TWO for a period of 36 months from the date of being placed on the convicted vendor list."

I have read the above and state that neither Hugh McConnell _____ (Respondent's name) nor any Affiliate has been placed on the convicted vendor list within the last 36 months.

_____
(Signature)

Date: December 12, 2024 _____

MMGY GLOBAL, LLC
7309 W. 80th Street
Suite 400
Overland Park, Kansas 66204
USA
816.472.5988

45-4094535

STATE OF: Kansas _____

COUNTY OF: Johnson _____

Subscribed and sworn to (or affirmed) before me, by means of ☒ physical presence or ☐ online notarization, on December 12, 2024 (date) by Hugh McConnell _____ (name of affiant). He/She is personally known to me or has produced Driver's License _____ (type of identification) as identification.

_____
NOTARY PUBLIC

My Commission Expires: 11/15/2027

JESSICA MARGARET BOEN
Notary Public - State of Kansas
My Appointment Expires 11/15/27

45

LOCAL PREFERENCE FORM

A. Vendors claiming a local preference according to *Ordinance 023-2009*, as amended by *Ordinance 004-2015* must complete this form.

Name of Bidder/Responder **N/A**   Date:_____

1. Does the vendor have a valid receipt for the business tax paid to the Monroe County Tax Collector dated at least one year prior to the notice of request for bids or proposals? _____ (Please furnish copy.)

2. Does the vendor have a physical business address located within Monroe County from which the vendor operates or performs business on a day to day basis that is a substantial component of the goods or services being offered to Monroe County?_____
(The physical business address must be registered as its principal place of business with the Florida Department of State for at least one year prior to the notice of request for bid or proposal.)

List Address: _____

Telephone Number:_____

B. Does the vendor/prime contractor intend to subcontract 50% or more of the goods, services or construction to local businesses meeting the criteria above as to licensing and location? _____

If yes, please provide:

1. Copy of Receipt of the business tax paid to the Monroe County Tax Collector by the subcontractor dated at least one year prior to the notice or request for bid or proposal.

2. Subcontractor's physical business address within Monroe County from which the subcontractor operates:
(The physical business address must be registered as its principal place of business with the Florida Department of State for at least one year prior to the notice of request for bids or proposals)

_____   Tel. Number _____
        Address

_____   Print Name:_____
Signature and Title of Authorized Signatory for
Bidder/Responder

STATE OF _____
COUNTY OF _____

On this _____ day of _____, 20_____, before me, by means of ☐ physical presence or ☐ online notarization, the undersigned notary public, personally appeared _____, known to me to be the person whose name is subscribed above or who produced _____ as identification, and acknowledged that he/she is the person who executed the above Local Preference Form for the purposes therein contained.

My commission expires:_____

(Seal)   _____
               Notary Public

               _____
               Print Name

46

VENDOR CERTIFICATION REGARDING SCRUTINIZED COMPANIES LISTS

Project Description(s): WEBSITE DEVELOPMENT SERVICES FOR MONROE COUNTY TOURIST DEVELOPMENT COUNCIL

Respondent Vendor Name: MMGY Global, LLC.

Vendor FEIN: 454094535

Vendor's Authorized Representative Name and Title: Hugh McConnell, CFO

Address: 7309 W 80th Street, Suite 400

City: Overland Park,   State: KS   Zip: 66204

Phone Number: 816.300.5173

Email Address: newbussiness@mmgyglobal.com

Section 287.135, Florida Statutes prohibits a company from bidding on, submitting a proposal for, or entering into or renewing a contract for goods or services of any amount if, at the time of contracting or renewal, the company is on the Scrutinized Companies that Boycott Israel List, created pursuant to Section 215.4725, Florida Statutes, or is engaged in a Boycott of Israel. Section 287.135, Florida Statutes, also prohibits a company from bidding on, submitting a proposal for, or entering into or renewing a contract for goods or services of $1,000,000 or more, that are on either the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector Lists which were created pursuant to s. 215.473, Florida Statutes, or is engaged in business operations in Cuba or Syria.

As the person authorized to sign on behalf of Respondent, I hereby certify that the company identified above in the Section entitled "Respondent Vendor Name" is not listed on the Scrutinized Companies that Boycott Israel List or engaged in a boycott of Israel and for Projects of $1,000,000 or more is not listed on either the Scrutinized Companies with Activities in Sudan List, the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or engaged in business operations in Cuba or Syria.

I understand that pursuant to Section 287.135, Florida Statutes, the submission of a false certification may subject company to civil penalties, attorney's fees, and/or costs. I further understand that any contract with the County may be terminated, at the option of the County, if the company is found to have submitted a false certification or has been placed on the Scrutinized Companies that Boycott Israel List or engaged in a boycott of Israel or placed on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List or been engaged in business operations in Cuba or Syria.

Certified By: Hugh McConnell   , who is authorized to sign
on behalf of the above referenced company.
Authorized Signature: _____
Print Name: Hugh McConnell
Title: Chief Financial Officer

Note: The List are available at the following Department of Management Services Site:

http://www.dms.myflorida.com/business_operations/state_purchasing/vendor_information/convicted_su spended_discriminatory_complaints_vendor_lists
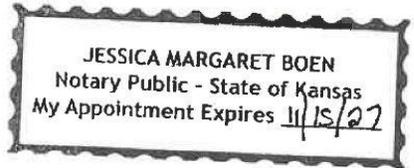
MMGY GLOBAL, LLC
7309 W. 80th Street
Suite 400
Overland Park, Kansas 66204
USA
816.472.5988

45-4094535

State of ___Kansas___   County of Johnson
Subscribed and sworn to (or affirmed) before me
this __12ᵗᵒ__ day of _December_ , 20_24_.
by __Hugh McConell__
Jessica Margt B
JESSICA MARGARET BOEN, Notary Public
My Commission Expires 11/15/2027

47

AFFIDAVIT ATTESTING TO NONCOERCIVE CONDUCT
FOR LABOR OR SERVICES

Entity/Vendor Name: MMGY Global, LLC.

Vendor FEIN: 45-4094535

Vendor's Authorized Representative: Hugh McConnell, CFO

(Name and Title)

Address: 7309 W 80th Street, Suite 400

City: Overland Park   State: KS   Zip: 66204

Phone Number: 816.300.5173

Email Address: newbusiness@mmgyglobal.com

As a nongovernmental entity executing, renewing, or extending a contract with a government entity, Vendor is required to provide an affidavit under penalty of perjury attesting that Vendor does not use coercion for labor or services in accordance with Section 787.06, Florida Statutes.

As defined in Section 787.06(2)(a), coercion means:

1. Using or threating to use physical force against any person;
2. Restraining, isolating, or confining or threating to restrain, isolate, or confine any person without lawful authority and against her or his will;
3. Using lending or other credit methods to establish a debt by any person when labor or services are pledged as a security for the debt, if the value of the labor or services as reasonably assessed is not applied toward the liquidation of the debt, the length and nature of the labor or service are not respectively limited and defined;
4. Destroying, concealing, removing, confiscating, withholding, or possessing any actual or purported passport, visa, or other immigration document, or any other actual or purported government identification document, of any person;
5. Causing or threating to cause financial harm to any person;
6. Enticing or luring any person by fraud or deceit; or
7. Providing a controlled substance as outlined in Schedule I or Schedule II of Section 893.03 to any person for the purpose of exploitation of that person.

As a person authorized to sign on behalf of Vendor, I certify under penalties of perjury that Vendor does not use coercion for labor or services in accordance with Section 787.06. Additionally, Vendor has reviewed Section 787.06, Florida Statutes, and agrees to abide by same.

Certified By: Hugh McConnell   , who is authorized to sign on behalf of the above referenced company.

Authorized Signature: _____

Print Name: Hugh McConnell

Title: Chief Financial Officer

JESSICA MARGARET BOEN
Notary Public - State of Kansas
My Appointment Expires 11/15/27

MMGY GLOBAL, LL.
7309 W. 80th Street
Suite 400
Overland Park, Kansas 66204
USA
816.472.5988

45-4094535

State of ___Kansas___   County of Johnson

Subscribed and sworn to (or affirmed) before me this __12th__ day of __December__, 20 24.

by ___Hugh McConnell___

JESSICA MARGARET BOEN, Notary Public
My Commission Expires 11/15/2027

48

124

INSURANCE CHECKLIST FOR VENDORS SUBMITTING PROPOSALS OR BIDS FOR WORK

To assist in the development of your proposal, the insurance coverages marked with an "X" will be required in the event an award is made to your firm. Please review this form with your insurance agent and have him/her sign it in the place provided. It is also required that the bidder sign requisite form reflecting coverage and submit it with the proposal.

WORKERS' COMPENSATION
AND
EMPLOYERS' LIABILITY

		Workers'	Statutory Limits
	__X__	Compensation	
			Bodily Injury by Accident/Bodily Injury by Disease, Policy Limits/Bodily Injury by Disease each employee
WC1	__x__	Employers Liability	$100,000/$500,000/$100,000
WC2	_____	Employers Liability	$500,000/$500,000/$500,000
WC3	_____	Employers Liability	$1,000,000/$1,000,000/$1,000,000
WCUSLH	_____	US Longshoremen & Harbor Workers Act	$1,000,000
WCJA	_____	Federal Jones Act	$1,000,000

GENERAL LIABILITY

As a minimum, the required general liability coverages will include:

- Premise Operation
- ~~Blanket Contractual~~
- Products and Completed Operations
- Personal Injury

Contractual liability applies to "insured contracts" and for liability that would exist in absence of the contract subject to the terms and conditions of the policy.

Required Limits:

GL1 _____ $300,000 Combined Single Limit

GL2 _____ $500,000 Combined Single Limit

GL3   x _____ $1,000,000 Combined Single Limit

GL4 _____ $2,000,000 Combined Single Limit

GL5 _____ $3,000,000 Combined Single Limit

GL6 _____ $4,000,000 Combined Single Limit

GL7 _____ $5,000,000 Combined Single Limit

Required Endorsements:

GLLIQ _____   Liquor Liability

GLS _____   Security Services

All endorsements are required to have the same limits as the basic policy.

BUSINESS AUTOMOBILE LIABILITY

As a minimum, coverage should extend to liability for:
- Owned; Non-Owned and Hired Vehicles

Required Limits:

VL1 _____

$50,000 per Person: $100,000 per Occurrence
$25,000 Property Damage
Or
$100,000 Combined Single Limit
(The use of VLI should be limited to special projects that involve other governmental entities or "Not for Profit" organizations. Risk Management must approve the use of this form).

VL2 _____

$200,000 per Person; $300,000 per Occurrence
$200,000 Property Damage
or
$300,000 Combined Single Limit

VL3 _____

$500,000 per Person; $1,000,000 per Occurrence
$100,000 Property Damage
or
$1,000,000 Combined Single Limit

VL4 _____ $5,000,000 Combined Single Limit

Miscellaneous Coverages

BR1 _____	Builders Risk	Limits equal to the Full Replacement Value of the completed project.	
CLI _____	Cyber Liability	$1,000,000	
MVC _____	Motor Truck Cargo	Limits equal to the maximum value of any one shipment	
PRO **X**	**Professional Liability**	$300,000 per Occurrence $ 500,000 Agg.	
PRO2 _____		$500,000 per Occurrence/$1,000,000 Agg.	
PRO3 _____		$1,000,000 per Occurrencei$2,000,000 Agg.	
POL1 _____	Pollution Liability	$ 500,000 per Occurrence/$(,000,000 Agg.	
POL2 _____		$1,000,000 per Occurrence/$2,000,000 Agg.	
POL3 _____		$3,000,000 per Occurrence/$6,000,000 Agg.	
POL4 _____		$5,000,000 per Occurrence/$10,000,000 Agg.	
EDt _____	Employee Dishonesty	$ 10,000	
ED2 _____		$100,000	
GK1 _____	Garage Keepers	$ 300,000 ($ 25,000 per Vehicle)	
GK2 _____		$ 500,000 ($100,000 per Vehicle)	

Competitive Solicitation for Website Development Services - 2024

GK3 _____		$1,000,000 ($250,000 per Vehicle)
MED1 _____	Medical Professional	$300,000/$750,000 Agg.
MED2 _____		$500,000/$1,000,000 Agg.
MED3 _____		$1,000,000/$3,000,000 Agg.
MED4 _____		$5,000,000/$10,000,000 Agg.
IF _____	Installation Floater	Maximus value of Equipment Installed
ASB _____	Asbestos Abatement	$2,000,000
MRL _____	Mold Remediation	$1,000,000
LBP _____	Lead Based Paint Abatement	$1,000,000
MLL _____	Media Legal Liability	$1,000,000
VLP1 _____	Hazardous Cargo Transporter	$300,000 (Requires MCS-90)
VLP2 _____		$500,000 (Requires MCS-90)
VLP3 _____		$1,000,000 (Requires MCS-90)
BLL _____	Bailee Liab.	Maximum Value of County Property that will be in the Bailee's possession
HKL1 _____	Hanger Keepers Liability	$300,000
HKL2 _____		$500,000
HKL3 _____		$1,000,000
HKL4 _____		$5,000,000
AIR1 _____	Aircraft Liability	$1,000,000
AIR2 _____		$5,000,000
AIR3 _____		$50,000,000
AEO1 _____	Architects Errors & Omissions	$250,000 per Occurrence/$500,000 Agg
AEO2 _____		$500,000 per Occurrence/$1,000,000 Agg
AEO3 _____		$1,000,000 per Occurrence/$3,000,000 Agg.
AEO4 _____		$300,000,000 per Occurrence/$5,000,000 Agg.
ARP _____	All Risk Property	Full Replacement Value of Structure
EOJ _____	Engineers Errors & Omissions	$250,000 per Occurrence/$500,000 Agg.
EO2 _____		$500,000 per Occurrence/$1,000,000 Agg.
EO3 _____		$1,000,000 per Occurrence/$2,000,000 Agg.
EO4 _____		$5,000,000 per Occurrence/$10,000,000 Agg.
WL1 _____	Water Craft Liability	$500,000 per Occurrence
WL2 _____		$1,000,000 per Occurrence

BIDDERS ACKNOWLEDGEMENT OF INSURANCE REQUIREMENTS

I understand the insurance that will be mandatory if awarded the contract and will comply in full with all the requirements.

Competitive Solicitation for Website Development Services - 2024

Hugh McConnell, CFO

Bidder's Name and Title   Signature

Company Name: MMGY Global, LLC.

BRANDEN WOOD, ACCOUNT EXECUTIVE

Name and Title   Signature

Insurance Name: LOCKTON

              12/13/24

Date

ACORD® CERTIFICATE OF LIABILITY INSURANCE

9/25/2025

DATE (MM/DD/YYYY): 12/13/2024

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.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER	CONTACT NAME:
Lockton Companies, LLC 444 W. 47th Street, Suite 900 Kansas City MO 64112-1906 (816) 960-9000 kcasu@lockton.com	PHONE (A/C, No, Ext): / FAX (A/C, No): E-MAIL ADDRESS:

	INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A :	American Casualty Company of Reading, PA	20427
INSURER B :	The Continental Insurance Company	35289
INSURER C :	Valley Forge Insurance Company	20508
INSURER D :	AXIS Insurance Company	37273
INSURER E :	Transportation Insurance Company	20494
INSURER F :	Federal Insurance Company	20281

INSURED
1541180
MMGY GLOBAL, LLC
7309 W. 80TH, SUITE 400
OVERLAND PARK KS 66204

COVERAGES CERTIFICATE NUMBER: 21226124 REVISION NUMBER: XXXXXXX

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 INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	X COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE X OCCUR	N	N	7094373023	9/25/2024	9/25/2025	EACH OCCURRENCE	$ 1,000,000
							DAMAGE TO RENTED PREMISES (Ea occurrence)	$ 1,000,000
							MED EXP (Any one person)	$ 15,000
							PERSONAL & ADV INJURY	$ 1,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER: ☐ POLICY ☐ PROJECT X LOC OTHER:						GENERAL AGGREGATE	$ 2,000,000
							PRODUCTS - COMP/OP AGG	$ 2,000,000
								$
C	AUTOMOBILE LIABILITY ☐ ANY AUTO ☐ OWNED AUTOS ONLY ☐ SCHEDULED AUTOS X HIRED AUTOS ONLY X NON-OWNED AUTOS ONLY	N	N	7094372809	9/25/2024	9/25/2025	COMBINED SINGLE LIMIT (Ea accident)	$ 1,000,000
							BODILY INJURY (Per person)	$ XXXXXXX
							BODILY INJURY (Per accident)	$ XXXXXXX
							PROPERTY DAMAGE (Per accident)	$ XXXXXXX
								$ XXXXXXX
B	X UMBRELLA LIAB X OCCUR ☐ EXCESS LIAB ☐ CLAIMS-MADE ☐ DED ☐ RETENTION $	N	N	7094375600	9/25/2024	9/25/2025	EACH OCCURRENCE	$ 10,000,000
							AGGREGATE	$ 10,000,000
								$ XXXXXXX
C E	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY Y/N ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? N N/A (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		N	7094373636 7094374074	9/25/2024 9/25/2024	9/25/2025 9/25/2025	X PER STATUTE ☐ OTHER	
							E.L. EACH ACCIDENT	$ 1,000,000
							E.L. DISEASE - EA EMPLOYEE	$ 1,000,000
							E.L. DISEASE - POLICY LIMIT	$ 1,000,000
D	CYBER/E&O/MEDIA	N	N	P-001-000221115-06	9/25/2024	9/25/2025	$5M LIMIT/$50K OR 100K SIR	
F	CRIME			J06461293	10/26/2024	9/25/2025	$2M LIMIT/$15K SIR	

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

CERTIFICATE HOLDER	CANCELLATION
21226124 KARA FRANKER, PRESIDENT & CEO VISIT FLORIDA KEYS/MONROE COUNTY TDC 1111 12TH STREET, SUITE 408 KEY WEST FL 33040	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 *Joseph M Agnello*

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ACORD 25 (2016/03) The ACORD name and logo are registered marks of ACORD

Litigation Check-List
(section A)

Question:
1) A list of the person's or entity's shareholders with five percent or more of the stock or, if a general partnership, a list of the general partners; or, if a limited liability company, a list of its members; or, if a solely owned proprietorship, names(s) of owner(s)

Answer:
MMGY Acquisition, LLC - Managing Member

Question:
2) A list of the officers and directors of the entity

Answer:
- **Katherine Briscoe** - CEO
- **Hugh McConnell** - CFO
- **Craig Compagnone** - President, Americas

Question:
(3) The number of years the person or entity has been operating and, if different, the number of years it has been providing the services, goods, or construction services called for in the bid specifications (include a list of similar projects);

Answer:
MMGY will have been providing website design and development service for 30 years in 2025. Below are a list of similar website projects we have completed within the past five years or are in the process of launching in 2025:

2025 Visit North Carolina
Arkansas
San José Mineta International Airport
CIE Tours

2024 Visit Costa Rica
Arkansas State Parks
Bloomington Minnesota Travel and Tourism

2023 Destination Greater Victoria
Inspiration Travel
Sensei

2022 Destination DC

2021 Visit KC

2020 Windstar Cruises

Question:
(4) The number of years the person or entity has operated under its present name and any prior names;

Answer:
43 years: MMGY was founded in 1981

Sunbiz.org DIVISION of CORPORATIONS
an official State of Florida website

Department of State / Division of Corporations / Search Records / Search by Entity Name /

Detail by Entity Name

Foreign Limited Liability Company
MMGY GLOBAL, LLC

Filing Information

Document Number	M12000000426
FEI/EIN Number	45-4094535
Date Filed	01/24/2012
State	DE
Status	ACTIVE
Last Event	LC STMNT OF RA/RO CHG
Event Date Filed	12/07/2017
Event Effective Date	NONE

Principal Address

7309 W. 80th St., #400
Overland Park, KS 66204

Changed: 02/16/2021

Mailing Address

7309 W. 80th St., #400
Overland Park, KS 66204

Changed: 02/16/2021

Registered Agent Name & Address

C T CORPORATION SYSTEM
1200 SOUTH PINE ISLAND ROAD
PLANTATION, FL 33324

Name Changed: 12/07/2017

Address Changed: 12/07/2017

Authorized Person(s) Detail

Name & Address

Title CFO

MCCONNELL, HUGH O
7309 W. 80th St., #400
Overland Park, KS 66204

Title President

Compagnone, Craig
7309 W. 80th St., #400
Overland Park, KS 66204

Title CEO

Briscoe, Katherine
7309 W 80TH ST
OVERLAND PARK, KS 66204

Annual Reports

Report Year	Filed Date
2023	02/24/2023
2024	01/13/2024
2024	12/13/2024

Document Images

12/13/2024 -- AMENDED ANNUAL REPORT	View image in PDF format
01/13/2024 -- ANNUAL REPORT	View image in PDF format
02/24/2023 -- ANNUAL REPORT	View image in PDF format
01/25/2022 -- ANNUAL REPORT	View image in PDF format
02/16/2021 -- ANNUAL REPORT	View image in PDF format
03/19/2020 -- ANNUAL REPORT	View image in PDF format
02/15/2019 -- ANNUAL REPORT	View image in PDF format
03/13/2018 -- ANNUAL REPORT	View image in PDF format
12/07/2017 -- CORLCRACHG	View image in PDF format
01/31/2017 -- ANNUAL REPORT	View image in PDF format
03/08/2016 -- ANNUAL REPORT	View image in PDF format
01/09/2015 -- ANNUAL REPORT	View image in PDF format
01/10/2014 -- ANNUAL REPORT	View image in PDF format
04/19/2013 -- ANNUAL REPORT	View image in PDF format
01/24/2012 -- Foreign Limited	View image in PDF format

Florida Department of State, Division of Corporations

2024 FOREIGN LIMITED LIABILITY COMPANY AMENDED ANNUAL REPORT

DOCUMENT# M12000000426

Entity Name: MMGY GLOBAL, LLC

Current Principal Place of Business:

7309 W. 80TH ST., #400
OVERLAND PARK, KS 66204

Current Mailing Address:

7309 W. 80TH ST., #400
OVERLAND PARK, KS 66204 US

FEI Number: 45-4094535

Certificate of Status Desired: Yes

Name and Address of Current Registered Agent:

C T CORPORATION SYSTEM
1200 SOUTH PINE ISLAND ROAD
PLANTATION, FL 33324 US

The above named entity submits this statement for the purpose of changing its registered office or registered agent, or both, in the State of Florida.

SIGNATURE: _____

Electronic Signature of Registered Agent   Date

Authorized Person(s) Detail :

Title	CFO		Title	PRESIDENT
Name	MCCONNELL, HUGH O		Name	COMPAGNONE, CRAIG
Address	7309 W. 80TH ST., #400		Address	7309 W. 80TH ST., #400
City-State-Zip:	OVERLAND PARK KS 66204		City-State-Zip:	OVERLAND PARK KS 66204

Title	CEO
Name	BRISCOE, KATHERINE
Address	7309 W 80TH ST
City-State-Zip:	OVERLAND PARK KS 66204

I hereby certify that the information indicated on this report or supplemental report is true and accurate and that my electronic signature shall have the same legal effect as if made under oath; that I am a managing member or manager of the limited liability company or the receiver or trustee empowered to execute this report as required by Chapter 605, Florida Statutes; and that my name appears above, or on an attachment with all other like empowered.

SIGNATURE: MAYA QUIJANO   ANALYST   12/13/2024

Electronic Signature of Signing Authorized Person(s) Detail   Date

Litigation Check-List
(section B)

Question	Yes	No	Details
1. Has the entity or any related officer, shareholder, or director ever failed to complete work or provide contracted goods?		X	
2. Are there any judgments, claims, arbitration proceedings, or suits pending or outstanding?		X	
3. Has the entity or related parties been involved in lawsuits, arbitration, or mediation in the last five years related to similar services?		X	
4. Has the entity or related parties ever initiated litigation against or been sued by the County regarding agreements for services, goods, or construction?		X	
5. Has any controlling party been affiliated with an entity that failed to perform similar services in the past five years?		X	

Litigation Check-List
(section C)

Customer References

Destination DC
Robin McClain,
Chief Marketing Officer
323-640-4272
Services Provided: Website Design and Development, SEO, Email Marketing, Chatbot and ControlTower Digital Experience Platform
Website Project: $400,000
Project Duration: 12 months
Website Support: Ongoing

Visit Costa Rica
Carolina Trejos
Director of Marketing
carolina.trejos@ict.go.cr
Services Provided: Website Design and Development, SEO, Email Marketing, AI and ControlTower Digital Experience Platform
Website Project: $350,000
Project Duration: 12 months
Website Support: Ongoing

Visit San Jose
Laura Chmielewski
VP, Marketing & Communications
lchmielewski@sanjose.org
408-792-4136
Services Provided: Website Design and Development, SEO, Email Marketing and Website Personalization
Website Project: $300,000
Project Duration: 10 months
Website Support: Ongoing

Credit References

Sojern
Customer Contact Name:
Stephanie Dunford
Commercial Director -
US Destinations & Attractions
stephanie.dunford@sojern.com
PO Box 207728
Dallas, TX 75320
 +1 (402) 968-7543

Adswerve, Inc.
Customer Contact Name:
Carson Torchia, Account Executive
carson.torchia@adswerve.com
999 18th Street, Suite 2301
Denver, CO 80202
(720) 287-5726

MiQ Digital USA, Inc.
Customer Contact Name:
Casey Musfeldt, Senior Sales Director
cassie@miqdigital.com
261 Fifth Avenue, 26th Floor
PO Box 207728
New York, NY 10016
+1 (816) 916-9170

Litigation Check-List
(section C)

See Confidential Financial Information on separate upload.

Delaware

The First State

I, JEFFREY W. BULLOCK, SECRETARY OF STATE OF THE STATE OF DELAWARE, DO HEREBY CERTIFY THE ATTACHED ARE TRUE AND CORRECT COPIES OF ALL DOCUMENTS ON FILE OF "MMGY GLOBAL, LLC" AS RECEIVED AND FILED IN THIS OFFICE.

THE FOLLOWING DOCUMENTS HAVE BEEN CERTIFIED:

CERTIFICATE OF FORMATION, FILED THE EIGHTH DAY OF DECEMBER, A.D. 2011, AT 12:49 O`CLOCK P.M.

AND I DO HEREBY FURTHER CERTIFY THAT THE AFORESAID CERTIFICATES ARE THE ONLY CERTIFICATES ON RECORD OF THE AFORESAID LIMITED LIABILITY COMPANY, "MMGY GLOBAL, LLC".

Jeffrey W. Bullock, Secretary of State

5076912 8100H
SR# 20166768045

Authentication: 203388840
Date: 11-23-16

You may verify this certificate online at corp.delaware.gov/authver.shtml

138

CERTIFICATE OF FORMATION

OF

MMGY GLOBAL, LLC

I, the undersigned natural person of the age of 18 years or more, acting as organizer of a limited liability company under the Delaware Limited Liability Company Act, do hereby adopt the following Certificate of Formation for such limited liability company:

1.   The name of the limited liability company is MMGY Global, LLC.

2.   The address of its registered office in the State of Delaware is 1675 S. State Street, Suite B, Dover, Delaware 19901. The name of its registered agent at such address is Capitol Services, Inc.

IN WITNESS WHEREOF, I have hereunto set my hand this 8th day of December, 2011.
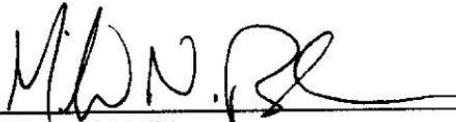
_____
Michael N. Blue

Request for Taxpayer
Identification Number and Certification

Go to *www.irs.gov/FormW9* for instructions and the latest information.

Give form to the requester. Do not send to the IRS.

Before you begin. For guidance related to the purpose of Form W-9, see *Purpose of Form*, below.

1 Name of entity/individual. An entry is required. (For a sole proprietor or disregarded entity, enter the owner's name on line 1, and enter the business/disregarded entity's name on line 2.)

MMGY Global LLC

2 Business name/disregarded entity name, if different from above.

Print or type.
See Specific Instructions on page 3.

3a Check the appropriate box for federal tax classification of the entity/individual whose name is entered on line 1. Check only **one** of the following seven boxes.

☐ Individual/sole proprietor ☐ C corporation ☐ S corporation ☐ Partnership ☐ Trust/estate

☑ LLC. Enter the tax classification (C = C corporation, S = S corporation, P = Partnership) . . . . **P**

Note: Check the "LLC" box above and, in the entry space, enter the appropriate code (C, S, or P) for the tax classification of the LLC, unless it is a disregarded entity. A disregarded entity should instead check the appropriate box for the tax classification of its owner.

☐ Other (see instructions)

3b If on line 3a you checked "Partnership" or "Trust/estate," or checked "LLC" and entered "P" as its tax classification, and you are providing this form to a partnership, trust, or estate in which you have an ownership interest, check this box if you have any foreign partners, owners, or beneficiaries. See instructions . . . . ☐

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):

Exempt payee code (if any) _____

Exemption from Foreign Account Tax Compliance Act (FATCA) reporting code (if any) _____

(Applies to accounts maintained outside the United States.)

5 Address (number, street, and apt. or suite no.). See instructions.

7309 W. 80th St., #400

6 City, state, and ZIP code

Overland Park, KS 66204

Requester's name and address (optional)

7 List account number(s) here (optional)

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. See also *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number

			–			–				

or

Employer identification number

4	5	–	4	0	9	4	5	3	5

Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and

2. I am not subject to backup withholding because (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and

3. I am a U.S. citizen or other U.S. person (defined below); and

4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and, generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here | Signature of U.S. person *Jessica M Ban* | Date 7/1/24

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to *www.irs.gov/FormW9*.

What's New

Line 3a has been modified to clarify how a disregarded entity completes this line. An LLC that is a disregarded entity should check the appropriate box for the tax classification of its owner. Otherwise, it should check the "LLC" box and enter its appropriate tax classification.

New line 3b has been added to this form. A flow-through entity is required to complete this line to indicate that it has direct or indirect foreign partners, owners, or beneficiaries when it provides the Form W-9 to another flow-through entity in which it has an ownership interest. This change is intended to provide a flow-through entity with information regarding the status of its indirect foreign partners, owners, or beneficiaries, so that it can satisfy any applicable reporting requirements. For example, a partnership that has any indirect foreign partners may be required to complete Schedules K-2 and K-3. See the Partnership Instructions for Schedules K-2 and K-3 (Form 1065).

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS is giving you this form because they