

Halifax Area Advertising Authority

Statement of Qualifications



Z I M M E R M A N . C O M



Hello!

Thank you for the opportunity to present the talent, experience, creativity, and resources that have helped establish The Zimmerman Agency among the top integrated marketing firms in the entire travel and hospitality category.

Our experience working with world-class destinations, major travel brands, individual hotels and resorts, cruise lines, and other travel partners are certainly all key ingredients in our bid to become the marketing partner for Daytona Beach.

On the following pages, we've provided a glimpse into the processes, strategic framework, hyper-integrated business model, creativity, and proven results that will make The Zimmerman Agency an effective and highly-determined partner for Daytona Beach and your local industry partners.

In today's world where Daytona Beach as a destination brand has to compete for attention, consideration, and share of wallet in incredibly competitive environments, we are confident you will benefit from more than thirty years of experience generating unparalleled results for travel clients.

The Zimmerman Agency was a finalist in your most recent review of potential agency partners. Not having the opportunity to work with you still stings. If we are fortunate enough to become your partner, we plan to focus the efforts of our senior most teams on generating the positive Momentum you need to gain a larger share of the future of tourism for Daytona Beach.

We appreciate your consideration and look forward to meeting with you, listening to your needs, and earning the opportunity to be your partner.

Best regards,

Curtis Zimmerman
 Curtis Zimmerman
 CEO & Founder

Table of contents.

Page 2	Letter of Introduction
Page 4	Agency Background
Page 5	Agency Filings
Page 6	Hospitality and Travel Experience
Page 7	Client List
Page 8	Current Status and Projected Direction
Page 10	Agency Services / Overview
Page 25	Sample Media Plan
Page 55	Agency Team
Page 60	Creative Examples
Page 90	Daytona Beach Strategy Brief
Page 96	Required Forms

Basic facts about The Agency.

The Zimmerman Agency was founded in 1987 by Curtis and Carrie Zimmerman. They moved to Tallahassee, Florida after ten successful years in Atlanta to raise their children surrounded by family and the lifestyle a smaller city provided. The business was founded on the principles of integrating advertising and public relations with one vision: **“When clients succeed, we succeed.”** That same vision continues to guide the Agency today.

The Agency has evolved into a hyper-integrated creative communications company with a unique *balance of marketing disciplines* all operating in synergy, unified by client business objectives. The result is the ability to prescribe solutions based on the needs of Daytona Beach, not the limitations of a traditional agency structure.

At the core of everything the Agency provides clients is a proprietary planning methodology and philosophy aptly named; **Momentum**. Through Momentum Planning, the HAAA and agency teams will craft a clear Ambition for the destination brand and a fresh, bold idea to overcome the status quo and accelerate growth.

The culture of the Agency is uncommon in today’s world. Agency DNA is clearly driven by energy and determination. But, our people share a special bond emboldened by the experiences that have lead them to an agency and city where the balance of work and life is enabled through incredible surroundings, friendships and clients.

A few key facts:

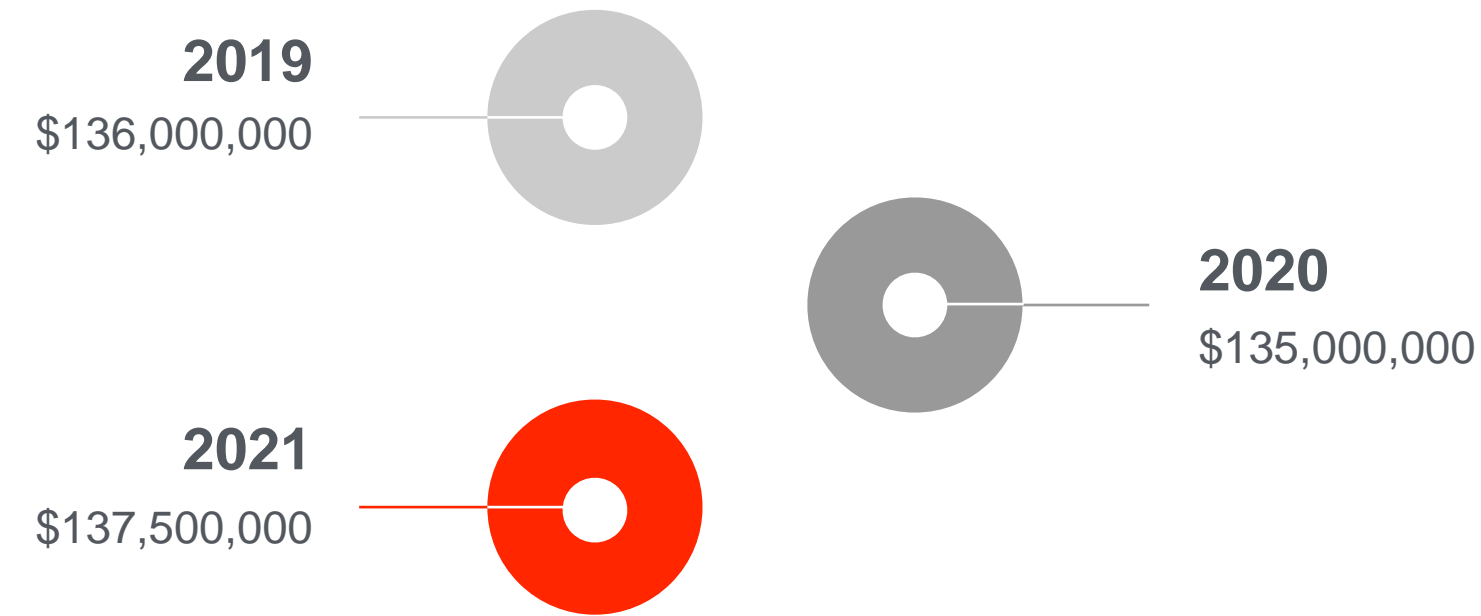
- On a map, you can find the Agency at 1821 Miccosukee Commons Dr., Tallahassee, Florida 32308. On a digital device, you’ll find us at zimmerman.com.
- The Agency employs 110 truly amazing professionals.
- The Agency has won more than 500 awards for creativity including: the One Show, Communications Arts, New York Art Directors Club, D&AD, Graphis, Webby and more.
- The Agency has also won multiple EFFIE awards for marketing effectiveness and is consistently recognized by the HMSAI for outstanding work in the travel and hospitality category.
- Today, The Zimmerman Agency, LLC is owned by the Omnicom Group, but still operates with the same entrepreneurial spirit of the founders.
- The Zimmerman Agency’s Federal Tax ID Number is 27-0833307.
- Your primary contact is Curtis Zimmerman. You can reach him on his cell phone at 850.264.8278 or by email at curtis@zimmerman.com.



Agency revenue.

The Agency has experienced consistent growth every year, for more than ten years. Obviously, the challenges posed by Covid-19 affected many businesses, and The Zimmerman Agency

was no different. With a client base that is greatly influenced by hospitality and travel, the same issues that plagued destination, plagued the Agency. We are happy to report a full recovery.



Travel experience.

From the sun and warmth of the country of Aruba to the ski slopes of Park City, Utah. From the jungles of Belize, to luxury shopping in the Palm Beaches. From resorts on Miami Beach, to boutique hotels in Seattle. From new hotels on Tverskya Street in Moscow, to restored iconic hotels on Madison Avenue in New York. From the history of St. Augustine, Florida, to the hippest new offerings from Ibiza, Spain. From cruise ships to theme parks. **Hospitality**

and travel is the lifeblood of The Zimmerman Agency. Our people, our systems, and our processes are structured to accommodate the needs of travel clients. While we spend a significant amount of time focused on trends that affect travelers, rates and spending that impact RevPAR, ADR, and mix of business that supports segments—**we understand the world of hospitality revolves around our ability to drive revenue.**



• Destinations

- Aruba Tourism Authority
- Belize Tourism Board
- British Virgin Islands
- Cayman Islands Tourism
- Discover The Palm Beaches
- Florida's Emerald Coast
- Florida's Space Coast
- Islands of the Bahamas
- North Carolina's Crystal Coast
- Palm Coast and The Flagler Beaches
- South Padre Island CVB
- Visit Park City
- Visit Central Florida
- Visit Florida
- Visit Florida's Sports Coast
- Visit Laredo
- Visit Tallahassee



• Hotels & Resorts*

- Amsterdam Manor, Aruba
- Beaver Creek Lodge
- Brazilian Court
- Brown Palace, Denver
- Bungalows Key Largo
- Cap Juluca
- Casa DeCampo
- Chateau Elan
- The Greenbrier
- Little Palm Island
- Hotel Crescent Court
- JW Marriott Plant Riverside
- Mahekal Resort
- Marriott Harbor Beach
- Ocean Key Resort
- Pelican Grand
- Streamsong Golf Resort
- The Ritz-Carlton Dallas
- Wild Dunes



• Travel Brands

- Air Transat
- Amtrak
- Autograph Collection
- American Airlines AAdvantage
- Blue Diamond Resorts
- Club Med
- Dollywood
- Four Seasons Hotels
- Hard Rock Hotels
- Hertz Rental Car Company
- Island Company
- Kessler Collection
- The Leading Hotels of the World
- Marriott Hotels & Resorts
- Marriott Vacation Club
- Noble House
- Norwegian Cruise Line
- Ritz-Carlton Company
- Timbers Resorts
- TPC Golf
- Yachts of Seabourn



*This list is a sampling of the hotels and resorts in the Agency's global hotel experience.

List of current accounts*.

ASR Group	2017–Current	Margaritaville Bahamas	2020–Current
Belize Tourism Board	2020–Current	Marriott Vacation Club	2019–Current
Blue Diamond Resorts	2014–Current	Noble House Hotels & Resorts	2012–Current
Brazilian Court Hotel	2015–Current	North Carolina’s Crystal Coast	2007–Current
Clarion University of Pennsylvania	2017–Current	Parm Crisps	2020–Current
C&N Bank	2018–Current	Pilot Pens	2010–Current
CoStar Group	2016–Current	Pinehurst Resort	2021–Current
Crescent Court Hotel Dallas	2017–Current	Renaissance Aruba Resort	2011–Current
Discover the Palm Beaches	2017–Current	Ritz-Carlton Dallas	2018–Current
Domino Sugar	2018–Current	South Padre Island CVB	2021–Current
Duck Donuts	2018–Current	Streamsong Resort	2016–Current
Ft. Lauderdale Marriott Harbor Beach	2021–Current	Tastykake	2012–Current
Hard Rock All-Inclusive Resorts	2012–Current	Timbers Resorts	2021–Current
Hertz Rental Car Company	2019–Current	Visit Central Florida	2017–Current
Hotel DuPont	2018–Current	Visit Laredo	2021–Current
Interstate Hotels & Resorts	1987–Current	Visit Palm Coast	2021–Current
Island Company	2022–Current	Visit Park City	2010–Current
Kessler Hotel Collection	2013–Current	Visit Tallahassee	1987–Current
The Leading Hotels of the World	2020–Current	Westgate Resorts	2017–Current
Mahekal Resort, Mexico	2015–Current	Wild Dunes Resort	2022–Current

*Clients in hospitality and tourism are listed in bold.

Present status and projected direction of our business.

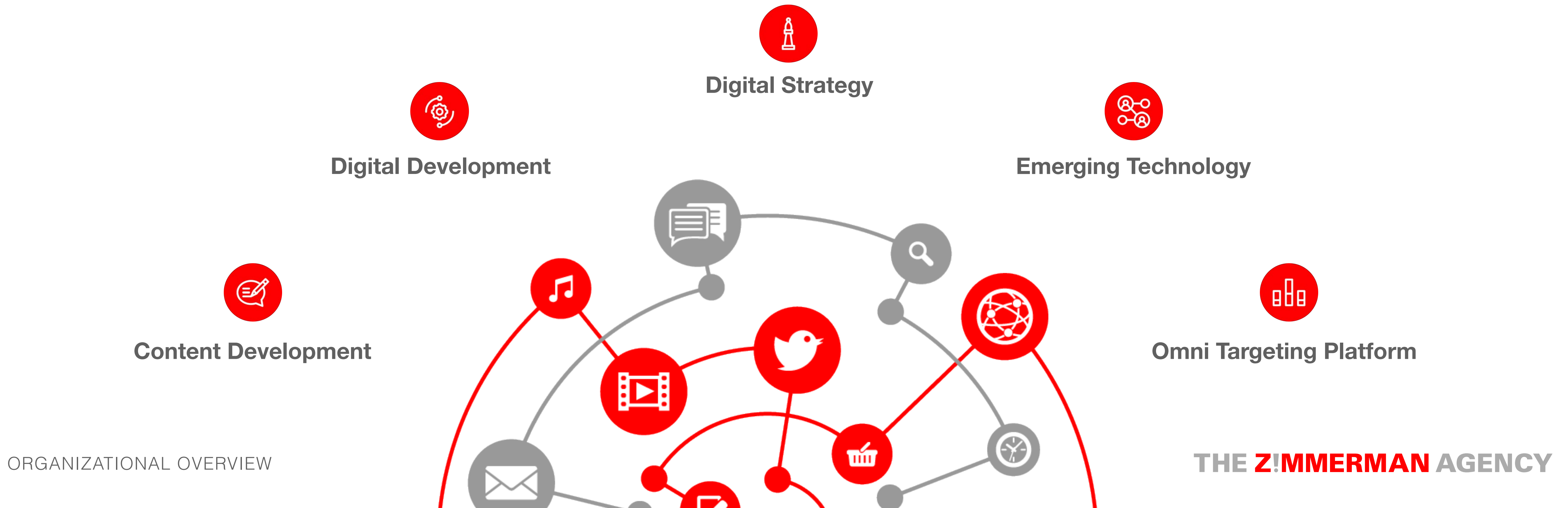
The Agency and our clients have a distinct advantage as we look to the future. The Zimmerman Agency is part of a hyper-integrated marketing communications company providing a significant depth of services including: strategic development, creative + content development, digital activation including website development, social media, public relations, paid media and analytics.

So, why is this an advantage, and what does it have to do with The Zimmerman Agency's projected direction? The world of marketing communications is changing at a rapid pace. And, the potential for additional change to accommodate Web3, NFTs and the metaverse will be upon us sooner rather than later. That also means clients like Daytona Beach will need to adjust to keep pace with the way people travel, how they use digital devices, the way competitors respond to how the destination is positioned for the future, and more. Our ability to adjust to accommodate change is stronger due to our hyper-integrated structure.

And, while our relationship with our parent company, Omnicom, is typically seamless to clients, the added advantage to the Agency is access to early adoption of emerging technology and a clear pathway to making it work for our clients.

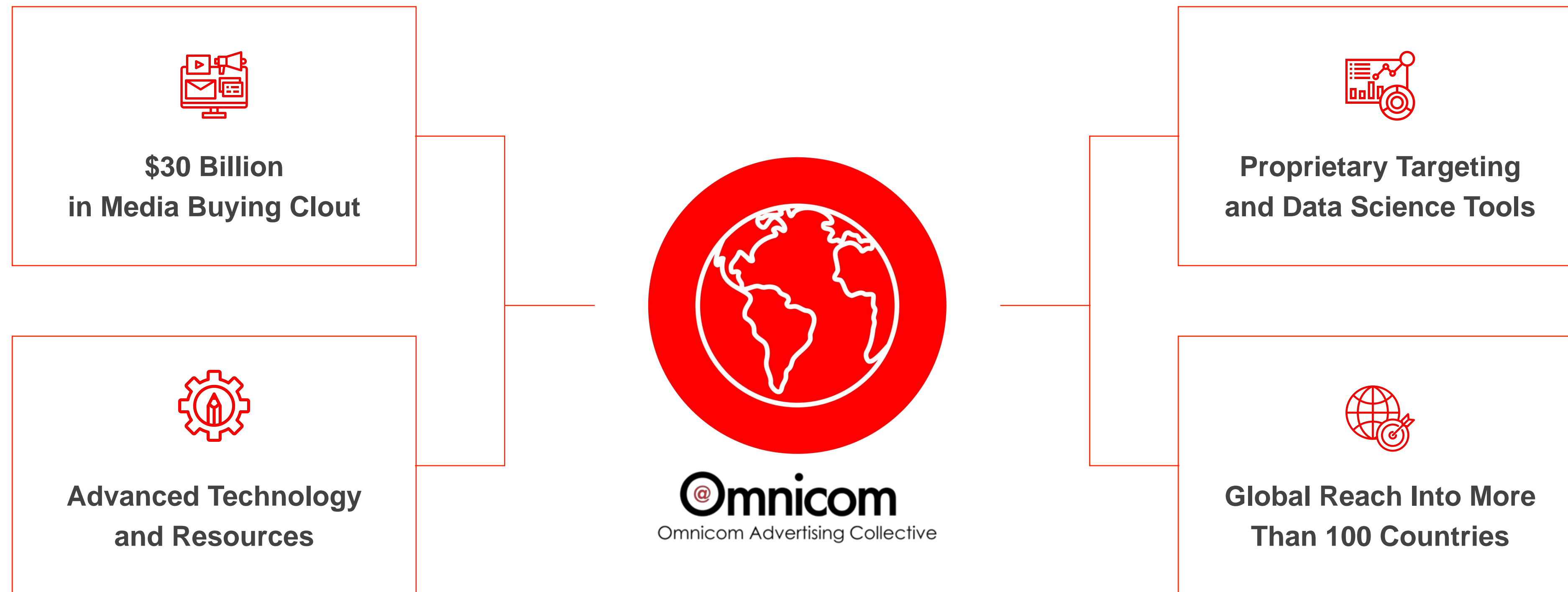
We can't discount the fact that clients will change too. Daytona Beach is a perfect example. The positive change that comes with new additions of upscale accommodations and infrastructure and the need to change perceptions to attract a more upscale travel consumer will require an agency partner that has the capacity to listen, lead and apply the right balance of strategy, creativity and resources to position the destination accordingly.

Our objective is to help our clients gain a larger share of the future. And, we are confident in our ability to achieve that objective. We are prepared as an agency to continue the evolution to meet the ever-changing needs of clients, the media, the digital environment and the audiences you seek.



Part of Omnicom, the world's leading communications holding company. What does that mean for Daytona Beach?

The Zimmerman Agency is part of the Omnicom Collective — an entrepreneurial-minded group of agencies that are part of the Omnicom Group; the world's leading holding company for marketing and communications companies. Omnicom provides the Agency and our clients with an incredible depth of resources, access to advanced technology, and unsurpassed purchasing power for media. For Daytona Beach, that means unsurpassed purchasing power and the ability to stay on the leading edge of technology that will affect how people plan travel — not just in the future, but now. The added strength and reach expands our ability to stay ahead of your competition exponentially.



Purpose-built marketing solutions.

The Agency is built on a unique platform. Four disciplines, all working in synergy. In one agency, clients can gain time, attention and expertise from highly experienced specialists in traditional advertising, digital, social media and public relations.

We understand that public relations and the implementation of social media is not part of your RSQ, but the simple fact we provide the added depth inside the Agency means we recognize the value and importance of each discipline and will ensure they are part of the integrated effort to inspire your audiences. As a result, solutions are based on the needs of Daytona Beach, and not the limitations of a traditional agency structure. In a world where consumers have choices, one thing is no longer enough.



List of services offered by in-house staff of The Zimmerman Agency.

The Zimmerman Agency is a hyper-integrated agency with the ability to provide a significant depth of services. Our objective is to provide purpose-built solutions based specifically on the needs of Daytona Beach, and not the limitations of a traditional agency. While your RSQ does not include all of these services, the comprehensive services provided by the Agency are listed below.

Strategy / Planning

Proprietary planning methodology and process to overcome the status quo and accelerate growth.

- Momentum Planning
 - Truths and insight exploration
 - Ambition Composing
 - Momentum idea & roadmap
- Marketing communications planning
- Market definition
- Key strategies & initiatives
- Budget

Creative + Content Development

Cross-channel creative solutions to move the people and culture that move our client's business.

- Ideation and development
- Copywriting & art direction
- Cross-channel design
- Experiential activations
- Prototyping
- In-house content studio / video editing
- Studio design services
- Production management

Media Planning & Placement

In-house media strategy, planning and buying backed by \$30 billion in Omnicom buying clout.

- Strategy development
- Media / audience research
- Audience Connection Mapping
- Media negotiation
- Media placement
- Campaign optimization
- Campaign reporting

Digital

World-class digital solutions tucked neatly inside of a hyper-integrated agency, resulting in a digital-always mentality.

- Digital strategy development
- Website design & development
- Digital content development
- CRM / Database marketing
- CRM / CMS integration
- SEM / SEO
- ECommerce & mCommerce
- Performance reporting

Public Relations

Unique balance of strategy and creativity to impact and affect positive exposure for the brand.

- Communications strategy
- Creative storylines
- Media relations
- News bureau activity
- Promotions
- Co-branding
- Influencer marketing
- Crisis management

Social Media Marketing

Operating from an impressive command center, teams build engagement and advocacy that will lead to conversions.

- Strategy development
- Content planning / creation
- Content seeding & distribution
- Community management
- Social listening
- Paid ad management
- Influencer marketing
- Reporting

Brand Development

Planning and development from the ground-up to brand refresh, including design and implementation.

- Brand exploration
- Explore insights and truths
- Ambition composing
- Brand book & guidelines
- Provide brand foundation / architecture
 - Positioning
 - Personality
 - Brand filters
 - Values
 - Visual identity
 - Verbal identity

Analytics & Analysis

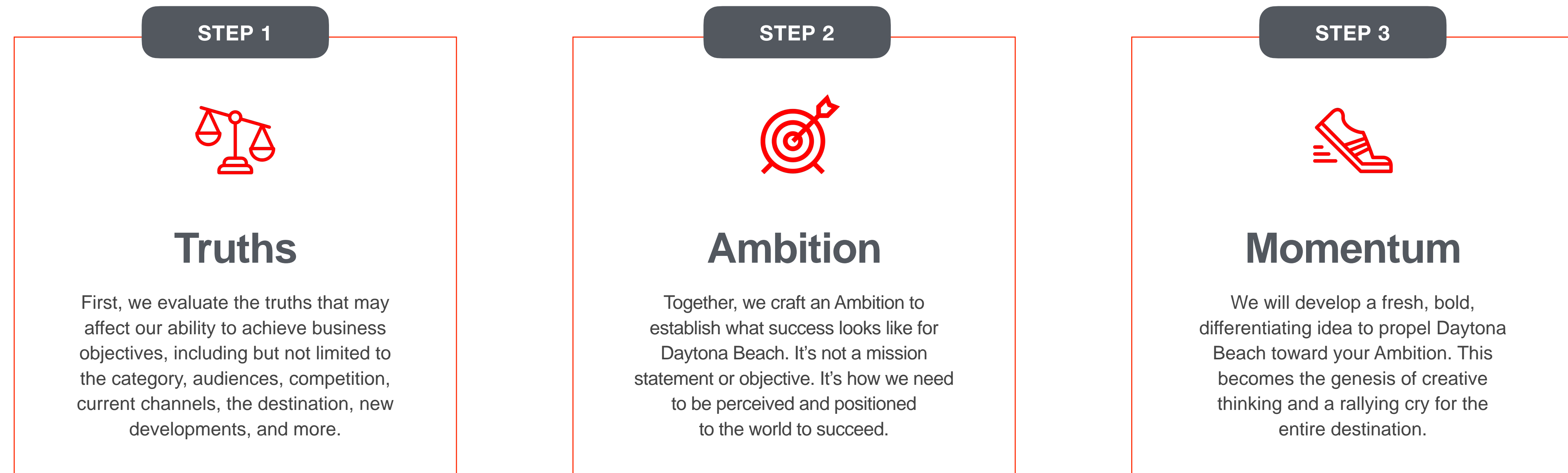
Custom analytics based on key performance indicators and communications objectives.

- Digital
- Media
- Traffic source
- Conversion rates
- Public relations
- Audience engagement
- Revenue
- ROI

Planning methodology to accelerate growth for the destination.

Momentum is our planning methodology. It's how we develop insights, strategies, actions, ideas and messages to influence audiences and accelerate growth. Momentum is not simply about communications. When clients embrace Momentum, the results can motivate and inspire internal and external audiences. **Momentum Planning** is a three-step process that begins with Momentum Day(s); a highly-collaborative process to **incorporate the opinions and experience of key stakeholders**. We craft a roadmap incorporating all three steps in

Momentum Planning to establish the foundation of strategic and creative thinking. Concurrently, the Agency will develop a strategic plan prescribing traditional, digital, and emerging channels to connect with your audiences. The Momentum Idea serves as the genesis of everything we do together to accelerate growth, including the foundation of every integrated campaign. And, because it is a collaborative process, we ensure the insights of the client and local industry partners are incorporated at the forefront of every campaign.



Momentum Planning begins with a series of customized exercises that are conducted with key stakeholders. The Agency leads half-day sessions to identify the context surrounding the brand, your audiences, competition, and the opportunity that may affect our ability to achieve your objectives.

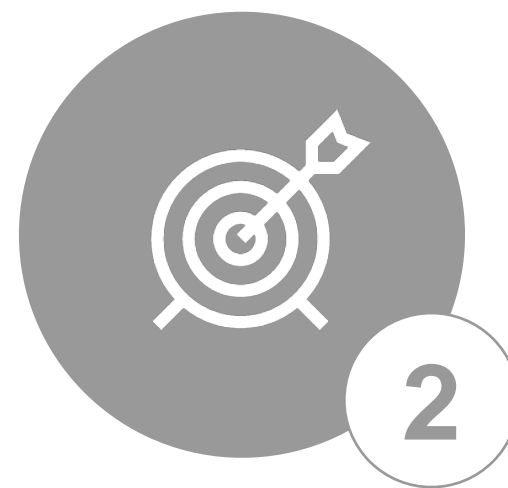
Choreographed process to gain momentum.

Momentum Planning has been developed over time to overcome many of the conventions that serve as obstacles to success, and create the Momentum you need to accelerate the right type of growth for the destination. Truths set the stage for our efforts.

Ambition Composing is a tool to provide structure and purpose, and ultimately to define what “success” looks like for Daytona Beach. And, the Momentum Idea is the catalyst to strategy and creativity that will drive our efforts on your behalf.



Truths



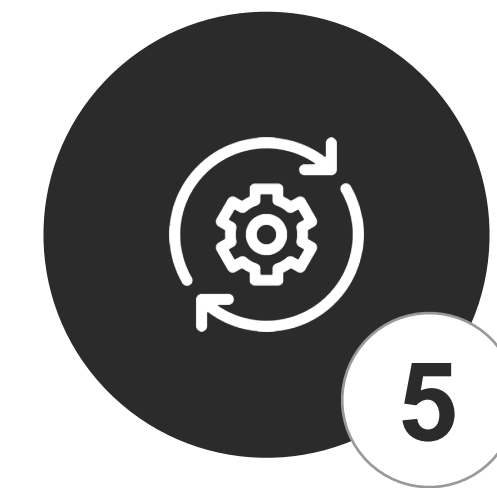
Ambition



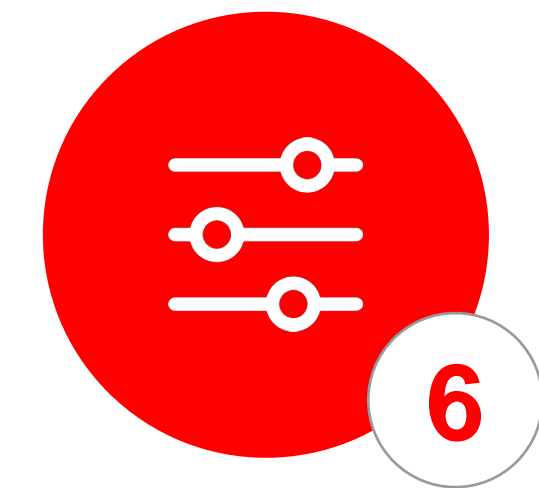
**Momentum
Roadmap**



Strategic Plan



Execute



**Measure,
Adjust, Repeat**

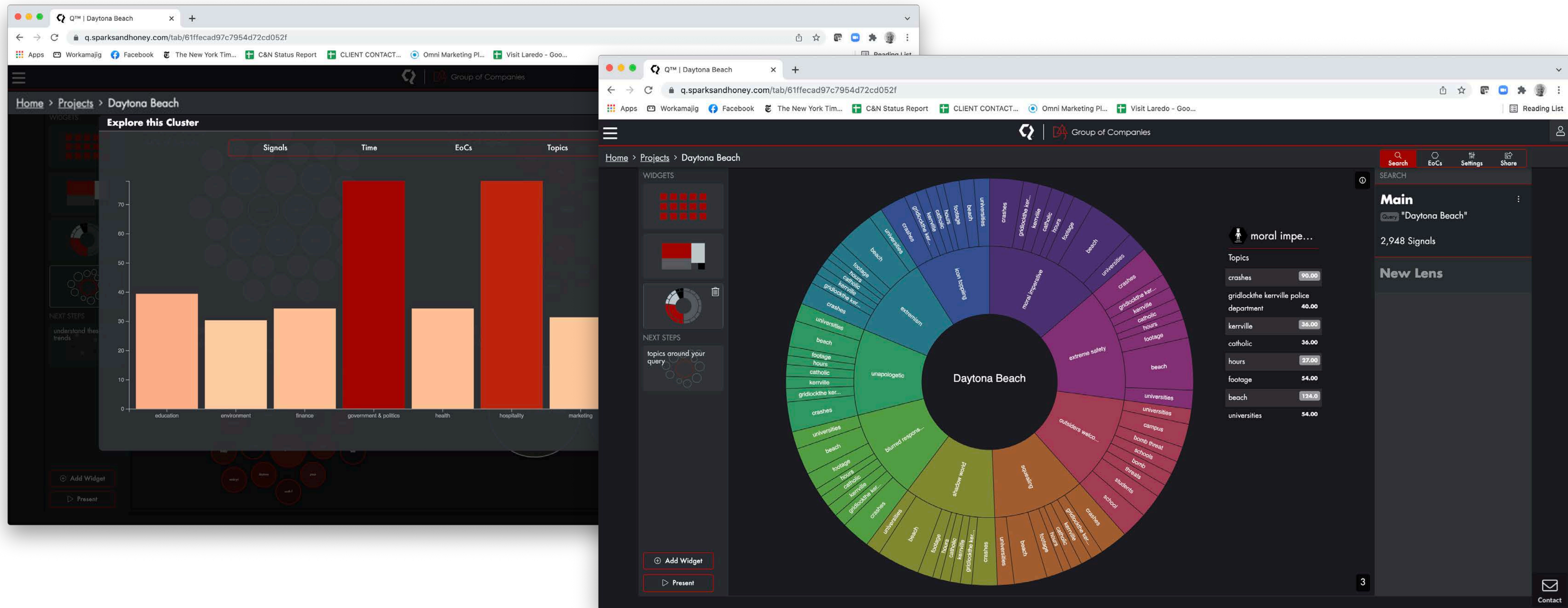
Six-step process

The first three steps in the process are designed to generate a “roadmap” for the destination. Concurrently, the Agency will work closely with you to develop an integrated marketing plan with a prescriptive approach to the most effective way(s) to deliver the message. The fifth stage is focused on execution — how the Momentum Idea will come to life. Ultimately, measurement becomes a constant throughout the process, and our ability to remain nimble to make timely adjustments is critical.

Data driven tools to provide timely audience insights.

The Zimmerman Agency also deploys several data-based tools for gathering insights and informing the strategic process as part of our approach to planning. The Agency utilizes primary and secondary tools to understand the cultural landscape specific to Daytona Beach. In addition to secondary tools like Iconoculture, The Zimmerman Agency utilizes the “Q”

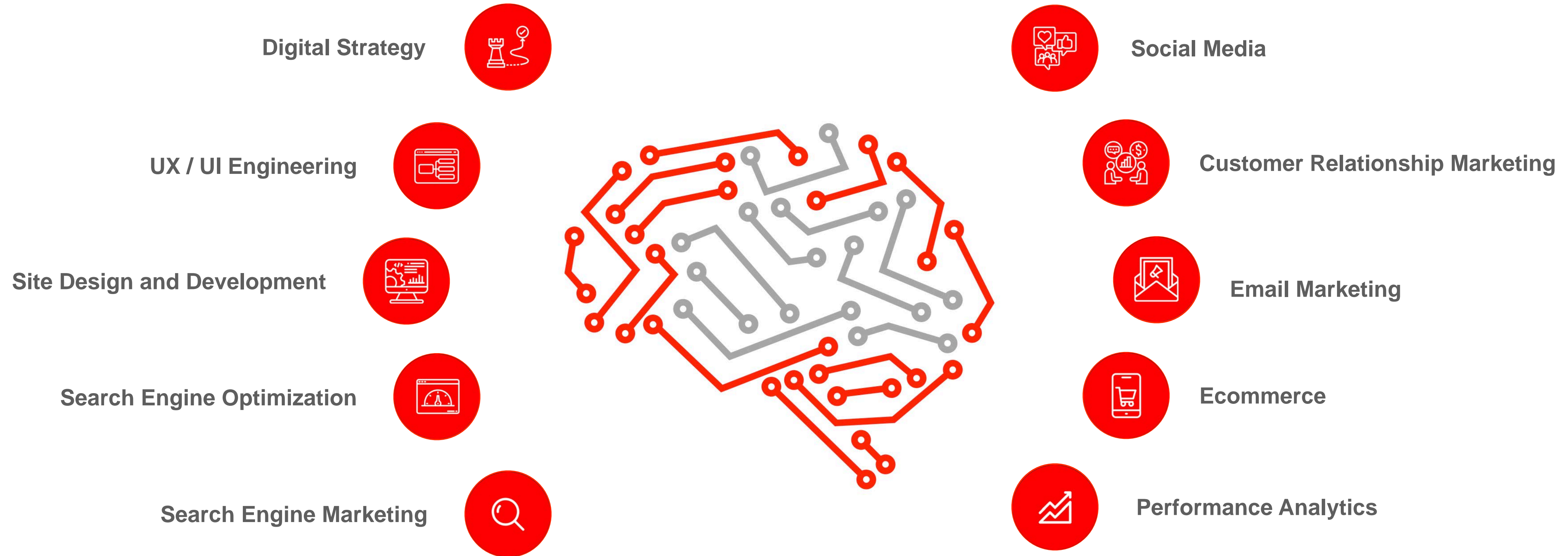
platform, developed by our Omnicom partner agency, Sparks & Honey, to identify where Daytona Beach is trending in culture, and uses these flash points to inform the creative and content strategies. The sample screenshot below represents the types of data we can easily and quickly gather to ensure our efforts are smart, targeted and efficient.



If it's digital, it's likely we do it for our travel clients.

We've built an incredible digital solutions group inside of the Agency's hyper-integrated structure. We generate innovative digital solutions for our clients and to their audiences in the most relevant and timely platforms possible. **We have the tools, technology, and talent to execute with digital leadership** and the strategic intelligence to remain focused on your business objectives for the destination. We will focus digital activation through the right

digital channels to drive the audience to a desired conversion. As the world turns at the speed of culture and new technology is introduced to influence a tech savvy audience, Daytona Beach needs a digital partner that adapts every day. Through our Omnicom resources, Daytona Beach will **gain access to leading edge digital platforms and the ability to access, test and validate emerging technology.**

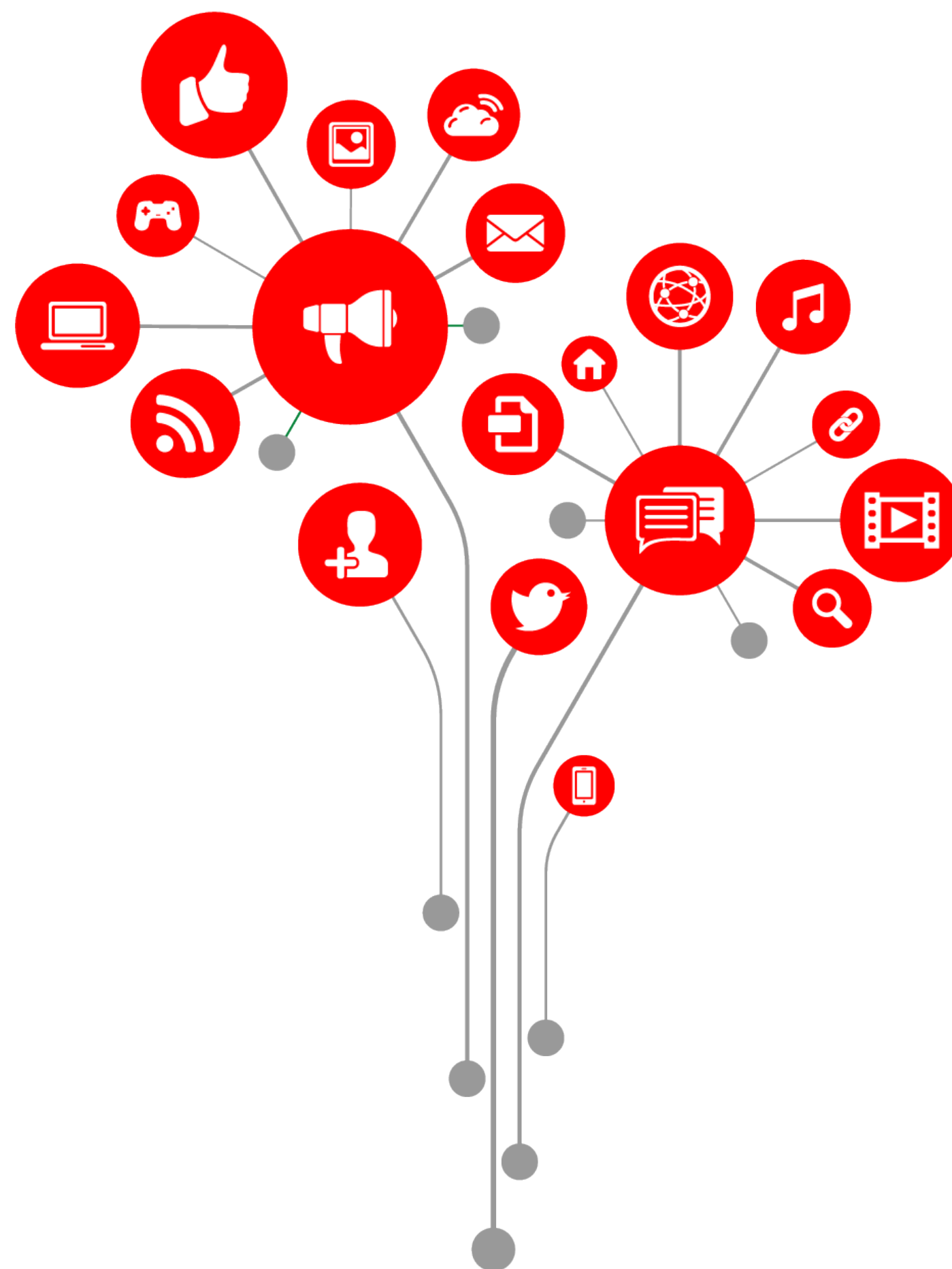


We're using social media to influence travel decisions.

Engagement is only one part of the social media equation. The true power of social media is the ability to influence the audience with the right content and conversations to lead them to a desired conversion. We've developed a comprehensive approach to social media to affect booking decisions by incorporating data and technology to guide content strategy and community management.

We have also developed a full-service content studio that includes in-house photography and video production. Social media is a **serious marketing channel with the ability to drive serious revenue**. And, that's exactly how we approach it.

For many destinations, we work in collaboration with the client teams to supplement services including strategy, content, paid social media or analytics.



Social Strategy

Platform Development

Content Planning

Content Development

Community Management

Paid Social Media

Influencer Amplification

Listen + Respond

Crisis Management

Performance Analytics

An uncommon approach to Public Relations.

The conventional view of PR includes publicity, press conferences, and news releases. What differentiates The Zimmerman Agency from any firm – anywhere – is our belief that **PR needs to be anything but conventional.** Strategy will lead our efforts, but creativity will extend the boundaries of traditional PR to enhance exposure and provide a greater return on your

investment. To capture the attention of the audience, we must be **highly creative storytellers.** And, **we should be held accountable at the bottom line.** It's how we've grown to be among the two largest firms in the entire hospitality and travel category. It's how we will exceed your expectations.

PUBLIC RELATIONS

- Communications Audit
- Strategy & Planning
- News Bureau / Publicity
- Content Development
- Social Media Amplification
- Influencer Marketing
- Digital Optimization
- Promotions
- Media Leveraging
- Co-Branding
- Experiential / Activations
- Sponsor Enhancement
- Broadcast Spokesperson
- Media Training
- Crisis Management



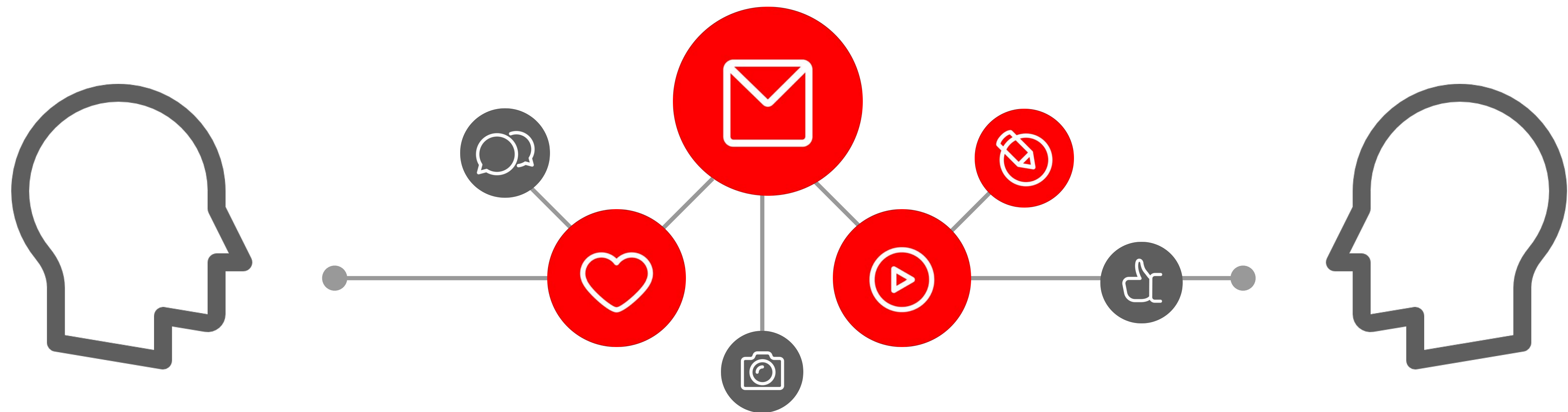
The Zimmerman Agency is currently ranked as the second largest PR firm in the entire hospitality and travel category.

$$\text{STRATEGY} + \text{CREATIVITY} + \text{RELEVANCE} = \text{EXPOSURE}$$

The influence of influencers that will matter to Daytona Beach.

Influencer marketing has gone from a fledgling attempt to use social channels to inspire audiences to a \$6.5 billion industry. A closer look at influencers as a channel for Daytona Beach reveals a shift toward smaller niche influencers as a more trustworthy, community-connected group that is driving the behavior of potential guests. Agency teams can provide the experience, insight, and technology to help manage and influence the world of influencer-related travel.

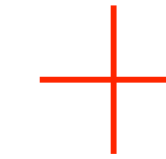
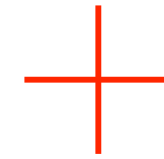
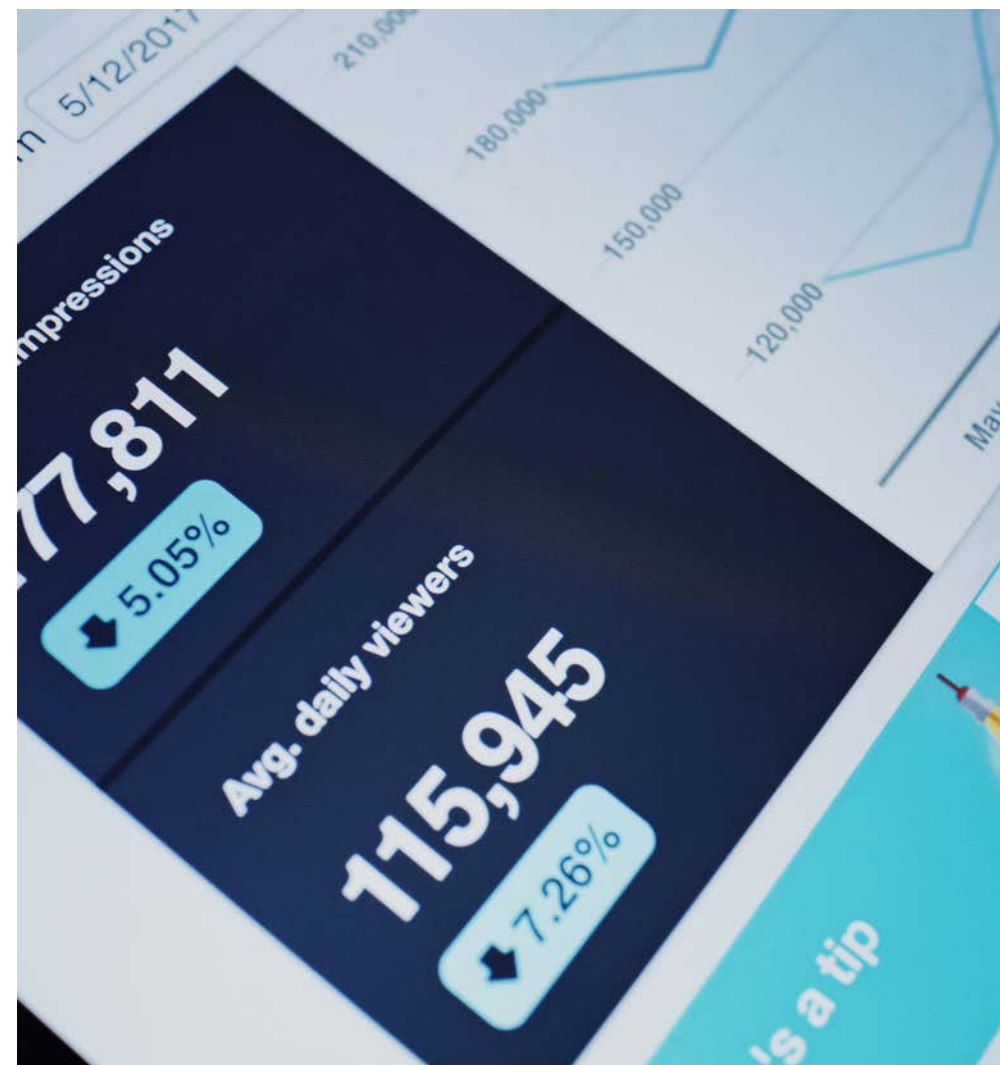
In addition to public relations practitioners, the Agency has a full-service social media division. The existence of social inside our agency provides access to specialists in influencer marketing and an understanding of how to amplify the exposure of influencers. **Our ability to collaborate with your social media is a critical vantage point in the effort to manage influence in your favor.**



Structure and experience to drive paid, owned and earned media.

Many brands, and quite frankly many public relations firms struggle with the balance or lack of balance between paid, owned, or shared media and paid media. **We are part of a hyper-integrated agency where social media and media planning and buying are vital parts of the equation.** The advantage to the Agency and our clients is the ability to view opportunities

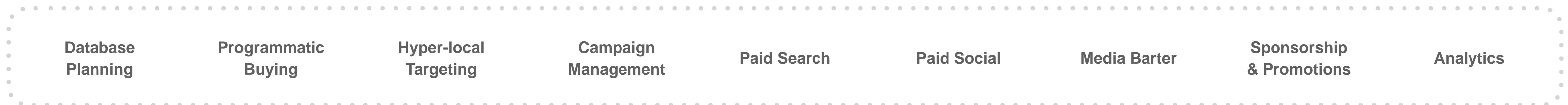
through a collaborative lens ensuring the combination of efforts is integrated and that public relations can fully leverage social media, shared content, and the dollars you may invest in advertising or paid social media and search. **Teams are literally working side-by-side on your behalf and negotiating to amplify your messages through every channel.**



Media planning and buying supported by \$30 billion in buying power.

Media has changed because of two simultaneous forces: 1) consumer behavior and attitudes are changing; and 2) the unending availability of data and technology have changed what's possible in media planning, media buying and measurement. Because of how and where people consume content, we look at planning holistically, across channels, devices, and data sources. One thing that has not changed is the importance of buying power.

As an Omnicom agency, we will leverage more than \$30 billion of purchasing clout on your behalf. That means lower rates, more to invest, greater influence and more opportunities. We have developed a tremendous balance of traditional and digital capabilities that keep clients ahead of the competition and ahead of new and emerging media technology. **We follow a disciplined process and formula for success:**



\$30 Billion in media purchasing power in North America.

We are relentless in our pursuit of data and intelligence to support the approach to targeting and influence through media channels. We believe messages and mediums must be relevant to the way audiences consume media. And, finally, channels allow us greater control of delivering messages at the point of greatest influence on the travel booking decision. The Agency maintains a considerable amount of tools and technology to support the depth and breadth of media to ensure we reach the intended target with the intended message at the intended time. Omnicom also enables agency teams to leverage more than **\$30 billion in purchasing clout for our clients.**

Full-funnel approach to media.

There is a temptation in media to proclaim “it’s not one thing, it’s everything”. In reality, we have to be far more consumer-focused and purpose-driven in our approach to find the “right thing”. The travel purchase cycle is not absolute. But, we understand enough about the consumer and the travel planning journey to know that timing and relevance is critical throughout the funnel. Changing messages and mediums ensures our efforts to target the individual does not result in over-saturation, or needless elevation of CPM’s.

A full-funnel approach provides a clear path that coincides with the journey rather than trying to battle for the potential visitors attention throughout the process. It also allows our teams and our media vendors to match the media with a purpose. And, it provides a more exact understanding of each phase and the appropriate weighting at the appropriate time ensuring we are not attempting to deliver top-of-the funnel tactics during a critical lower funnel decision phase. **The end result for Daytona Beach is greater efficiency, focus and ultimately — measurable results.**



Reaching the right audiences across multiple channels.

Every campaign we create for the Daytona Beach will be custom built to achieve measurable results and outcomes based on the objectives for the campaign, season and audience.

Generating visitors is not all about paid media. **Cross-channel marketing is a critical element of the strategy.** However, determining the relationship between each channel is crucial.

FULL-FUNNEL PROGRAMMATIC TACTICS

1. Discover & Engagement

Proprietary audience audit, pre-roll video/rich media ad units and premium publisher relationships.

2. Target Acquisition

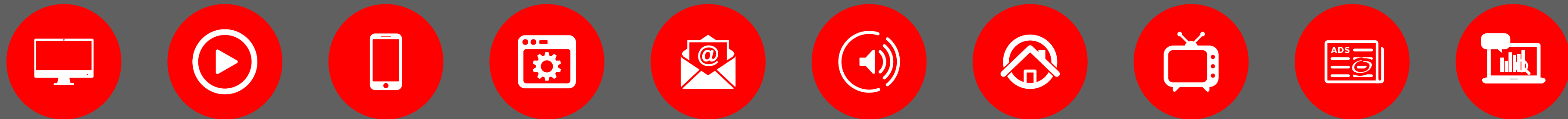
Proprietary custom algorithms, event-driven (e.g., weather) audience targeting (demographic/ behavioral data) and contextual targeting.

3. Target Re-engagement

Site visitor retargeting, search query retargeting and CRM-driven display retargeting.

Reach Target Audiences Across Multiple Media Channels

Tactics can be activated across multiple media channels for unified cross platform audience targeting.

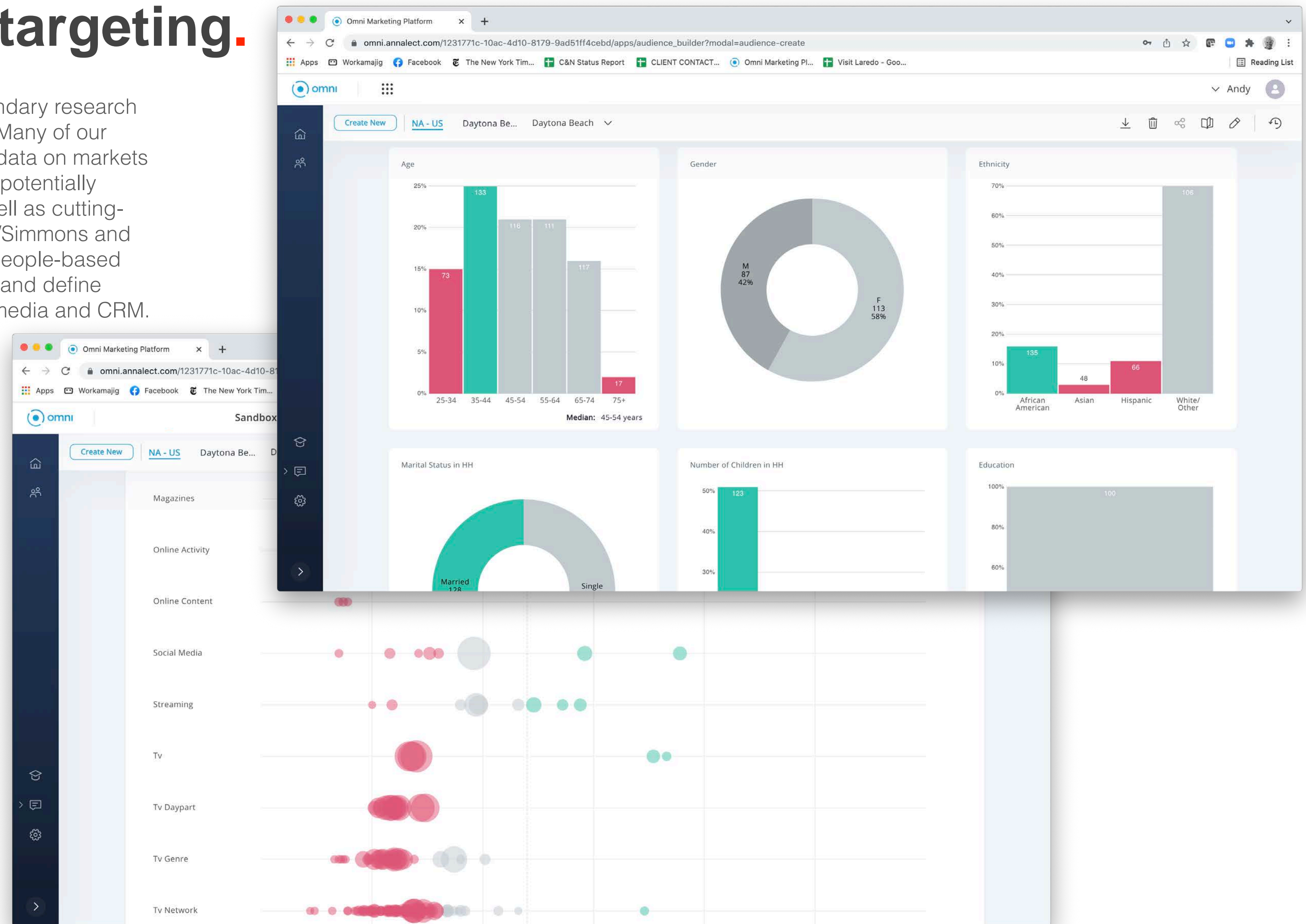


Approach to audience targeting.

The Zimmerman Agency will use a variety of primary and secondary research tools to identify and profile the ideal target for Daytona Beach. Many of our clients also use third party tools, including Arrivalist to provide data on markets and audience behavior. We will create individual “personas” of potentially valuable targets through a combination of traditional tools as well as cutting-edge audience builders. In addition to traditional tools like MRI/Simmons and Nielsen, The Zimmerman Agency uses Omni, our proprietary, people-based precision marketing and insights platform, designed to identify and define personalized consumer experiences at scale across creative, media and CRM.

The sample screenshots on this page illustrate how Omni can become crucial to identifying best prospects for our clients by building a potential audience from your origin markets based on real consumer data harvested through various datapoints like Google, Facebook, Neustar, LiveRamp and Experian. These topline screenshots identify an opportunity target cohort for Daytona Beach tourism, an audience in six key drive market states (Florida, Georgia, Alabama, South Carolina, North Carolina, and Tennessee).

The audience that Omni identified includes of 608K consumers, 296K households and 2.74MM devices. The potential audience is robust and over-indexes in the 35-44 age group, while showing an opportunity to get younger consumers (under-indexes 25-34). The current median target is age 45-54. The potential audience is average income (\$55K-75K HHI) with an opportunity to attract those within the \$150K cohort. We can parse the data in the best interest of identify true behavior based on actual consumers – for example, the interests chart outlines an affinity for auto/ motorcycle racing, NASCAR, equestrian, with media consumption around social media, streaming services and magazines -- and not merely demographic projections or assumptions.



World-class media and targeting technology.

More than ever before, technology is the most important ingredient to effective media planning / buying. As an Omnicom agency, we provide planners and buyers with the most

advanced tools and technology, as well as the most advanced media research and analytics to drive efficiency and effect the productivity of the destination's media dollars.



Google Ads



Google Marketing Platform



Google Ad Manager



Google Analytics



SAMPLE MEDIA PLAN



FY 2021/2022 Media Plan

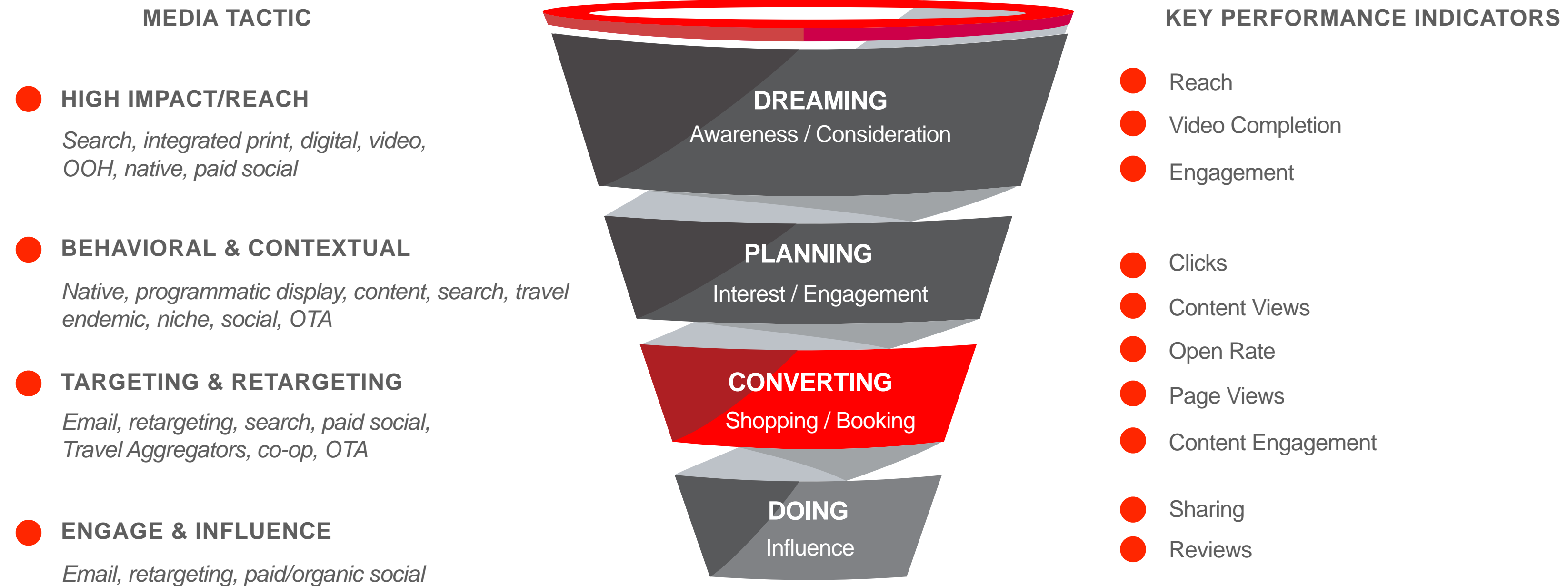
November 12, 2021



Media objectives.

Activate advanced digital display efforts while integrating optimizations with all Marcom efforts

- Develop and execute a targeted full-funnel approach to media that will educate our audiences about all that South Padre Island has to offer.
 - A full year promotional media plan to drive awareness, consideration, web traffic and accommodation revenue



Upper and middle funnel tactics “fill the funnel” with consumers that show intent to travel and drive them towards booking at our destination. Social continues the conversation during/post visit.

**FAMILY
SPRING BREAK**

Strategic approach.

1. Activate the right mix of targeted media that will generate awareness and excitement about Spring Break on South Padre Island that will ultimately drive higher web traffic and accommodation revenue
 - Programmatic Digital
 - OTT/Connected Television
 - Paid Social
 - SEM
 - Negotiate value-added packages to extend reach/frequency of messaging
 - Leverage investment to expand our exposure via value-added efforts
 - Advertorial
 - Promotions
 - Public Relations

Target audience.



01 Lifestyle

- Families
- Multi-Generational

■ Activities:

- Beach/Water
- Fishing/Diving
- Nature/Eco

02 Demographic

- Primary
 - Adults 25 - 44
 - Avg HHI \$75k+
 - Married

■ Generation

- Millennials/Gen Z

03 Geographic

- Texas
 - RGV
 - Houston
 - Dallas/Ft.Worth
 - San Antonio
 - Austin
 - El Paso
 - Corpus Christi

Digital activation.

Incorporate a mix of direct-to-publisher, Programmatic initiatives, and premium video placements to provide coverage and reach the most in-market for travel individuals.

- Centro-Basis Programmatic Digital Network
 - Tactics including Programmatic Digital Banners and Pre-Roll Video to drive awareness and consideration amongst users that are actively searching for their next Texas / competing destination vacation
 - Targets: Hotel searchers, Leisure/Family Travel, Outdoor/Nature/ Sporting and in-market for travel to South Padre Island and competitive destinations
 - Reach through different targeting tactics including Contextually, Demographically, Keyword Contextual, Behavioral, & Look-A-Like Modeling
 - Activate presence during peak season for Family Spring Break
 - Activity and dollars flighted from December through April
 - Geographic targeting will be toward in-state prospects
- Connected TV through StackAdapt to raise awareness in key markets by visually showcasing the South Padre Island's brand in a high quality living room format
 - Tier 1 PMP Network of top publishers only
 - Tactics including Video in the Connected TV format only and Display banners to efficiently retarget users exposed to CTV ads
 - Targets: Users in-market for travel for a Texas vacation, family travel, and outdoor enthusiasts
 - Flighted to align with seasonality
 - Similar geographic targeting set up to Programmatic buy



SEM activation.

Paid search will be activated across Google Ads Platform, the leading search engine

- Utilize Google Ads for Paid Search efforts and focus on Google
- Set-up account structure to allow for dedicated campaigns and ad groups to easily shift budget that need additional support and promotion
- Target in-market audiences offered including vacation rentals, hotels and accommodations, and family
- Campaigns:
 - Brand
 - Things to Do for Spring Break
 - Events during Spring Break
 - Places to Eat for Spring Break
 - Accommodations for Spring Break
 - Non-Brand
 - Competitor Destinations
 - Things to Do for Spring Break (Competitor)
 - Events during Spring Break (Competitor)
 - Places to Eat for Spring Break (Competitor)
 - Accommodations for Spring Break (Competitor)
- KPI's
 - CTR
 - Conversions
 - Average Cost per Click

Paid social activation.

Paid social will be activated across social platforms: Facebook and Instagram

1. Implement reach, traffic and brand awareness campaigns throughout platforms
2. Audience targeting
 - Families with kids: prospecting based on age, geographic location, and interests
 - Lookalike audiences based off of website visitors
3. Creative to be refreshed using South Padre Island content
 - Video to be implemented in the majority of ads
 - Messaging to center around:
 - Things to Do in SPI with your family for Spring Break
 - Family Friendly Spring Break Destination
 - Family Friendly Places to stay in SPI for Spring Break
 - KPI's
 - CTR: Click Through Rate
 - CPC: Cost Per Click
 - Reach
 - Impressions



**COLLEGE
SPRING BREAK**

Strategic approach.

Activate the right mix of targeted media that will generate awareness and excitement of South Padre Island that will ultimately drive higher web traffic and accommodation revenue

- Programmatic Digital
- Streaming Audio
- Paid Social
- SEM
- Negotiate value-added packages to extend reach/frequency of messaging
- Leverage investment to expand our exposure via value-added efforts
 - Advertorial
 - Promotions
 - Public Relations

Target audience.



01 Lifestyle

■ College Students

■ Activities:

- Beach/Water
- Fishing/Diving
- Nature/Eco

02 Demographic

■ Primary

- Adults 18 - 24
- Fraternity
- Sororities

■ Generation

- Older Gen Z

03 Geographic

■ Texas

- Houston
- Dallas/Ft.Worth
- Arlington
- San Antonio
- Austin
- El Paso

■ Texas

- Lubbock
- Abilene
- Corpus Christi
- Oklahoma
- OKC
- Norman

Digital activation.

Incorporate a mix of direct-to-publisher, programmatic initiatives, and premium video placements to provide coverage and reach the most in-market for College Spring Breakers.

- Centro - Basis Programmatic Digital Network
 - Tactics including Programmatic Digital Banners and Pre-Roll Video to drive awareness and consideration amongst users that are actively searching for their next Texas / competing destination vacation
 - Targets: Hotel searchers, beach vacations, spring break, and college students in-market for travel to South Padre Island and competitive destinations
 - Reach through different targeting tactics including Contextually, Demographically, Keyword Contextual, Behavioral, & Look-A-Like Modeling
 - Consistent presence during peak spring break time with display
 - Activity and dollars will be flighted during January through April
 - Contingency plan to target Texas/Oklahoma college students at Texas hosted bowl games
 - Geo-fence stadiums/popular entertainment areas
- Spotify
 - Tactics include run of site across all audio inventory on [spotify.com](https://www.spotify.com)
 - Targets: Hotel searchers, beach vacations, spring break, and college students in-market for travel to South Padre Island and competitive destinations
 - Consistent presence during peak spring break time with display
 - Activity and dollars will be flighted during January through April

Basis
BY CENTRO

 **Expedia**[®]

 **StackAdapt**

SEM activation.

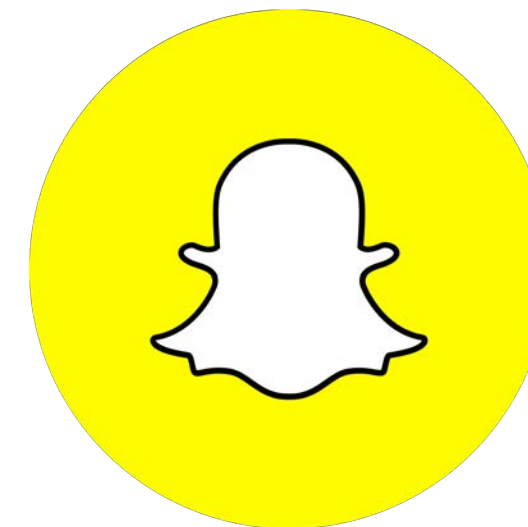
Paid search will be activated across Google Ads Platform, the leading search engine

- Utilize Google Ads for Paid Search efforts and focus on Google
- Set-up account structure to allow for dedicated campaigns and ad groups to easily shift budget that need additional support and promotion
- Target in-market audiences offered including college students and spring breakers
- Campaigns:
 - Brand
 - Things to Do for Spring Break
 - Events during Spring Break
 - Places to Eat for Spring Break
 - Accommodations for Spring Break
 - Non-Brand
 - Competitor Destinations
 - Things to Do for Spring Break (Competitor)
 - Events during Spring Break (Competitor)
 - Places to Eat for Spring Break (Competitor)
 - Accommodations for Spring Break (Competitor)
- KPI's
 - CTR
 - Conversions
 - Average Cost per Click

Paid social activation.

Paid social will be activated across social platforms: Instagram, Snapchat and Tiktok

1. Implement reach, traffic and brand awareness campaigns throughout platforms
2. Audience targeting
 - College Students & Spring Breakers: Prospecting based on age, geographic location, and interests
 - Lookalike audiences based off of website visitors
3. Creative to be refreshed using the prior Spring Break Campaign
 - Video to be implemented in the majority of ads
 - Messaging to center around:
 - How to Talk to Your Parents
 - Plan Your Epic Spring Break at SPI
 - Why SPI Needs to Be on Your Spring Break Destination List
 - KPI's
 - CTR: Click Through Rate
 - CPC: Cost per Click
 - Reach
 - Impressions



Spring break media plan.

	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
Family Programmatic						XXXX	XXXX	XXXX	XXXX	XXXX		
Family OTT						XXXX	XXXX	XXXX	XXXX	XXXX		
Family Paid Social							XXXX	XXXX	XXXX	XXXX		
Family SEM							XXXX	XXXX	XXXX	XXXX		
College Programmatic							XXXX	XXXX	XXXX			
College Streaming Audio								XXXX	XXXX			
College Paid Social							XXXX	XXXX	XXXX			
College SEM							XXXX	XXXX	XXXX			



ANNUAL PLAN

Target audience.



01 Lifestyle

- Couples
- Families
- Multi-Generational

■ Activities:

- Beach/Water
- Fishing/Diving
- Nature/Eco

02 Demographic

■ Primary

- Adults 25 - 64
- Avg. Age 46
- Avg HHI \$75k+
- Married

■ Generation

- Millennials/Gen X
- Gen Z
- Boomers

03 Geographic

■ Texas

- RGV
- Houston
- Dallas/Ft.Worth
- San Antonio
- Austin
- El Paso
- Corpus Christi

■ Oklahoma

- Minnesota
- Missouri
- Colorado

Strategic approach.

Activate the right mix of targeted media that will generate awareness and excitement of South Padre Island that will ultimately drive higher web traffic and accommodation revenue

- Consumer Print
- Niche Print
- Group Print
- Digital Display
- Programmatic Digital
- Native Digital
- Group Digital
- SEM

- Negotiate value-added packages to extend reach/frequency of messaging
- Consider a dedicated South Padre Island media co-op program to aid local partners marketing efforts
- Take advantage of partnership affiliations to extend our reach and efficiencies
 - Travel Texas
- Leverage investment to expand our exposure via value-added efforts
 - Advertorial
 - Promotions
 - Public Relations

Print/digital activation - Leisure travel.

Utilize high-profile print partnerships that create brand awareness against our key target audiences in top source markets
 Incorporate larger ad sizes for greater impact (FP, 1/2 page units)
 Negotiate digital programs for multi-touchpoint approach

- National Titles (Regional Editions)
 - AARP The Magazine (Texas)
 - Southern Living (Texas)
- Regional/State/City
 - Austin Magazine
 - Print + 2x e-newsletters
 - San Antonio Magazine
 - Print + 2x e-newsletters
 - Texas Highways
 - Print + 3x e-newsletters
 - Texas State Travel Guide
 - Texas Monthly
 - Print + 2x e-newsletters



Print/digital activation - Niche.

Audience segments important and unique to South Padre Island will be reached through leading vertical publications

- Utilize larger ad sizes for greater impact (FP, 1/2 page units)
- Birding
 - Living Bird
 - Birding
 - Bird Watchers Digest
 - AllAboutBirds.com
- History/Preservation
 - Authentic Texas
 - Preservation
- Outdoors
 - Texas Parks & Wildlife
 - Texas State Park Guide



Print/digital activation - Meetings.

Elevate awareness and promote South Padre Island's meetings experiences to meeting planners, influencers and decision makers via targeted industry print and digital partnerships. Utilize larger ad sizes for greater impact (FP, 1/2 page units)

- Association
 - Association Leadership - TSAE
 - Print + Annual PRO Digital Package
- Convention
 - Convention South
- Group/Tour
 - Group Tour Magazine
 - Group Travel Leader
- Meetings
 - Meetings Today
 - Print + 4x e-newsletters
 - MPI
 - Print + 2x e-newsletters + 300k digital banner impressions
 - Prevue
 - Print + 4x e-newsletters + Texas Prevue Meeting Sponsorship
 - Small Market Meetings
 - Print + Digital Advertorial
 - Texas Meetings & Events
 - Print + 6x e-newsletters + annual digital banner presence
 - Texas Meeting Planners Guide
 - 2022-2023 edition



Print/digital activation - Sports.

Engage with sport event planners/organizations to keep South Padre Island's options/facilities top-of-mind throughout the fiscal year

- Utilize larger ad sizes for greater impact (FP, 1/2 page units)
 - Sports Destination Management
 - Print + 1x e-newsletter + annual digital banner campaign
 - Sports Events
 - Print + advertorial + 1x e-newsletter + 3x monthly digital leaderboard
 - Sports Facilities Guide
 - Print + advertorial
 - Texas Golf Insider
 - Print + digital editorial + radio interview + social posts



Digital activation.

Incorporate a mix of direct-to-publisher, Programmatic initiatives, and premium video placements to provide annual coverage and reach the most in-market for travel individuals.

- Sojern Programmatic Digital Network
 - Tactics including Programmatic Digital Banners, Pre-Roll Video, and Youtube video to drive awareness and consideration amongst users that are actively searching for their next Texas / competing destination vacation
 - Targets: Hotel searchers, Leisure/Family Travel, Outdoor/Nature/ Sporting and in-market for travel to Laredo and competitive destinations
 - Reach through different targeting tactics including Contextually, Demographically, Keyword Contextual, Behavioral, & Look-A-Like Modeling
 - Consistent presence year-round with display
 - Activity and dollars will be flighted/adjusted based on demand and seasonality
 - Geographic targeting will be split 75% toward in-state prospects and a 25% to out-of state core markets
- Display prospecting on Expedia's Network to drive awareness amongst users in key markets that are in the dreaming, planning and converting stages of travel intent to South Texas.
 - Guaranteed exposure on affiliate sites including Expedia, Hotels.com, Travelocity, & VRBO
 - Targeting based on travel previous search behavior on affiliate sites
 - Similar Geographic targeting set up to Programmatic buy
- Connected TV through StackAdapt to raise awareness in key markets by visually showcasing South Padre Island's brand in a high quality living room format
 - Tier 1 PMP Network of top publishers only
 - Tactics including Video in the Connected TV format only and Display banners to efficiently retarget users exposed to CTV ads
 - Targets: Users in-market for travel for a Texas vacation, family travel, and outdoor enthusiasts
 - DFW, RGV, Houston, San Antonio, Austin, Chicago, Minneapolis, St. Louis, and Kansas City
 - Flighted to align with seasonality
 - Similar geographic targeting set up to Programmatic buy



Digital activation.

Incorporate a mix of direct-to-publisher, Programmatic initiatives, and premium video placements to provide annual coverage and reach the most in-market for travel individuals.

- Native ad prospecting with Travel Spike, a specialized native network in the vertical of travel
 - Delivering to network of only contextually relevant, travel related sites
 - Bought on a cost per click basis
- Targeting individuals in-market for travel to Texas, families, outdoor interests, and vacation rentals
- Nationally targeted
- Consistent year-round presence

Partner with Travel Texas directly to participate in co-op packages to gain digital exposure with travelers interested in traveling to Texas

- Travel Texas Digital Data Warehouse Re-targeting Co-op
 - Themes: Birding, Historic, Shopping
 - March - July + Dec.
- Travel Texas Mobile CPC Co-op
 - Mobile CPC ads leveraging efficient CPC rates to drive high volume of clicks to partner website
 - March - July + Dec.

travelspike

TRAVEL  TEXAS

Paid social activation.

Paid social will be activated across Facebook and Instagram social platforms.

1. Implement reach, traffic and brand awareness campaigns throughout platforms
2. Audience targeting
 - Families with kids, Traveling Couples, Solo Travelers: prospecting based on age, geographic location, and interests
 - Lookalike audiences based off of website visitors
3. Creative to be refreshed using the prior Spring Break Campaign content
 - Video to be implemented in the majority of ads
 - Messaging to center around:
 - Things to Do in SPI
 - Events throughout 2022 in SPI
 - Places to Eat while in SPI
 - Accommodations for SPI
 - KPIs
 - CTR: Click Through Rate
 - CPC: Cost Per Click
 - Reach
 - Impressions



Audio activation.

Partner with Travel Texas directly to participate in co-op packages to gain digital exposure with travelers interested in traveling to Texas

- Travel Texas Pandora Co-op
 - 30s audio spot + 300x250 companion banner
 - Targeting A18-54 Frequent Travelers - 193K impressions/month
 - March - May

Partner with iHeart Radio's Total Traffic Weather Network to reach key source markets efficiently

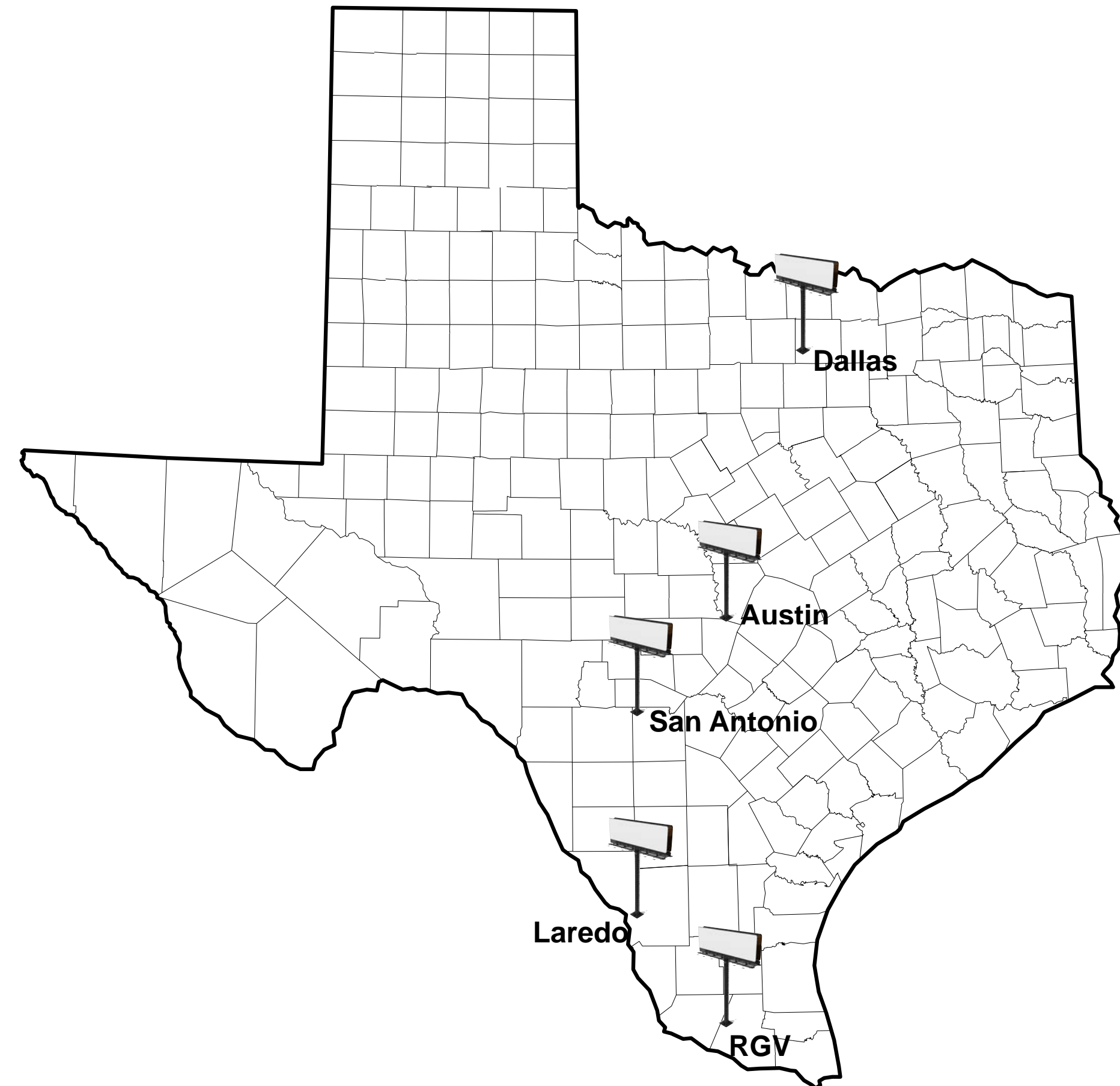
- TTWN reaches 98% of commuters every month
- 15s spot adjacent to traffic/weather reports
 - Live reads offer ability to change out creative messaging as frequently as needed without production fees.
 - Run copy based on day-part, day, format, and weather conditions
 - 2 weeks per month for March, April, June, July and November



Out-of-home activation.

Reach potential visitors via strategically placed digital billboards and airport signage within key feeder cities

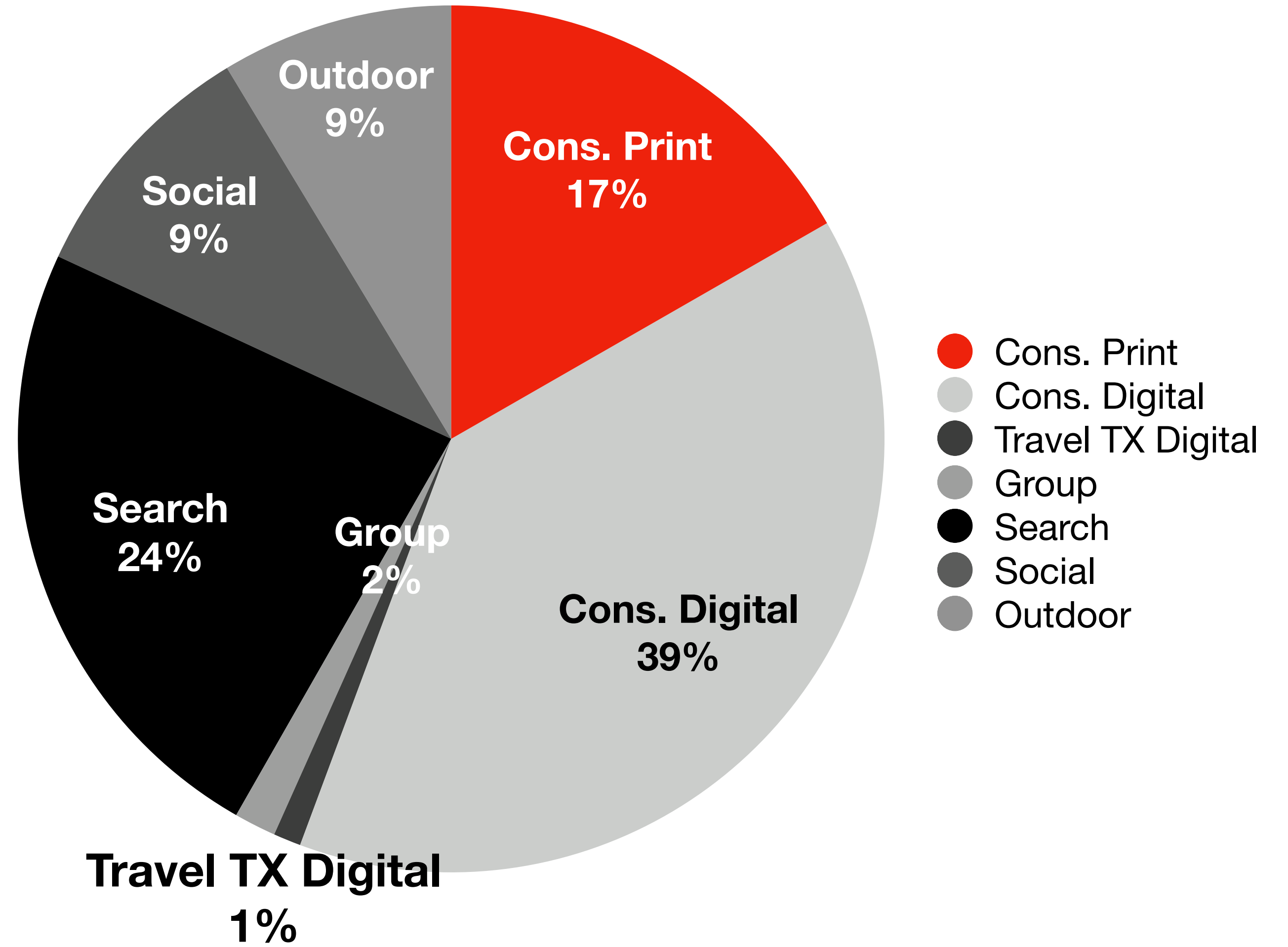
- Airport
 - Hacher (Laredo)
 - Baggage Claim & Escalator Boards
- Billboards
 - Dallas
 - May - Sept
 - 14' x 48' Digital
 - Austin
 - May/June/July, Oct/Nov
 - RGV
 - Weslaco
 - 14' x 48' Digital
 - May - Sept
 - San Antonio
 - 14' x 48' Digital
 - May - Sept
 - Laredo
 - 10' x 40' Permanent Bulletin (Welcome To Laredo)
 - May - Sept
 - 12 month presence



FY 2021/2022 media allocation.

\$ [redacted] annual investment

Combined the digital spend represents 73% of the budget.



Media plan.

	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
Consumer Print	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX
Niche Print		XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX
Visit NC Print					XXXX	XXXX	XXXX	XXXX				
Consumer Digital	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX
Visit NC Digital				XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX
Out-of-Home			XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX
Group		XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX			XXXX	XXXX
SEM	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX
Paid Social	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX

Energy, enthusiasm and determination.

On the following pages, we've provided a brief overview of our leadership and the people that will drive our efforts on behalf of Daytona Beach. **At the end of the day, this is a relationship business and our objective is to assign a team of proven professionals that will steward our efforts and the results we produce on your behalf.**

Most people look at experience as a key measurement and criteria for an account team. And, while the people we will assign to Daytona Beach have a significant amount of experience working on travel and tourism related accounts, we believe there is more to a successful account team. A few years ago, we conducted research with our own clients. One of the objectives was to determine the characteristics they most associated with the Agency and our people. And, while we projected we would learn that "strategic" or "creative" would be at the top of the list, we shouldn't have been surprised to learn that "energy and enthusiasm" were most associated with our teams. And, a "determination to get the job done" was a close second.

We want all of our people to become knowledgeable and intimately familiar with Daytona Beach, and to develop an intuitive approach to developing new, innovative strategies and ideas. The team we have assigned is deep, proven and highly experienced.

Standard operating hours are 8:30 to 5:45, however you can safely assume your team will be available when you need them. But, as is the nature of our business, you will have the cell phone number for every team member, and Curtis Zimmerman is available to clients 24/7/365.





Curtis Zimmerman | CEO / Founder

Curtis began his career in account management in Atlanta at the Southeast office of legendary Doyle Dane Bernbach. The Atlanta Business Chronicle soon named him the “Rising Star” in Atlanta’s Advertising Industry. His efforts were rewarded when, at 27, he was named the first partner added in the 20-year history of the city’s largest independent agency. In 1987—with no clients, little money and a strong desire to raise their children in a smaller city—he and wife Carrie moved to Tallahassee to launch their business. Curtis has been responsible for the growth and development of advertising, digital, and social media as the Agency ascended to become one of the largest and most creative in the South. He is considered one of the foremost experts on travel marketing and has personally worked on more than twenty destinations in his career. His experience and commitment to strategy has been the backbone of agency client planning. He is responsible for the integrated performance of agency teams.

CLIENT EXPERIENCE: Marriott Hotels & Resorts, Bertram Yacht, Steak n Shake, Domino Sugar, Club Med, AFLAC, Belize Tourism Board, Ritz-Carlton Company, Cayman Islands Tourist Board, Gold Toe Socks, Wonder Bread, Continental General Tires, Tobacco Free Florida and more.



Andy Jorishie | President / Managing Director

Andy began his 25-year journey in the advertising business at Y&R NY, where he spent nearly a decade working on some of the Agency’s largest brands, including The Walt Disney Company, CitiBank, US Army, and People Magazine. From there, he took a greater leadership role in strategy when he joined Kirshenbaum Bond & Partners and was responsible for the EFFIE Award-winning Citibank AAdvantage account and Sony’s foray into the online business. Andy joined the Agency in 2004, and became Strategy Director in 2010. He is responsible for the creation and development of Momentum, the Agency’s proprietary planning process. He remains intimately involved in Momentum Planning and oversees the development of strategic plans for every client of the Agency. For almost two amazing decades, Andy has made an incredible contribution to the Agency’s unique DNA. His amazing work and dedication were rewarded in 2021 when he was named President of the Agency.

CLIENT EXPERIENCE: American Express, CitiBank, Club Med, Domino Sugar, US Army, AFLAC, Belize Tourism Board, Pilot Pens, Aruba Tourism Authority, Visit Central Florida, C&N Bank, Marriott’s Autograph Collection, Hunter Fan, Nature’s Own, Sony Electronics and more.



Liz Paradise | Chief Creative Officer

Liz is one of the most heralded creative talents to come out of the southeast — even though she’s originally from Connecticut. She began her career as a copywriter at The Martin Agency in Richmond. After five years and a long list of creative awards, she moved to McKinney in Raleigh, where she progressed from Senior Copywriter to become the Executive Creative Director of the award-winning agency. Liz then made a career changing decision and ventured outside of the agency world to become Creative Director at the Walt Disney Company where she oversaw internal and external global creative teams. Obviously, we are happy that her time outside of the agency world didn’t last long! It’s no secret in the ad agency business that Liz was one of the stars of the AMC hit show “The Pitch.” Her creative accolades include awards from the One Show, Cannes, DA&D, Communication Arts, the New York Art Directors Club, and more. Liz is a writer by trade, and a very hands-on creative leader.

CLIENT EXPERIENCE: Audi, Nationwide Insurance, ESPN, Belize Tourism Board, Duck Donuts, EAS Nutrition, NASDAQ, Subway, Polaris, Ad Council, Urban Plates, Domino Sugar, Pilot Pens, Norwegian Cruise Line, Capitol Grille, Lands’ End, and more.



Cole Zimmerman | SVP Group Director

Cole followed an interesting path into the Agency business. He spent a lifetime surrounded by parents in the world marketing and communications, and had no real desire to follow their path. With a degree in Psychology, he translated his college athletic career into a position with a leading Sports Performance Academy where he trained high school, college and professional athletes. After working with the Agency on a database project for the Sports Academy it was enough to peak his interest and he soon joined the Agency and the world of marketing. From there, his competitive spirit helped carve the path for his own career. Cole is one of those rare account management talents that combines strategic leadership, the ability to inspire great creative, and a penchant for competition that he puts to work for clients every day. Cole is an organizer by nature, which is a huge advantage in an integrated agency environment.

CLIENT EXPERIENCE: AFLAC, Gold Toe Socks, Pilot Pens, Cooper Tires, Belize Tourism Board, Visit Virginia Beach, Visit Central Florida, Streamsong Resort, Contractor Connection, YouFit Health Clubs, Florida Prepaid College Plan, Hurricane Grille and more.



Sam Brown | SVP Digital Director

Sam Brown is not your typical digital director. In fact, he might seem like an anomaly in our business. He is actually an engineer by education and experience, which you will be able to see in his approach to all things digital. In fact, when he interviewed for his current position at the Agency, his pitch was more about engagement and data than about all things digital. His introduction to the digital world came through email and marketing automation which pays huge dividends through our approach to a complete digital ecosystem. Today, he is considered a seasoned marketing technologist. He is passionate about UX and humanizing the customer experience by leveraging automation, data and design. Clients view him as a true thought leader as they seek to gain a larger share of the digital future. He is a hands-on leader, and don't be surprised when he is involved throughout planning, development and the measurement of all things digital.

CLIENT EXPERIENCE: Belize Tourism Board, Bojangles Restaurants, Visit Central Florida, C&N Bank, Marriott Vacation Club, Hotel DuPont, Hotel Moran, Visit Tallahassee, Streamsong Resort, Nothing Bundt Cakes, and more.



John Nicholas | SVP Media Director

John was just four years into his career when he was named the "Rising Media Star" in South Florida. He made a strong name for himself as a senior media planner and buyer at Beber Silverstein and then with Crispin, Porter & Bogusky, establishing an envious career path among his contemporaries. It was actually a hurricane that hit south Florida that convinced John to move his family to the friendly surroundings of Tallahassee. And, since that time he has grown the media department into a major strength for clients. His wealth of experience in media technology and available resources combined with incredible relationships in the industry have created measurable results that are consistently measured at the bottom-line. The Agency's depth in media is buoyed by Omnicom, but it is John's astute planning and aptitude for analyzing and planning based on data that makes media dollars work hard for our clients.

CLIENT EXPERIENCE: Del Monte, Tobacco Free Florida, Cooper Tires, Pilot Pens, Vision Airlines, Marriott Hotels & Resorts, Flowers Foods, Wonder Bread, Ritz-Carlton, Belize Tourism Board, Domino Sugar, Flower's Foods, Streamsong Resort, and more.



Tony Frusciante | Senior Art Director

To say Tony has been around the world of advertising would be an understatement. Literally. Before bringing his considerable talents to Tallahassee, Tony gained valuable experience at some of the advertising industries most notable creative shops including: Wieden + Kennedy, Hill Holiday, Mondernista, MullenLowe and more. But, his worldly agency experience doesn't end there. He has also made an impact on advertising and design for clients in Asia and Europe. Tony is an "idea first" creative, with his roots in design and vast experience in cross-channel executions spanning digital, traditional, content development, film and experiential landscapes. You will immediately notice Tony's passion for the small things and incredible attention to detail. His work has been recognized by the industry's most respected award shows including: One Show, Communication Arts, WEBBY Awards, Emmy Awards, and others.

CLIENT EXPERIENCE: Hyatt Hotels, Leading Hotels of the World, Unilever, Capital One, Patron, Bank of America, Liberty Mutual, Chili's Restaurants, Chrysler, Netflix, Nike, Coca Cola, Belize Tourism Board, Pilot Pens, and more.



Jason Piroth | Senior Copywriter

For years, we said it was too difficult to have an intern in the creative department because they needed too much hand-holding from the writers and art directors—valuable time they just didn't have. In 2002, Jason convinced our creative director otherwise and spent his days and nights as an intern in between doing homework, earning his degree, working on assignments of his own, and cheering for his Florida State Seminoles. He did an incredible job and even before he graduated, we hired him as a Junior Writer. For the next 15 years, Jason honed his craft as a writer, producing award winning creative for the Ritz-Carlton Company, McDonald's, Diners Club, The Islands of the Bahamas, Pilot Pens, and more. His hard work and dedication to the Agency were rewarded in 2017 when he became Creative Director/Copywriter and assumed responsibility for overseeing writing and content development for online and offline teams.

CLIENT EXPERIENCE: Leading Hotels of the World, Islands of the Bahamas, Tobacco Free Florida, Pilot Pens, Ritz-Carlton Company, McDonald's, Krystal Burgers, Belize Tourism Board, Gold Toe Sock, Streamsong Resort, Nature's Own Bread, Domino Sugar, and more.



Marie Roberts | Senior Designer

Marie is a member of our ever growing "boomerang club." She spent four years with the Agency before departing for New York where she was a senior art director for Momentum Worldwide. She actually began her career in Chicago at Leo Burnett, where she gained incredible experience working on major brands including: Coca-Cola, Sony, Dewars and Disney. She is a multi-faceted designer who has gained experience in a broad spectrum of categories including: consumer marketing, business to business, sports sponsorships and more. She has executed engagement activations for American Express at the U.S. Open Golf Championship and for Samsung at the PGA Championship. Her work also gained the attention and an assignment for the USGA. Marie has a background in both graphic and interior design often leading to unique solutions that create a conversation between brands and people. She is both curious and passionate about design, and the combination can be seen in her work for our clients.

CLIENT EXPERIENCE: American Express, Disney, Sony, United States Gold Association, Ritz Carlton, Club Med, Walt Disney World, Samsung, Coca-Cola, Verizon, Costa Del Mar, Weston Hotels, TATA Communications, North Carolina's Crystal Coast, Nothing Bundt Cakes, Duck Donuts, British Virgin Islands, and more.



Eric Vaughn | Content Director

Eric is the first Content Director in the history of the Agency, but he is certainly not new to the role. He has spent more than 15 years creating arresting visual content that helps bring brand stories to life. He came to the Agency to enhance the content we create for clients, but equally important to further develop the Agency's in-house Content Studio. Today, under Eric's talent and leadership agency content teams are developing video production and editing, photography and cross-channel visual experiences. Content has become a major component of the Agency's creative arsenal, but Eric continues to explore emerging technology and the role it will play for clients. He is a hands-on creative, so don't be surprised to see him behind the camera, leading shoots and doing his part to make content work for clients. In an agile marketing environment, his content is applied to literally every discipline of the Agency.

CLIENT EXPERIENCE: Las Vegas Convention and Visitors Authority, MGM Resorts International, Avnet, Belize Tourism Board, Pilot Pens, Celebrity Cruise Lines, Skechers, Fendi, Domino Sugar and more.



Ashleigh Hardin-Jones | Senior Social Media Strategist

In the most complementary way to describe her — Ashleigh is a machine! If you're looking for her, the safe bet is to look in her office where she is intensely focused on what's next. With more than ten years of experience in digital and social media strategy and development, she leads agency efforts that include influencer marketing, content development, paid branding campaigns and social media data analytics. She has developed paid branded partnerships with Facebook, Netflix, Hulu, VH1, Universal Pictures and more, and developed branded integrations with Home Depot, Ketel One, Crown Royal, Ulta Beauty, Macy's and Facebook Watch. As a leader in social media strategy, Ashleigh has embraced the opportunity to expand the Agency's influencer outreach and marketing efforts integrating public relations and social media to drive exposure and engagement for clients in multiple categories. Prior to joining the Agency, Ashleigh spent several years as a Celebrity Digital Content Manager building influence networks for high profile celebrities.

CLIENT EXPERIENCE: Belize Tourism Board, Visit Tallahassee, Domino Sugar, C&H Sugar, Home Depot, Ulta Beauty, Swisher, Parm Crisps, Optimo and more.



Mike Buntun | Director of Digital Development

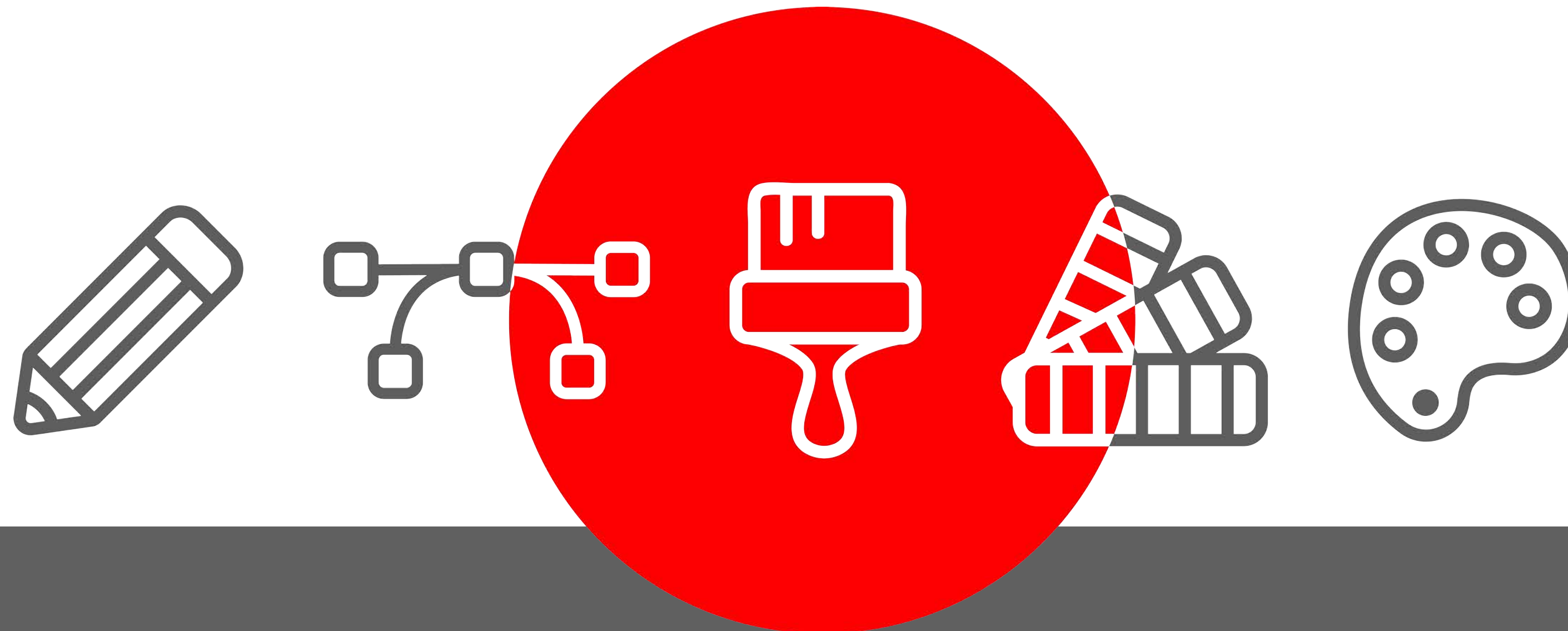
Mike joined the Agency following ten years running his own successful digital development business. He gained additional experience at the Institute for Intergovernmental Research as the web developer managing digital assignments for the U.S. Department of Homeland Security and U.S. Department of Justice, including the highly complex RISS ATIX and national security database initiatives that were featured on Good Morning America. Mike holds multiple certifications in I.T., Web Development and Design. Under Mike's leadership, the ever evolving world of digital production has yielded exceptional results and award winning digital executions. In addition to his exceptional skills (and amazing contributions) as head of Digital Production, he is a highly experienced network administrator, web developer and programmer, providing a unique perspective on his job, and client opportunities. Mike is not only an incredible leader for our staff and clients, he is the coach of the Killer Z Softball Team.

CLIENT EXPERIENCE: Streamsong Resort, Bojangles, Grand Lucayan, Visit Tallahassee, Visit Central Florida, Lyrix Wine, Kenda Tires, Capital City Bank, Renaissance Aruba, Clarion University, Belize Tourism Board, Kidz1stFund, Pilot Pens, SuperBook, C&N Bank and more.

Examples of the creative work we've done for travel clients.

Creativity is an odd denominator. Obviously, you want to see samples of our work, and proof that we are as creative as we say we are. But, when it comes to developing creative that will represent Daytona Beach, you also want to know that it will be original, based on your needs and the audience that will make our efforts for the destination meaningful — and, eventually measurable. We have a time-proven process that includes the outcome from Momentum

Planning that we have addressed in this deck. We will also develop a “Smart Brief” that will allow the client team and the Agency to agree on a creative direction before we spend valuable time developing the work. **Our approach is inclusive. It's fresh. And, it is timely.** On the following pages, we've provided a brief look at some of the work we've created for clients in the travel category.



Belize Tourism Board.

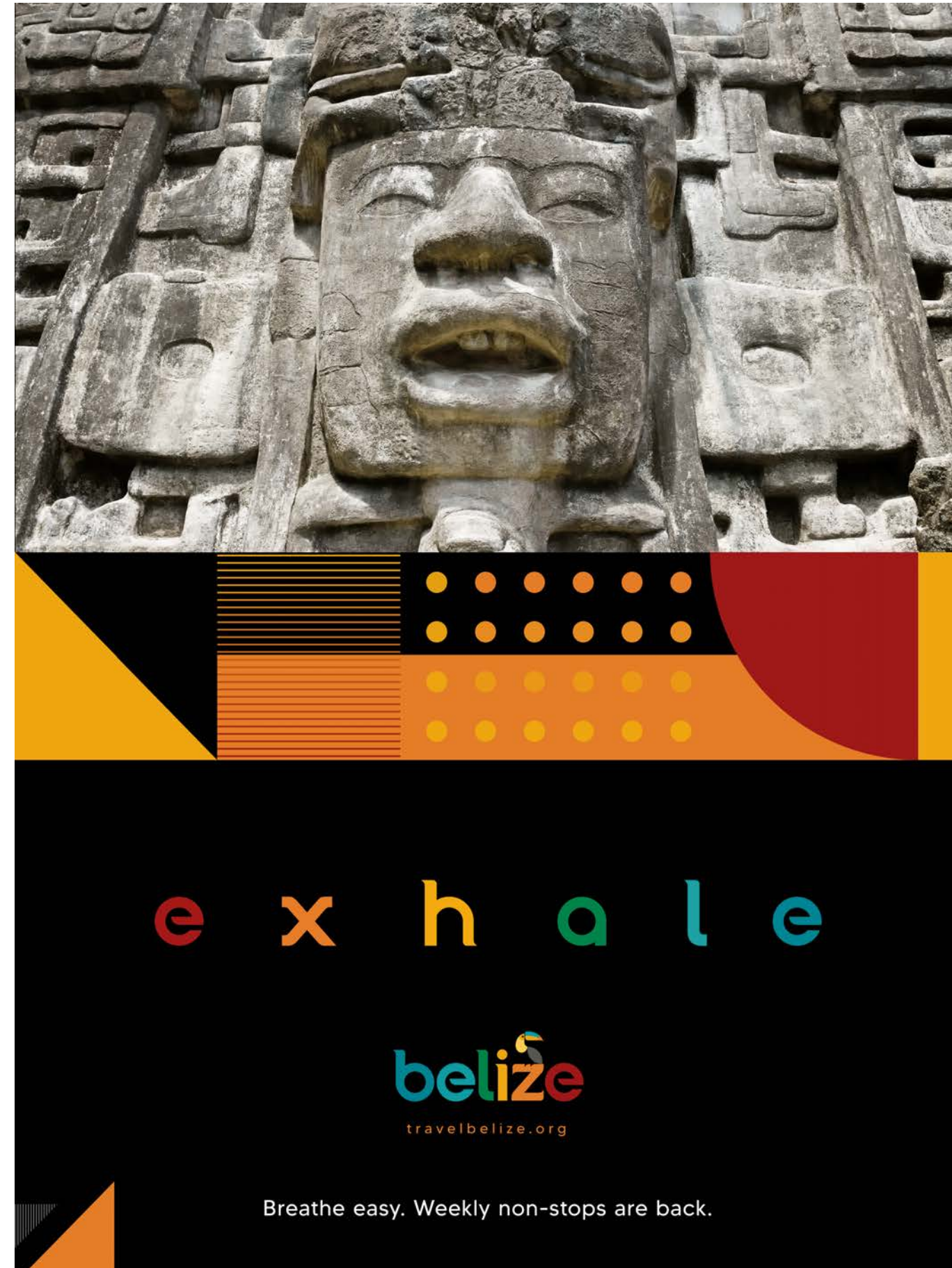
This is the new long form television spot that will support the new “Grab Life” campaign.

This television spot is included in the digital version supplied on the flash drive.

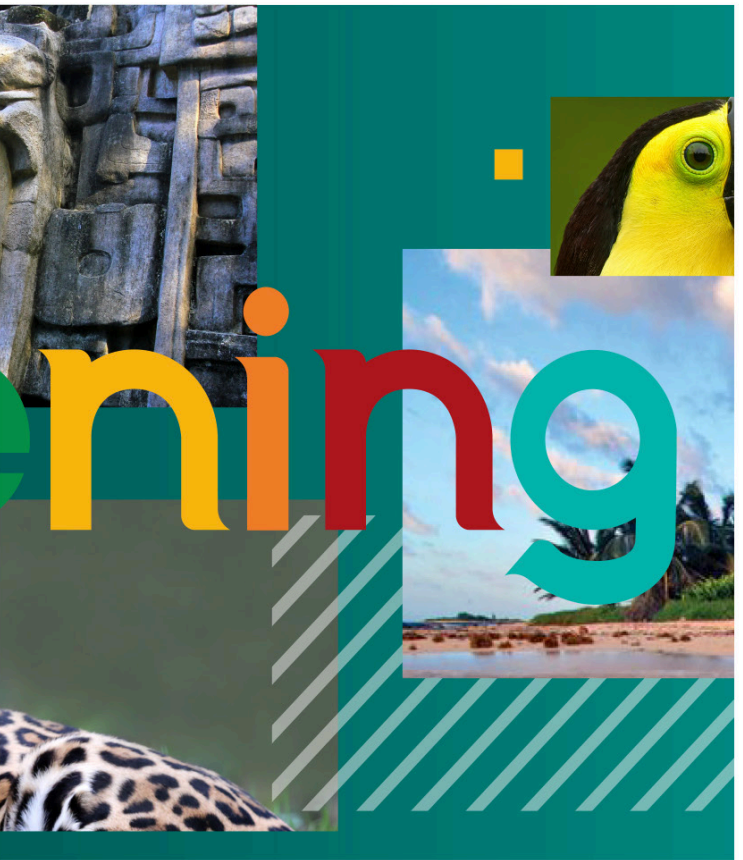
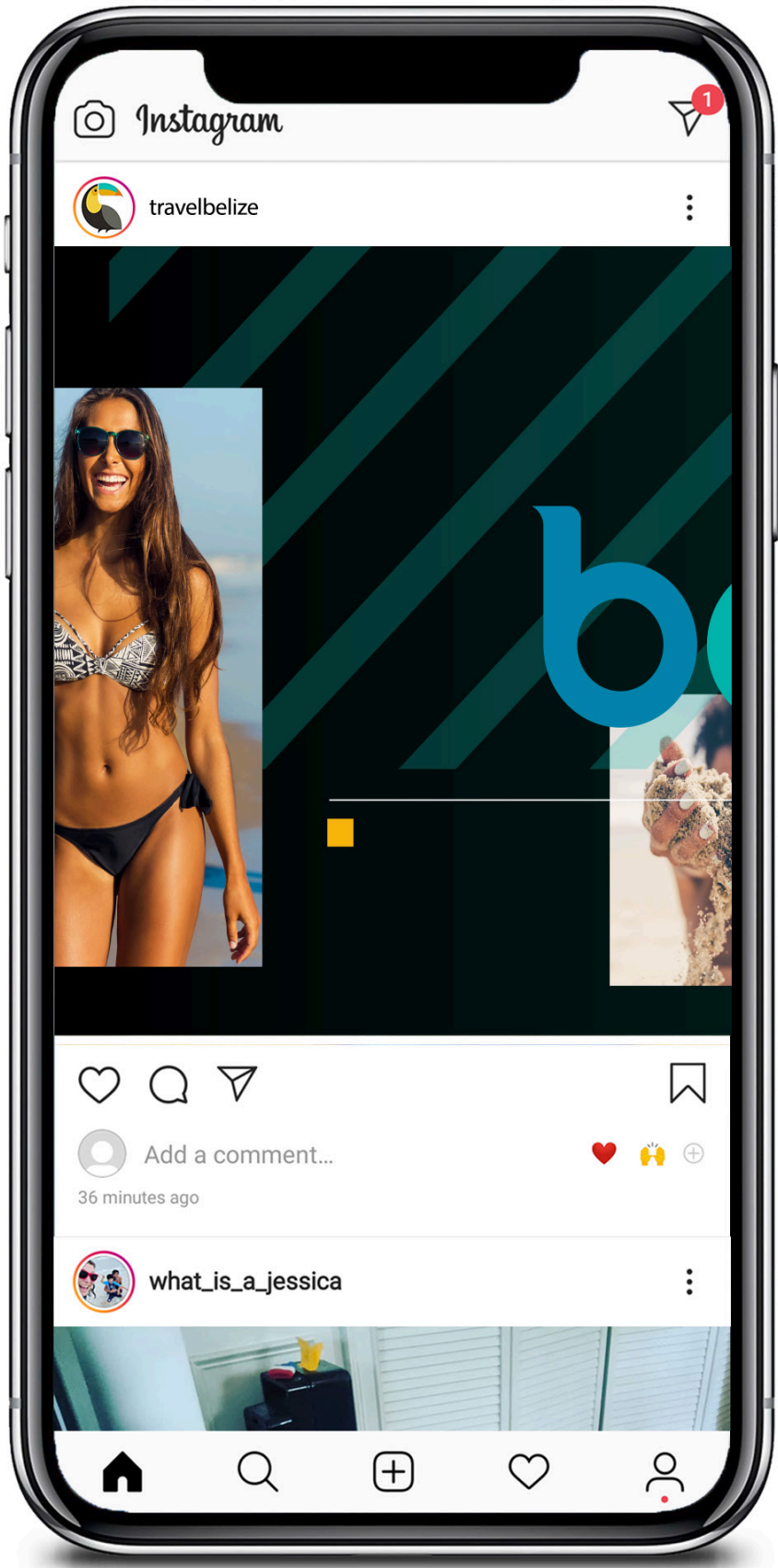


Click To Play

Belize Tourism Board.

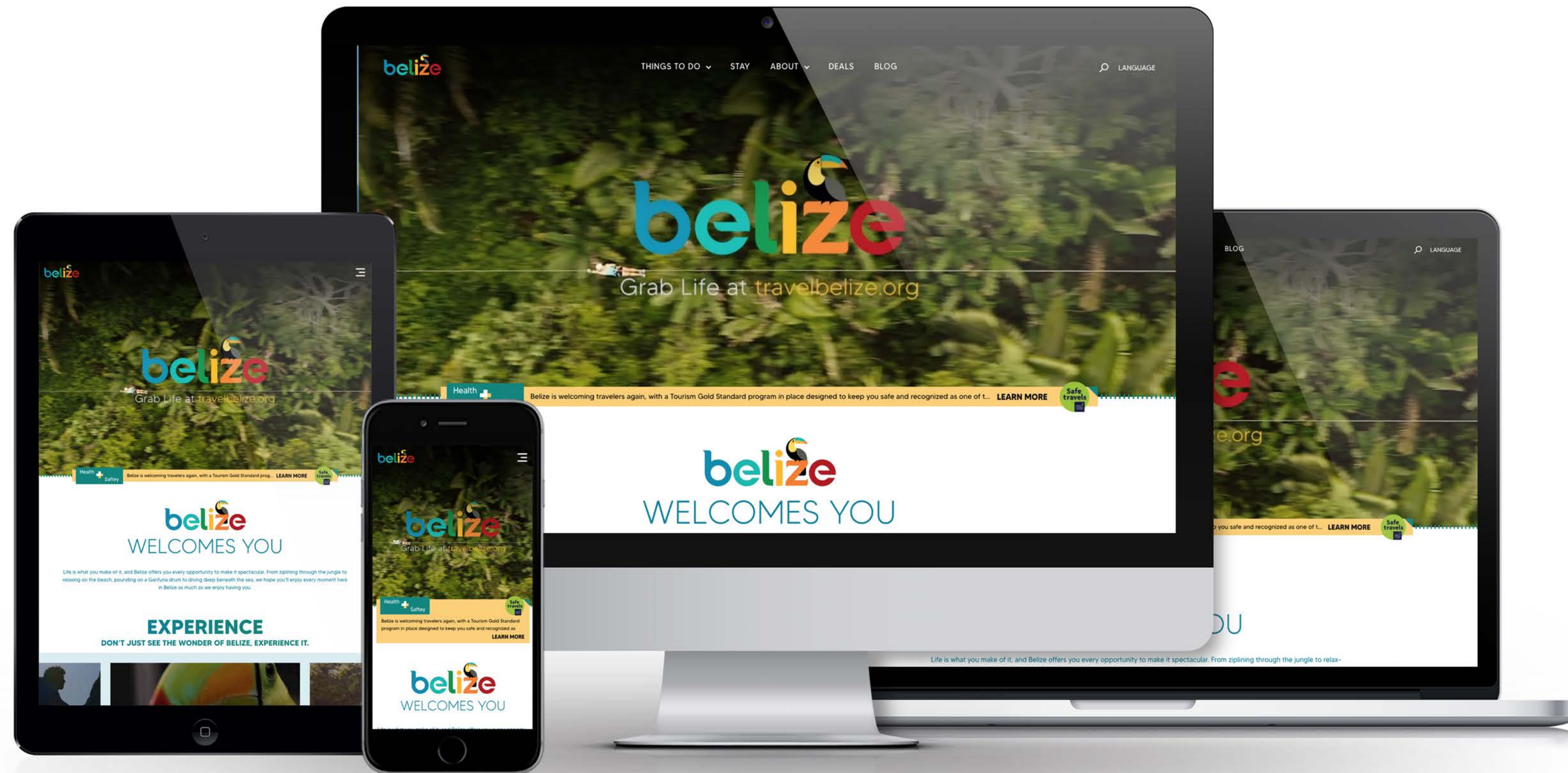


Belize Tourism Board.




Belize Tourism Board.


Website URL: travelbelize.org




The Leading Hotels of the World.

A Retreat.
In harmony with the jungle.
Where sloths set the pace
And guests happily follow.




THE LEADING HOTELS
OF THE WORLD®

Congratulations to Nayara Tented Camp in Costa Rica for winning #2 in the world,
and to the more than 40 other Leading Hotels to win Travel + Leisure 2021 World's Best Awards.

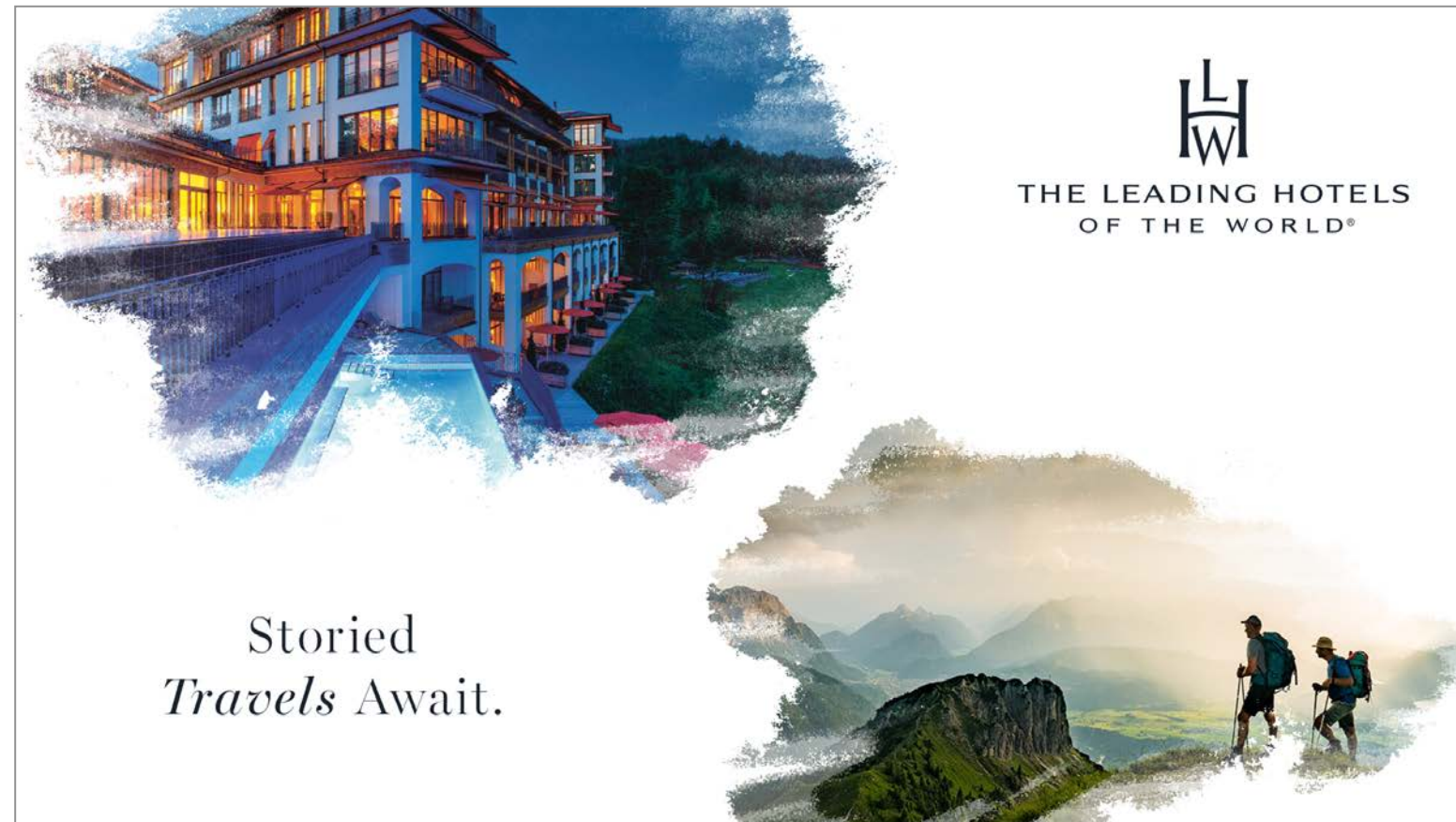


LHW.COM




THE LEADING HOTELS
OF THE WORLD®

The Leading Hotels of the World.



The Leading Hotels of the World.



North Carolina's Crystal Coast.



A NOVEL PLACE

Chapter 2 Away We Go

With winter well in the rearview, and the lure of sun-drenched sapphire shores in front, they headed into the day without a care in the world. What had forever been off-limits was now open range to do anything their hearts and spirits of adventure desired. Mom and Sis could have their day of shopping. These three bright-eyed, bushy-tailed good boys would be buying freedom and the unbridled happiness that came with it.



Discover seasonal offers at CrystalCoastNC.org

North Carolina's Crystal Coast.


 A NOVEL PLACE


Chapter 22
Spring Breaks

The seas roared with excitement as if to say, "Welcome to vacation." Boards in hand, they made their way to catch white-water swells and the rush they'd been dreaming of. And with that, thoughts of school and work vanished in their wake.





the Crystal Coast
 North Carolina's southern outer banks


Discover seasonal offers on vacation rentals & more at CrystalCoastNC.org


 A NOVEL PLACE

Chapter 25
Catch Me If You Can

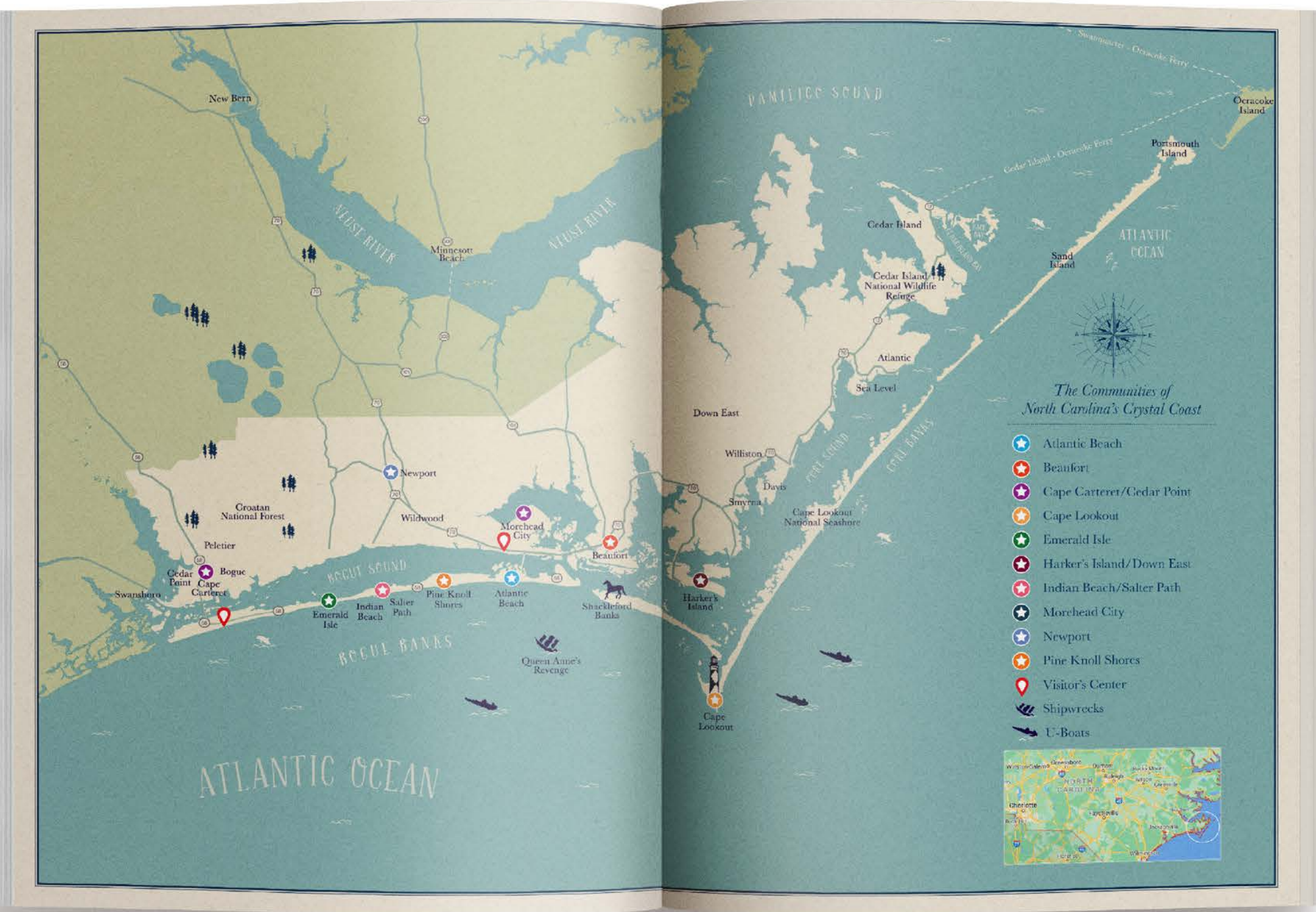
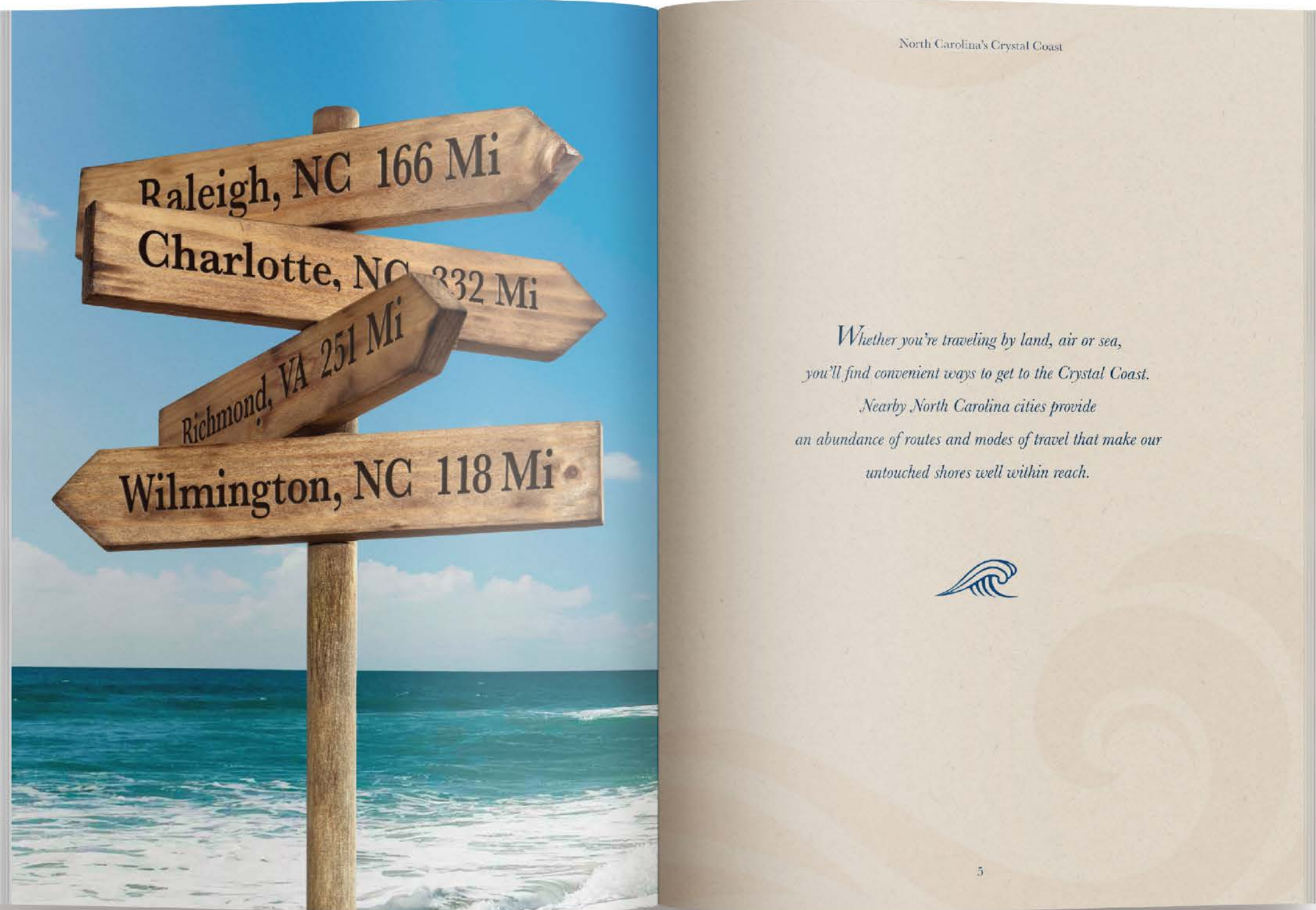
What video games? Today, the challenge was as real as it gets. Or in this case, as reel as it gets. Summoning all his might to land the 90 lb. Cobia, he felt like a warrior on a mission to conquer a beast. Avatars are cool, but living in the moment? That was irreplaceable.




the Crystal Coast
 North Carolina's southern outer banks

Discover seasonal offers on vacation rentals & more at CrystalCoastNC.org

North Carolina's Crystal Coast.



South Padre Island.

KITE BOARDING OR KITE SURFING?

Decisions, decisions.

At least it's a good problem to have. I've always wanted to walk on water. Who wouldn't want to try that? But soaring like an eagle over the waves? That sounds pretty darn cool too.

Good thing we're gonna be here for a week.

That's as hard as it gets.




South Padre ISLAND
sopadre.com


COCONUT OR PINEAPPLE?

Man, this is tough.

Coconut is always good, but the pineapple drink comes with one of those little umbrellas. And I love those little umbrellas. Even though I don't get why they exist.

I mean, it's not like they protect your drink from the rain or anything.

That's as hard as it gets.

South Padre ISLAND
sopadre.com

South Padre Island.

TAKE A RIDE?

OR

TAKE A DIP?

visitsouthpadreisland • Follow

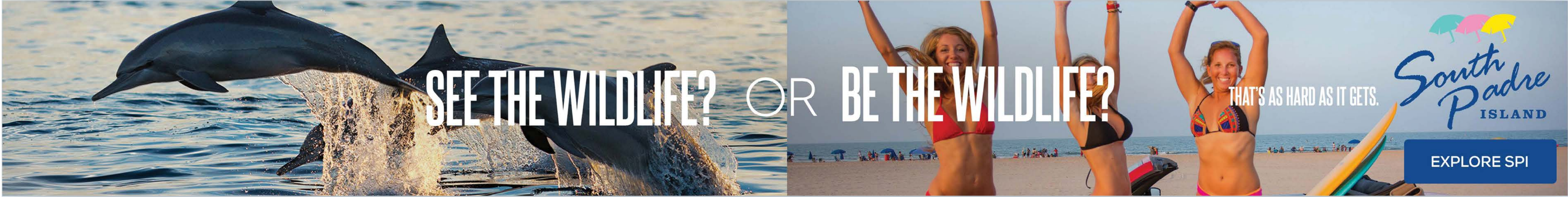
It's been like forever since I've been on a horse. And I get to ride it on a beautiful, white sandy beach? But, man, that clear, blue water is calling my name. Sure beats the heck out of the rec center pool. This is gonna be a hard call to make. #HorsebackRiding #ThatsAsHardAsItGets

1,234 likes

1 DAY AGO

Add a comment...

South Padre Island.



Visit Central Florida.



Visit Central Florida.



Open with a video of a mountain biker riding down a trail.



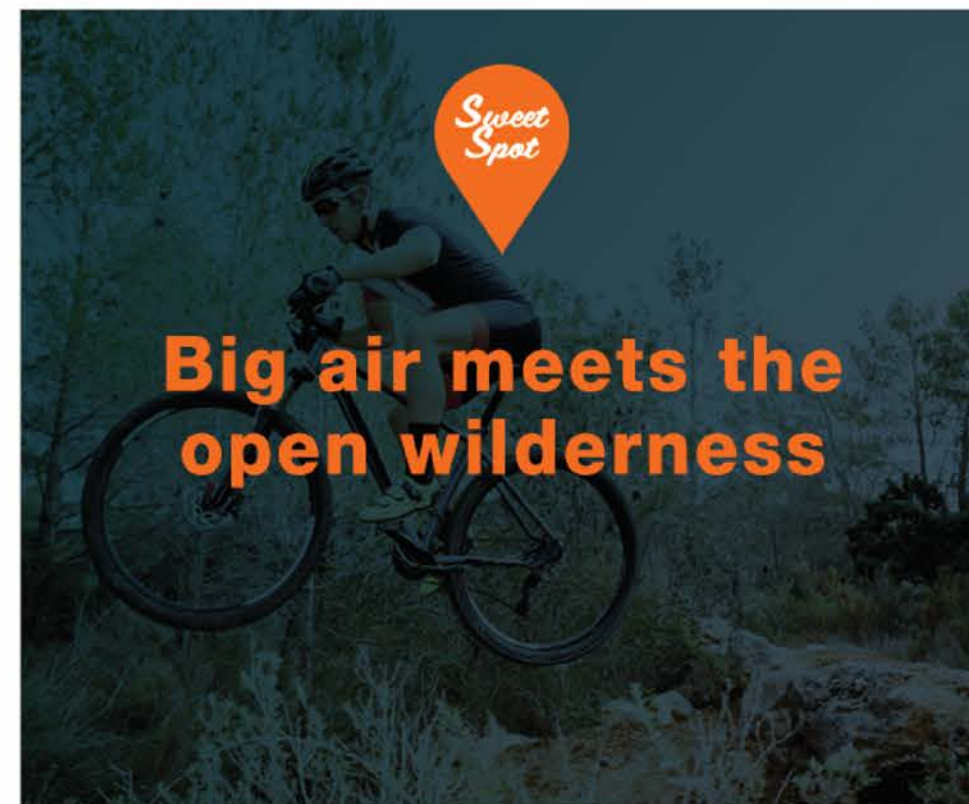
Biker continues riding.



Biker hits a jump.



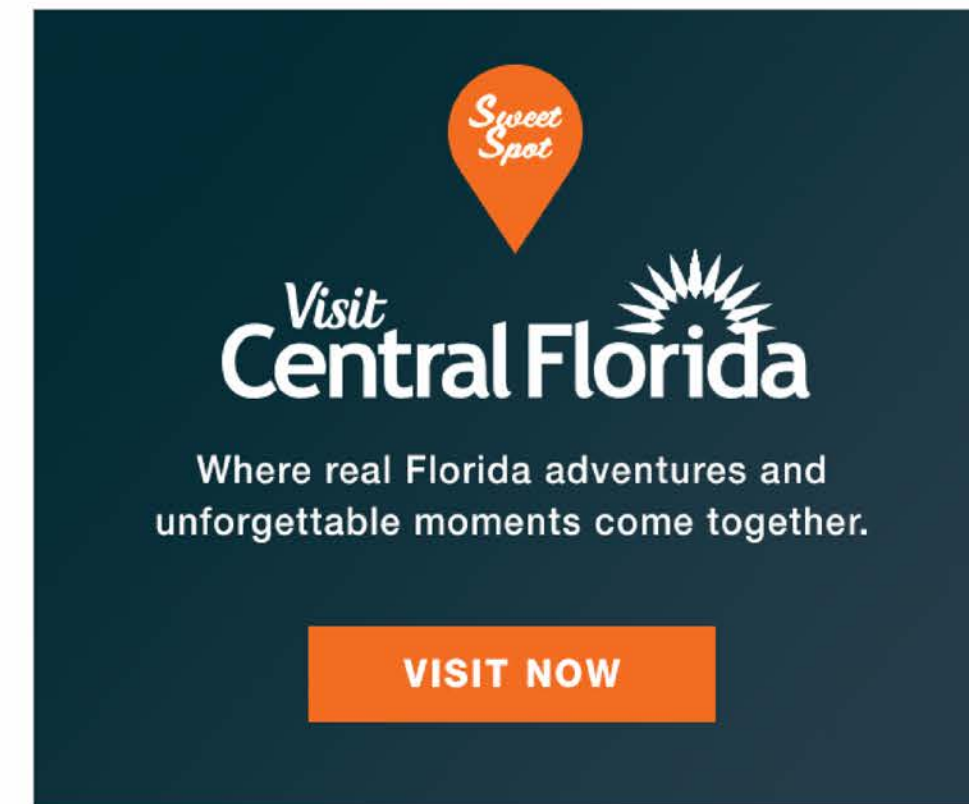
Freeze frame. Pin appears.



Blue-gray background and headline appear.

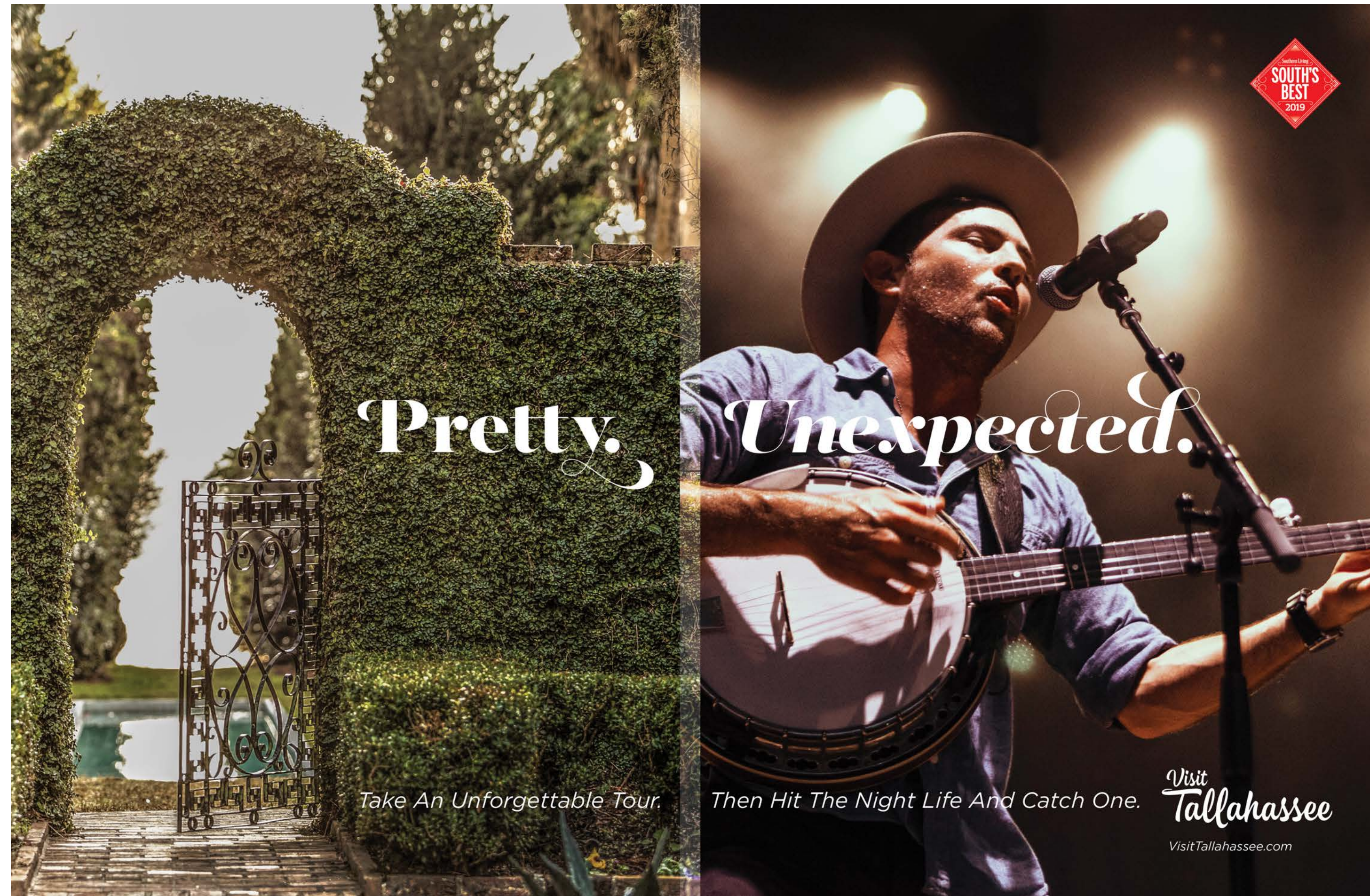


Photo disappears. Logo appears.



Copy and CTA appear.

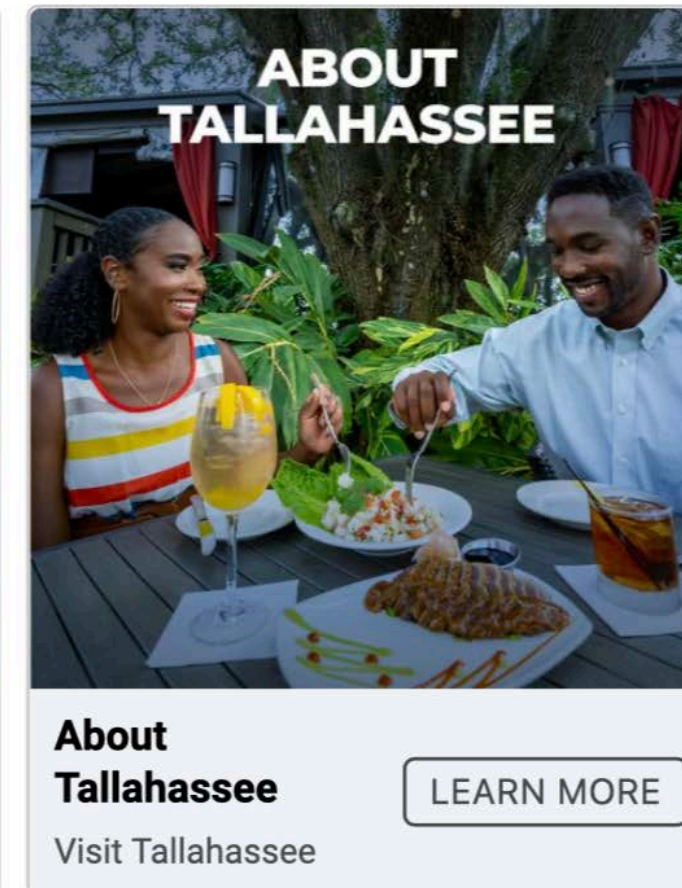
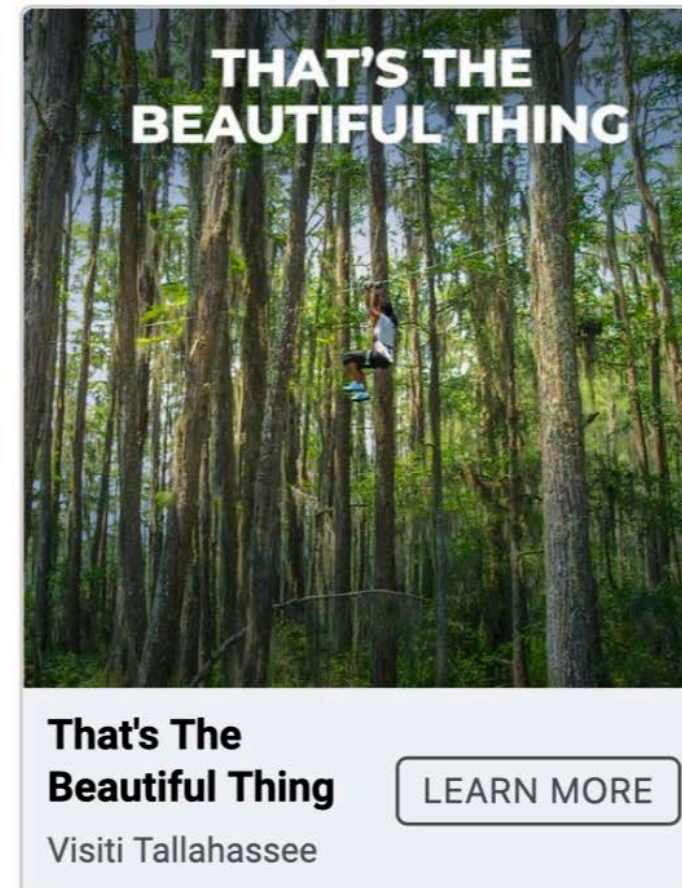
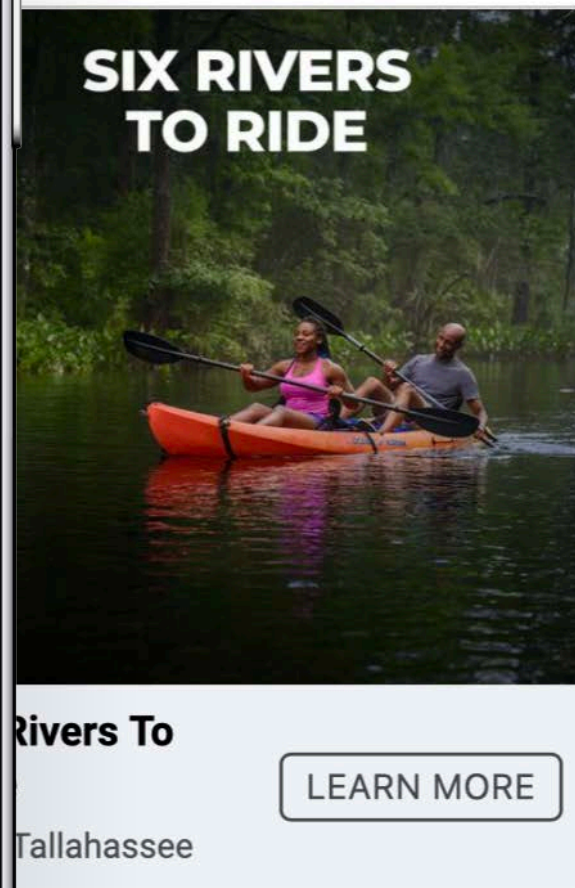
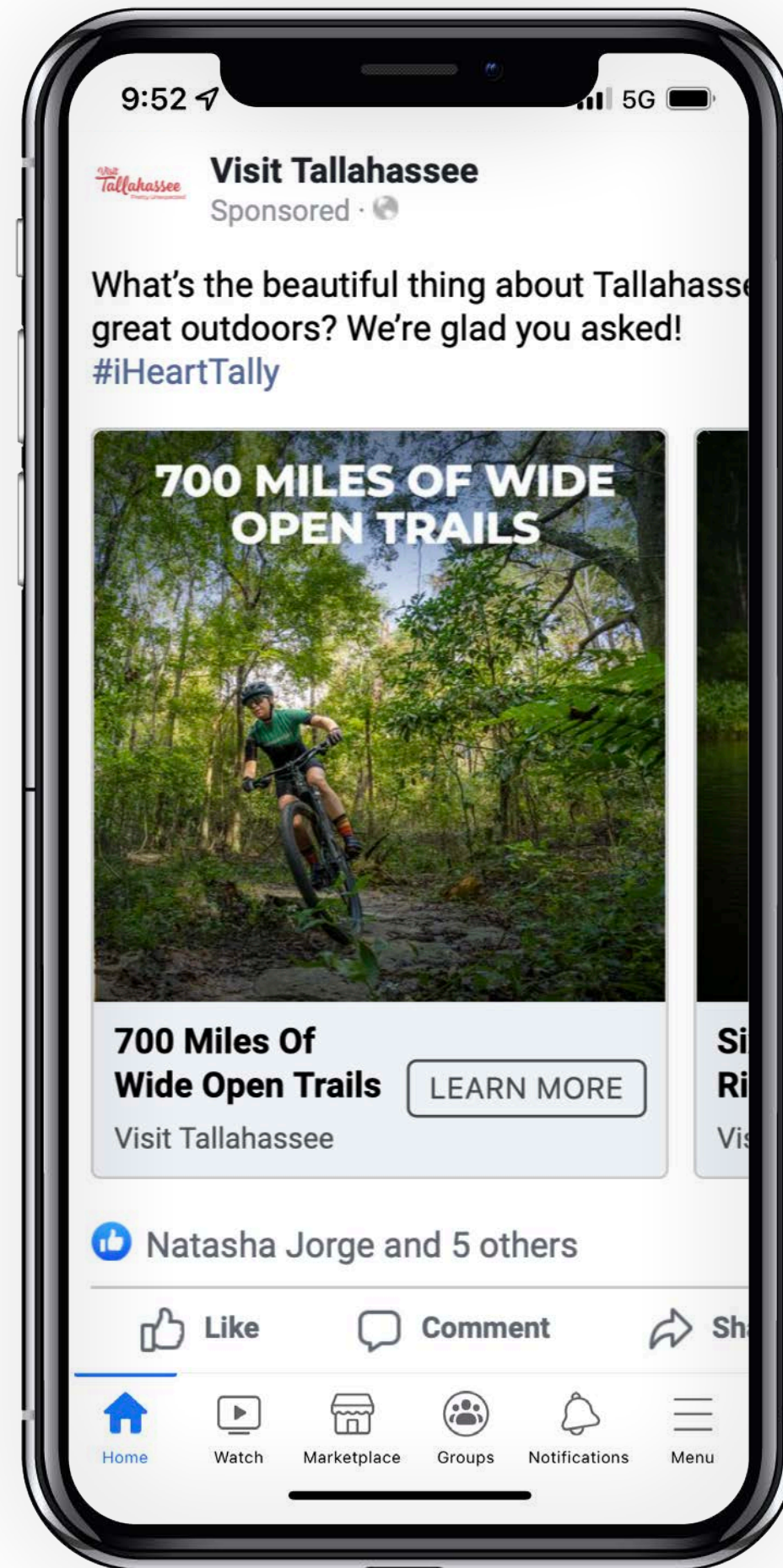
Visit Tallahassee.



Visit Tallahassee.

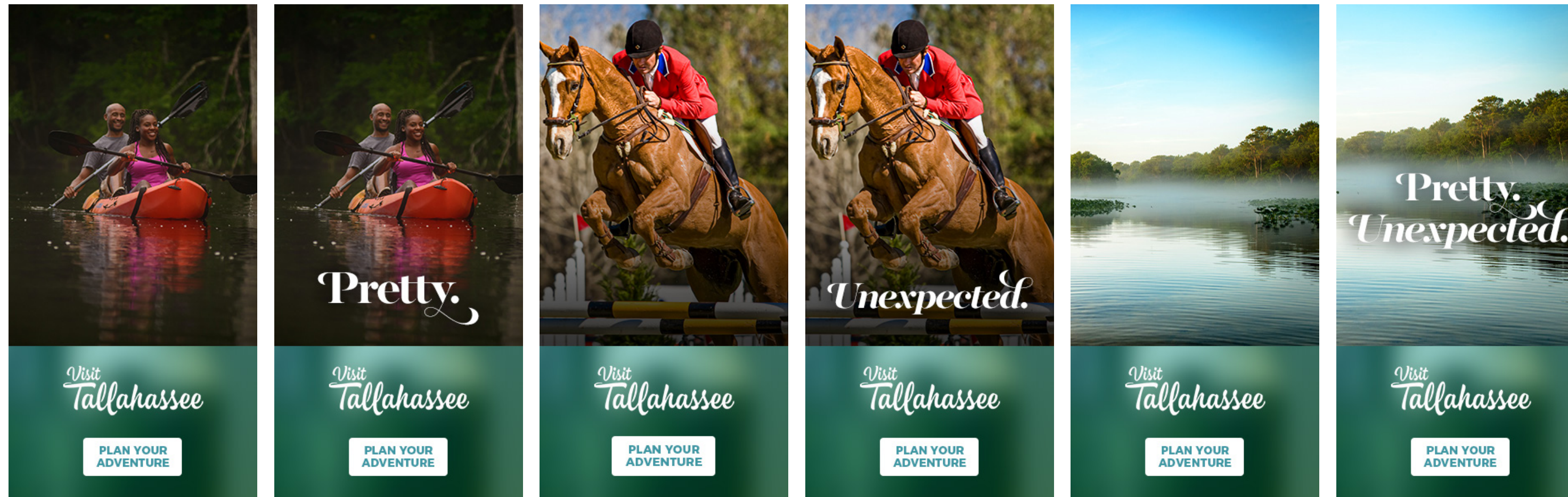


Visit Tallahassee.



Visit Tallahassee.

300x600 HTML BANNER-Pretty. Unexpected. (a)



FRAME 1
First photo appears
with VT logo
and CTA.

FRAME 2
“Pretty.” appears.

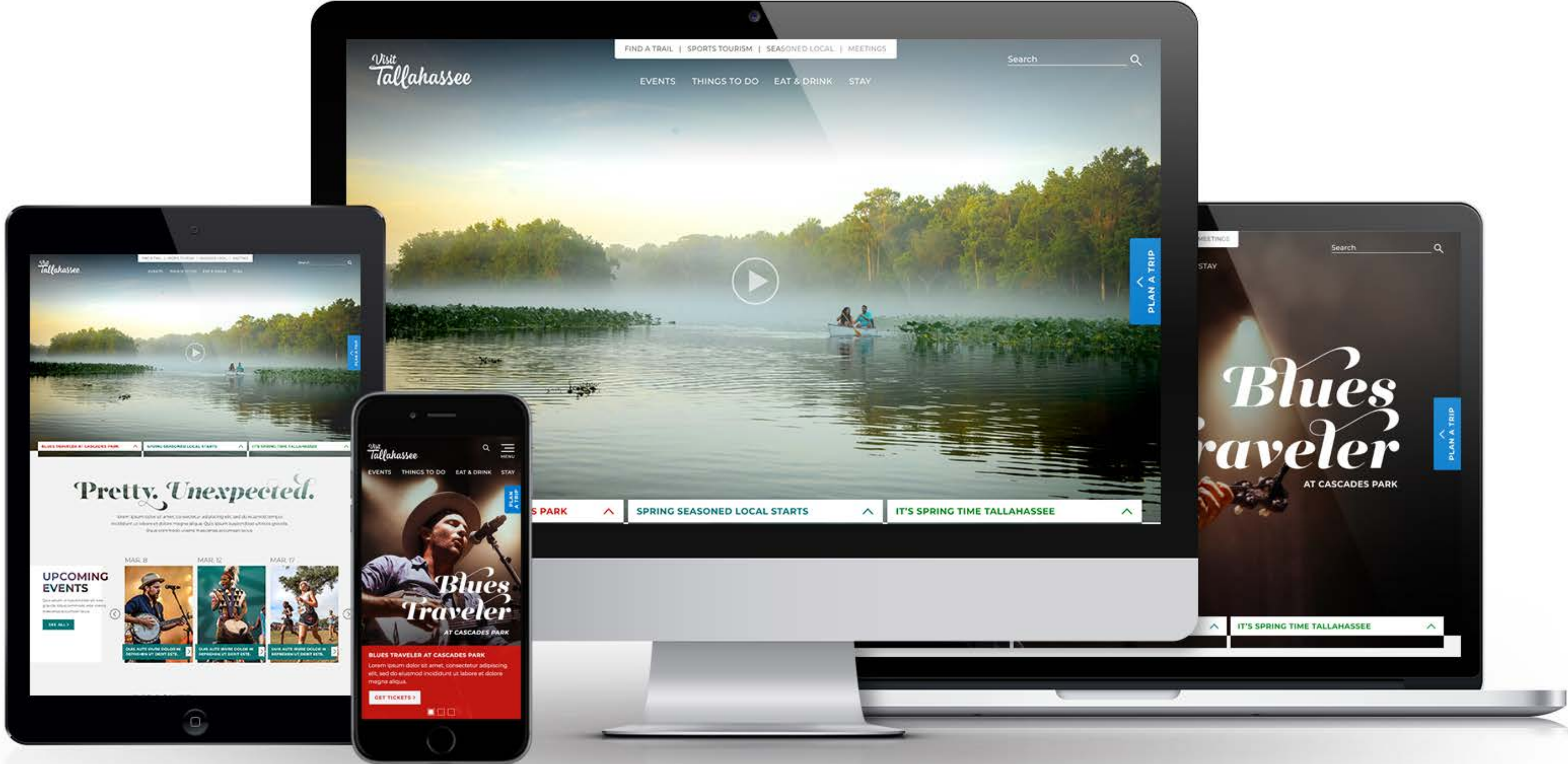
FRAME 3
Second photo
appears.

FRAME 4
“Unexpected.”
appears.

FRAME 5
Third photo
appears.

FRAME 6
“Pretty.
Unexpected.”
appears.

Visit Tallahassee.



Colonial Williamsburg.



**WHERE BROTHER ONCE FOUGHT BROTHER,
SISTER NOW SPLASHES SISTER.**

Revolutionary Summer 2020 is here, with aquatic fun at Water Country USA, fast-paced excitement at Busch Gardens and living history your kids will enjoy learning at Colonial Williamsburg. Book your trip today.

Visit
WILLIAMSBURG
JAMESTOWN ▼ YORKTOWN

VisitWilliamsburg.com



**THIS SUMMER, SPEND A FEW
CENTURIES WITH YOUR KIDS.**

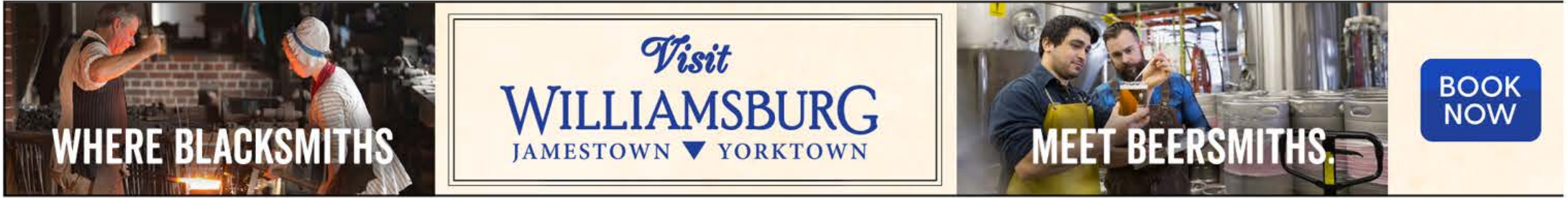
Revolutionary Summer 2020 is here, and it's time to visit Historic Jamestowne, Colonial Williamsburg or Yorktown Battlefield. (With a trip to Busch Gardens thrown in for good measure.) Book your trip today.

Visit
WILLIAMSBURG
JAMESTOWN ▼ YORKTOWN

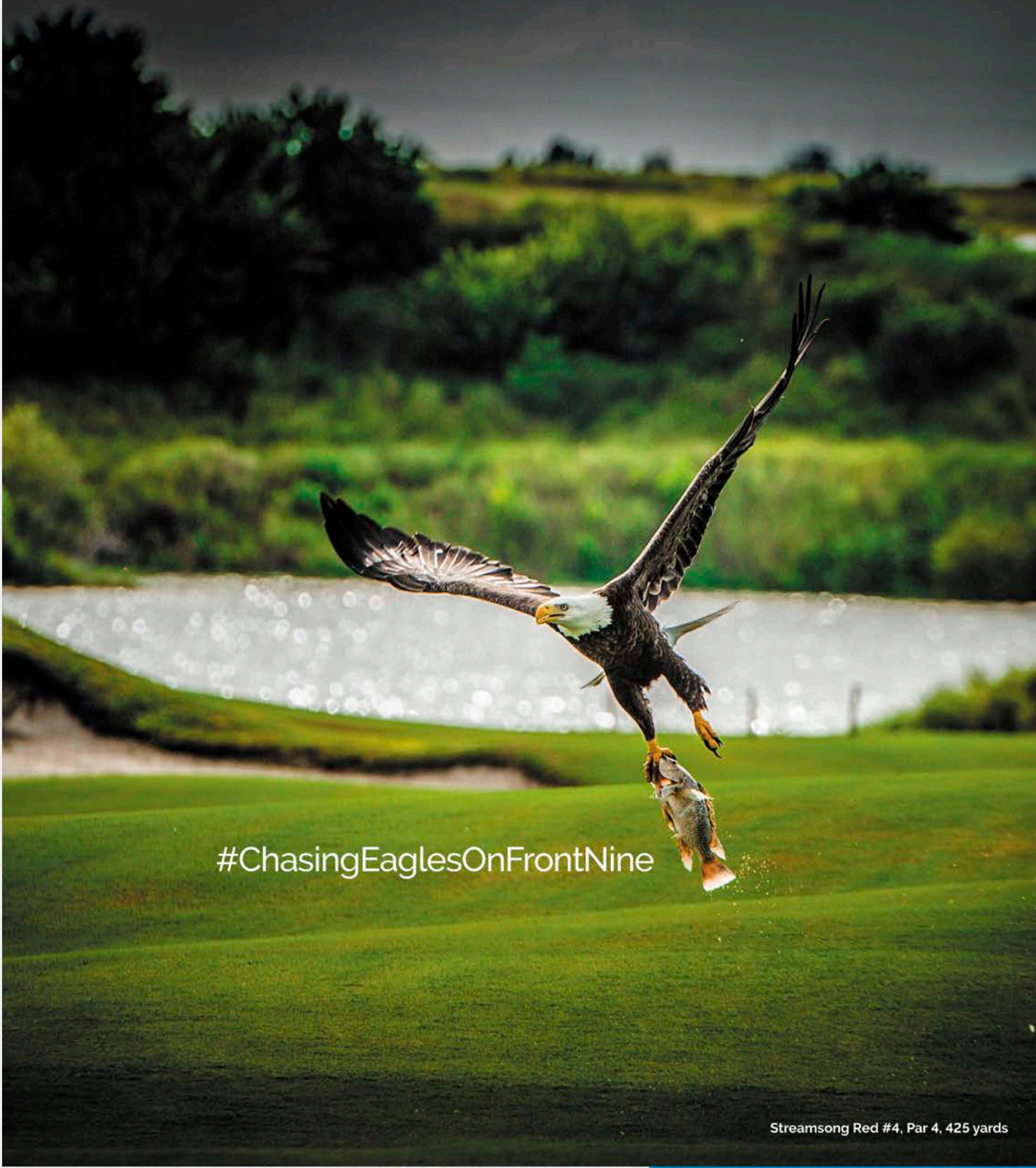
VisitWilliamsburg.com

Colonial Williamsburg.

STATIC BANNER ADS



Streamsong Resort.



#ChasingEaglesOnFrontNine

Streamsong Red #4, Par 4, 425 yards

streamsong
RESORT • GOLF • SPA
StreamsongResort.com

You won't find this eagle on a scorecard. Unexpected moments are a natural part of your game at Streamsong. Discover the extraordinary stories waiting there for you.
[#MyStreamsongStory](#)



#SliceOfHeaven

Streamsong Red #4, Par 4, 425 yards

streamsong
RESORT • GOLF • SPA
StreamsongResort.com

You've never played a resort like Streamsong. The moment you step on the course, you're playing against Golf Architecture's most iconic foursome: Gil Hanse, Tom Doak, Bill Coore and Ben Crenshaw. It's the ultimate test of your game — on an unprecedented masterpiece. Discover perfection at one of golf's most acclaimed destinations. There's an extraordinary story waiting for you.
[#MyStreamsongStory](#)

Full-service in-house content development studio.

It's a content-driven world. We have to be more capable, and, more nimble than ever. Today, we have to deliver messages at the speed of culture. To meet that need and to add cost efficiency for our clients, we created an in-house content development studio to produce and edit video,

photography and digital assets. In addition, we can provide centralized content and messaging with local market refinement in multiple global markets, including in-market studio services and production. Faster. Cheaper. More relevant to what's happening at this very moment.



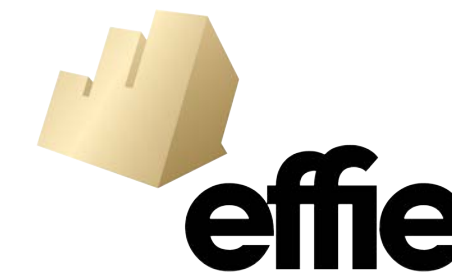
Recent agency awards and acknowledgements.

We're the first to agree that results are more important than awards. But, we would also argue that great work and great results are not mutually exclusive. As we pursue measurable results based on client business objectives we are also in pursuit of ideas that

will stand out to the audience. And, in some cases those same ideas stand out in competition for the best work in the industry. We've been fortunate to win more than 500 awards for creativity, and we've even been recognized by the highly elusive EFFIE Awards.

INDUSTRY AWARDS AND RECOGNITION

ONE Show	Graphis
Communication Arts	Webby Awards
New York Art Directors Show	Show South
American Advertising Awards	EFFIE Awards
HMSAI Gold	OBIE Awards
HMSAI Best of Show	PRINT Annual
Travel Weekly Magellan Award	



A client-facing portal to help manage the process.

We developed Red Zone to make the approval, project management, asset management and day-to-day deadline easier for clients and account teams to manage. Red Zone is an awesome tool that allows our clients to view active projects, provide comments when, and

how, they prefer and to approve creative briefs, work plans, digital projects, advertising and estimates. It also becomes a live archive of all of the assets that can be accessed and viewed via the portal. Saves time. Improves efficiency. And, it can be 100% customized.

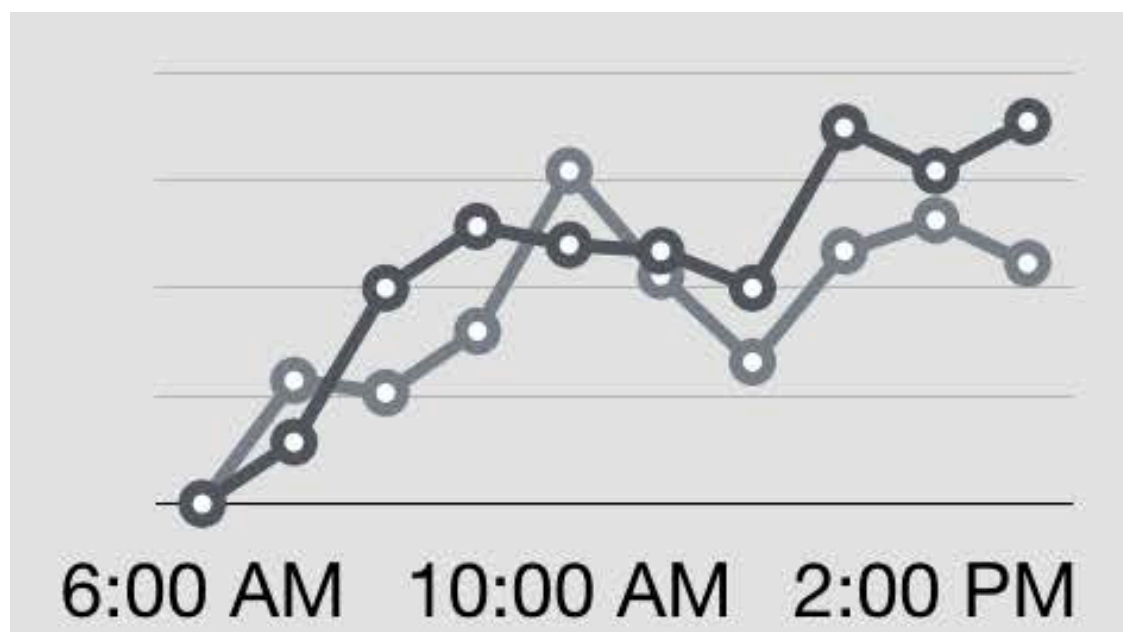


Measurement and reporting.

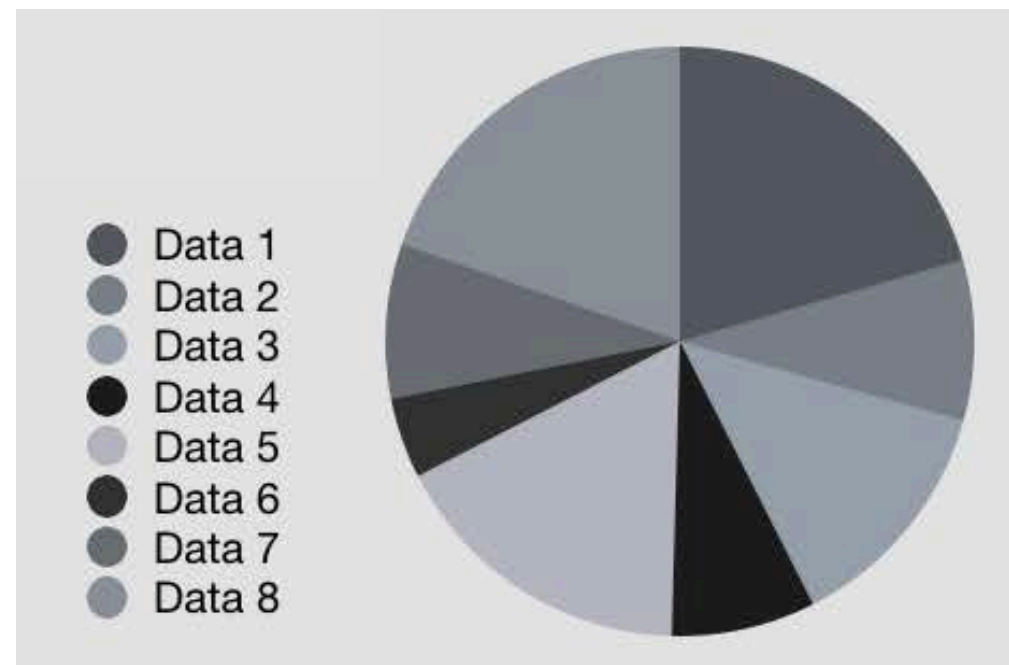
Optimizing success demands more aggressive measurement protocols than ever. As an agency, we are committed to timely reporting and meaningful analysis to allow teams to make adjustments that will affect the desired outcomes. **Efforts are measured and**

monitored in close to real-time through both digital and analog resources. The Agency has invested in systems and technology that can stand alone, or we can tie directly into your API or CMS. **All feedback systems can be customized based on your needs.**

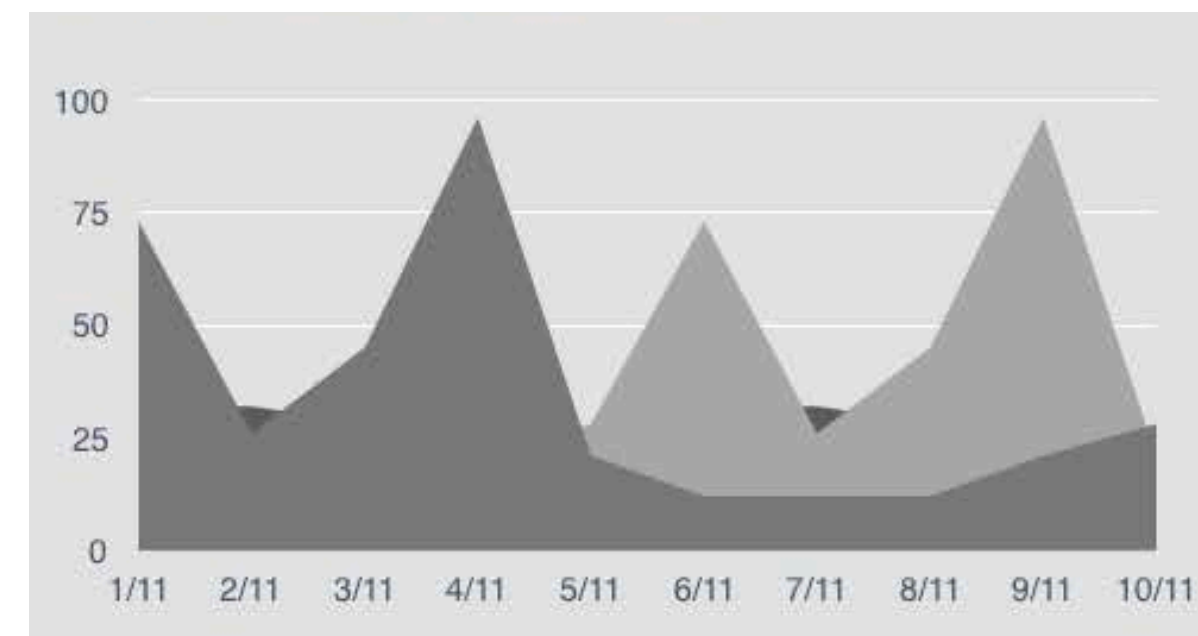
Site Traffic



Traffic Source



Average Graph



Projected

Actual

Projected	Actual
XXXX Room Nights	XXXX Room Nights
XXXX Room Nights	XXXX Room Nights
XXXX Room Nights	XXXX Room Nights
XXXX Room Nights	XXXX Room Nights
XXXX Room Nights	XXXX Room Nights




- VISITOR INFORMATION
- CONVERSION DATA
- ORIGIN MARKET

Subcontractors.

The Zimmerman Agency is a hyper-integrated marketing communications firm with a significant depth of in-house resources. The use of subcontractors will be limited to the use of a third-party resource for primary research and the common use of production vendors.

Legal documentation.


DIVISION of
CORPORATIONS
an official State of Florida website

[Department of State](#) / [Division of Corporations](#) / [Search Records](#) / [Search by Entity Name](#) /

[Previous On List](#) [Next On List](#) [Return to List](#)

No Events No Name History

Detail by Entity Name

Foreign Limited Liability Company
THE ZIMMERMAN AGENCY LLC

Filing Information

Document Number	M09000001432
FE/EIN Number	27-0833307
Date Filed	04/16/2009
State	DE
Status	ACTIVE

Principal Address

1821 MICCOSUKEE COMMONS
TALLAHASSEE, FL 32308

Changed: 04/25/2018

Mailing Address

1821 MICCOSUKEE COMMONS
TALLAHASSEE, FL 32308

Changed: 04/25/2018

Registered Agent Name & Address

CORPORATION SERVICE COMPANY
1201 HAYS STREET
TALLAHASSEE, FL 32301-2525

Authorized Person(s) Detail

Name & Address

Title CO-PRESIDENT

ZIMMERMAN, CURTIS
1821 MICCOSUKEE COMMONS
TALLAHASSEE, FL 32308



Exceeding Expectations for Daytona Beach

THE Z!MMERMAN AGENCY

Exceeding Expectations for Daytona Beach. A Strategic Direction.



Gaining a larger share of the future.

This is an interesting time for the travel and tourism category. While the tides of consumer sentiment shift toward a post-Covid environment, many beach destinations report record numbers. Despite the positive signs of growth, Daytona Beach has an opportunity to shift positioning to keep pace with the positive impact of new, more upscale accommodations and the potential to attract visitors with the promise of higher discretionary spending. This is a new day for Daytona Beach, but the future is filled with competitive destinations that have already embraced positioning platforms that are targeting a more upscale audience. How do you turn the page to the future without turning your back on a loyal visitor that has expectations of the destination that were born in the past?

Taking the right steps.

In this document, we have highlighted Momentum Planning, a proprietary process structured to accelerate growth. The process incorporates the voices and experiences of key stakeholders and takes an honest look at the past, present and potential of a destination. The value of composing an Ambition that is focused on how Daytona Beach needs to be viewed by the world to succeed is enormous. But, the effort doesn't stop with a plan. Our ability to develop campaigns that reflect the true Daytona Beach will be the test of time.

The steps we take during the first 90 days of our relationship will establish the foundation of marketing communications that will accurately position Daytona Beach to the right audience, at the right time to keep pace with the evolution of the destination.

- Momentum Planning - we will meet with groups of 8-12 stakeholders from the HAAA and local industry partners to craft an Ambition and develop the Momentum Idea that will serve as the genesis of strategy and creativity.
- We will utilize data, technology and targeting tools to establish a clear picture of the audience that will enable Daytona Beach to evolve.
- The Agency will develop a message platform and creative campaigns that will forge a new path for the destination. The concept of the World's Most Famous Beach will evolve to have new meaning for a new audience without alienating loyal repeat visitors.
- Media will embrace a cross-channel, full-funnel approach to create touch points that can be measured against KPIs.
- The rule of engagement is to execute-measure-adjust-repeat.

Developing plans, actions and ideas that will focus on establishing

The future of Daytona Beach.

At The Zimmerman Agency, we take a prescriptive approach to marketing communications for a destination. No two destinations are alike. Our recommendations will be based on the needs of Daytona Beach and the greatest opportunity to make a meaningful difference in the effort to position the destination for the future. We focus our collective efforts into their respective marketing channels resulting in a cohesive effort based on an equal balance of the right audience, the right message, through the right strategy at the right time. We will develop an attention-demanding, compelling story that engages your target audience and increases their consideration for Daytona Beach. The Agency will employ a time-proven, market-tested approach.

IDEAS & INITIATIVES

Plan

Begin with Momentum and end with Stopping Power

- Momentum Roadmap
- Research
- Audience Analysis
- Goals + Objectives

Develop

Insights and data will inform our campaign strategy

- Integrated Strategy
- Connection Mapping
- Smart Brief
- Campaign Development

Deploy

Launch campaigns and tactics

- Establish Benchmarks
- Integrated Execution
- Campaign Deployment
- Adjustments

Measure

Optimize performance through timely measurement

- Data Visualization
- Campaign Optimizations
- Performance Adjustments

Exceeding Expectations for Daytona Beach. Reaching the right audience.

Connecting With Ideal Traveler

Before the onset of Covid-19, the world experienced an underlying shift from mass consumption to relevance based context and audience personalization. We now consider what inspires the audience, and embrace a more empathetic mindset to inspire the audience to consider and ultimately experience. We base our campaigns on a deep understanding of traveler behavior. When media plans are developed, they are aligned against all actionable audience indicators including, demographics, sentiment, lifestyle, and media consumption characteristics.

The affluent consumer is changing. They are more likely to be married and more likely to live in a household with two income-earning adults. The younger affluent audience represents a much more diverse audience, with 14 percent of affluent Millennials identifying as Hispanic, 12 percent as Asian, and 7 percent as Black.

The Zimmerman Agency's media team is among the most experienced in the hospitality and travel category. In addition to identifying the audience that provides the greatest opportunity for Daytona Beach to succeed, our teams will develop a Connection Map that is customized based on how the audience makes travel decisions. Using advanced data and analytics through tools provided through the Omni platform, we will dig beneath demographics and lifestyle characteristics to gain a greater understanding of the individual and how we can best inspire the travel decision.

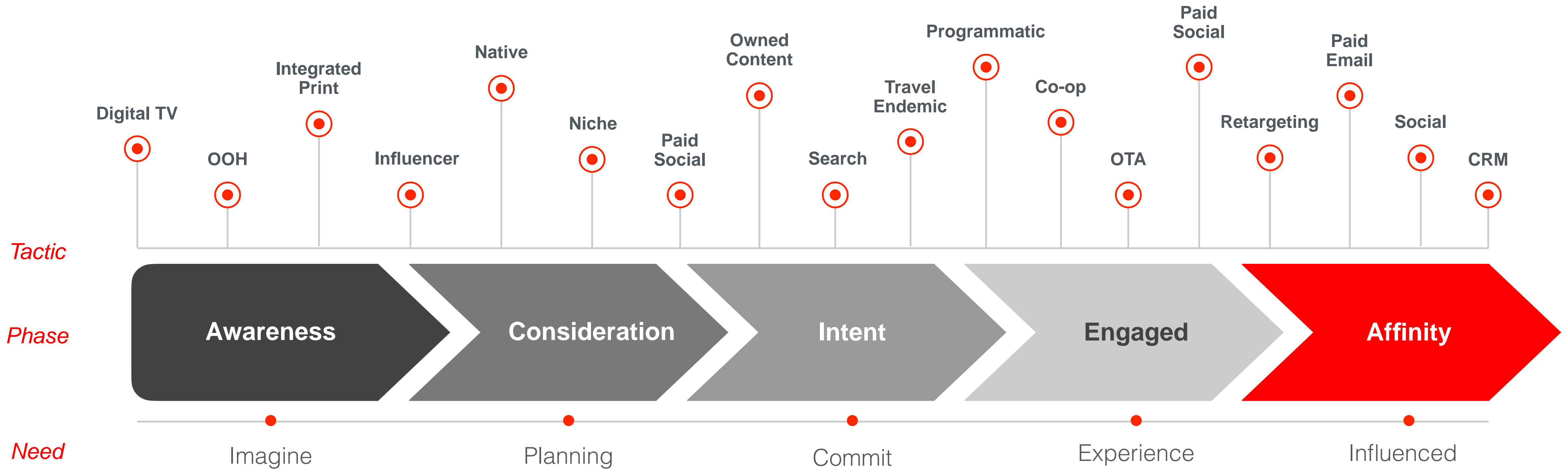


Exceeding Expectations for Daytona Beach

Inspiring the right traveler to visit Daytona Beach.

Influencing the Potential Visitor Journey

The following graphic illustrates our efforts to influence the potential visitor throughout the travel consumer journey, including specific media tactics, each with their own purpose and anticipated outcome.



Exceeding Expectations for Daytona Beach.

The next campaign for Daytona Beach.

The Momentum Idea

As we've described throughout our response to your RSQ, the Momentum Idea will serve as the genesis of our creative thinking. It should also serve as an inspiration for your industry partners and ultimately for the inspiration for potential visitors to consider, and experience the destination. The idea itself will be bold, it will be fresh, and it will be based on a true reflection of the Daytona Beach experience. And, while the idea will be designed to generate momentum, the creativity that we employ on behalf of Daytona Beach will be designed to create stopping power. It is time for Daytona Beach to be represented by creative campaigns that appeal to the audience that will elevate the positioning of the destination to keep pace with the new developments and attitude toward evolving the destination in the minds of potential visitors. Our objective will be to overcome convention and find a new, differentiated position through creative that is powerful, well-designed and focused on how we need the world to view Daytona Beach to succeed.

*It is time for Daytona Beach to regain its rightful position not only as the World's Most Famous Beach, but a **more upscale travel audience's most desired beach destination.***

Informing the Creative Strategy

Prior to developing the campaign that will effectively position Daytona Beach and capture the attention of the right audiences, the Agency will develop a "Smart Brief" that will incorporate current primary and secondary research, audience profiles, competitive message analysis, past marketing efforts for the destination, key origin markets, current and pending accommodations, events, venues, and amenities. In addition, the Agency will implement an analysis of current trends and how Daytona Beach is perceived in culture through the Q Platform, and additional tools that we have highlighted in the response to the RSQ.



Why would The Zimmerman Agency be a good fit for Daytona Beach?

We took a few minutes to make the decision to work with The Zimmerman Agency a little easier. Yes, we understand travel. It's not all we do, but the fact that we get the category is important. But, it's not the only reason to hire an agency. It's a combination of things, and ultimately only you will

know if that's right for Daytona Beach. The chemistry between your team and ours will be critical to our success. And we won't know that until we meet. So, for now, **here are five great reasons to hire The Zimmerman Agency.**

1

The Experience Still Matters.

The amazing thing about the travel category is that we are all ultimately selling an experience. Daytona Beach certainly provides a memorable and sometimes life-changing experience for residents and visitors. But, at some point the experience you provide comes down to dollars, decisions, competition, and everything else we will need to consider. At that point, our experience selling experience matters.

2

Momentum, Momentum, Momentum.

Momentum Planning is the Agency's proprietary planning methodology. The purpose is to help clients accelerate growth. The foundation is based on developing a clear, differentiated position that will inspire the right audiences. We've executed Momentum for hotels, resorts, travel brands and destinations, including entire nations. In addition to providing brand strategy and position, the result of Momentum is an Ambition that will become the north star for our efforts and paints a powerful picture of what success looks like for Daytona Beach.

3

Hyper-Integrated Platform.

We don't use a response to an RSQ to make recommendations. It's ill advised, typically uneducated, and our recommendations would be based on limited knowledge and no interaction with your team. Ultimately, our recommendations and the solutions we provide will be highly prescriptive, and based on what you actually need to succeed. The fact that our agency is built on a hyper-integrated platform means we have the ability to recommend the solutions that make the most sense for Daytona Beach.

4

We Motivate People To Travel.

We've established that The Zimmerman Agency understands travel. We've worked with literally every conceivable type of travel client, and whether we're motivating people to book, rent, purchase tickets, experience a destination, or simply have a reason to "go" we know what it takes to make a difference. There is a pattern to travel shopping that cannot be denied. It starts with imagining an experience. That requires the ability to be compelling storytellers, but more important for Daytona Beach, it requires the ability for our team to be compelling story sellers.

5

We Operate At The Speed of Culture.

It's not about how advertising and marketing will change in the future. It's about what we do every day to keep up with the speed of change and how potential visitors are making travel decisions. In addition to the technology that allows the Agency and our clients to compete more effectively, as an Omnicom agency, we are on the leading edge of changes that will affect how Daytona Beach competes tomorrow.

Tab 2

References.

Client references.

Contact: Kris Keprios
Title: Senior Tourism Manager
Client: Visit Central Florida
Phone: 863.551.4727
Email: kris@visitcentralflorida.org
Industry: Destination / Travel
Service: Integrated Marketing
Length: 4 years and counting

Contact: Michelle Bowers
Title: Marketing Director
Client: Belize Tourism Board
Phone: 501.227.2420
Email: Michelle.bowers@belizetourismboard.org
Industry: Destination / Travel
Service: Integrated Marketing
Length: 2 years and counting

Contact: Lori Moore
Title: Interim Director
Client: South Padre Island CVB
Phone: 956.761.8387
Email: lori@sopadre.com
Industry: Destination / Travel
Service: Integrated Marketing
Length: 1 year and counting

Contact: Katie Kole
Title: Division of Tourism
Client: Visit Tallahassee
Phone: 850.606.2324
Email: kolek@leoncountyfl.gov
Industry: Destination / Travel
Service: Integrated Marketing
Length: 34 years and counting

Tab 3

Insurance.



CERTIFICATE OF LIABILITY INSURANCE

OMNICGRO

DATE (MM/DD/YYYY)
2/7/2022

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 Commercial Lines - (248) 353-5800 USI Insurance Services LLC 4000 Town Center, Suite 800 Southfield, MI 48075	CONTACT NAME: Jim Wagner PHONE (A/C, No, Ext): 249-621-9828 FAX (A/C, No): 610-537-2371 E-MAIL ADDRESS: jim.wagner@usi.com														
INSURED Omnicom Group Inc. The Zimmerman Agency LLC 280 Park Ave New York, NY 10017	<table border="1"> <tr> <th>INSURER(S) AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> <tr> <td>INSURER A: XL Specialty Insurance Company</td> <td>37885</td> </tr> <tr> <td>INSURER B:</td> <td></td> </tr> <tr> <td>INSURER C:</td> <td></td> </tr> <tr> <td>INSURER D:</td> <td></td> </tr> <tr> <td>INSURER E:</td> <td></td> </tr> <tr> <td>INSURER F:</td> <td></td> </tr> </table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A: XL Specialty Insurance Company	37885	INSURER B:		INSURER C:		INSURER D:		INSURER E:		INSURER F:	
INSURER(S) AFFORDING COVERAGE	NAIC #														
INSURER A: XL Specialty Insurance Company	37885														
INSURER B:															
INSURER C:															
INSURER D:															
INSURER E:															
INSURER F:															

COVERAGES CERTIFICATE NUMBER: 15505614 REVISION NUMBER: See below

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 SUBR INSD WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:					EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$ \$
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY					COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$					EACH OCCURRENCE \$ AGGREGATE \$ \$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N	RWC6200002	01/01/2022	01/01/2023	X PER STATUTE OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000

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

CERTIFICATE HOLDER HAAA 126 E. Orange Ave Daytona Beach, FL 32114	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE
---	--

ACORD 25 (2016/03)

(This certificate replaces certificate# 15505609 issued on 2/7/2022)

The ACORD name and logo are registered marks of ACORD © 1988-2015 ACORD CORPORATION. All rights reserved.



CERTIFICATE OF LIABILITY INSURANCE

OMNICGRO

DATE (MM/DD/YYYY)
2/7/2022

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 Commercial Lines - (248) 353-5800 USI Insurance Services LLC 4000 Town Center, Suite 800 Southfield, MI 48075	CONTACT NAME: Jim Wagner PHONE (A/C, No, Ext): 249-621-9828 FAX (A/C, No): 610-537-2371 E-MAIL ADDRESS: jim.wagner@usi.com														
INSURED Omnicom Group Inc. The Zimmerman Agency LLC 280 Park Ave New York, NY 10017	<table border="1"> <tr> <th>INSURER(S) AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> <tr> <td>INSURER A: XL Specialty Insurance Company</td> <td>37885</td> </tr> <tr> <td>INSURER B:</td> <td></td> </tr> <tr> <td>INSURER C:</td> <td></td> </tr> <tr> <td>INSURER D:</td> <td></td> </tr> <tr> <td>INSURER E:</td> <td></td> </tr> <tr> <td>INSURER F:</td> <td></td> </tr> </table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A: XL Specialty Insurance Company	37885	INSURER B:		INSURER C:		INSURER D:		INSURER E:		INSURER F:	
INSURER(S) AFFORDING COVERAGE	NAIC #														
INSURER A: XL Specialty Insurance Company	37885														
INSURER B:															
INSURER C:															
INSURER D:															
INSURER E:															
INSURER F:															

COVERAGES CERTIFICATE NUMBER: 15505613 REVISION NUMBER: See below

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 SUBR INSD WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:					EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$ \$
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY					COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$					EACH OCCURRENCE \$ AGGREGATE \$ \$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N	RWC6200002	01/01/2022	01/01/2023	X PER STATUTE OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000

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

CERTIFICATE HOLDER County of Volusia Purchasing & Contracts Division 123 W. Indiana Ave., Room 302 DeLand, FL 32720	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE
--	--

ACORD 25 (2016/03)

(This certificate replaces certificate# 15505608 issued on 2/7/2022)

The ACORD name and logo are registered marks of ACORD © 1988-2015 ACORD CORPORATION. All rights reserved.



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
02/07/2022

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 Marsh USA, Inc. 1166 Avenue of the Americas New York, NY 10036 Attn: EMAIL: OMNICOM.REQUEST@MARSH.COM		CONTACT NAME: PHONE (A/C, No, Ext): FAX (A/C, No): E-MAIL ADDRESS:															
CN102105620-ALL-GAU-21-22		<table border="1"> <tr> <th>INSURER(S) AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> <tr> <td>INSURER A : Zurich American Insurance Company</td> <td>16535</td> </tr> <tr> <td>INSURER B : XL Insurance America, Inc.</td> <td>24554</td> </tr> <tr> <td>INSURER C :</td> <td></td> </tr> <tr> <td>INSURER D :</td> <td></td> </tr> <tr> <td>INSURER E :</td> <td></td> </tr> <tr> <td>INSURER F :</td> <td></td> </tr> </table>		INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A : Zurich American Insurance Company	16535	INSURER B : XL Insurance America, Inc.	24554	INSURER C :		INSURER D :		INSURER E :		INSURER F :	
INSURER(S) AFFORDING COVERAGE	NAIC #																
INSURER A : Zurich American Insurance Company	16535																
INSURER B : XL Insurance America, Inc.	24554																
INSURER C :																	
INSURER D :																	
INSURER E :																	
INSURER F :																	
INSURED OMNICOM GROUP INC. ITS SUBSIDIARIES AND DIVISIONS 280 PARK AVENUE, 31ST FLOOR NEW YORK, NY 10017																	

COVERAGES **CERTIFICATE NUMBER:** NYC-011272739-01 **REVISION NUMBER:** 2

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 SUBR INSD WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> CONTRACTUAL LIABILITY GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:		GLO 5096224 06	07/01/2021	07/01/2022	EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 2,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 2,000,000 GENERAL AGGREGATE \$ 5,000,000 PRODUCTS - COMP/OP AGG \$ 5,000,000 \$
A	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input checked="" type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY		BAP 5096225 06	07/01/2021	07/01/2022	COMBINED SINGLE LIMIT (Ea accident) \$ 2,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ COMP / COLL DED: \$ 1,000
B	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$ 10,000		US00006780L121A	07/01/2021	07/01/2022	EACH OCCURRENCE \$ 10,000,000 AGGREGATE \$ 10,000,000 \$ PER STATUTE <input type="checkbox"/> OTH-ER <input type="checkbox"/> E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below					

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
 HAAA, 126 E. Orange Ave., Daytona Beach, FL 32114 is included as additional insured on all policies where required by written contract.

CERTIFICATE HOLDER County of Volusia Attn: Purchasing & Contracts Divisio 123 W. Indiana Ave. Room 302 DeLand, FL 32720	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE <i>Marsh USA Inc.</i>
--	---

© 1988-2016 ACORD CORPORATION. All rights reserved.

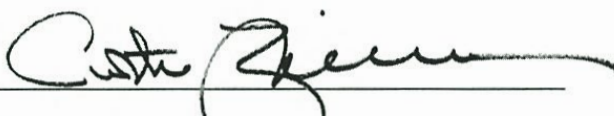
Tab 4

Conflict of Interest.

CONFLICT OF INTEREST FORM


- 1. I, Curtis Zimmerman am the Chief Executive Officer and the duly authorized representative of The Zimmerman Agency whose address is, 1821 Miccosukee Commons, Tallahassee, Florida 32308 and that I possess the legal authority to make this affidavit on behalf of myself and the firm for which I am acting; and,
- 2. Except as listed below, not employee, officer, or agent of the firm have any conflicts of interest, real or apparent, due to ownership, other clients, contracts or interests associated with this project; and,
- 3. This submittal is made without prior understanding, agreement or connection with any corporation, firm or person submitting a proposal for the same services, and is in all respects fair and without collusion or fraud.

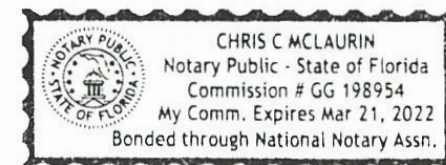
EXCEPTIONS to items above (List):

Signature  Date: February 7, 2022
 Printed Name Curtis Zimmerman
 Firm Name The Zimmerman Agency, LLC

STATE OF FLORIDA
COUNTY OF LEON

Sworn to and subscribed before me this 7th day of February, 2022 by Curtis Zimmerman who is personally known to me.

Signature  Date: February 7, 2022
 Printed Name Chris McLaurin



Tab 5

Financial Stability.

OmnicomGroup

Zimmerman Tallahassee
4toZMTOT.4usZTALL
Actual December 2017

Balance Sheet

		Actual 2017 December	Actual 2016 December
ASSETS			
Cash & Cash Equivalents	0003	(1,059)	25,349
Short-Term Investments Available for Sale	0005	-	-
Other Short-Term Investments	0006	-	-
Short Term Investments at Market	0007	-	-
Accounts Receivable	0009	5,980,863	6,344,676
Allowance for Doubtful Accounts	0012	(5,305)	(10,000)
Accounts Receivable Less Allowance	0015	5,975,558	6,334,676
Work-In-Process	0018	322,470	369,800
Prepaid Exp, Oth Rec & Other Cur Assets	0021	109,299	65,777
Receivables from Employees - Cur Portion	0025	-	-
Intercompany Receivables	0036	18,781,846	17,594,517
Total Other Current Assets	0037	18,891,144	17,660,294
TOTAL CURRENT ASSETS	0039	25,188,113	24,390,119
Property, Plant & Equipment, at Cost	0072	2,800,464	2,755,568
Leasehold Improvements, at Cost	0074	280,403	236,511
Total PP&E and Leasehold Improvements	0075	3,080,867	2,992,079
Accumulated Depreciation - PP&E	0076	(2,557,896)	(2,453,782)
Accumulated Depreciation - Leaseholds	0077	(174,719)	(153,395)
Accumulated Depreciation	0078	(2,732,616)	(2,607,177)
Net Fixed Assets	0081	348,251	384,902
Investments in Affiliates	0088	-	-
Goodwill in Affiliates	0089	-	-
Accum Amortization in Affiliates	0091	-	-
Net Goodwill in Affiliates	0092	-	-
Net Investments in Affiliates & Goodwill	0094	-	-
Investments in Subsidiaries	0084	-	-
Goodwill in Subsidiaries	0087	-	-
Accum Amortization of Goodwill in Subsidiaries	0090	-	-
Net Goodwill in Subsidiaries	0093	-	-
Net Investments in Subs & Goodwill	0095	-	-
Other Amortizable Intangibles	0096	498,549	498,549
Accum Amortization of Other Intangibles	0099	(457,994)	(446,853)
Net Other Amortizable Intangibles	0102	40,554	51,696
Advances to Affiliates	0107	-	-
Other Investments	0108	-	-
Long-Term Investments Available for Sale	0110	-	-
Receivables from Employees - LT Portion	0114	-	-
Deferred Charges & Other Assets	0120	-	-
Other Assets	0121	-	-
TOTAL ASSETS	0123	25,576,918	24,826,717

Scenario: Actual
Value: <Entity Currency>
ICP: [ICP None]
Custom1: Input
Custom2: Default
Custom3: [None]

12-Mar-2018
3:38:37 PM
Sched1
MAXIMUS
Custom3: [None]

OmnicomGroup

Zimmerman Tallahassee
4toZMTOT.4usZTALL
Actual December 2017

Profit and Loss Statement

		Actual 2017 December	Actual 2016 December
REVENUES	0308	17,129,777	15,339,184
COMPENSATION			
Payroll	0353	8,452,951	7,633,102
Payroll - Project/Freelance/Temporary Help	0353PROJ	-	-
Total Payroll	0353TOT	8,452,951	7,633,102
Other Employment Related Costs	0357	1,113,518	1,022,944
Incentive Compensation Expenses	0362	504,666	560,722
Pension & Post Employment Expense	0365TOT	-	-
Other Compensation Costs - Benefits	0366BENE	8,391	-
Other Compensation Costs - Labor	0366LAB	-	45,445
Freelancers/Fieldforce Direct Cost REIMBURSED by the Client	0369FRE	-	-
Total Compensation Expense	0368	10,079,526	9,262,213
COST OF CLIENT SERVICES			
QOP Directly Billed to the Client	0369OOP	352,745	179,327
Third Party Promotional Items, Print Production and Event Costs	0369PPP	-	-
Other Direct Costs REIMBURSED by the Client	0369	-	-
Proprietary Media	0370PLAC	-	-
Other Client Service and Support Costs NOT REIMBURSED	0370	96,891	70,233
Severance Compensation	0371	16	49,320
Miscellaneous Expense (Income)	0372	-	-
TOTAL COMPENSATION & SERVICE COSTS	0377	10,529,179	9,561,093
OFFICE EXPENSES			
Rent-Office (Base) Third Party	0386	461,713	461,713
Rent-Office Intercompany (Income)	0387	-	-
Rent-Office Intercompany Expense	0388	-	-
Rent-Office & Occupancy Costs Cardinia Real Estate Expense (I	0388CARD	-	-
Rent-Equipment	0389	19,748	-
Depreciation	0395	125,439	116,544
Amortization of Other Intangibles	0401	11,142	4,372
Other Occupancy Costs	0402	199,479	193,465
GENERAL EXPENSES			
Professional Fees	0404	47,516	63,655
Bad Debt Expense	0405	22,547	34,298
Other General Expense	0406	987,019	1,040,218
Partnership (Income)	0407	-	-
TOTAL OFFICE & GENERAL EXPENSES	0409	1,874,602	1,914,265
EARNINGS BEFORE INTEREST & TAXES (EBIT)	0410	4,725,997	3,863,628
NET INTEREST EXPENSE & OTHER DEDUCTIONS			
Net Interest Expense (Income)	0411	3,973	792
Intercompany Interest Expense (Income)	0415	(136,084)	(48,474)
Cross Sharing Fee/Royalty/Captive Insurance Expense (Income)	0418	534,367	464,385
Intercompany Balancing	ICPL	-	-
Dividend (Income)	0419	-	-
TOTAL INTEREST EXPENSE (INCOME) & OTHER DEDUCT	0420	402,255	416,703
PROFIT (LOSS) BEFORE TAX	0453	4,323,741	3,447,123
INCOME TAXES	0468	1,636,260	1,289,843
Effective Tax Rate	EFFTAXRATE	38%	37%
PROFIT (LOSS) AFTER TAXES	0474	2,687,481	2,157,280
EQUITY IN AFFILIATES	0477	-	-
OMD EQUITY RECLASS	0479	-	-
NET INCOME BEFORE NONCONTROLLING INTEREST	0482	2,687,481	2,157,280
NONCONTROLLING (MINORITY) INTEREST	0480	-	-
NET INCOME	0500	2,687,481	2,157,280
Number of Employees	NoEmp	118	112
Square Footage	Sqft	-	27,450
Contribution - Revenue Less Direct Costs Reimbursed	NETREV	16,777,032	15,159,857
Operating Profit	OPERPROF	4,858,108	3,911,508
Operating Margin as a % of Contribution	OPERMAR	28.96%	25.80%
Operating Margin as a % of Revenue	OPERMARGROSS	28.36%	25.50%
Operating Profit with Bonus	OPERPROFBONUS	4,858,108	3,911,508
Operating Margin % of Contribution with Bonus	OPERMARBONUS	28.96%	25.80%
Operating Margin % of Revenue with Bonus	OPERMARBONUSG	28.36%	25.50%

Scenario: Actual
Value: <Entity Currency>
ICP: [ICP None]
Custom1: Input
Custom2: Default
Custom3: [None]

12-Mar-2018
3:39:35 PM
Sched2
MAXIMUS
Custom3: [None]

OmnicomGroup

Zimmerman Tallahassee
4TBWA_ZIMM.4usZTALL
Actual December 2018

Balance Sheet

		Actual 2018 December	Actual 2017 December
ASSETS			
Cash & Cash Equivalents	0003	301	(1,059)
Short-Term Investments Held for Sale	0005	-	-
Other Short-Term Investments	0006	-	-
Short Term Investments at Market	0007	-	-
Accounts Receivable	0009	3,609,521	5,980,863
Allowance for Doubtful Accounts	0012	(20,000)	(5,305)
Accounts Receivable Less Allowance	0015	3,589,521	5,975,558
Work-In-Process	0018	230,985	322,470
Prepaid Exp, Oth Rec & Other Cur Assets	0021	186,672	109,299
Receivables from Employees - Cur Portion	0025	-	-
Intercompany Receivables	0036	15,478,350	18,781,846
Total Other Current Assets	0037	15,665,023	18,891,144
TOTAL CURRENT ASSETS	0039	19,485,829	25,188,113
Property, Plant & Equipment, at Cost	0072	2,821,016	2,800,464
Leasehold Improvements, at Cost	0074	294,460	280,403
Total PP&E and Leasehold Improvements	0075	3,115,476	3,080,867
Accumulated Depreciation - PP&E	0076	(2,642,488)	(2,557,896)
Accumulated Depreciation - Leaseholds	0077	(197,514)	(174,719)
Accumulated Depreciation	0078	(2,840,002)	(2,732,616)
Net Fixed Assets	0081	275,474	348,251
Investments in Affiliates	0088	-	-
Goodwill in Affiliates	0089	-	-
Accum Amortization in Affiliates	0091	-	-
Net Goodwill in Affiliates	0092	-	-
Net Investments in Affiliates & Goodwill	0094	-	-
Investments in Subsidiaries	0084	-	-
Goodwill in Subsidiaries	0087	-	-
Accum Amortization of Goodwill in Subsidiaries	0090	-	-
Net Goodwill in Subsidiaries	0093	-	-
Net Investments in Subs & Goodwill	0095	-	-
Other Amortizable Intangibles	0096	498,549	498,549
Accum Amortization of Other Intangibles	0099	(468,958)	(457,994)
Net Other Amortizable Intangibles	0102	29,591	40,554
Advances to Affiliates	0107	-	-
Other Investments	0108	-	-
Long-Term Publicly Traded Equity Investments	0110	-	-
Receivables from Employees - LT Portion	0114	-	-
Deferred Charges & Other Assets	0120	-	-
Other Assets	0121	-	-
TOTAL ASSETS	0123	19,790,894	25,576,918

Scenario: Actual
Value: <Entity Currency>
ICP: [ICP None]
Custom1: Input
Custom2: Default
Custom3: [None]

OmnicomGroup

Zimmerman Tallahassee
4TBWA_ZIMM.4usZTALL
Actual December 2018

Profit and Loss Statement

		Actual 2018 December	Actual 2017 December
REVENUES	0308	16,469,915	17,129,777
COMPENSATION			
Payroll - Project/Freelance/Temporary Help	0353	8,345,503	8,452,951
Payroll - Project/Freelance/Temporary Help	0353PROJ	-	-
Total Payroll	0353TOT	8,345,503	8,452,951
Other Employment Related Costs	0357	1,161,666	1,113,518
Incentive Compensation Expenses	0362	129,026	504,666
Pension & Post Employment Expense	0365TOT	-	-
Other Compensation Costs - Benefits	0366BENE	34,899	8,391
Other Compensation Costs - Labor	0366LAB	24,455	-
Freelancers/Fieldforce Direct Cost REIMBURSED by the Client	0369FRE	-	-
Total Compensation Expense	0368	9,695,549	10,079,526
COST OF CLIENT SERVICES			
OOP Directly Billed to the Client	0369OOP	918,099	352,745
Third Party Promotional Items, Print Production and Event Costs	0369PPP	-	-
Other Direct Costs REIMBURSED by the Client	0369	-	-
Proprietary Media	0370PLAC	-	-
Other Client Service and Support Costs NOT REIMBURSED	0370	105,610	96,891
Severance Compensation	0371	-	-
Miscellaneous Expense (Income)	0372	25	16
TOTAL COMPENSATION & SERVICE COSTS	0377	10,719,283	10,529,179
OFFICE EXPENSES			
Rent-Office (Base) Third Party - Total	0386TOT	460,854	461,713
Rent-Office Intercompany (Income)	0387	-	-
Rent-Office Intercompany Expense	0388	-	-
Rent-Office & Occupancy Costs Cardinia Real Estate Expense (I	0388CARD	-	-
Rent-Equipment	0389	25,346	19,748
Depreciation	0395	107,378	125,439
Amortization of Other Intangibles	0401	10,972	11,142
Other Occupancy Costs	0402	185,151	199,479
GENERAL EXPENSES			
Professional Fees	0404	27,108	47,516
Bad Debt Expense	0405	39,947	22,547
Other General Expense	0406	1,158,296	987,019
Partnership (Income)	0407	-	-
TOTAL OFFICE & GENERAL EXPENSES	0409	2,015,052	1,874,002
EARNINGS BEFORE INTEREST & TAXES (EBIT)	0410	3,725,580	4,725,997
NET INTEREST EXPENSE & OTHER DEDUCTIONS			
Net Interest Expense (Income)	0411	3,625	3,973
Intercompany Interest Expense (Income)	0415	(319,941)	(136,084)
Cross Sharing Fee/Royalty/Captive Insurance Expense (Income)	0418	668,296	534,367
Intercompany Balancing	ICPL	-	-
Dividend (Income)	0419	-	-
TOTAL INTEREST EXPENSE (INCOME) & OTHER DEDUCT	0420	351,980	402,255
PROFIT (LOSS) BEFORE TAX	0453	3,373,600	4,323,741
INCOME TAXES	0468	817,936	1,636,260
Effective Tax Rate	EFFTAXRATE	24%	38%
PROFIT (LOSS) AFTER TAXES	0474	2,555,663	2,687,481
EQUITY IN AFFILIATES	0477	-	-
OMD EQUITY RECLASS	0479	-	-
NET INCOME BEFORE NONCONTROLLING INTEREST	0482	2,555,663	2,687,481
NONCONTROLLING (MINORITY) INTEREST	0480	-	-
NET INCOME	0500	2,555,663	2,687,481
Number of Employees	NoEmp	95	118
Square Footage	Sqft	-	-
Contribution - Revenue Less Direct Costs Reimbursed	NETREV	15,541,816	16,777,032
Operating Profit	OPERPROF	4,041,896	4,858,108
Operating Margin as a % of Contribution	OPERPMAR	26.01%	28.96%
Operating Margin as a % of Revenue	OPERMARGROSS	24.56%	28.36%
Operating Profit with Bonus	OPERPROFBONUS	4,041,896	4,858,108
Operating Margin % of Contribution with Bonus	OPERMARBONUS	26.01%	28.96%
Operating Margin % of Revenue with Bonus	OPERMARBONUSG	24.56%	28.36%

Scenario: Actual
Value: <Entity Currency>
ICP: [ICP None]
Custom1: Input
Custom2: Default
Custom3: [None]

OmnicomGroup

Zimmerman Tallahassee
4TBWA_ZIMM.4usZTALL
Actual December 2019

Balance Sheet

		Actual 2019 December	Actual 2018 December
ASSETS			
Cash & Cash Equivalents	0003	425	301
Short-Term Investments Held for Sale	0005	-	-
Other Short-Term Investments	0006	-	-
Short Term Investments at Market	0007	-	-
Accounts Receivable	0009	2,747,593	3,609,521
Allowance for Doubtful Accounts	0012	(37,000)	(20,000)
Accounts Receivable Less Allowance	0015	2,710,593	3,589,521
Work-In-Process	0018	233,733	230,985
Prepaid Exp, Oth Rec & Other Cur Assets	0021	83,181	186,672
Receivables from Employees - Cur Portion	0025	-	-
Intercompany Receivables	0036	14,846,393	15,478,350
Total Other Current Assets	0037	14,929,574	15,665,023
TOTAL CURRENT ASSETS	0039	17,874,324	19,485,829
Right of Use (ROU) Asset - Operating Leases	0066	92,048	-
Property, Plant & Equipment, at Cost	0072	2,847,496	2,821,016
Leasehold Improvements, at Cost	0074	294,460	294,460
Total PP&E and Leasehold Improvements	0075	3,141,956	3,115,476
Accumulated Depreciation - PP&E	0076	(2,711,961)	(2,642,488)
Accumulated Depreciation - Leaseholds	0077	(218,335)	(197,514)
Accumulated Depreciation	0078	(2,930,297)	(2,840,002)
Net Fixed Assets	0081	211,660	275,474
Investments in Affiliates	0088	-	-
Goodwill in Affiliates	0089	-	-
Accum Amortization in Affiliates	0091	-	-
Net Goodwill in Affiliates	0092	-	-
Net Investments in Affiliates & Goodwill	0094	-	-
Investments in Subsidiaries	0084	-	-
Goodwill in Subsidiaries	0087	-	-
Accum Amortization of Goodwill in Subsidiaries	0090	-	-
Net Goodwill in Subsidiaries	0093	-	-
Net Investments in Subs & Goodwill	0095	-	-
Other Amortizable Intangibles	0096	498,549	498,549
Accum Amortization of Other Intangibles	0099	(479,255)	(468,958)
Net Other Amortizable Intangibles	0102	19,293	29,591
Advances to Affiliates	0107	-	-
Other Investments	0108	-	-
Long-Term Publicly Traded Equity Investments	0110	-	-
Receivables from Employees - LT Portion	0114	-	-
Deferred Charges & Other Assets	0120	-	-
Other Assets	0121	-	-

Scenario: Actual
Value: <Entity Currency>
ICP: [ICP None]
Custom1: Input
Custom2: Default
Custom3: [None]

5-Jan-2020
5:07:35 PM
Sched1
MAXIMUS
Custom: [None]

OmnicomGroup

Zimmerman Tallahassee
4TBWA_ZIMM.4usZTALL
Actual December 2019

Profit and Loss Statement

		Actual 2019 December	Actual 2018 December
REVENUES	0308	13,976,042	16,459,915
COMPENSATION			
Payroll	0353	7,022,916	8,345,503
Payroll - Project/Freelance/Temporary Help	0353PROJ	-	-
Total Payroll	0353TOT	7,022,916	8,345,503
Other Employment Related Costs	0357	851,091	1,161,666
Incentive Compensation Expenses	0362	140,062	129,026
Pension & Post Employment Expense	0365TOT	-	-
Other Compensation Costs - Benefits	0366BENE	15,778	34,899
Other Compensation Costs - Labor	0366LAB	124,082	24,455
Freelancers/Fieldforce Direct Cost REIMBURSED by the Client	0369FRE	-	-
Total Compensation Expense	0368	8,153,928	9,695,549
COST OF CLIENT SERVICES			
OOP Directly Billed to the Client	0369OOP	613,254	918,099
Third Party Promotional Items, Print Production and Event Costs	0369TIPP	-	-
Other Direct Costs REIMBURSED by the Client	0369	-	-
Proprietary Media	0370PLAC	-	-
Other Client Service and Support Costs NOT REIMBURSED	0370	82,319	105,610
Severance Compensation	0371	-	-
Miscellaneous Expense (Income)	0372	12	25
TOTAL COMPENSATION & SERVICE COSTS	0377	8,849,514	10,719,283
OFFICE EXPENSES			
Rent-Office (Base) Third Party - Total	0386TOT	189,569	460,854
Rent-Office Intercompany (Income)	0387	-	-
Rent-Office Intercompany Expense	0388	-	-
Rent-Office & Occupancy Costs Cardinia Real Estate Expense (I	0388CARD	266,483	-
Rent-Equipment	0389	16,394	25,346
Depreciation	0395	90,295	107,378
Amortization of Other Intangibles	0401	10,297	10,972
Other Occupancy Costs	0402	188,683	185,151
GENERAL EXPENSES			
Professional Fees	0404	46,129	27,108
Bad Debt Expense	0405	29,211	39,947
Other General Expense	0406	928,784	1,158,296
Partnership (Income)	0407	-	-
TOTAL OFFICE & GENERAL EXPENSES	0409	1,745,846	2,015,052
EARNINGS BEFORE INTEREST & TAXES (EBIT)	0410	3,380,682	3,725,580
NET INTEREST EXPENSE & OTHER DEDUCTIONS			
Net Interest Expense (Income)	0411	3,147	3,625
Intercompany Interest Expense (Income)	0415	(306,742)	(319,941)
Cross Sharing Fee/Royalty/Captive Insurance Expense (Income)	0418	939,054	668,296
Intercompany Balancing	ICPL	-	-
Dividend (Income)	0419	-	-
TOTAL INTEREST EXPENSE (INCOME) & OTHER DEDUCT	0420	635,459	351,980
PROFIT (LOSS) BEFORE TAX	0453	2,745,223	3,373,600
INCOME TAXES	0468	673,084	817,936
Effective Tax Rate	EFFTAXRATE	25%	24%
PROFIT (LOSS) AFTER TAXES	0474	2,072,139	2,555,663
EQUITY IN AFFILIATES	0477	-	-
OMD EQUITY RECLASS	0479	-	-
NET INCOME BEFORE NONCONTROLLING INTEREST	0482	2,072,139	2,555,663
NONCONTROLLING (MINORITY) INTEREST	0480	-	-
NET INCOME	0500	2,072,139	2,555,663
Number of Employees	NoEmp	106	95
Square Footage	Sqft	-	-
Contribution - Revenue Less Direct Costs Reimbursed	NETREV	13,362,788	15,541,816
Operating Profit	OPERPROF	3,684,277	4,041,896
Operating Margin as a % of Contribution	OPERMAR	27.57%	26.01%
Operating Margin as a % of Revenue	OPERMARGROSS	26.36%	24.56%
Operating Profit with Bonus	OPERPROFBONUS	3,684,277	4,041,896
Operating Margin % of Contribution with Bonus	OPERMARBONUS	27.57%	26.01%
Operating Margin % of Revenue with Bonus	OPERMARBONUSG	26.36%	24.56%

Scenario: Actual
Value: <Entity Currency>
ICP: [ICP None]
Custom1: Input
Custom2: Default
Custom3: [None]

5-Jan-2020
5:07:36 PM
Sched2
MAXIMUS
Custom: [None]

OmnicomGroup

Zimmerman Tallahassee
4TBWA_ZIMM.4usZTALL
Actual December 2020

Balance Sheet

		Actual 2020 December	Actual 2019 December
ASSETS			
Cash & Cash Equivalents	0003	937	425
Short-Term Investments Held for Sale	0005	-	-
Other Short-Term Investments	0006	-	-
Short Term Investments at Market	0007	-	-
Accounts Receivable	0009	3,495,974	2,747,593
Allowance for Doubtful Accounts	0012	(3,500)	(37,000)
Accounts Receivable Less Allowance	0015	3,492,474	2,710,593
Work-In-Process	0018	220,000	233,733
Prepaid Exp, Oth Rec & Other Cur Assets	0021	122,604	83,181
Receivables from Employees - Cur Portion	0025	-	-
Intercompany Receivables	0036	14,616,954	14,846,393
Total Other Current Assets	0037	14,739,559	14,929,574
TOTAL CURRENT ASSETS	0039	18,452,969	17,874,324
Right of Use (ROU) Asset - Operating Leases	0066	59,884	92,048
Property, Plant & Equipment, at Cost	0072	2,890,190	2,847,496
Leasehold Improvements, at Cost	0074	302,022	294,460
Total PP&E and Leasehold Improvements	0075	3,192,211	3,141,956
Accumulated Depreciation - PP&E	0076	(2,782,054)	(2,711,961)
Accumulated Depreciation - Leaseholds	0077	(238,696)	(218,335)
Accumulated Depreciation	0078	(3,020,749)	(2,930,297)
Net Fixed Assets	0081	171,462	211,660
Investments in Affiliates	0088	-	-
Goodwill in Affiliates	0089	-	-
Accum Amortization in Affiliates	0091	-	-
Net Goodwill in Affiliates	0092	-	-
Net Investments in Affiliates & Goodwill	0094	-	-
Investments in Subsidiaries	0084	-	-
Goodwill in Subsidiaries	0087	-	-
Accum Amortization of Goodwill in Subsidiaries	0090	-	-
Net Goodwill in Subsidiaries	0093	-	-
Net Investments in Subs & Goodwill	0095	-	-
Other Amortizable Intangibles	0096	498,549	498,549
Accum Amortization of Other Intangibles	0099	(489,331)	(479,255)
Net Other Amortizable Intangibles	0102	9,218	19,293
Advances to Affiliates	0107	-	-
Other Investments	0108	-	-
Long-Term Publicly Traded Equity Investments	0110	-	-
Receivables from Employees - LT Portion	0114	-	-
Deferred Charges & Other Assets	0120	-	-
Other Assets	0121	-	-

Scenario: Actual
Value: <Entity Currency>
ICP: [ICP None]
Custom1: Input
Custom2: Default

8-Jan-2021
3:45:45 PM
Schd1
MAXIMUS

OmnicomGroup

Zimmerman Tallahassee
4TBWA_ZIMM.4usZTALL
Actual December 2020

Profit and Loss Statement

		Actual 2020 December	Actual 2019 December
REVENUES	0308	11,774,574	13,976,042
COMPENSATION			
Payroll - Project/Freelance/Temporary Help	0353	6,083,939	7,022,916
Payroll - Project/Freelance/Temporary Help	0353PROJ	-	-
Total Payroll	0353TOT	6,083,939	7,022,916
Other Employment Related Costs	0357	739,376	851,991
Incentive Compensation Expenses	0362	197,106	140,062
Pension & Post Employment Expense	0365TOT	-	-
Other Compensation Costs - Benefits	0366BENE	25,243	15,778
Other Compensation Costs - Labor	0366LAB	84,939	124,082
Freelancers/Fieldforce Direct Cost REIMBURSED by the Client	0369FRE	-	-
Government Reimbursement for Freelancers/Fieldforce	0369FREGOV	-	-
Freelancers/Fieldforce Direct Cost REIMBURSED by the Client	0369FRETOT	-	-
Total Compensation Expense	0368	7,130,604	8,153,928
COST OF CLIENT SERVICES			
OOP Directly Billed to the Client	0369OOP	85,697	613,254
Third Party Promotional Items, Print Production and Event Costs	0369PPP	-	-
Other Direct Costs REIMBURSED by the Client	0369	-	-
Proprietary Media	0370PLAC	-	-
Other Client Service and Support Costs NOT REIMBURSED	0370	86,373	82,319
Severance Compensation	0371	-	-
Miscellaneous Expense (Income)	0372	264	12
TOTAL COMPENSATION & SERVICE COSTS	0377	7,302,939	8,849,514
OFFICE EXPENSES			
Rent-Office (Base) Third Party - Total	0386TOT	-	189,569
Rent-Office Intercompany (Income)	0387	-	-
Rent-Office Intercompany Expense	0388	-	-
Rent-Office & Occupancy Costs Cardinia Real Estate Expense (I	0388CARD	392,375	266,483
Rent-Equipment	0389	57,599	16,394
Depreciation	0395	90,453	90,295
Amortization of Other Intangibles	0401	10,075	10,297
Other Occupancy Costs	0402	116,348	168,683
GENERAL EXPENSES			
Professional Fees	0404	35,857	46,129
Bad Debt Expense	0405	32,057	28,669
Other General Expense	0406	929,967	929,326
Partnership (Income)	0407	-	-
TOTAL OFFICE & GENERAL EXPENSES	0409	1,664,731	1,745,846
EARNINGS BEFORE INTEREST & TAXES (EBIT)	0410	2,806,903	3,380,682
NET INTEREST EXPENSE & OTHER DEDUCTIONS			
Net Interest Expense (Income)	0411	2,409	3,147
Intercompany Interest Expense (Income)	0415	(67,307)	(306,742)
Cross Sharing Fee/Royalty/Captive Insurance Expense (Income)	0418	896,788	939,054
Intercompany Balancing	ICPL	-	-
Dividend (Income)	0419	-	-
TOTAL INTEREST EXPENSE (INCOME) & OTHER DEDUCT	0420	831,889	635,459
PROFIT (LOSS) BEFORE TAX	0453	1,975,014	2,745,223
INCOME TAXES			
Income Taxes	0468	480,443	666,422
Effective Tax Rate	EFFTAXRATE	24%	24%
PROFIT (LOSS) AFTER TAXES	0474	1,494,572	2,078,801
EQUITY IN AFFILIATES			
OMD EQUITY RECLASS	0479	-	-
NET INCOME BEFORE NONCONTROLLING INTEREST	0482	1,494,572	2,078,801
NONCONTROLLING (MINORITY) INTEREST			
NONCONTROLLING (MINORITY) INTEREST	0480	-	-
NET INCOME	0500	1,494,572	2,078,801
Number of Employees	NoEmp	80	106
Square Footage	Sqft	-	-
Contribution - Revenue Less Direct Costs Reimbursed	NETREV	11,688,876	13,362,788
Operating Profit	OPERPROF	2,871,802	3,684,277
Operating Margin as a % of Contribution	OPERMAR	24.57%	27.57%
Operating Margin as a % of Revenue	OPERMARGROSS	24.39%	26.36%
Operating Profit with Bonus	OPERPROFBONUS	2,871,802	3,684,277
Operating Margin % of Contribution with Bonus	OPERMARBONUS	24.57%	27.57%
Operating Margin % of Revenue with Bonus	OPERMARBONUSG	24.39%	26.36%

Scenario: Actual
Value: <Entity Currency>
ICP: [ICP None]
Custom1: Input
Custom2: Default

8-Jan-2021
3:45:46 PM
Schd2
MAXIMUS

Summary Balance Sheet

		Actual 2021 December	Actual 2020 December
ASSETS			
Cash & Cash Equivalents	0003	1,267	937
Short-Term Investments Held for Sale	0005	-	-
Other Short-Term Investments	0006	-	-
Short Term Investments at Market	0007	-	-
Accounts Receivable	0009	3,659,925	3,495,974
Allowance for Doubtful Accounts	0012	(15,823)	(3,500)
Accounts Receivable Less Allowance	0015	3,644,102	3,492,474
Work-in-Process	0018	220,000	220,000
Prepaid Exp, Oth Rec & Other Cur Assets	0021	474,924	122,604
Receivables from Employees - Cur Portion	0025	-	-
Intercompany Receivables	0036	16,287,173	14,616,954
Total Other Current Assets	0037	16,762,098	14,739,559
TOTAL CURRENT ASSETS	0039	20,627,466	18,452,969
Right of Use (ROU) Asset - Operating Leases	0066	40,782	59,884
Property, Plant & Equipment, at Cost	0072	2,933,397	2,890,190
Leasehold Improvements, at Cost	0074	-	302,022
Total PP&E and Leasehold Improvements	0075	2,933,397	3,192,212
Accumulated Depreciation - PP&E	0076	(2,840,416)	(2,782,054)
Accumulated Depreciation - Leaseholds	0077	-	(238,696)
Accumulated Depreciation	0078	(2,840,416)	(3,020,749)
Net Fixed Assets	0081	92,981	171,462
Investments in Affiliates	0088	-	-
Goodwill in Affiliates	0089	-	-
Accum Amortization in Affiliates	0091	-	-
Net Goodwill in Affiliates	0092	-	-
Net Investments in Affiliates & Goodwill	0094	-	-
Investments in Subsidiaries	0084	-	-
Goodwill in Subsidiaries	0087	-	-
Accum Amortization of Goodwill in Subsidiaries	0090	-	-
Net Goodwill in Subsidiaries	0093	-	-
Net Investments in Subs & Goodwill	0095	-	-
Other Amortizable Intangibles	0096	498,549	498,549
Accum Amortization of Other Intangibles	0099	(498,507)	(489,331)
Net Other Amortizable Intangibles	0102	42	9,218
Advances to Affiliates	0107	-	-
Other Investments	0108	-	-
Long-Term Publicly Traded Equity Investments	0110	-	-
Receivables from Employees - LT Portion	0114	-	-
Deferred Charges & Other Assets	0120	-	-
Other Assets	0121	-	-

Scenario: Actual
Value: <Entity Currency>
ICP: [ICP None]
Custom1: Input
Custom2: Default
Custom3: [None]

Summary Profit and Loss Statement

		Actual 2021 December	Actual 2020 December
REVENUES	0308	13,145,264	11,774,574
COMPENSATION			
Payroll - Project/Freelance/Temporary Help	0353	6,137,421	6,083,939
Payroll - Project/Freelance/Temporary Help	0353PROJ	-	-
Total Payroll	0353TOT	6,137,421	6,083,939
Other Employment Related Costs	0357	727,334	739,376
Incentive Compensation Expenses	0362	85,256	197,106
Pension & Post Employment Expense	0362TOT	-	-
Other Compensation Costs - Benefits	0366BENE	(518)	25,243
Other Compensation Costs - Labor	0366LAB	138,775	84,939
Freelancers/Fieldforce Direct Cost REIMBURSED by the Client	0369FRE	-	-
Government Reimbursement for Freelancers/Fieldforce	0369FREGOV	-	-
Freelancers/Fieldforce Direct Cost REIMBURSED by the Client Total	0369FRETOT	-	-
Total Compensation Expense	0368	7,088,268	7,130,604
COST OF CLIENT SERVICES			
OOP Directly Billed to the Client	0369OOP	86,569	85,697
Third Party Promotional Items, Print Production and Event Costs	0369TRP	-	-
Other Direct Costs REIMBURSED by the Client	0369	-	-
Proprietary Media	0370PLAC	-	-
Other Client Service and Support Costs NOT REIMBURSED	0370	53,046	86,373
Severance Compensation	0371	-	-
Miscellaneous Expense (Income)	0372	622	264
TOTAL COMPENSATION & SERVICE COSTS	0377	7,228,505	7,302,939
OFFICE EXPENSES			
Rent-Office (Base) Third Party - Total	0386TOT	-	-
Rent-Office Intercompany (Income)	0387	-	-
Rent-Office Intercompany Expense	0388	-	-
Rent-Office & Occupancy Costs Carolina Real Estate Expense (Income)	0388CARD	358,791	392,375
Rent-Equipment	0389	47,702	57,599
Depreciation	0395	77,492	90,453
Amortization of Other Intangibles	0401	9,176	10,075
Other Occupancy Costs	0402	119,006	116,348
GENERAL EXPENSES			
Professional Fees	0404	134,191	35,857
Bad Debt Expense	0405	34,029	32,057
Other General Expense	0406	869,143	929,967
Partnership (Income)	0407	-	-
TOTAL OFFICE & GENERAL EXPENSES	0409	1,649,530	1,664,731
EARNINGS BEFORE INTEREST & TAXES (EBIT)	0410	4,267,228	2,806,903
NET INTEREST EXPENSE & OTHER DEDUCTIONS			
Net Interest Expense (Income)	0411	1,476	2,409
Intercompany Interest Expense (Income)	0415	(25,841)	(67,307)
Cross Sharing Fee/Royalty/Captive Insurance Expense (Income)	0418	655,927	896,788
Intercompany Balancing	ICPL	-	-
Dividend (Income)	0419	-	-
TOTAL INTEREST EXPENSE (INCOME) & OTHER DEDUCTIONS	0420	631,563	831,889
PROFIT (LOSS) BEFORE TAX	0453	3,435,666	1,975,014
INCOME TAXES	0468	833,248	480,443
Effective Tax Rate	EFTAXRATE	24%	24%
PROFIT (LOSS) AFTER TAXES	0474	2,602,417	1,494,572
EQUITY IN AFFILIATES	0477	-	-
OID EQUITY RECLASS	0479	-	-
NET INCOME BEFORE NONCONTROLLING INTEREST	0482	2,602,417	1,494,572
NONCONTROLLING (MINORITY) INTEREST	0480	-	-
NET INCOME	0500	2,602,417	1,494,572
Number of Employees	NoEmp	78	80
Square Footage	Sqft	-	-
Fee - Revenue Less Direct Costs Reimbursed	NETREV	13,058,695	11,698,676
Operating Profit	OPERPROF	4,291,593	2,871,862
Operating Margin as a % of Fee	OPERMAR	32.86%	24.57%
Operating Margin as a % of Revenue	OPERMARGROSS	32.65%	24.39%
Operating Profit with Bonus	OPERPROFBONUS	4,291,593	2,871,862
Operating Margin % of Fee with Bonus	OPERMARBONUS	32.86%	24.57%
Operating Margin % of Revenue with Bonus	OPERMARBONUSGR	32.65%	24.39%

Scenario: Actual
Value: USD
ICP: [ICP None]
Custom1: Input
Custom2: Default
Custom3: [None]

Tab 6

Business Tax Receipt.

The Zimmerman Agency does not have a physical location in Volusia County.

Tab 7

Addenda.

No addenda available.

Tab 8

Taxpayer Identification Number Form.

Form **W-9**
(Rev. October 2018)
Department of the Treasury
Internal Revenue Service

Request for Taxpayer Identification Number and Certification

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

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

Print or type.
See Specific Instructions on page 3.

1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.
The Zimmerman Agency LLC

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

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

Individual/sole proprietor or single-member LLC

C Corporation

S Corporation

Partnership

Trust/estate

Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ _____

Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is not disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.

Other (see instructions) ▶ _____

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

Exempt payee code (if any) _____

Exemption from FATCA reporting code (if any) _____

(Applies to accounts maintained outside the U.S.)

5 Address (number, street, and apt. or suite no.) See instructions.
1821 Miccosukee Commons Drive

6 City, state, and ZIP code
Tallahassee, FL 32308

7 List account number(s) here (optional)

Requester's name and address (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. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number

			-					
--	--	--	---	--	--	--	--	--

OR

Employer identification number

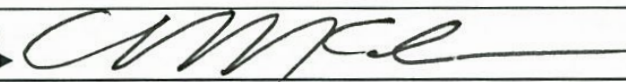
2	7	-	0	8	3	3	3	0	7
---	---	---	---	---	---	---	---	---	---

Part II Certification

Under penalties of perjury, I certify that:

- 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
- 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
- I am a U.S. citizen or other U.S. person (defined below); and
- 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 ▶  Date ▶ 2/7/22

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.

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid)

- Form 1099-DIV (dividends, including those from stocks or mutual funds)
 - Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
 - Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
 - Form 1099-S (proceeds from real estate transactions)
 - Form 1099-K (merchant card and third party network transactions)
 - Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
 - Form 1099-C (canceled debt)
 - Form 1099-A (acquisition or abandonment of secured property)
- Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.
- If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.*



Thank You.

THE Z!MMERMAN AGENCY

Thank you for the time and attention to learn a little more about The Zimmerman Agency and what we offer to our clients. We are excited about the potential of working with Daytona Beach and look forward to our continuing conversations.

Curtis Zimmerman • 850.668.2222 • 850.264.8278 • curtis@zimmerman.com