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November 5, 2018

Re: The Merchant Strategy

To whom it may concern:

After a recommendation from a Florida Department of Transportation Project Manager to use The Merchant Strategy (TMS) for my project's public involvement role, I can honestly say I had my doubts. After all, I had never heard of TMS before, much less of its president, Sharon Merchant. I quickly learned that Sharon has a rich background of public service including serving in the Florida House of Representatives, District 83. Sharon has successfully instilled her public service acumen into her company, TMS.

In my role as Project Manager for the Rock Island Road (Sample Road to Wiles Road) project, I had the privilege of working hand in hand with TMS. TMS successfully executed their public involvement duties from writing the Community Awareness Plan to staffing and organizing the public workshop, including documenting all public comments.

I would gladly recommend TMS for other public involvement roles on other Florida Department of Transportation projects.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Fernando'.

Fernando V. Gomez, PE, PSM

Vice President