

TAB 3

Scope of Services Proposed

Alchemy is pleased to submit this Proposal to Miami Beach for the right to manage the proposed City Municipal Parking Garage Advertising Services on the nine (9) Miami Beach parking facilities, which may be located from the building exterior facades inward, that would generate revenue for the City of Miami Beach. Alchemy's Proposal is made up of two discrete Plans; (i) Plan A assumes a Media Plan similar to that as laid out by the City of Miami Beach in Exhibit A, and as executed by Alchemy between 2018 and 2021, or (ii) Plan B which is a hybrid of the Media Plan as laid out by the City of Miami Beach in Exhibit A, Alchemy proposes to situate signs in a number of the facilities within the property lines and visible from the public rights of way as allowed for in Appendix A, Section 2E, using a digital format for some or all of these signs. The intent of Plan B is to maximize revenues for the City of Miami Beach.

1. IDENTIFY THE CONCEPT AND FORMAT OF THE ADVERTISEMENTS AND FRAMES.

1.1 Facility Evaluation. Alchemy intimately knows each of these nine parking facilities identified in Appendix A, Section 4 inside and out as we have spent the past 3 years working in and around these facilities on a daily basis. We know which signs in/on which garages sell; how often they sell; and whether advertisers are interested in investing their precious advertising dollars in advertising in a specific garage or packages of signs in various garages. We know the correct placement for each specific sign as we have lived our prior decisions over the past 3 years. Three years in, we know exactly where to place each sign to maximize the value of the advertising in each facility to the benefit of the City of Miami Beach.

1.2 Panel Locations / Number. For Plan A, Alchemy proposes to utilize its standard 6'x12' and 6'x8' Garage Vision signs that Alchemy has successfully deployed in municipal facilities in Philadelphia, and private facilities in New York, Boston, Chicago, San Francisco and D.C. as the principal display for use throughout the front of Alchemy's Miami Beach parking garage network. This approach will provide a uniform presentation at the entrances to the facilities and build upon the Miami Beach brand. For Plan B, Alchemy again proposes to utilize its standard 6'x12' and 6'x8' Garage Vision signs, but Alchemy proposes to utilize digital formats for some or all of its signs within the property lines and visible from the public rights of way as per Appendix A, Section 2E.

Working in conjunction with our subcontractor, City Media Advertising ("CMA"), who handles local and regional ad sales on media further back in the facilities ("interior media"), we have provided an integrated plan meant to maximize revenues for the City of Miami Beach.

Plan A, or Plan B forms the basis of Alchemy's financial offer to the City of Miami Beach.

1.3 Proposed Placements. Alchemy and CMA have discussed Plan A and/or Plan B with potential advertisers and the reaction has been highly favorable for the hybrid aspects of proposed Plan B. It is Alchemy's policy to work closely with Miami Beach's Marketing and Communications Department to further flesh out these plans. Once completed, Alchemy will conduct an engineering re-audit to re-determine the correct installation methodology for each sign in each facility.

1.4 Delivery Time Line. Alchemy prides itself on the provision of industry-leading project management, specifically as it relates to rolling out either Plan A or Plan B within the nine parking facilities. We have a very clear track record of having already executed within these facilities, from permitting, to fabrication, to installation and even removal of each of these signs on a timely basis. Within the nine Miami Beach parking garages. Our expertise in site assessment, strong supplier relationships, and an established presence in the Miami metropolitan market means a rapid deployment of displays and rent payments to Miami Beach

Pursuant to Section Appendix A, Section A-4 of the RFP, since the Term of the Contract is only 3 years, Alchemy's no cost Plan A, or Plan B to Miami Beach assumes a rapid roll out. Alchemy assumes that all media in Miami Beach's garages will be approved, permitted and installed within the first 90 days following on the

execution of a final Agreement. This roll out schedule is, of course, contingent upon Miami Beach's approvals including obtaining all permits required to proceed.

2. PROVIDE EXAMPLES OF THE PROPOSED ADVERTISEMENT PROGRAM INSTALLED IN OTHER LOCATIONS, WITH AN EMPHASIS ON MUNICIPAL FACILITIES.

Please see **Appendix #1** attached to the proposal.

3. STATE WHAT PERCENTAGE OF ADVERTISING SPACE SHALL BE RETAINED BY THE CITY FOR PSAS OR OTHER MUNICIPAL USES. PROPOSALS THAT INCLUDE LESS THAN 10% OF ADVERTISING TO BE RETAINED BY THE CITY SHALL NOT BE CONSIDERED.

3.1 Public Service Announcements(PSA) At No Cost

Alchemy proposes that at any time during the Term, **10%** of total available Garage Vision media under either Plan A or Plan B shall be retained by Miami Beach for Public Service Announcements or other municipal uses ("PSA's"), and as an additional benefit, **15%** of the total available interior media under either Plan A or Plan B shall be retained by Miami Beach for PSA's. Alchemy will consult with the City Manager's office and the Marketing and Communications Department to develop and implement a no cost strategic Public Service Announcement Plan for the benefit of Miami Beach which Plan assumes that Alchemy and CMA will bear all costs for printing, installation and maintenance related to the advertising space allotted to the City ("**No Cost**").

3.2 Additional Value To Miami Beach At No Cost

As an **Exception TO RFP**, Alchemy, with over 4,000 Out-Of-Home media assets in the top 25 domestic markets, proposes to provide Miami Beach an annual Media Bank (the "Bank") equal to an additional **\$10,000** to be utilized annually during the Term to "purchase" at No Cost to the City of Miami Beach, advertising space to be posted on Media owned by Alchemy in any of its 25 markets around the country. To clarify, Alchemy's 25 markets currently are New York, Los Angeles, San Francisco, Chicago, Boston, Seattle, Denver, Houston, Phoenix, Dallas, San Diego, Atlanta, Sacramento, Philadelphia, Baltimore, Washington D.C., Miami, Orlando, Tampa, Austin, St. Louis, Charlotte, Memphis, Nashville, and Detroit. It is proposed that the Bank will be used by the City of Miami Beach to advertise Miami Beach, or Miami Beach sponsored festivals, and Miami Beach branded products in the Alchemy markets on a space available basis. Additionally, it is further proposed that Alchemy, through its subcontractor, City Media Advertising, who owns Media in parking garages located in Miami Dade County, proposes to provide the City of Miami Beach a Bank equal to an additional **\$5,000** to be utilized annually during the Term to purchase advertising space to be posted on Media owned by City Media Advertising, at No Cost to the City of Miami Beach

4. AFFIRM THAT PROPOSER WILL BEAR ALL COSTS FOR PRINTING, INSTALLATION AND MAINTENANCE RELATED TO THE ADVERTISING SPACE ALLOTTED TO THE CITY.

Public Service Announcement Plan for the benefit of Miami Beach mentioned above in section 3 will include that Alchemy and CMA will bear all costs for printing, installation and maintenance related to the advertising space allotted to the City ("**No Cost**").

5. DESCRIBE THE PROPOSER'S PLAN FOR COMMUNICATIONS AND SHARED DECISION-MAKING WITH THE CITY, INCLUDING BUT NOT LIMITED TO COMPLIANCE WITH CITY REGULATIONS.

5.1 City of Miami Beach Involvement and Communications

Alchemy by nature is a collaborative company, and if selected, will work in partnership with Miami Beach to ensure that location and aesthetics are to Miami Beach's expectations. It is Alchemy's commitment that Mike Freedman, CEO, Jim Taggart, Vice President of Real Estate and Hugues Morcillo, COO of City Media Advertising, will work hand in hand with Miami Beach's Marketing and Communications Coordinator as we have in the past to ensure that Miami Beach's expectations will be exceeded, and ad sign placement will be approved on a timely basis.

5.2 Compliance with City Rules and Regulations

Alchemy ensures all activities related to this contract adhere to Miami Beach's approved guidelines. Alchemy will work jointly with the City of Miami Beach Building Department to ensure all necessary permits are pulled and installation done to code. Alchemy, through our Vice President of Real Estate, will work hand in hand with the City of Miami Beach Building Inspectors to ensure the highest quality is met.

- Alchemy Media Holdings LLC and affiliates including Alchemy Miami Beach LLC has not contributed to the campaign either directly or indirectly to a candidate who has been elected to the office of Mayor or City Commissioner for the City of Miami Beach.
- Alchemy ensures all panels meet the Federal ADA requirements; ensuring panels cannot protrude more than four inches off the wall and not more than two feet off grade.
- Alchemy's Code of Ethics is in line with the City of Miami Beach Code of Ethics, put forth by the Greater Miami Chamber of Commerce Model Code of Business Ethics.
- Alchemy has adopted and employs written policies, practices, and standards that are consistent with the city's Fair Chance Ordinance set forth in Article V of Chapter 62.
- Alchemy stands by its record as a business that adheres to Non-Discrimination business practices as set forth by the City of Miami Beach City Code section 2-375.
- Alchemy meets or exceeds all Insurance Requirements set forth in Appendix B.

6. DESCRIBE THE STRATEGIES THAT THE PROPOSER WILL UTILIZE TO MAXIMIZE REVENUE. GIVE EXAMPLES OF THESE STRATEGIES SUCCESSFULLY WORKING IN OTHER LOCATIONS MANAGED BY THE PROPOSER.

Alchemy is a nationwide concern with over **4,000 signs in the top 25 DMA's domestically**. To be able to execute for over 52 years, Alchemy has put together an **experienced and talented management, sales and operational team**. Alchemy has brought and will continue to bring the strength of this infrastructure for the benefit of Miami Beach. We believe that our knowledge of these facilities, the Miami Beach market and our unique long term track record of bringing advertising solutions to the parking environment, coupled with our strong national platform uniquely positions Alchemy to bring a successful business to its partner, the City of Miami Beach.

6.1 Strategies to Maximize Revenue

Key Miami Beach Attributes. Alchemy and CMA's Sales and Marketing teams will develop a plan that leverages Miami Beach's upscale demographic:

- Greater Miami and Miami Beach area welcomed 16.3M overnight visitors in 2019/pre-Covid, 46% of them visited Miami Beach, while 40% stayed in Miami Beach at least one night.
- During 2019/pre-Covid, overnight visitors spent an estimated \$17.9B in direct expenditures in the Greater Miami and Miami Beach areas, driven by strong domestic and Florida resident volumes. International visitors continued to deliver almost half the total economic impact while representing only one-third of visitors.
- These numbers show that the Miami area, and especially Miami Beach, as one of the world's most popular visitor destinations. For instance, Lincoln Road is ranked 5th on the Top places of interest in 2021.
- Greater Miami and Miami Beach's tourism and hospitality industry was greatly impacted by the COVID-19 pandemic in 2020, with 7.9M overnight visitors and an additional 3.7M "day trippers" who visited but did not spend the night, for a grand total of 11.6M visitors (down from a total of 24.2M visitors – overnight and "day trippers" cumulated - in 2019). These visitors spent \$7.9B in 2020. Things have since begun to turn around. From September 2020 to August 2021, the Miami-Dade County Resort Tax was up +12%, the Convention Development Tax (CDT) was up +17% and the Miami Beach Resort Tax was up 24%, which Tax provides by itself 31% of overall Tourist taxes in the Miami area.
- Travel ban with Europe has been lifted on November 8, 2021, which is once again allowing international visitors to come back to Miami Beach.
- Port of Miami cruise operations recommenced in August, 2021. Cruises used to attract 1.7M visitors with 41% of them staying and/or visiting Miami Beach.
- Finally, as travel restarted, the Miami and Miami Beach visitor economy is helping drive employment in all sectors. In July 2020, Miami-Dade County's unemployment rate was 14.9%; as of July 2021, it was down to 6.9%, a 53.7% drop. Leisure & Hospitality Sector job growth has contributed significantly to this turnaround.

Source : *Greater Miami and Convention Bureau reports*

Our Teams expertise.

- we know our properties - we have during our prior term, and will once again, conduct regular client site tours of all our properties.
- we understand the audience.
- we know and understand our agencies and clients' needs.
- we match the audience to our clients.
- we support our proposals with research and client case studies.
- we know our unique selling points.
- we do not sell on a cost per thousand basis- we provide niche solutions, not mass campaigns.
- we are proactive, entrepreneurial, and hard driving which has stood, and will continue to stand Miami Beach in good stead in the face of a competitive environment for media dollars.

Retention of Advertisers. Our coordinated sales team will focus on approaching both the local merchants in Miami Beach and larger nationwide advertisers. Securing multi-year contracts with local, regional, and national advertisers makes it beneficial for the maximization of revenue.

Additionally, to maximize revenues, we sell our garage signage on a 4-week basis – all campaigns beginning on Mondays. Selling on a 4-week basis vs. a monthly basis maximizes revenues two ways:

- There are 13 four-week cycles vs. 12 months in a year.

- Allows advertisers the flexibility to begin campaigns on any Monday throughout the month as opposed to forcing a 1st of the month commencement which at times may not coincide with their overall marketing campaign.

Packages strategy. For national advertisers, we sell in packages, so they are receiving a grouping of panels that are located across a number of signs in a number of the facilities. Although not sold at as high a premium as the cherry-picked units, the national advertisers have shown us in Miami Beach that they typically have larger budgets and are able to pay at meaningful rates. Our national sales team is looking forward to being able to once again present this media opportunity to their current client base. As the national team is already selling this exact media across our 25 existing advertising markets, the return of Miami Beach will be a strong addition to our business

Audiences. Alchemy is the industry standard in the Out-of-Home media industry today with a long-term commitment to, and track record of selling upscale advertising solutions in the parking facility environment. Rather than selling the specific location, we sell the audience. By doing that, Alchemy has historically been able to successfully sell against potentially competitive media in the market. This enables us to compete and stand out in a world of more mainstream media.

The audience entering and leaving the parking facilities in Miami Beach allows us to deliver to our advertisers an upscale, highly coveted consumer.

Parking Facility Signage. The limited signage from the exterior of the facilities, inward is by far the largest media contribution within the City of Miami Beach offering. This will require and receive the greatest focus of sales and marketing strategies. Locations on the entrances and exits to the garages provide marketers with a key advertising opportunity. Each facility will require its own signage development plan which will then be integrated into an overall sales plan that encompasses all nine (9) Miami Beach parking facilities. Alchemy's well-established platform throughout 25 major media markets provides a unique jumping off point to re-kick start the Miami Beach program as Alchemy is already well established as a provider of solutions in Miami Beach when advertisers think of allocating budget dollars. By re-adding Miami Beach to that already successful mix, Alchemy will be cutting down the lead time normally necessary to bring immediate advertising dollars to Miami Beach. In an environment, where time literally is money, minimizing lead time necessary to get this program up again and effective as quickly as possible should be meaningful to Miami Beach.

90 Days + Plan. Alchemy understands the need for addressing parking garage partners and advertising clients' needs both on a short-, medium- and long-term basis. Beyond the initial launch period, we will refocus specifically on the following:

- manage the value of initial engagement with key clients.
- ongoing client sales trips to Miami Beach to showcase Miami Beach, and the parking facilities.
- activating the sales plan focused on tying Miami Beach's upscale image and brand with advertisers looking to access the unique Miami Beach demographic. Growth categories to be initially focused on will be high end branded products, fashion, electronics, automotive, retail and tourism clients.
- actively prospect and convert new clients to parking facility advertising within the Miami Beach upscale milieu.

6.2 Strategies successfully working in the past

Overview. Alchemy engages in long term outdoor advertising agreements with some of the largest private and municipal parking operators in the United States, and through its predecessor company has been a leader in providing advertising solutions to the parking industry since the mid 1990's.

Alchemy is a parking facility media specialist. We know the parking business, we know the media business, and **we know the Miami Beach advertising market**, and understand that sustainability is not possible without an outstanding sales strategy, executed by a talented team, especially in this post-COVID environment.

Alchemy has extensive experience through good times and bad in selling advertising in the Miami Beach parking environment. Additionally, in each of our markets, our plant is geared towards targeting upscale consumers, so Miami Beach ties nicely into Alchemy's extensive nationwide plant. With a large presence in garage advertising in New York, Boston, Philadelphia, Chicago and Washington D.C., Alchemy continues to pioneer advertising in this space. More specifically, we have the "secret sauce" in selling premium signage to high end retailers and national advertisers. Whether we are selling advertising solutions surrounding Madison Avenue in NYC, Newberry Street in Boston, Michigan Avenue in Chicago, or Lincoln Road in Miami Beach our ability to deliver high end advertisers and give them access to their target consumer to and from their shopping experience are unparalleled.

Based on our past successes in Miami Beach and beyond, we have found that a combination of a local and national sales strategy yields the highest advertising rates and occupancy. To dive deep into the local and regional sales environment in and around Miami Beach, we will continue to work closely with City Media Advertising, our subcontractor on this project, and on our prior project with the City of Miami Beach. To get the highest rates possible from local advertisers, the strategy is typically allowing them to cherry pick units to be used as directional to their stores.

This type of buy comes with a heavy premium. To effectuate this local plan, Alchemy and City Media Advertising's local sales staff will contact each local business within the first 3 months following award of contract. We will support local calling, as well as with emailing, direct mail and brochure campaigns for all new facilities. Additionally, it is our practice to join the local Chamber of Commerce in each city in which we operate. This allows us to quickly integrate our program with local advertisers. In that regard, it is our plan to contact local organizations of business owners and entrepreneurs like *Lincoln Road BID*, *Washington Avenue BID*, the *Miami Beach BNI*, the *Miami Beach Chamber of Commerce*, and the *Greater Miami Convention and Visitors Bureau*, to integrate our advertising program to the list of benefits that the organizations offer to their members and to help them promoting the interests of their local business community.

7. DESCRIBE HOW THE PROPOSER UTILIZES PERFORMANCE MEASUREMENT AND METRICS FOR ASSURING SUCCESS OF THE PROGRAM.

Ongoing Market Review. The following facets of the business will be monitored and updated on an ongoing basis in consultation with the market, to ensure the **Miami Beach Story** continues to be relevant and compelling to our advertising clients:

- media rates will be reviewed twice a year to ensure maximum returns.
- sales proposals will be appropriately customized looking at seasonality, premium "landmark" inventory, and advertiser categories to ensure the product offering stays relevant and in demand.
- we will continue to deliver accountability for our clients, through successful campaign testimonials and case studies.

8. DESCRIBE THE FINANCIAL REPORTS THAT WILL BE PROVIDED TO THE CITY AND THE AUDIT PROGRAM FOR VERIFYING REVENUE AND REVENUE SHARE.

Alchemy's financial accounts are audited by Marcum LLP, one of the largest independent accounting and advisory services firms in the United States, with offices across the country, including offices in Miami and Fort Lauderdale. Alchemy provides its Lessors reporting statements as per the terms of the Agreement with that specific Lessor.

9. PROVIDE THE PLAN FOR ASSURING THAT ALL ADVERTISEMENT EQUIPMENT IS ADEQUATELY MAINTAINED AND DESCRIBE THE RESPONSE TIMES AND PLAN FOR ADDRESSING ANY CONCERNS RELATING TO MAINTENANCE, GRAFFITI OR VANDALISM.

9.1 High Standards / Visible Results. Alchemy has amassed countless hours maintaining the "absolute cleanliness, good condition and safety" of our display units and advertising content in indoor and outdoor environments. Our 3-year successful operating history, experience and track record within Miami Beach's parking facilities speaks for itself and should provide Miami Beach the comfort that the job will get done professionally and to Alchemy's exacting standards through superior training / supervision and facilitate contract administration by both parties.

Alchemy has set very high standards for the delivery of our maintenance and repair services. We are no stranger to the parking garage operating environment as we have been active in and around the parking industry since the late 1980's.

9.2 Maintenance and Repair process

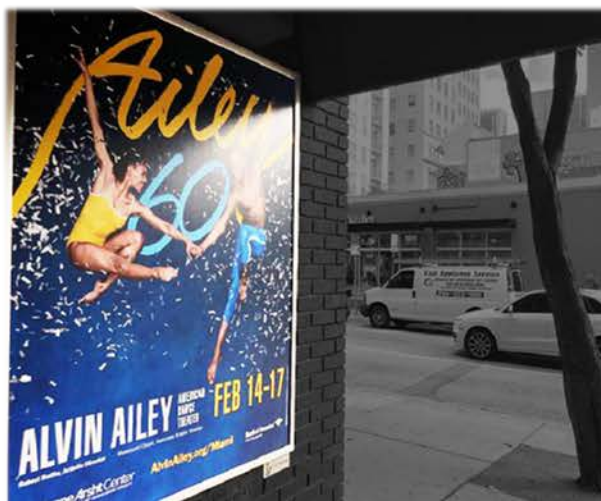
Our maintenance and repair plan (which revolves around constant assessment and maintenance of facility integrity, efficient copy changes, and rapid response to unscheduled items) stands out in the following respects:

- all displays will be inspected on a weekly scheduled basis to ensure that the quality of display is at industry leading standards (site is clean, copy not flagging, and visibility is not obscured). Repairs that cannot be made at time of inspection will be corrected within twenty-four (24) hours whether detected by Alchemy personnel or called to our attention by the City or garage patrons.
- each display will be assigned a unique ID number. The numbered decal will be prominently affixed with Alchemy's contact information for reporting any concerns. This ID number will also be used internally to keep inspection records and detail evidence of damage, wear and tear, and general presentation issues.
- each display will receive quarterly cleaning (additional if necessary) using environmentally friendly products (purchased locally, if available).
- Alchemy maintenance personnel are uniformed and display a company issued ID. Alchemy service vehicles display company logos for easy identification. These features allow easy integration of Alchemy operations into any facility security plan.
- Alchemy vehicles carry all the supplies needed to clean and repair displays at the time of inspection. This allows for no "half done" work. The service vehicle crew changing copy simultaneously cleans and makes any needed repairs.
- all facilities will be serviced in route form and notification will be provided to each facility manager of approximate arrival time. Alchemy will record actual time at each facility and action(s) undertaken.

- Alchemy will schedule maintenance and repair work to reflect facility management's time preferences with regard to garage activity levels, hours of operation, and availability of garage personnel.

APPENDIX #1

ALCHEMY





ALCHEMY

ICON / NEW YORK CITY



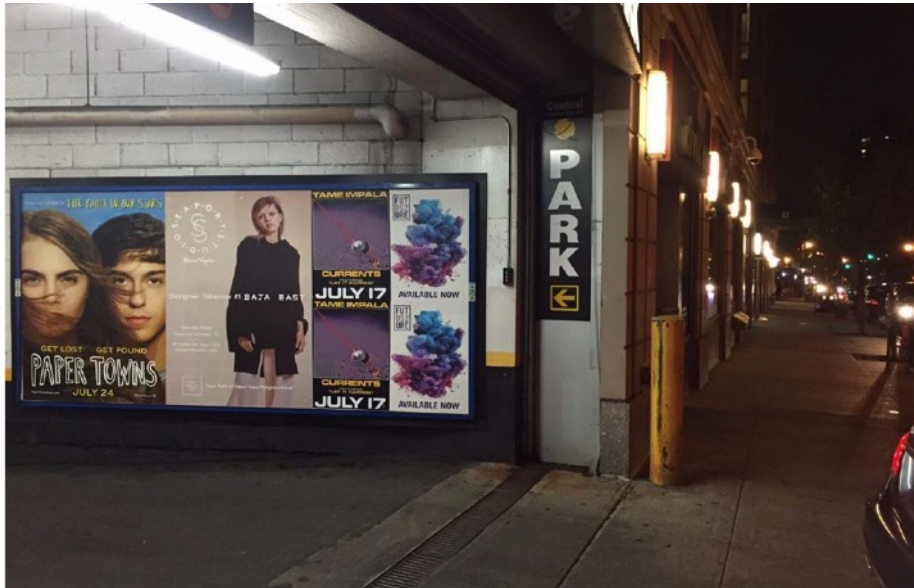
ALCHEMY

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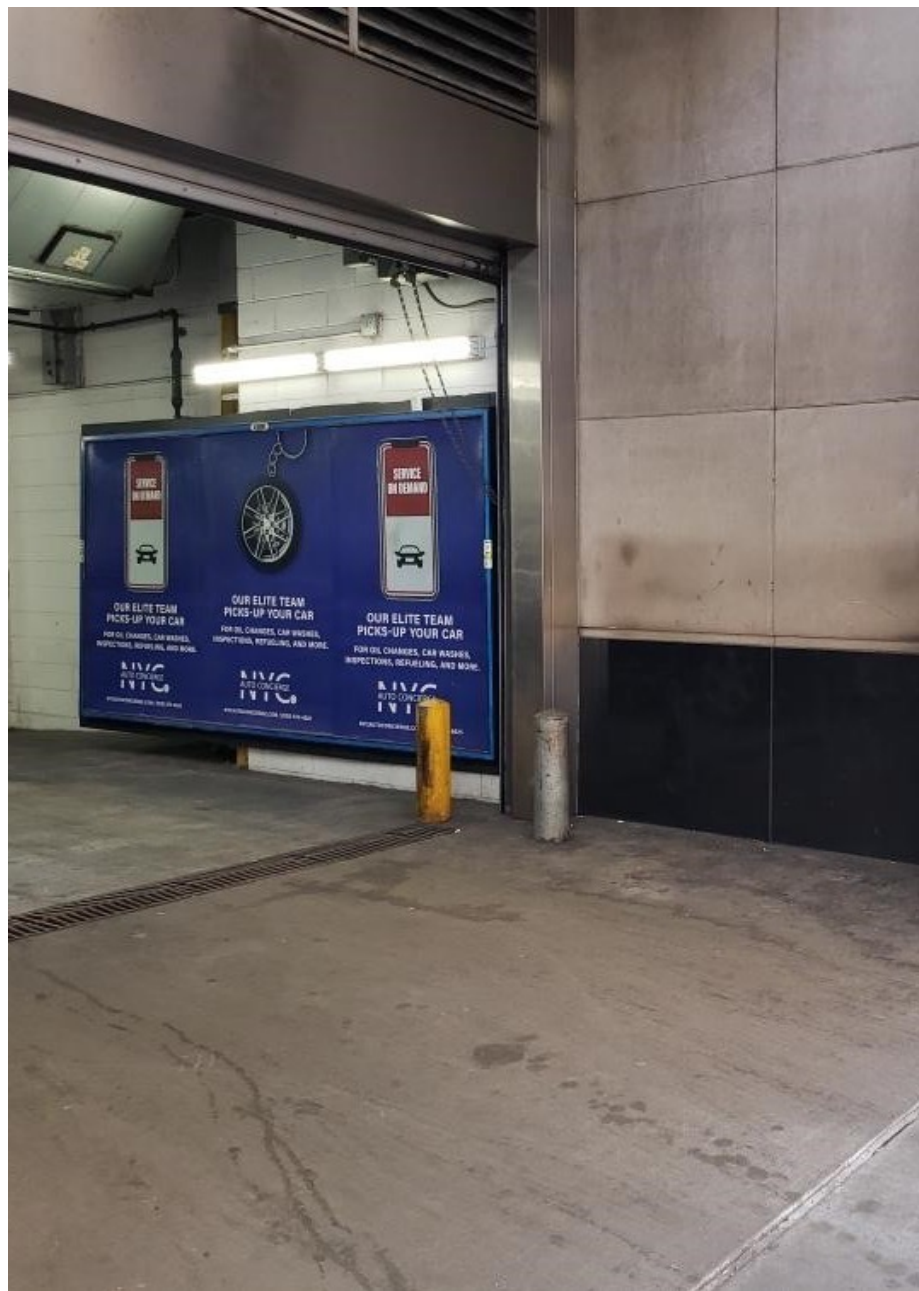
LAZ PARKING /
NEW YORK CITY - BOSTON





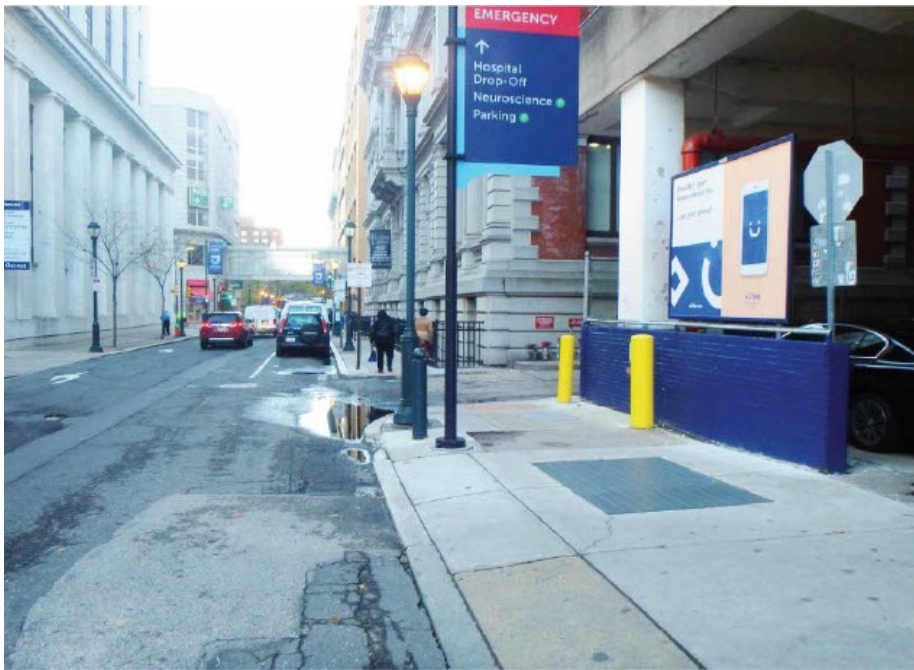
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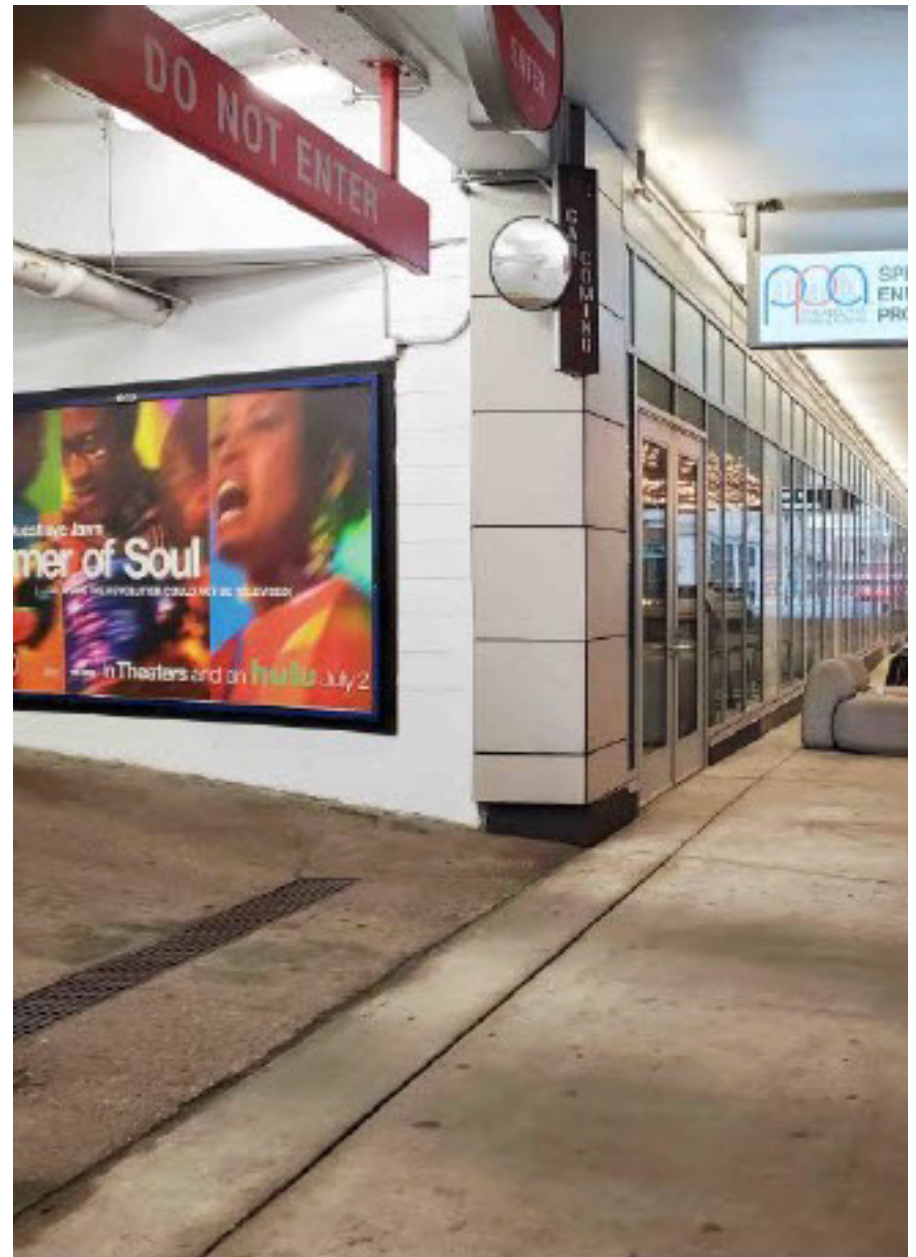
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SP+ / NEW YORK CITY



ALCHEMY

PHILADELPHIA PARKING AUTHORITY



PHILADELPHIA PARKING AUTHORITY

ALCHEMY



ALCHEMY

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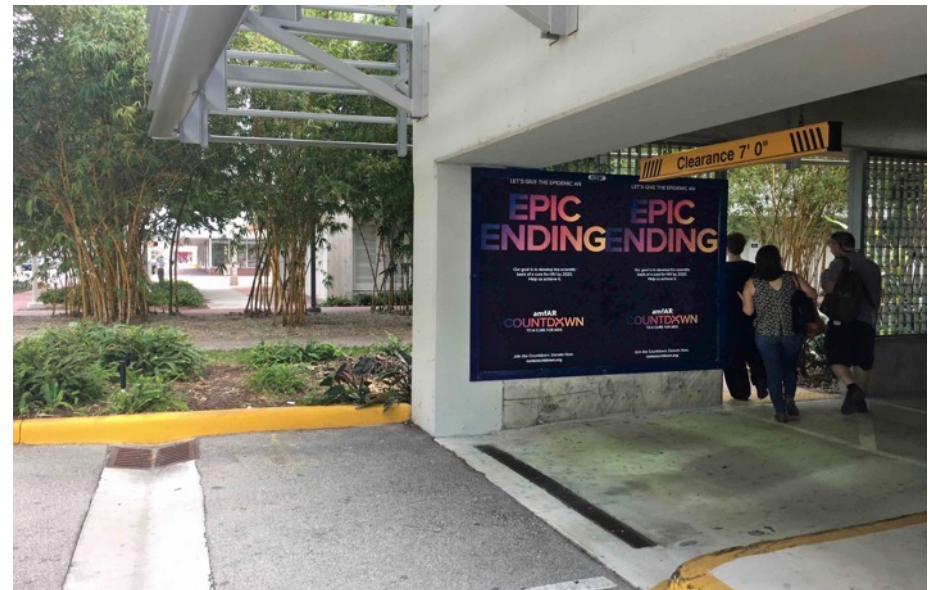
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CITY OF MIAMI BEACH



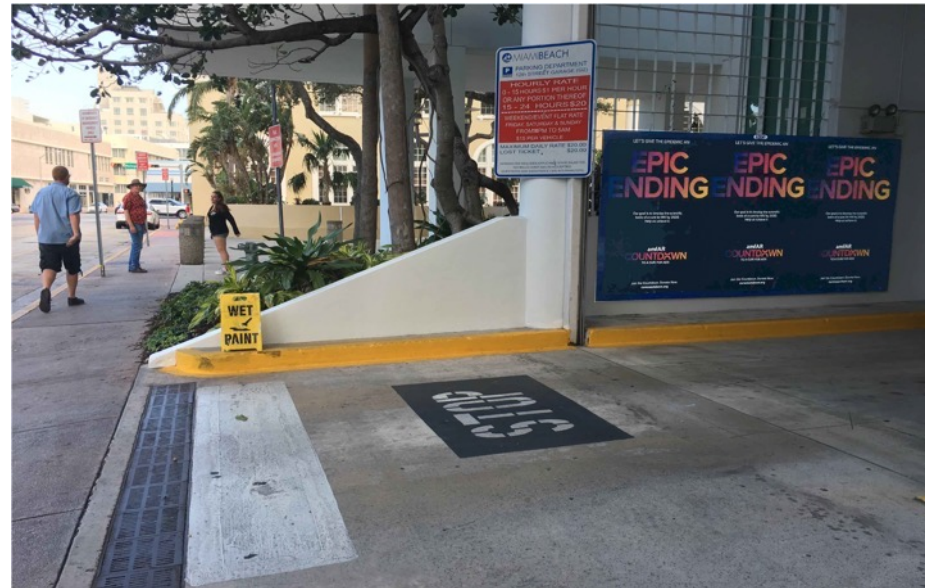
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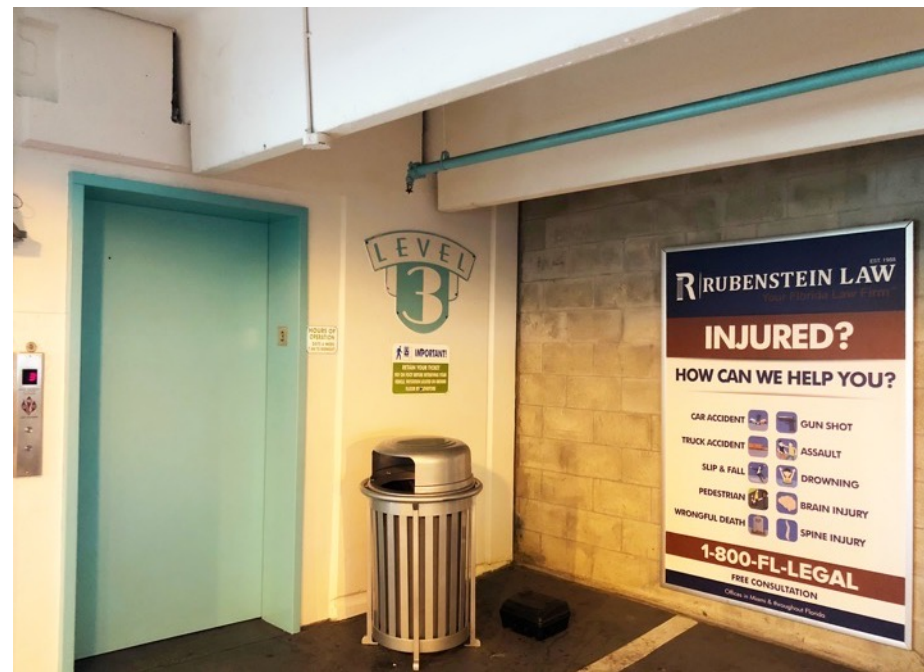
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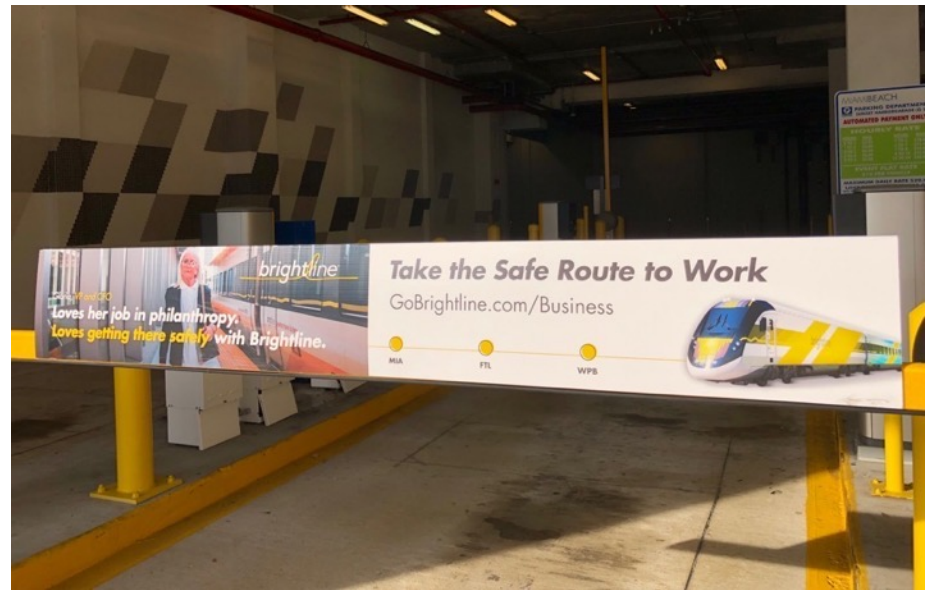
CITY OF MIAMI BEACH



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TAB 4

Revenue Proposal

4.1 Revenue Proposal

Alchemy proposes to pay the City of Miami Beach the greater of a Minimum Guaranty (“MG”) paid quarterly or an annual Percentage of Gross (“PG”) equal to:

1. Plan A--\$3,000 per month MG versus a PG equal to 15% of Gross Revenues
2. Plan B--\$4,500 per month MG versus a PG equal to 15% of Gross Revenues