



**OFFICE OF ECONOMIC AND SMALL BUSINESS DEVELOPMENT
Governmental Center Annex**

115 S. Andrews Avenue, Room A680 • Fort Lauderdale, Florida 33301
954-357-6400 • FAX 954-357-5674 • TTY 954-357-5664

May 15, 2018

**Ms. Sharon Merchant
THE MERCHANT STRATEGY, INC.
1804 N. Dixie Hwy., Suite B
West Palm Beach, Florida 33407**

ANNIVERSARY DATE – Annually, on August 9th

Dear Ms. Merchant:

Broward County is pleased to announce that **The Merchant Strategy, Inc.** has renewed its certification as a **Disadvantaged Business Enterprise (DBE)**. Additionally, The Merchant Strategy, Inc. has been certified as an **Airport Concessions Disadvantaged Business Enterprise (ACDBE)** in Florida, under a **Unified Certification Program [UCP]** in accordance with 49 CFR, PARTS 26 and 23.

ACDBE/DBE certification continues from your anniversary date, but is contingent upon The Merchant Strategy, Inc. renewing its eligibility annually through this office, Office of Economic and Small Business Development (OESBD). OESBD will notify you in advance of your obligation to provide continuing eligibility documents; however, ensuring continued certification is your responsibility. Failure to continue your eligibility will result in immediate action to decertify The Merchant Strategy, Inc. as an ACDBE/DBE.

As long as The Merchant Strategy, Inc. is listed in the DBE Directory, it is considered ACDBE/DBE Certified by all Florida UCP Members.

ACDBE/DBE Certification is subject to actions by governmental agencies impacting the disadvantaged status of The Merchant Strategy, Inc.

The Merchant Strategy, Inc. will be listed in Florida's **UCP DBE Directory** which can be accessed via the internet, at <https://www3.dot.state.fl.us/EqualOpportunityOffice/BizNet>.

ACDBE/DBE certification is **NOT** a guarantee of work, but enables The Merchant Strategy, Inc. to compete for, and perform, contract work on all USDOT Federal Aid FAA, FTA and FHWA) projects in Florida as an ACDBE/DBE contractor, sub-contractor, consultant, and sub-consultant or material supplier.

Re: The Merchant Strategy, Inc.

May 15, 2018

If, at any time, there is a material change in The Merchant Strategy, Inc., including, but not limited to, ownership, officers, directors, scope of work being performed, daily operations, affiliations with other businesses or individuals or physical location of The Merchant Strategy, Inc., you must notify OESBD, in writing, without delay. Notification should include supporting documentation. You will receive acknowledgement and confirmation of continued eligibility, if applicable after notification of changes.

The Merchant Strategy, Inc. may compete for, and perform, work on all USDOT Federal Aid projects throughout Florida, receiving ACDBE/DBE credit for work performed in the following areas:

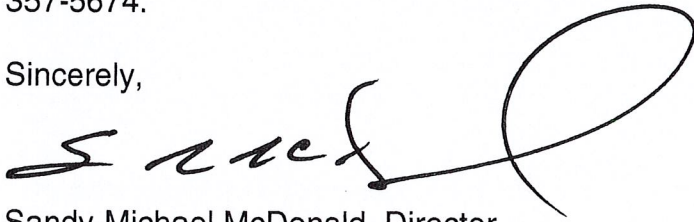
NAICS CODE: 541618 Other Management Consulting Services

NAICS CODE: 541690 Other Scientific & Technical Consulting Services

NAICS CODE: 541820 Public Relations Agencies

Please feel free to contact OESBD for any questions or concerns pertaining to your ACDBE/DBE certification. Our telephone number is (954) 357-6400; our fax number is (954) 357-5674.

Sincerely,

A handwritten signature in black ink, appearing to read "Sandy-Michael McDonald". The signature is fluid and cursive, with a large loop at the end.

Sandy-Michael McDonald, Director
Office of Economic and Small Business Development