



June 24, 2019

Re: Sharon J. Merchant and The Merchant Strategy

To Whom It May Concern:

As Partner and Director of Planning at Gentile Glas Holloway O'Mahoney & Associates, Inc., I have had the pleasure of working with Sharon Merchant and her team at The Merchant Strategy (a division of The MS Factor) as they provided government/community relations and/or public outreach for construction and development firms, marinas and not for profit companies. We are currently collaborating on four projects.

When Sharon and The Merchant Strategy are involved things tend to run a little more smoothly and I know I have a team member I can trust to support our efforts and handle tasks with care, and without any reservations. Regardless of what the plan, they can adapt and are willing to play the role they need to play to get the job done. I know that I can count on them. Sharon's connections, both personal and professional have been a huge asset to my firm and our clients.

The Merchant Strategy has prepared collateral materials such as flyers, leave behinds, door hangers and letters for projects we have worked together. One of the tasks I can always depend on them for is to educate stakeholders and motivate supporters to attend and actively advocate at public meetings. They have also been instrumental in meeting with those objecting to projects, to inform and educate them in an effort to make them see the benefits and change or soften their stance.

Sharon and her team have created, maintained and regularly updated websites, Facebook and social media accounts for our projects, which they also maintained and updated regularly. These are important tools for reaching interested parties.

I would highly recommend Sharon and The Merchant Strategy.

Sincerely,

Dodi Buckmaster Glas, AICP, LEED®AP, BD&C  
Partner/Director of Planning  
Gentile Glas Holloway O'Mahoney & Associates, Inc.