

## **Carson City Culture & Tourism Authority (CTA)**

### **Request for Proposal (RFP)**

**THIS IS NOT AN ORDER**

**ADVERTISED RFP CTA 1920-102**

### **Web/Digital Development & E-Marketing/Customer Relationship Management (CRM)**

**ISSUE DATE:** February 8, 2019

**RFP SUBMISSION DUE:** March 13, 2019

**FINALIST PRESENTATIONS:** March 22, 2019

#### **REPLY TO:**

Carson City Culture & Tourism Authority

c/o Chris Kipp, CTA Operations Manager

716 N. Carson Street

Carson City, NV 89701

775-283-7682

## 1. INTRODUCTION

- 1.1. A Selection Committee will evaluate the proposals submitted.
- 1.2. The Committee may call for oral interviews anticipated on March 22, 2019.
- 1.3. The CTA reserves the right to retain all proposals submitted and use any idea in a proposal regardless of whether or not said proposal is selected.
- 1.4. During evaluation, the Selection Committee reserves the right, where it may serve the CTA's best interest, to request additional information or clarification from the Firm, or to allow corrections of errors or omissions. Oral interviews may be conducted by the Selection Committee for the Consultants who submit a Proposal and were short listed.
- 1.5. Submission of a proposal indicates acceptance by the Firm of the conditions contained in this Request for Proposals, unless clearly and specifically noted in the proposal submitted and confirmed in the resultant Contract(s) between CTA and the Firm selected.
- 1.6. The use of the term "firm" refers to Web/Digital/E-Marketing/CRM Firms with certified personnel, doing business in the United States and duly registered in the State of Nevada with business license.
- 1.7. There is no expressed or implied intent or obligation for CTA to reimburse responding firms for any expenses incurred in preparing proposals or any travel expenses during interviews in response to this Request for Proposals.
- 1.8. CTA shall reserve the right to terminate any agreement resultant from this solicitation and subsequent action for cause but not limited to inadequacy of performance.
- 1.9. CTA reserves the right to reject any or all proposals and to award to the proposer the CTA deems most qualified and whose award of the Contract(s) will accrue to the best interests of the CTA.
- 1.10. Until the receipt and opening of proposals, the proposers' principal contact with Carson City Culture & Tourism Authority will be as listed below.

Carson City Culture & Tourism Authority

c/o Chris Kipp, CTA Operations Manager

716 N. Carson Street

Carson City, NV 89701

e-mail: [ckipp@visitcarsoncity.com](mailto:ckipp@visitcarsoncity.com)

775-283-7682 FAX: 775-687-7416

- 1.11. All contacts regarding the proposal should be with the above-named individual only. Proposers contacting other CTA staff or CTA officials may be disqualified for doing so.

## 2. OVERVIEW

The Carson City Culture & Tourism Authority is seeking to retain the services of a firm(s) or firms to provide web/digital development of VisitCarsonCity.com as well as VisitCarsonCity.biz (this site does not yet exist) and associated E-Marketing/Customer Relationship Management (CRM).

## 3. BACKGROUND INFORMATION

The Carson City Culture & Tourism Authority (CTA) was created by the Carson City Board of Supervisors in 1968 under the provisions of Nevada Revised Statute (NRS) 244A.597. The CTA is the destination marketing organization for Carson City and is tasked with maintaining the economic engine of tourism. Additionally, the CTA funds the public arts and culture program for Carson City. The CTA is governed by the Carson City Culture and Tourism Board of Directors per NRS 244A.599.

The five (5) members serving on the CTA Board of Directors are selected by the Carson City Board of Supervisors and must include the following:

- Two members to represent the hotel and motel operators in the city.
- One member to represent the other commercial interests in the city.
- One member who is a member of the Board of Supervisors.
- One member to represent the city at large.

With the exception of the member of the Board of Supervisors, terms are 2 years in duration.

The CTA is funded principally through transient lodging tax (room tax). This tax is a percentage of the room rate charged by lodging properties. It is levied by the Carson City Board of Supervisors and is allowed pursuant to NRS 244A.645. The Consolidated Municipality of Carson City levies the charge via Carson City Municipal Code Chapter 4, Section 8 and in the same code, delegates the collection and use of the tax to the CTA.

## 4. DURATION OF SERVICE

The resulting Contract(s) shall be for an initial Contract term of three (3) years, two (2) months and twenty (21) days anticipated to begin April 9, 2019, subject to CTA Board approval.

## 5. SUBMITTAL INSTRUCTIONS

- a. A copy of this RFP may be requested from the CTA Operations Manager at the address shown in subsection (b) of this section, electronically at ckipp@visitcarsoncity.com, or by telephone at 775-283-7682.
- b. All proposals must be received by the CTA no later than 2:00 p.m., March 13, 2019. Submit proposal in a **sealed envelope**, labeled **Submittal for RFP CTA 1920-102** to one of the following:

**Mail/Delivery To:**

Carson City Culture & Tourism Authority  
c/o Chris Kipp, CTA Operations Manager  
716 N. Carson St., Suite 100  
Carson City, NV 89701

**In-Person To:**

Carson City Culture & Tourism Authority  
716 N. Carson St., Suite 100  
Carson City, NV 89701

- c. A master hard copy (so marked) plus four additional hard copies of the Proposal and one electronic copy (Adobe Acrobat format saved onto a PC readable medium (flash drive), to include a title page showing the RFP subject; the firm's name, address, telephone number and email address of a contact person. The Proposal must be received on or before the date and time set for receipt of proposals. Proposals shall be clear and straightforward. Company brochures may be provided.

**Final Date for Submittal of Questions** will be received through 12:00 p.m. on Friday, February 22, 2019. Questions shall be submitted in a letter format in writing via e-mail or mail and submitted to:

Carson City Culture & Tourism Authority

c/o Chris Kipp, CTA Operations Manager

716 N. Carson St., Suite 100 Carson City, NV 89701

e-mail: [ckipp@visitcarsoncity.com](mailto:ckipp@visitcarsoncity.com)

775-283-7682 FAX: 775-687-7416

- d. **LATE PROPOSALS WILL NOT BE ACCEPTED.** Prospective proposers are held responsible that their proposals arrive at the Carson City Culture and Tourism Authority on or before the designated time and date.
- e. All questions in the questionnaire must be completed. All requested documents must be provided.

## 6. EVALUATION AND AWARD PROCESS

- a. The CTA shall use its best judgment in conducting a comparative assessment of the proposals.
- b. The CTA shall select finalists which possess the ability to service the CTA's needs. On-site visits may be scheduled with the finalists. The CTA may ask the finalists to travel to Carson City, Nevada to present further details and or respond to questions. It is the expectation of the CTA that the finalists will bring the proposed account management team for the on-site visit/presentation.
- c. Selected finalist(s) will be contacted following the presentations referenced above, and notifications will be sent to all firms submitting proposals.
- d. The CTA reserves the right to cancel the Contract(s) at the end of each fiscal year by giving at least 30 days prior written notice, or to cancel with cause at any time.
- e. No oral explanation in regard to the meaning of the specifications will be made, and no oral interpretation will be given before the award of the Contract(s). If any firm contemplating submitting a bid for the Contract(s) is in doubt as to the true meaning of any part of the specifications or any other proposed Contract documents, firm may submit to the CTA a written request for an interpretation thereof. The firm submitting the request will be responsible for its prompt delivery. Any interpretation of the proposed documents will be made by addendum duly issued or delivered to each firm receiving a set of such documents. The CTA will not be responsible for any other explanation or interpretations of the proposed documents.
- f. The CTA reserves the right to reject any and all bids and to waive any informality in bids.

**RECOMMENDATION FOR AWARD** will be made based on the evaluation results of the Selection Committee. Once the committee has made a recommendation and a Contract is negotiated, the results will be posted on the CTA website [visitcarsoncity.com/contracts](http://visitcarsoncity.com/contracts).

**FINAL SELECTION** will be made by the CTA anticipated at the April 8, 2019 meeting. Should it become necessary to reschedule the date set for award, notice will be provided to those finalists selected. In all instances, a decision rendered by the CTA shall be deemed final.

### **Anticipated Schedule:**

Release RFP	February 8, 2019
Submittal of Questions	February 22, 2019 (12:00 pm)
Response to Questions	February 27, 2019
RFP Submittal Deadline	March 13, 2019 (2:00 pm)
Firms Notified of Short List	March 18, 2019
Short List Interviews	March 22, 2019
CTA Board Approves Contract	April 8, 2019

## 7. RFP REQUIREMENTS

- a. Respondents should submit any information which documents successful and reliable experience in past performance similar to those of the requirements of this proposal.
- b. The above information may be shown on the enclosed questionnaire or in a similar manner.
- c. Must have experience working with a Board/Commission.
- d. Must have directly related experience developing and implementing content creation utilized to promote a destination.

## 8. REQUIRED INFORMATION

The factors listed in this section will weigh heavily into the CTA's decision-making process on this project. These evaluation requirements are considered to be minimum requirements.

### 8.1.1 A Statement of Project Understanding

- a. Demonstrate the knowledge, skills and abilities to perform the specifications of the RFP.

### 8.1.2 Project Approach

- a. Proposal is organized and responsive to all requirements of the RFP, and proposer exhibits competence regarding the proposed scope. Proposer exhibits insightful approach to the scope of work. **8.1.2.1 SCOPE OF WORK: See Scope of Work Attachment**

### 8.1.3 Key Personnel Information:

- a. Key staff information (no more than one page resume per member).
- b. Relevant experience and abilities

### 8.1.4 Project Experience

- a. Two to three examples/case studies of website development for a destination marketing organization including the following
  - Marketing objective of the campaign or site;
  - The digital solution for achieving the objective(s);
  - The links to the applicable sites; and
  - Use of custom URLs and third- (3rd) party tags/pixels for campaign measurement.

**All examples/case studies should include a brief project overview, budget and location.**

b. Two to three examples/case studies of customer relationship strategy for a destination marketing organization including the following:

- A CRM campaign that identifies and expands audience segments;
- An omni-channel approach that enhances the visitor experience at multiple touch points;
- The tactical methodology for tracking and optimizing engagement.

**All examples/case studies should include a brief project overview, budget and location.**

c. A minimum of 3 professional references and associated contact information.

## 9. **EVALUATION CRITERIA:**

Having determined that a proposal meets the basic requirements, the Evaluation Committee will then evaluate it with respect to each of the following elements, total 100 points:

- 9.1 Qualifications (Maximum 50 points). The evaluation committee will consider; length of time in business, past performances in completing projects on time and within budget, ability to stay competitive in their industry, continued research in industry, reporting capabilities and programs to provide relevant KPIs, previous projects similar in size and scope, apparent capabilities to perform well in the execution of its obligations under a Contract as evidenced by its leadership and management personnel, size of organization, project manager and support staff, etc.
- 9.2 Staffing (Maximum 20 points). The evaluation committee will consider; staffing method of providing coverage in this Contract(s) with the different levels of staff proposed. Also taken into account will be the level of capabilities and ability to communicate effectively and timely.
- 9.3 Technical (Maximum 30 points). The evaluation committee will review the proposal for its completeness as well as evaluating the approach taken of initiating and fully implementing the scope of work. In addition, demonstration of assurance of performance as to quality and efficiency will be weighted when scoring.
- 9.4 **In-Person Presentation Evaluation Criteria**
- a) Did the presenting finalist prove its expertise in web/digital development and e-marketing/CRM in the travel and tourism industry? (Maximum 30 points)
  - b) How well did the presenting finalist show its ability to execute on this program component as part of an integrated marketing campaign? (Maximum 20 points)
  - c) Did the presenting finalist adequately convey its commitment to gaining an in-depth knowledge of the Carson City tourism product? (Maximum 10 points)
  - d) Did the presenting finalist provide the appropriate staffing level for both senior account strategy and day-to-day management? (Maximum 10 points)
  - e) How well did the presenting finalist address evaluators' questions? (Maximum 10 points)

- f) Did the presenting finalist show enthusiasm for Carson City tourism and a high level of commitment to collaborating with other consultants? (Maximum 10 points)
- g) Did the presenting finalist demonstrate experience working within the tourism industry, or a destination marketing organization (DMO) with multiple stakeholders? (Maximum 10 points)

## **10. OBJECTION BY UNSUCCESSFUL PROPOSER:**

- 10.1 Any unsuccessful Proposer may file an objection to the CTA regarding the selection of the CTA Review and Selection Committee by following the procedure outlined in paragraph below. Information on the results of the Committee's evaluation may be obtained upon request and will be emailed to each respondent.
- 10.2 Any objection shall be written and submitted to the evaluation committee c/o Carson City Culture & Tourism Authority within five (5) calendar days after a recommendation to accept or reject a proposal has been posted to the Carson City Culture and Tourism Authority Website. The CTA Selection Committee will stay any award actions until after the CTA Selection Committee has responded in writing to the protest. If the appellant is not satisfied with the response, appellant may then protest to the CTA Board of Directors, who will render a final decision. No protests will be heard by the CTA unless the proposer has followed the appeal process. CTA is not liable for any costs, expenses, attorney's fees, and loss of income or other damages sustained by the appellant in the process.

## **11. LIST OF REQUIRED DOCUMENTS**

- 11.1 Nevada Business License
- 11.2 Proof of Insurance Coverage
- 11.3 Organizational chart for your firm
- 11.4 Resume Form: Include a resume for each person employed by or Contracted with your firm which will assist with the completion of the scope of work for this Contract.
- 11.5 Questionnaire Response: Provide a detailed narrative for each of the questions within the questionnaire. Responses must be formatted in Times New Roman, size 12 font. The responses to each question should be clearly labeled in accordance with the question which the narrative addresses. **11.5.1 QUESTIONNAIRE: See Questionnaire Attachment**



12. **COST PROPOSAL**

The cost proposal shall not be marked “confidential”. Only information that is deemed proprietary per NRS 333.020 (5) (a) may be marked as “confidential”.

Firms shall provide one (1) PDF Cost Proposal file that includes the following:

Section I – Title Page referencing the RFP subject, the firm's name, address, telephone number and email address of a contact person.

Section II – Cost Proposal

Firm’s cost proposal response shall be included in this section.

END OF DOCUMENT

## **11.5.1**

### **QUESTIONNAIRE**

Provide a detailed narrative for each question on the questionnaire below.

**Note: Information contained in the bid process is public information after the CTA review process is completed.**

#### **1. General Information Regarding Your Firm**

- a. Name of Firm
- b. Address of Firm
- c. Phone Numbers of Firm
- d. Owner of Firm
- e. Contact Person of Firm
- f. Is the Firm a subsidiary of a larger agency or associated with another agency? If yes, provide additional information.
- g. Nevada Business ID (provide a copy of your Nevada Business License)

#### **2. Insurance Information**

- a. Insurance Carrier
- b. Coverage Summary
- c. Coverage Limits (provide proof of insurance)

#### **3. Organizational Information**

- a. Organizational Structure (i.e. Sole Proprietor, LLC, etc.)
- b. Organizational Chart (provide this within the required documents section)
- c. Provide a list of all employees/Contractors employed by your firm which your firm proposes to assign to service this Contract. Include a resume for each staff listed here and place in the required documents section.

**4. Technical Knowledge**

- a. What knowledge does your firm possess of tourism attractions in the Carson City area?
- b. What knowledge does your firm possess regarding the principles and practices of web/digital development and e-marketing/CRM?
- c. What knowledge does your firm possess regarding web/digital development and e-marketing/CRM with both public and governmental agencies?

**5. Technical Abilities**

- a. What abilities does your firm possess to be able to plan, organize, and direct the web/digital development and e-marketing/CRM of the CTA to enable it to carry out its goals and objectives?
- b. What abilities does your firm possess to be able to perform responsible administrative work in a high-profile position dealing with topics under intense public and media scrutiny and respond appropriately as situations change?
- e. What abilities does your firm possess to be able to plan, schedule, and organize all aspects of web/digital development and e-marketing/CRM?

### **8.1.2.1**

#### **SCOPE OF WORK**

The successful bidder shall fulfill the following:

**Web/Digital Development & E-Marketing/Customer Relationship Management (CRM):** Scope items are to be requested and used as needed by the CTA. Assume vendor hired can submit equivalent work to that mentioned below as deemed necessary. Scope of work is not all encompassing. Any ideas not covered within the scope of work are welcomed by the CTA.

#### **Web/Digital Development:**

- Developing and enhancing the Carson City Culture & Tourism Authority's websites and digital presence is critical to successfully marketing Carson City as a travel destination.
- In addition, the CTA owns VisitCarsonCity.biz. This site does not currently exist but the contracted vendor would be expected to develop this industry partner focused website, similar to TravelNevada.biz.
- Development of the website must include SEO optimization and keyword optimization to ensure our digital marketing efforts match our website content.
- The vendor must be able to produce a website optimized primarily for mobile devices.
- Enhancement or new development of an events calendar is a top priority of the .com site with data flowing from the .biz industry partner portal.
- The contracted vendor will assist the CTA in establishing GDPR and ADA compliance as well as privacy and cookie policies.
- The contracted vendor will assist CTA marketing staff to ensure the site is fully functional and easily navigable.
- The contracted vendor will be responsible for providing guidance, direction, and design, in cooperation with the CTA's marketing and the City of Carson City IT staff.
- The contracted vendor will be responsible for the development and maintenance of the website properties; and mobile applications, if necessary, in support of the organization's mission.
- The contracted vendor must have demonstrated expertise in current web technology and development, cross-platform mobile application design, and the ability to work within open source development platforms (WordPress, Drupal, Joomla, etc.), and custom-developed content management system.
- The contracted vendor must have experience in the development of integrated travel-related marketing campaigns for state or government agencies and must provide proven third- (3rd) party research results of its effectiveness including case studies that demonstrate the contracted vendor's expertise in brand campaign development in the tourism industry.
- Contracted vendor must be familiar with the use of third (3rd) party tags/pixels with respect to digital placed media.
- Vendor must have a dedicated UX developer on staff, which will guide the online user-experience and keep apprised of industry trends.

- Contracted vendor must be familiar with trends and insights related to creating innovative digital advertising, including interactive rich media units; and develop a much more customized remarketing approach that connects with potential customers on a more personal level based on the individual’s behavioral activity on all monitored digital assets.
- VisitCarsonCity.com receives a total average of 10,876 users per month, generating approximately 24,082 page views per month.
- The CTA’s websites are currently hosted on scalable servers through the City of Carson City, utilizing cloud database and storage instances.
- The City of Carson City IT will retain full control of all domain names and all associated servers but will provide assistance and access as necessary.
- The City of Carson City IT will require full administrative access to all websites.
- Any licenses purchased become the property of the City of Carson City.

**E-Marketing/Customer Relationship Management (CRM):**

- Carson City Culture & Tourism Authority needs to ensure the ongoing communications through its consumer database are brand-centric, customized and as effective as possible. The vendor selected through this process will assess the existing email platform and messaging strategy, and provide a technical solution to produce and send emails that are more closely targeted to consumer interests. Proposing vendor should discuss the targeting capabilities of any best practices platforms that are recommended. Proposing vendors should give an example of how these capabilities have benefited other organizations and particularly DMOs or those in the travel and tourism industry.
- Additionally, because the CTA’s “customers” also include its stakeholders, we look to the vendor to assist with developing an outreach program that targets the needs of the CTA’s various stakeholder groups, including: the Carson City tourism industry (hotels, restaurants, bars, cultural assets, etc., legislators, media, trade, etc. Ideally this outreach will collect Stakeholder’s needs and allow the CTA and the stakeholders to interact and utilize the CTA’s .biz site to communicate.
- Create a framework for greater customization within remarketing and digital advertising, as well as email communication efforts. The CTA currently does not engage those who interact with its digital ad units and various owned channels in remarketing campaigns, but will engage in these efforts to offer progressive engagement within each channel moving forward.
- The VisitCarsonCity.com website needs to be redesigned in create a trip-planning resource where users can be exposed to authentic Nevada stories that inspire their decision to visit with hopes to take this to the next level by offering users a far more customized experience that speaks directly to them as potential travelers. When a visitor “favorites” a point of interest, we will know, based on the activities and locations selected, what additional points of interest or offers will enhance their travel experience. Throughout communication with a potential visitor, the CRM program should be a guide, at every touch point, to booking travel through the website.
- Create a vibrant retail environment within the digital outreach programs that includes coupons and offers (from Carson City tourism partners) delivered to consumers based on

known preferences. Offers and coupons may be delivered via computer, tablet, and mobile devices.

**Account Management & Reporting:**

- Meet with Carson City Culture & Tourism Authority staff as needed for the purposes of carrying out initiatives.
- Maintain internal procedures that ensure budget control, prompt billing and quality control, including but not limited to auditing invoices for space, time, preparation and services.
- Prepare cost schedules and project sheets for web/digital development and e-marketing/CRM expenditures and other related costs and secure the approval from CTA Executive Director or CTA Marketing Manager for all expenditures by submitting pre-project estimates.
- Assign and aid in the prosecution, application, registration, and defense of all applicable intellectual property.
- Provide weekly status reports, or as otherwise requested, to the CTA Marketing Manager updating the progress of all projects.
- Provide monthly, quarterly and annual performance cost analysis for Contract.
- Assist the CTA in developing analytical data reports and KPI's in collaboration with the CTA Marketing Manager to measure overall effectiveness and performance, and provide detailed reports monthly or as requested by the CTA. It should be noted that strategic plans, creative strategies and other strategic input will come in large part from the CTA Marketing Manager in coordination with the selected Firm(s). In addition, the Firm(s) should be able to recommend strategies to expand the impact of VisitCarsonCity.com and VisitCarsonCity.biz. The selected Firm(s) must provide web/digital development and e-marketing/CRM project management timelines outlining the goals(s), objectives, audience, strategies, budget and measurement. The selected Firm(s) must demonstrate ability to incorporate the websites into the strategic plan, integrate, manage and execute an assortment of web/digital development and e-marketing/CRM projects. New and emerging technology opportunities are consistently being introduced and the selected Firm(s) must be able to identify, evaluate, recommend, develop and execute, and/or manage the execution of these opportunities.
- Any and all web/digital development and e-marketing/CRM development including the custom code for proprietary websites, passwords, logins, etc. prepared for the CTA will become the property of the City of Carson City, Nevada and will be provided to the CTA in whole or in part either immediately upon concept approval and/or upon completion of the project for future usage.

### **Activities and Deliverables:**

As part of the overarching web/digital development and e-marketing/CRM strategy, the contracted vendor will provide the following activities and deliverables.

- Review all current website and provide recommendations for improvement (incorporating web usability and other applicable research conducted by an outside firm). Recommendations must be accomplishable within the specified budget and outlined in the annual marketing plan.
- Provide ongoing updates regarding the best practices of other tourism marketing organizations, consumer brands and award-winning development programs for the web and mobile applications.
- Develop strategic recommendations on best-of-breed architecture for each website.
- Coordinate with advertising, media buying and external communications; teams to ensure successful integration with VisitCarsonCity.com and other CTA online properties.
- Work with staff to develop content management tools on VisitCarsonCity.com that effectively disseminate engaging content to consumers.
- Develop and enhance back-end administrative tools for VisitCarsonCity.com that allows the CTA staff to update the site as needed.
- Create and develop tactical digital components that support integrated strategy.
- Provide a monthly web analytics report (components to be determined at a later date).
- Work as part of the overall strategic planning team to ensure all interactive solutions are mapped and cohesive with all marketing efforts.
- Assist with developing and creating executable strategies for search engine marketing programming.



**CARSON CITY CULTURAL & TOURISM AUTHORITY**

**716 N. Carson St., Suite 100**

**Carson City, NV 89701**

**775-283-7682**

**<http://visitcarsoncity.com/contracts/>**

**RFP CTA 1920-102 Web/Digital Development & E-Marketing/Customer Relationship Management (CRM)**

**Addendum No. 1**

Please make the following additions/changes/clarifications to the above referenced project due to questions received.

1. *Are you disclosing a budget for the services within this RFP? If not, could you share a not to exceed budget for the scope items within the RFP?*

**Approximately \$125,000 is currently available for the initial term of the contract for the elements contained within the RFP; however, cost proposals do not need to be at or below this figure, as negotiations with the awarded vendor will come later in the process.**

2. *You mention that in addition to building the VisitCarsonCity.com site, there will be an industry partner focused website (.biz) that will also need to be built. Is the expectation that both sites will be similar structurally with different content or should they look completely different?*

**Visually, the CTA would like the branding to stay consistent but the content will be very different and different functionally as the agency hopes to have partner logins and have the ability for Carson City tourism industry partners to upload content and download content as necessary.**

3. *You mention that you would like the event calendar on the VisitCarsonCity.com site to pull in data from the .biz partner portal. When you say portal, do you mean an already existing program that is in place or will this portal be a part of the .biz site build?*

**The CTA does not have any partner (.biz) site built at this time. The portal would be built within the .biz site.**

4. *If this partner portal will need to be built along with the .biz site build, can we assume that you're looking for it to allow the ability to create a user account that stores information with a password-protected program?*

**Yes, that is correct to assume.**

5. *It is stated in the RFP that the "contracted vendor will be responsible for the development and maintenance of the website properties, and mobile applications..." are you referring to a mobile application that already exists or will the new site that is fully mobile-optimized be sufficient?*

**The CTA app was recently shut down but not before all of the content from it was extracted, should it be needed in the future. Ideally, the agency only wants a fully responsive, mobile-optimized site.**



6. *The RFP mentions that the vendor will assess the existing email platform and possibly recommend best practices platforms. Are you willing to share what email platform you are currently using and, if recommended to change platforms, what your budget is for a new platform?*  
**The CTA currently uses Mailchimp and would like to stay within the same cost of this platform or utilize this platform if at all possible unless another platform is presented that the agency feels is superior but within the price range.**
7. *It is stated in the RFP that you would like the website to have a more customized experience where visitors can save locations and activities and marketing messages can be targeted based on that saved information. Are you referring to digital marketing capabilities? I.E. the ability to track visitor activity on the site (engagement with specific pages, content and or sections on the site) and serve personalized digital ads based on those behaviors.*  
**Yes, the CTA wants our site to be as optimized as possible for any kind of digital marketing. The agency wants to be able to track visitors down to the minutest detail possible.**
8. *It is stated in the RFP that there is a desire to enhance your digital marketing activities and for vendor to create strategies for SEM but there is nothing stated in the Scope of Work for digital media buying. Is a paid digital marketing plan and media buying expected to be an aspect of the scope, and if so, what is the digital marketing budget?*  
**Media buying will all be done by the CTA's Marketing Manager. Overall, the agency wants to understand that the web developer is optimizing our site for a digital strategy and each page is well thought-out.**
9. *What is the budget for the website portion of this project?*  
**Approximately \$125,000 is currently available for the initial term of the contract for the elements contained with the RFP; however, cost proposals do not need to be at or below this figure, as negotiations with the awarded vendor will come later in the process.**
10. *What is the annual marketing budget?*  
**As far as creative/content development and PR/external communications are concerned, the budget is approximately \$100,000. In terms of media buying, the budget is approximately \$125,000.**
11. *Regarding the CRM. How will it be utilized?*  
**To communicate with people who have engaged with the CTA, whether through the website or social media.**
12. *What is the required functionality within the CRM*  
**To capture customer related information, personally identifiable information, as well as itinerary based information, including interests.**
13. *Is it possible to offer a 3<sup>rd</sup> party CRM solution if needed?*  
**Yes.**
14. *How do the two websites interact? And what roles do they play?*  
**The .com site will be the consumer facing website while the .biz site Carson City tourism industry partner website.**
15. *How do you see the shareholders being able to interact through the website?*  
**The .biz site would be the portal for the Carson City tourism industry partners to create their profile and to share company information relevant to tourism. Examples may be events, packages, deals, offers, etc.**

16. *How do you envision the communication to the shareholders? Is it through the website? Through the CRM? Or both?*  
**Communication with shareholders will occur through the CRM. Website communication will be discussed with the awarded vendor.**
17. *If it is through the CRM, is that in the form of an email?*  
**Yes.**
18. *If it is through the website, is it through a blog or newsletter?*  
**Blog and/or newsletter.**
19. *In terms of SEO and Digital Marketing, what are the goals are you trying to achieve? How will you measure success?*  
**Success will be measured through Google Analytics, ideally conversion rates based on engagement on the site, events, conversion, i.e., requesting a visitor's guide, email sign-up, trip planning sign-up, video view, etc.**
20. *Right now, it looks like Carson City has a 3rd party shopping cart that goes offsite. Is this something you want to continue? If so, do the thank you for your order emails come from the 3<sup>rd</sup> party or from their site? Do they want on an onsite shopping cart as part of the new website/s?*  
**The CTA does not need the shopping cart in this first phase of the site. That Store/Ticket link is not needed on the site.**
21. *You want to be able to book travel through the website...will you be collecting payments and distributing them to travel vendors? Will you need to be able to access available inventory, or will you be given a set amount of inventory – such as hotel rooms, etc. – to manage and just need to manage that available inventory? What other specifics do you need the travel booking portion of the website to include – event tickets, restaurant reservations, etc.? Will you simply be connecting with the travel vendor websites and acting as a portal?*  
**To clarify, the CTA does not want to book travel on site, just direct visitors to our partners to book their travel. The agency wants to track if that visitor purchased something from us directing them to that link.**
22. *Will they want to continue to offer advertising space on their main site? Will this link to or repeat on the .biz site?*  
**The agency does not want to offer any advertising options on the site.**
23. *Will the shareholders such as restaurants and bars be moved to the .biz site or included/repeated on the .com site?*  
**The CTA wants visitors to find our shareholders businesses for their trip on the consumer site; the agency wants shareholders to access the .biz to provide any updates about their business for the agency to include or update on the consumer site.**
24. *How do you see the visitors' portal working on the new site/s?*  
**For consumers, the agency would expect to have the ability for trip planning purposes, through an account type creation function. On the .biz site, a similar set-up for tourism industry partners would be expected.**
25. *Will the .biz site feature the Northwestern region of Nevada ... what do they envision as key differences between the two sites?*  
**The .biz site will reflect Carson City area.**
26. *At this point in time, does the CTA have a CRM program in place?*  
**The CTA does not currently have a CRM in place. We look to prospective bidders for your respective recommendations.**

27. *Do you have an annual marketing plan you can share?*

**A marketing plan will be available for FY20 but not until the end of the current fiscal year.**

28. *Do you have an existing brand platform you can share (e.g., mission, vision, values, voice)?*

**We are centering our brand on “Your Nevada Experience Starts Here.” With a new executive director coming on board in December of 2018, a five-year strategic plan is currently being developed that will take effect on 7/1/19.**

**Pre-existing details are as follows subject to change as mentioned above:**

#### **Our Mission**

**Enhance the local economy by attracting visitors from the region, across the nation and around the world through the promotion of Carson City and its assets.**

#### **Our Vision**

**Through innovation, partnerships and an engaged community, grow the industry and increase economic impact and jobs, resulting in a greater tax base for Carson City.**

#### **Our Values**

**Authentic, Collaborative, Fair, Respectful, Innovative, Responsive, Transparent, Creative, Optimistic.**

***We are open and accountable to the community we serve.***

29. *What destinations do you consider your main competition*

**The CTA doesn't see our surrounding areas as competitors. The agency sees Carson City as just one stop along the way of a visitor's Northern Nevada trip. On a room night level, Carson City does compete with Lake Tahoe, Reno/Sparks, Virginia City and Carson Valley (Minden, Gardnerville, Genoa).**

30. *Do you have web analytics you can share?*

**Please see the Google Analytics report on page 6 of this addendum.**

31. *What is your major pain point with the current website?*

**The major issues with the current version of the site include plug-in malfunctions, general functionality, design, speed, layout, mapping, content, lack of SEO optimization as well backend tracking.**

32. *Do you have a preference for the Content Management System for the new website?*

**No.**

33. *Are you open to other hosting solutions, or do you want to continue with your current internal hosting platform?*

**Other hosting solutions are not an option at this time.**

34. *Do you currently have a CRM? If not, what platforms are you considering?*

**The CTA does not currently have a CRM in place. We look to prospective bidders for your respective recommendations.**

35. *Do you currently have an email service provider? If not, what platforms are you considering?*

**The CTA currently uses Mailchimp and would like to stay within the same cost of this platform or utilize this platform if at all possible unless another platform is presented that the agency feels is superior but within the price range.**

36. *Do you have a not to exceed budget for this project?*

**Approximately \$125,000 is currently available for the initial term of the contract for the elements contained with the RFP; however, cost proposals do not need to be at or below this figure, as negotiations with the awarded vendor will come later in the process.**

37. *Do you currently use a CRM and/or eMarketing tool? What do you like/dislike about the current tool?*

**The CTA currently uses Mailchimp and would like to stay within the same cost of this platform or utilize this platform if at all possible unless another platform is presented that the agency feels is superior but within the price range.**

38. *How large is your current email customer database/CRM?*

**Approximately, 15,000 records exist.**

39. *Out of the 130k annual website visitors, can you provide how people come to the site by channel (e.g. organic, direct, paid, etc.)?*

**Google Analytics report is attached.**

40. *Does this agreement also include the management of digital marketing (SEM, Display, remarketing)? If not, will the chosen provider be working directly with another vendor or CTA to help manage requests (e.g. Google Analytics tracking for campaigns, etc.)?*

**All digital marketing media buying and management will be done by the CTA's Marketing Manager but will collaborate with the web developer to ensure all digital marketing is optimized based on website performance.**

41. *Section 11.4 requests each person to fill out a completed resume form. Where can we find this form?*

**Please create your own. There is not an official resume form from the CTA.**

42. *Is there a page limit for the RFP response?*

**No.**

43. *To confirm, on the cost proposal, you'd like to see:*

- Thumb Drive Two PDFs: the official RFP response, the cost proposal
- Physical RFPs - We can attach the cost proposal to the addendum as one package together

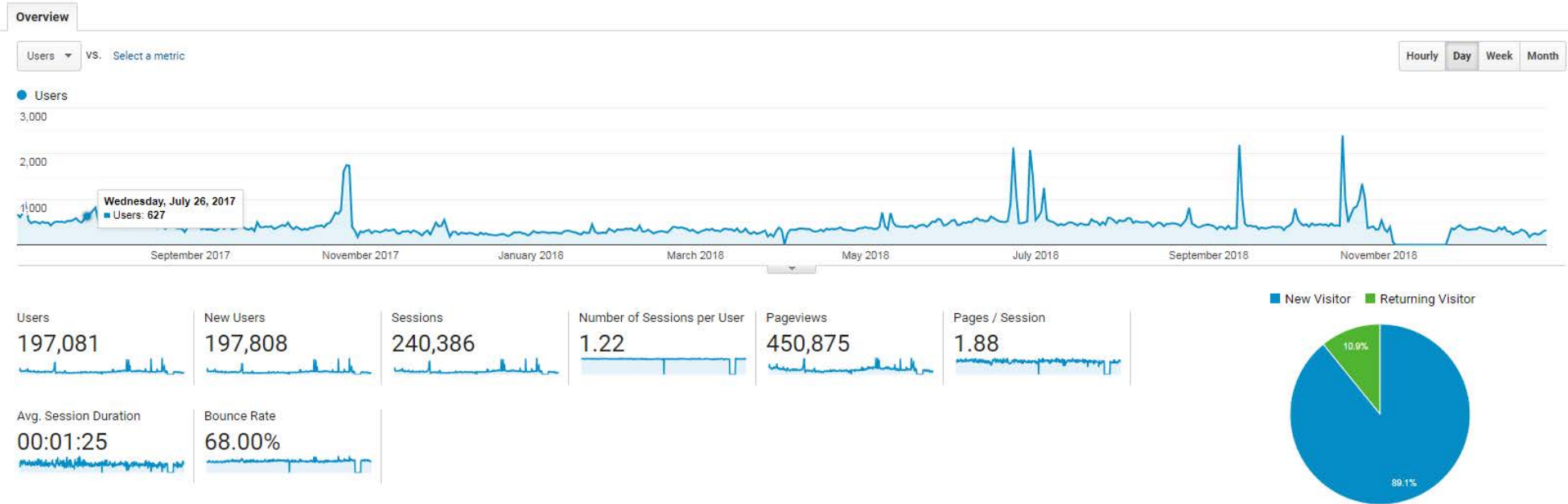
**Correct.**

44. *What are the estimated annual budgets designated for this project? Is that for both the web/digital development and eMarketing/CRM tool? Does that budget include platform costs/hosting/etc?*

**Approximately \$125,000 is currently available for the initial term of the contract for the elements contained with the RFP; however, cost proposals do not need to be at or below this figure, as negotiations with the awarded vendor will come later in the process, save for hosting.**

# CTA Google Analytics

**Note:** Google Analytics were not put into place on visitcarsoncity.com until July of 2017. Shown is our July 2017 – Dec 31<sup>st</sup> 2018. We had an issue with GA in Nov of 2018 where you will see no reporting.



## Devices

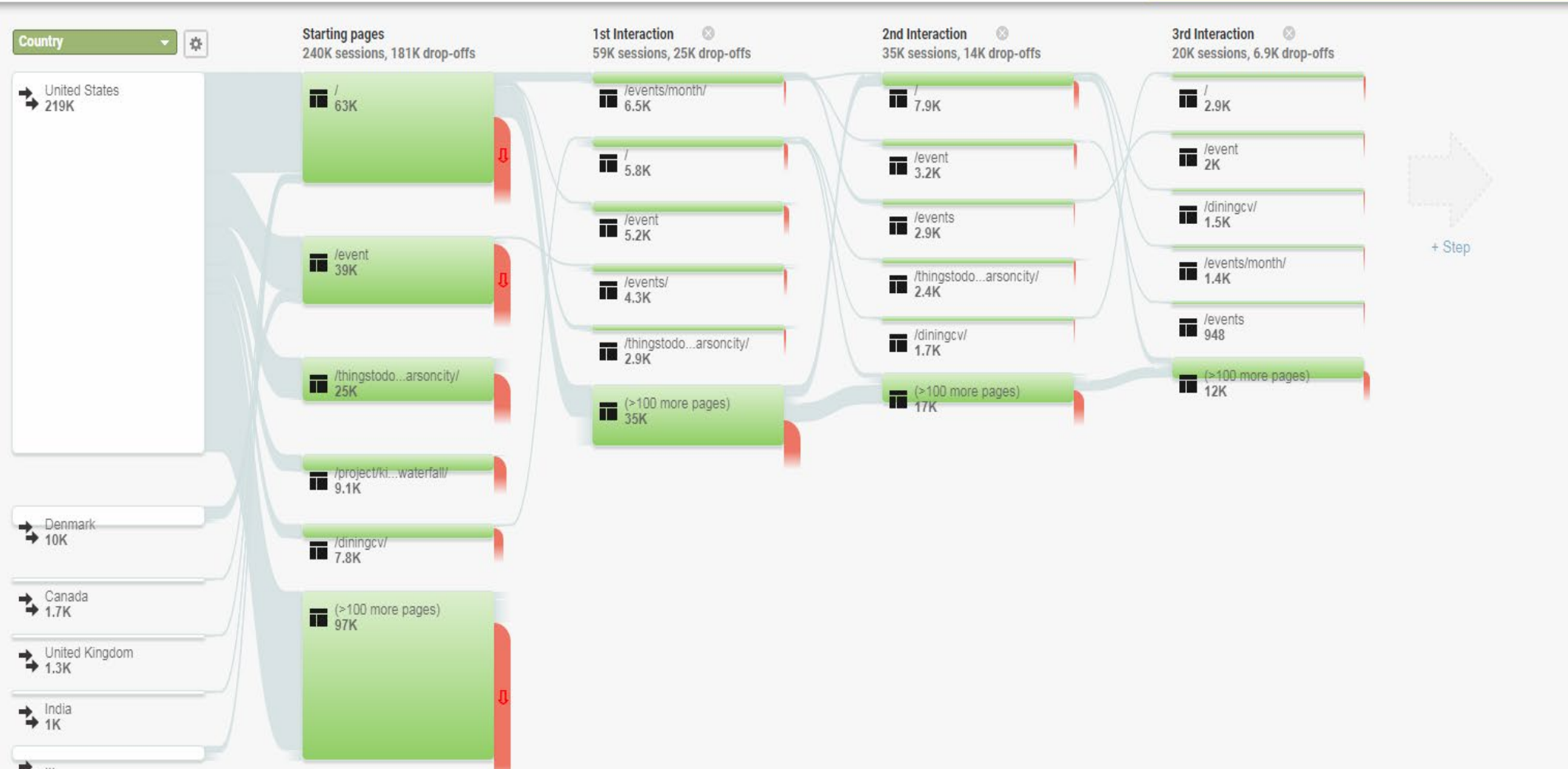
Primary Dimension: Device Category

Device Category	Acquisition			Behavior		
	Sessions	% New Sessions	New Users	Pages / Session	Avg. Session Duration	Bounce Rate
	79.84% 240,386 vs 133,668	16.47% 82.29% vs 70.65%	109.46% 197,808 vs 94,435	34.34% 1.88 vs 2.86	37.00% 00:01:25 vs 00:02:14	29.23% 68.00% vs 52.62%
1. tablet	89.99% 22,712 vs 11,954	19.66% 81.61% vs 68.20%	127.35% 18,536 vs 8,153	-34.88% 2.08 vs 3.19	-35.09% 00:01:41 vs 00:02:35	25.45% 61.30% vs 48.86%
2. desktop	78.73% 100,421 vs 56,187	17.00% 83.67% vs 71.51%	109.12% 84,021 vs 40,179	-32.15% 2.23 vs 3.29	-33.78% 00:01:54 vs 00:02:51	29.49% 61.57% vs 47.55%
3. mobile	74.71% 117,253 vs 67,113	15.35% 81.27% vs 70.46%	101.53% 95,294 vs 47,286	-37.07% 1.53 vs 2.43	-42.88% 00:00:57 vs 00:01:39	30.02% 74.82% vs 57.54%

Show rows: 10 Go to: 1 1-3 of 3

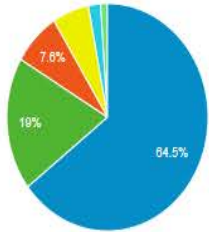
# User Flow

This report is based on 100K sessions (41.5% of sessions). [Learn more](#)



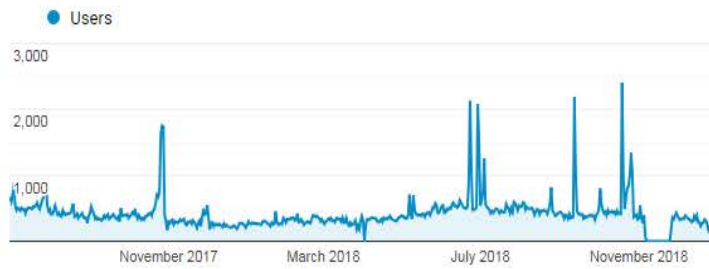
# Acquisition

## Top Channels

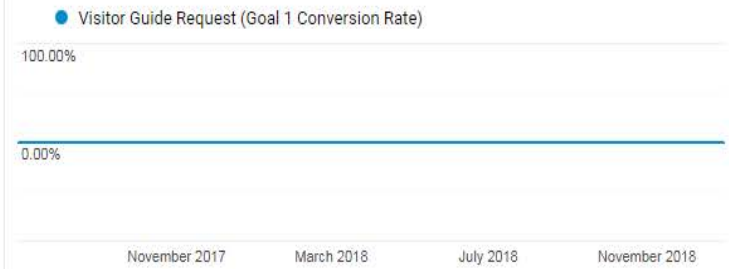


- Organic Search
- Direct
- (Other)
- Referral
- Display
- Social
- Email
- Paid Search

## Users



## Conversions



	Acquisition			Behavior			Conversions		
	Users	New Users	Sessions	Bounce Rate	Pages / Session	Avg. Session Duration	Goal 1 Conversion Rate	Goal 1 Completion	Goal 1 Value
	197,081	197,808	240,386	68.00%	1.88	00:01:25	0.00%	0	\$0.00
1 Organic Search	129,705	<div style="width: 65%;"></div>		64.00%	<div style="width: 65%;"></div>		0.00%		
2 Direct	38,122	<div style="width: 19%;"></div>		75.98%	<div style="width: 76%;"></div>		0.00%		
3 (Other)	15,262	<div style="width: 8%;"></div>		88.81%	<div style="width: 89%;"></div>		0.00%		
4 Referral	11,789	<div style="width: 6%;"></div>		53.74%	<div style="width: 54%;"></div>		0.00%		
5 Display	3,935	<div style="width: 2%;"></div>		90.08%	<div style="width: 90%;"></div>		0.00%		
6 Social	2,214	<div style="width: 1%;"></div>		75.34%	<div style="width: 75%;"></div>		0.00%		
7 Email	25	<div style="width: 0.01%;"></div>		84.00%	<div style="width: 84%;"></div>		0.00%		
8 Paid Search	1	<div style="width: 0.00%;"></div>		0.00%	<div style="width: 0%;"></div>		0.00%		

# Channels

Primary Dimension: **Default Channel Grouping** Source / Medium Source: Medium Other ▾

Default Channel Grouping	Acquisition			Behavior			Conversions		
	Users ? ↓	New Users ?	Sessions ?	Bounce Rate ?	Pages / Session ?	Avg. Session Duration ?	Visitor Guide Request (Goal 1 Conversion Rate) ?	Visitor Guide Request (Goal 1 Completions) ?	Visitor Guide Request (Goal 1 Value) ?
	197,081 % of Total: 100.00% (197,081)	197,851 % of Total: 100.02% (197,808)	240,386 % of Total: 100.00% (240,386)	68.00% Avg for View: 68.00% (0.00%)	1.88 Avg for View: 1.88 (0.00%)	00:01:25 Avg for View: 00:01:25 (0.00%)	0.00% Avg for View: 0.00% (0.00%)	0 % of Total: 0.00% (0)	\$0.00 % of Total: 0.00% (\$0.00)
1. Organic Search	129,705 (64.51%)	128,064 (64.73%)	157,786 (65.64%)	64.00%	1.98	00:01:35	0.00%	0 (0.00%)	\$0.00 (0.00%)
2. Direct	38,122 (18.96%)	38,105 (19.26%)	42,955 (17.87%)	75.98%	1.68	00:01:08	0.00%	0 (0.00%)	\$0.00 (0.00%)
3. (Other)	15,262 (7.59%)	15,067 (7.62%)	18,168 (7.56%)	88.81%	1.18	00:00:21	0.00%	0 (0.00%)	\$0.00 (0.00%)
4. Referral	11,789 (5.86%)	10,609 (5.36%)	14,396 (5.99%)	53.74%	2.46	00:02:04	0.00%	0 (0.00%)	\$0.00 (0.00%)
5. Display	3,935 (1.96%)	3,933 (1.99%)	4,407 (1.83%)	90.08%	1.19	00:00:16	0.00%	0 (0.00%)	\$0.00 (0.00%)
6. Social	2,214 (1.10%)	2,048 (1.04%)	2,648 (1.10%)	75.34%	1.72	00:01:34	0.00%	0 (0.00%)	\$0.00 (0.00%)
7. Email	25 (0.01%)	24 (0.01%)	25 (0.01%)	84.00%	1.24	00:00:05	0.00%	0 (0.00%)	\$0.00 (0.00%)
8. Paid Search	1 (0.00%)	1 (0.00%)	1 (0.00%)	0.00%	2.00	00:00:22	0.00%	0 (0.00%)	\$0.00 (0.00%)

Show rows: 25 Go to: 1 1 - 8 of 8

# Demographics Overview

## Demographics: Overview

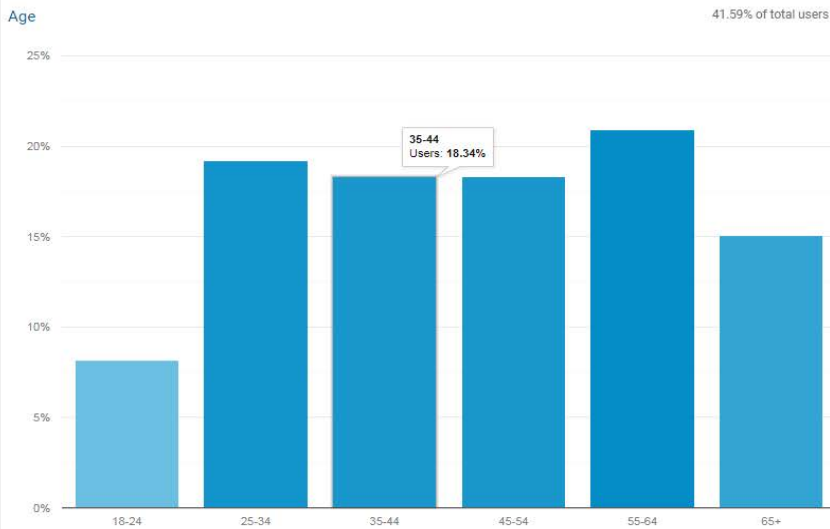
SAVE EXPORT SHARE INSIGHT

Jul 1, 2017 - Dec 31, 2018

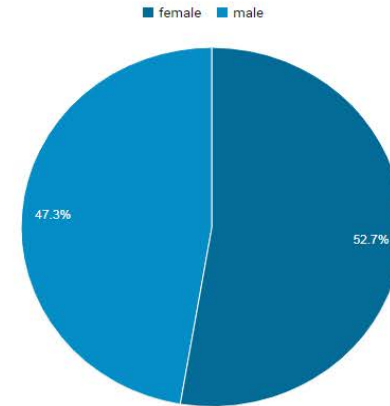
All Users  
100.00% Users

+ Add Segment

Key Metric: Users

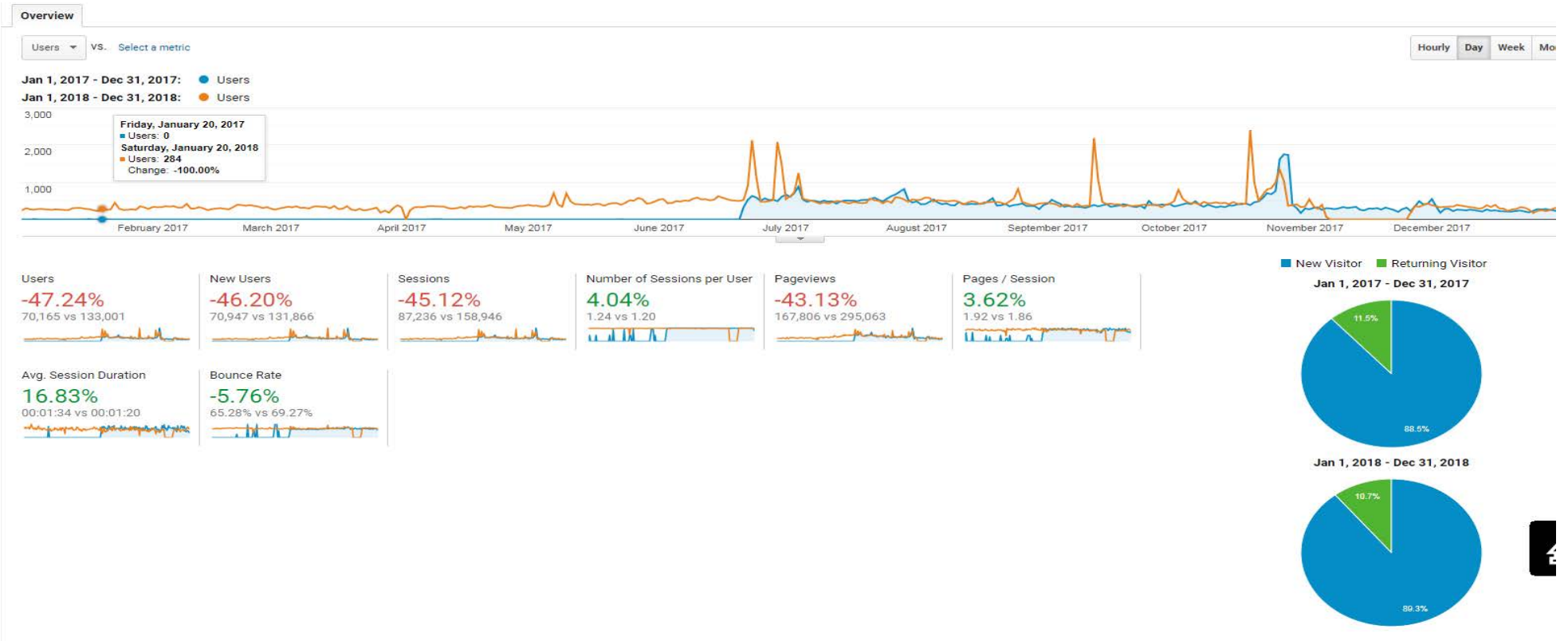


Gender 42.41% of total user





# Comparison of data we do have from 2017-2018



**MASTER**

# Carson City Culture and Tourism Authority

**Web/Digital Development & E-Marketing/Customer  
Relationship Management (CRM)**

**RFP CTA 1920-102**

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**KPS3**

500 Ryland St., #300  
Reno, NV 89502

**Company Information**

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p: 775.686.7439  
f: 775.334.4313

**Personal Contact**

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# Hello. Again.

Over the past few weeks, we've really enjoyed starting to get to know more about your team, as well as Carson City. We are ready to be an extension of your organization as we start tackling your creative, PR and content needs. As mentioned previously, our team has great depth in web development. From building the first mobile app for the RSCVA to building and maintaining ID badge SaaS software for the world's largest supplier of ID card printers, there is no technical feat outside our in-house skillset. In fact, KPS3 has been architecting and launching websites, digital programs and one-on-one virtual connections for more than 15 years.

We love exploring our physical world with the experiences and memories they bring. But, most of our marketing interactions and ROI take place through the digital world. That is why KPS3 is excited at the opportunity to tell the Carson City story from both angles. Going with KPS3 for both your brand and digital components means one point of contact, one unified message, and because the majority of our revenue comes from projects just like this, you will not be compromising anything.

We also pride ourselves on building unique experiences that speak to your brand. We don't use templated designs; we don't use cookie-cutter layouts. We create a unique look and feel that speaks to the CTA personality to give a unique impression for people who visit our site. Please take a look at some of the past digital experiences we've built — each one unique, crafted from the ground up with zero compromise both from a strategy perspective and from a front-end user experience.

We hope you enjoy learning a bit more about our digital experience, and why we feel this helps separate us from other agencies in terms of our versatility. KPS3 would be honored to help you build an online experience your competition will drool over.



**Rob Gaedtke**  
President and CEO

# Travel and Tech Experience



Santamariavalley.com was developed from the ground up by KPS3. The website is built on WordPress with 20 custom templates and eight custom content types. The site tracks every interaction and syncs with MailChimp using a custom developed plugin that tracks user content by brand pillar. There are maps, stakeholder pages, itineraries, landing pages and more. KPS3 also writes and sends monthly emails, daily social content and we built a responsive event widget that partners can embed on their websites.



KPS3 launched the second iteration of the [renoairport.com](http://renoairport.com) in 2018. The website is built on Drupal and was custom designed and developed in-house. KPS3 also built a custom intranet, also developed in Drupal.



KPS3 has worked with IVGID over the past few years helping with multiple digital initiatives. We also maintain the Diamond Peak ski resort website, which includes live cams, weather connections and the ability to sign up for dynamic powder alerts. If Diamond Peak has three inches of new snow, our system will automatically email the subscriber list "alerting" people of the fresh snow. The website also provides real-time reporting on snow levels and ski runs.



KPS3 has worked with Roundabout over the past three years on the digital and PR side helping grow their business from \$3.5M to \$8M in revenue. We recently launched their new award-winning website, [roundaboutcatering.com](http://roundaboutcatering.com), and we've helped grow their businesses lines, not only in Reno and Tahoe, but also in Northern California. Our work also incorporates their venue, Tannenbaum Events Center.



Giving Trail is a local nonprofit that recently launched a crowdfunding website created specifically for nonprofits to raise money for charitable projects. Our teams created a web platform that shifted the paradigm away from obsolete and inefficient methods of fundraising, to one that's cost effective and resourceful. The Web platform provides an easy way for a nonprofit to setup a campaign page step-by-step. Once a campaign is posted, the organization can leverage email marketing and social channels to help fundraise.



Hero is an application that allows K-12 schools and districts to track a variety of student behavior data. We were selected to rebrand their product and rebuild the current application from a stand-alone install to a cloud-based SaaS model. KPS3 created new user flows, reporting tools and built out a completely new customer-facing application. We also designed and developed Android and iOS apps in-house so teachers and administrators could have Hero with them anywhere. The result is a beautiful, modern web app that teachers can use in the classroom or on the go.

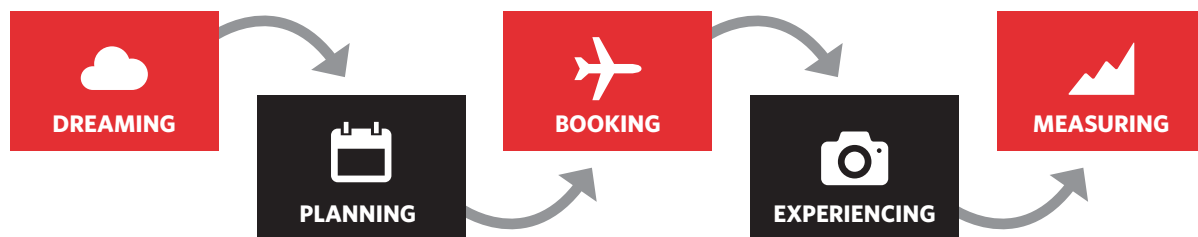
# Statement of Project Understanding

We love our northern Nevada roots. Over the past few years, we've seen our community grow and gain attention as a national technology hub. There are many reasons for this - our growing local economy, our access to Silicon Valley and San Francisco, and the talent being cultivated at the university and local colleges.

Marketing has also drastically evolved. KPS3, who started off 27 years ago as a PR firm, is now a full-service, digitally-integrated agency with a team of 28 to support our cause. However, we know designing and delivering beautiful websites is just the beginning. The real value is how that website converts the user into a relationship, which in turn becomes a Carson City visitor, which then leads into a return visit.

Travel is complex. When researching a trip, consumers look to be inspired — they look for unique experiences; they get motivated from their friend's social posts; they uncover things to do and accommodations that meet their personal needs. And when they're finally ready? They begin the search for a deal.

When we look at the traveler's journey, we look at the following stages:



The Carson City website and marketing should support and move the users through each stage of the traveler's journey.

**Dreaming** - The website needs to inspire. This traveler is comparing Carson City against other places, such as Reno, Sacramento, Virginia City, Auburn, or South Lake Tahoe. We need to inspire them to come to Carson City because of our unique offering - railroads, state capital, natural beauty, Victorian houses, etc.

**Planning** - The planning visitor is looking for things to do, family friendly activities, places to eat, and the website needs to make this easy.

**Booking** - The site is not meant to book lodging directly, but we want to highlight the range of lodging in Carson City to make it easy for the visitor to find the lodging that's right for them. We will then lead them to the lodging partner's site to book directly with them.

**Experience** - We then want to inspire our visitor when they are in market to share their Carson City experience via social and other channels.

**Measurement** - This is the underlying piece to ensure we have the right actions in place to measure how each stage is performing.

The website needs to inspire travel, be easy to navigate to find information quickly, and provide content for each of the above stages that helps move visitors to a booking.

The e-marketing side really helps then customize this experience to a more personable experience that keeps Carson City top-of-mind. For example, within the newsletter, people can set their preferences. And through our CRM reporting, we can then identify patterns. We may find people in Reno and Tahoe may be geared toward coupons and offers for repeat visits. People from Sacramento may be more engaged with weekend roadtrip itinerary ideas. Whereas someone from Los Angeles may be more likely to open an email that focuses on user-submitted stories since they are looking for inspiration. We're excited to uncover these trends.

Overall, we want to keep Carson City top-of-mind via our e-marketing based on their personal interests.

# Project Approach

Below lists the following deliverables and approach KPS3 would take based off of the scope provided:

## WEB/DIGITAL DEVELOPMENT

Below lists out the different stages KPS3 will uncover as we recreate the new digital presence for CTA for both VisitCarsonCity.com and VisitCarsonCity.biz.

### Stage 1: Digital Discovery

- Timeline: 4 Weeks
- Our discovery process kicks off our entire project. This research sets the foundation for our project approach to ensure we're collectively making decisions based on these insights. To do this, we will conduct the following:
  - » Internal Interviews - During our interview process, we want to capture objectives and goals of the organization, as well as the vision for the next few years.
  - » Analytics Review - Uncover learnings based on how people engaged with the website beforehand in terms of content, sign-ups, geographic, mobile/desktop, etc.
  - » Competitive/Industry Assessment - KPS3 will review competitors and/or industry leaders to highlight gaps for the current site and provide inspirational direction for the future site.
  - » Industry and Audience Research - If available, KPS3 will review any research conducted by CTA about their potential visitors. KPS3 will also compare this against industry articles as well.
  - » Past Campaign Performance - KPS3 will review past campaigns to help gain insights on the paid market to what was effective.



### **DISCOVERY DELIVERABLES:**

- Guiding Principles Document  
This enhanced strategic guide will serve as the compass for the creative process. This will provide:
  - » Overall insights on objectives, analytics, and SWOT analysis
  - » Suggested mood boards for web concepts
  - » Digital brand personality and tone
  - » Target audience(s) definition for website and email
- Site Map Architecture  
This provides the overall navigation structure of the two sites below, which will be based on analytics, search volume, and other insights from Guiding Principles:
  - » VisitCarsonCity.com
  - » VisitCarsonCity.biz

## **Stage 2: User Experience**

- Timeline: 3-4 Weeks
- Wireframes lay out the blueprints of the overall website experience. We focus on usability, content structure, and layout to ensure the user flow of each main section aligns with the user expectations.

### **USER EXPERIENCE DELIVERABLES:**

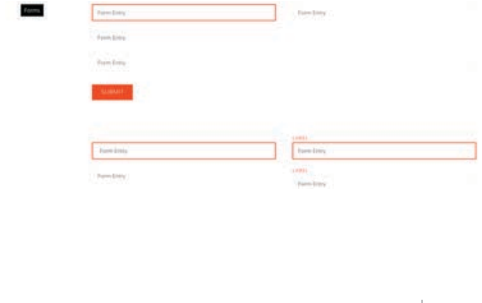
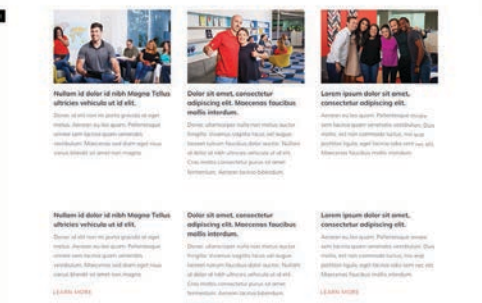
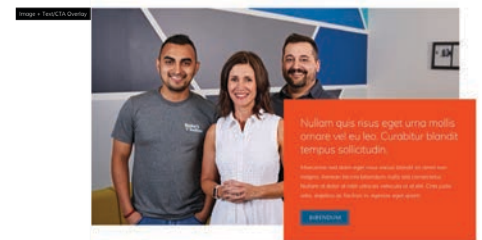
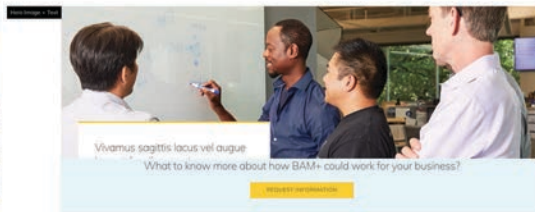
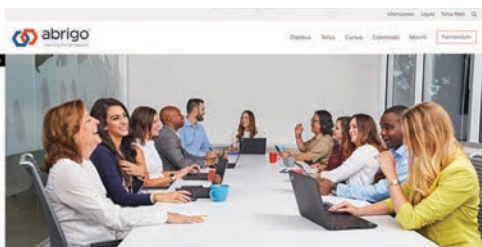
- Home Page Wireframe(s)  
This will be provided for both sites.
- Additional Wireframe Components  
Components are content block patterns that can be mixed and matched as needed for each page. This provides the most flexibility for your team as you build pages through these components. KPS3 will provide wireframes of each component as needed.

## Stage 3: Design

- Timeline: 5-6 Weeks
- We will take the branding guidelines of CTA, as well as the mood board directions discussed in the Discovery and extend this to the overall site design.
- ADA Compliance  
KPS3 will work with CTA on the level of ADA compliance required as we move into the design stages to ensure the next vision of the website meets these needs.

### DESIGN DELIVERABLES:

- VisitCarsonCity.com Home Page Design Concepts
  - » KPS3 will provide CTA two separate design approaches for the home page to choose a direction from. KPS3 will provide revisions as needed.
- VisitCarsonCity.biz Home Page Design Concept
  - » KPS3 will then move ahead with providing the home page concept for the .biz presence. KPS3 will provide revisions as needed.
- Additional Component Designs
  - » After the home page concept is approved, KPS3 will provide the designs for the additional components that will be leveraged for secondary pages across both sites.
  - » Components may include blocks such as b-roll video hero, image hero with call to action, two column text component, image/content component, video/content component, etc.)

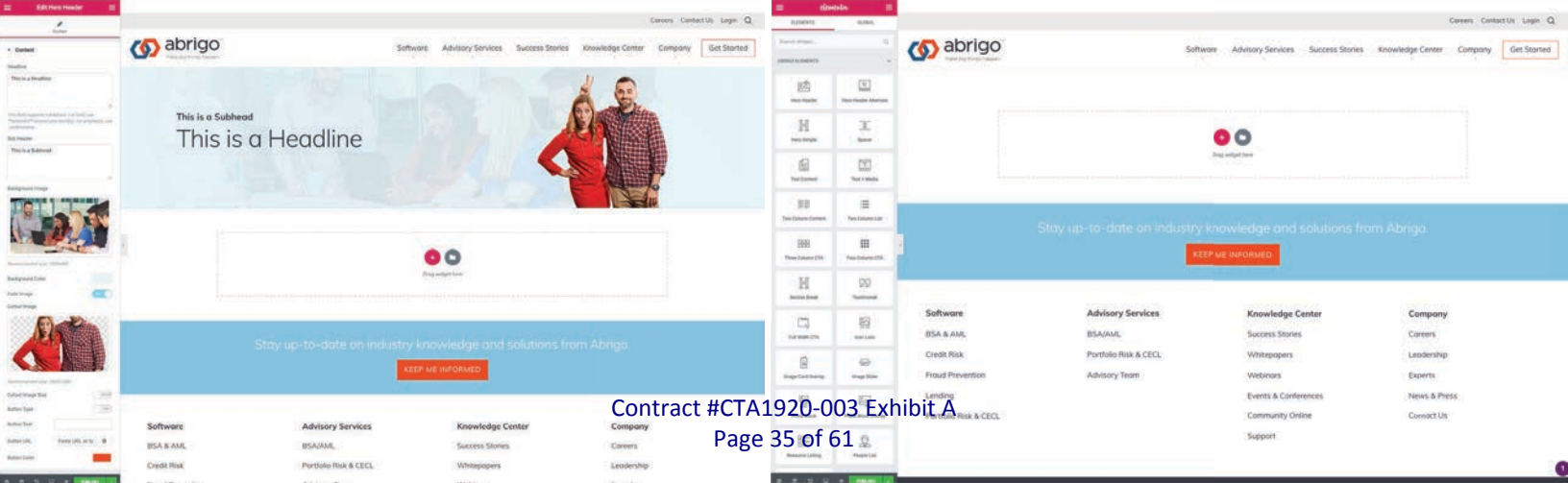
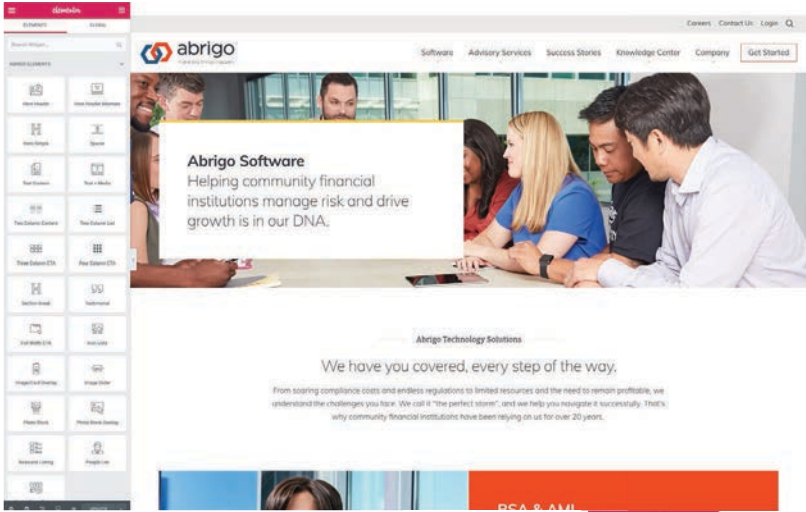


# Stage 4: Development

- Timeline: 8-10 Weeks
- Once design has been fully approved, KPS3 will then begin to bring the designs to life with its development team. Below lists the features and functionality within our scope.

Features for the site(s) include:

- » Responsive Design - The website will scale seamlessly across mobile, tablet, and desktop.
- » WordPress Backend - The open-source CMS is the most widely used CMS in the world.
- » Drag-and-Drop Component Page Builder - CTA will have the most flexibility in building pages with a drag-and-drop interface. This allows for CTA to mix and match components as needed across each page to create dynamic interactive page layouts.



- » Integrated forms - This will be integrated with the CRM for each of the forms to go into the right segments.
- » Event Management - CTA will have the ability to add and publish one-time and recurring events. CTA can also allow for community-submitted events as needed.
- » Blog/News - Ability to add blog content as needed, as well as news articles.
- » Favoriting - A web visitor will be allowed to favorite businesses and blogs as needed throughout the site. A user can choose to save their favorites either via email or social sharing.
- » Media Center - This section will allow stakeholders to download CTA assets, photography as needed.
- » Stakeholder Filters - A website visitor can narrow into their ideal business based off of the filters and search.
- » GDPR compliance and privacy - A footer notification will be provided for people to be notified of the CTA privacy policy.
- » Google Tag Manager - The website will have Google Tag Manager installed to easily add campaign tracking, Google Analytics, etc. as needed.
- » Store - This will continue to be managed separately.
- » User Generated Content - KPS3 will provide recommendations to allow for the site to share and promote user generated content. Options may include:
  - » "Submit your Carson City" Story to allow people to submit their own story of Carson City that can then be republished on the blog.
  - » Instagram feed of CTA's account on the site.
  - » UGC Visual feed provided by a third-party platform (e.g. Crowdriff) on the site. This aggregates and moderates people sharing imagery and video via Instagram and Facebook that CTA could republish on the site. (Third Party costs are not included in this scope.)
- » Stakeholder Portal - This section allows businesses to manage their business listing on VisitCarsonCity.biz, which will be published on VisitCarsonCity.com. Each stakeholder will have their own account to manage their listings. Each listing will need to be approved by CTA before being published to the site. CTA will be the admin to provide access for these stakeholders. The business listing includes details such as business descriptor, category, phone numbers, addresses, and pictures of their business.

#### **DEVELOPMENT DELIVERABLES:**

- Staging Site  
Our development team will provide CTA with a staging site to review and QA the site as needed before launch.

### **Stage 5: Content Migration, QA, SEO/Analytics, and Launch**

- Timeline: 1 Week  
KPS3 will review the website and test against all major browsers on desktop and all native browsers on Android and iPhone.
- KPS3 will also train CTA on how to use the website. From there, KPS3 will help migrate content from main sections of the old site into the new site (~30 pages). CTA will be responsible for all other content migration.
- KPS3 will also track all actions on the website that qualify as a quality website visit (hotel referral or click-to-call, email subscription, etc.) A 301 redirect strategy will be provided and implemented to allow page authority to be transferred to the new pages on the website.

#### **DEVELOPMENT DELIVERABLES:**

- Training Session
- 301 Redirect Strategy and Implementation. KPS3 will redirect all the old URLs from the old site into the new site.
- Website Launches. This will launch both visitcarsoncity.com and visitcarsoncity.biz.
- Google Tag Manager and Analytics Customization
- KPS3's team will carry over the current analytics code into the new website via Google Tag Manager. KPS3 will also check and track to ensure all quality web interactions are firing as anticipated. Events may include: hotel click-to-call, email subscribers, visitor guide download, etc.

### **Customer Relationship Management (CRM):**

KPS3 will launch an ongoing personalized, nurture strategy that speaks to the interest of the consumer via email and other messaging channels.

## Stage 1: Customer Discovery and Content Discovery (continued)

- Timeline: In Partnership with Initial Discovery
- We will continue to build from our initial discovery to gain insights and direction for the CRM portion. In addition to that, we will also review the following:
  - » Email Reporting Review - If available, KPS3 will review past CTA email campaigns to uncover what worked, what didn't, open rates, bounce rates, customer segmentation, etc. We will also review Google Analytics email channel for further insight.
  - » Platform assessment - KPS3 will assess the needs of CTA and see if MailChimp can meet those needs. We also may provide other platforms within a similar cost structure that may also be considered.
  - » Industry Assessment - KPS3 will review industry email nurturing campaigns to use as inspiration.
  - » Audience Definition - Through additional interviews, research, and definition, KPS3 will be provided further detail on the audiences CTA would like to consider.

### DISCOVERY DELIVERABLES:

- Platform Recommendation
  - » KPS3 will provide a recommendation based on features, budget, and future needs.
- Customer Segment Strategy
  - » KPS3 will provide the specific segments the customer/email list will be separated. This may include industry partners, drive market travelers, foodies, etc.
- Nurture Content Matrix
  - » KPS3 will provide a content matrix of content samples that will provide direction on how the ongoing newsletter content can connect with the potential audience in the ongoing newsletter series.

This will help inform the direction of future content endeavors for CTA/Content Team to manage going forward.

## Stage 2: Email Design and Implementation

- Timeline: 2-4 Weeks
- KPS3 will provide flexible email templates that match the look and feel of the new website. An email template will be provided for both a visitor and industry partner. The template will be component based to allow for the most flexibility in overall designs.
- Design - KPS3 will provide design concepts for two newsletters (visitor, industry partners). The designs will match the look and feel of the respective sites.
- The designs will be component based, which allows CTA to mix/match different components as needed for each newsletter.
- Newsletters may include up to five unique components each (e.g. Header component, Content block component, Image/Content component, Two Column component, Coupon component, etc.)
- Component Development - KPS3 will develop the two approved component-based templates and integrate them with the CRM platform. The emails will be focused towards the mobile consumer.

### **EMAIL DESIGN AND IMPLEMENTATION DELIVERABLES:**

- Two General Component-Based Email Templates
- The approved templates will be installed via the CRM Platform

## Stage 3: Web Integration and Customer Segmentation

- Timeline: 1 Week
- KPS3 will integrate the signup web forms to sync directly into the CRM. This will then allow someone who wants to sign up for the newsletter to then be automatically added to the series.
- For favoriting (as mentioned for the web), the user will be prompted to provide their email which will also be saved in the interests of the user. A user can also modify their email preferences as needed.

## Stage 4: Visitor Welcome Series

- Timeline: 1 Week
- KPS3 will setup a Welcome series email for people who are signed up for the newsletter. This will provide two emails for each new signup on the .com site:
  - » Upon Signing Up - Welcome email introducing them to Carson City.
  - » One Week Follow Up - Follow up email with upcoming events and perhaps a deal.
  - » Two Week Follow up - Preferences email sent out. The visitor will be sent to a page where they can select the interests they want information about.

### WELCOME SERIES DELIVERABLE:

- Welcome Series Content and Implementation
- KPS3 will leverage the new components to setup the Welcome series. We will provide the recommendations for content, and then set this up for each new person who signs up for the consumer newsletter.

## Post-Launch Contingency Budget:

KPS3 recommends setting up a contingency budget to help cover any additional enhancements, standard web maintenance, and support needed. This is a flexible way to help provide updates as needed over the course of the next six months after the website/CRM launches.

### Services could include:

- Web Enhancements - Updates to the site as requested within the contingency budget.
- Web Maintenance - Ensuring the website's core CMS and plugins remain updated and resolving any issues as needed.
- Search Optimization - Optimizing the technical, authority, content of the site to help boost page authority and search ranking.
- Digital Reporting - Performance report to highlight how the website is performing.

### DELIVERABLES: TBD Based on CTA Requests

## Our Approach and Our Style of Work

We think before we do. We plan before we go. We believe in getting things done, being agile and never being too rigid. That's why our clients, big and small, love working with us. That's why we are successful time and time again.



# Key Personnel Information

## Organizational Chart

Tourism Assigned Carson Team Members		Other KPS3 Team Members	
<b>Rob Gaedtke</b> President and CEO	<b>Andy Walden</b> VP of Client Strategy	<b>Stephanie Kruse</b> Board Chair	<b>Kevin Jones</b> COO and Creative Director
<b>Rachel Curran</b> Account Director	<b>Chrisie Yabu</b> Director of National PR	<b>Ayse Caglar</b> VP of Client Strategy	<b>Bob Whitefield</b> VP of Growth Marketing
<b>Jancy Ulch</b> Public Relations Coordinator	<b>Jaclyn March</b> Account Director	<b>Ira Gostin</b> VP of Client Engagement	<b>Tammy Abe</b> Office Manager
<b>Kyle Brice</b> Account Director	<b>Julia Jones</b> Director of Digital Media	<b>Megan Duggan</b> Account Manager	<b>Danielle Longley</b> Account Director
<b>Jonathan Rutheiser</b> Technical Director	<b>Jenna Hubert</b> Creative Director	<b>Brittany Rubenau</b> Account Manager	<b>Afton Neufeld</b> PR Manager
<b>Vy Tat</b> Designer	<b>Kenyon Haliwell</b> Developer	<b>Matthew Forsythe</b> Project Manager	<b>Sierra Davies</b> Digital Strategist
<b>Gillian Griffith</b> Copywriter		<b>Fong Menante</b> Media Planner	<b>Alax Vong</b> Designer
		<b>Ashley Chisam</b> Designer	<b>Andy Muth</b> Developer

Red border indicates involvement in your project(s).

Backups for individual roles span cross-team. For instance, if more design was needed, designers from one team would flex in for the other team.

While we do have an agency of 28 that can assist as needed with your account, these are the core members of KPS3's team responsible for the strategy, implementation and measurement of your campaigns.



**Rob Gaedtke** **PRESIDENT & CEO**

Rob manages the day-to-day operations of the agency. With more than 15 years of digital and traditional marketing experience, his in-depth knowledge and understanding of emerging technologies amplifies the strategic marketing and communication services KPS3 offers. Rob previously led the travel division at a national digital agency and has extensive travel, tourism, and economic development experience.

**Favorite Carson City memory:**

I have cycled from Reno to Carson on my road bike about 30 times, and there is nothing better than cruising down Combs Canyon Road, staring into the city.

[kps3.com/rob-gaedtke](https://kps3.com/rob-gaedtke) | [in linkedin.com/in/robgaedtke](https://www.linkedin.com/in/robgaedtke)



**Andy Walden** **VP, CLIENT STRATEGY**

Andy's role is to ensure our approach and strategy and deliver on the results. He'll work closely with the team to ensure we not only deliver, but exceed Carson City Culture & Tourism Authority's expectations for performance. Andy also has an extensive background in travel and tourism: he worked closely with destinations such as Tahiti Tourism, Yosemite, Santa Monica and Royal Caribbean to build their digital presence across web, paid, search, email and other digital channels.

**Favorite Carson City memory:**

Comma Coffee is one of the best unique locations in Nevada. I love the history and personality of the local shop, and I've spent many hours in between meetings working there and enjoying the coffee, pastries and listening to locals.

[kps3.com/andy-walden](https://kps3.com/andy-walden) | [in linkedin.com/in/visitandy](https://www.linkedin.com/in/visitandy)



**Rachel Curran** **ACCOUNT DIRECTOR**

Rachel will manage the day to day operations of the account, serving as the primary point of contact and project manager. She will oversee budgets, timelines and lead discussions on strategy and implementation. As a graduate from University of Nevada's journalism school, it's hard to pry a pencil from her hand and easy to collaborate with her on anything from a witty social media post to developing a full integrated marketing communications plan.

The bulk of Rachel's career was spent at a Fortune 50 company where she spent over a decade managing strategic marketing communications and developing customer experience programs for over 9,000 retail branches. She currently works with a wide range of clients from non profits to healthcare and is the lead Account Director for the Santa Maria Valley travel & tourism account.

**Favorite Carson City memory:**

Pushing her daughters on a tire swing on a perfect fall day.

[kps3.com/rachel-curran](https://kps3.com/rachel-curran) | [in https://www.linkedin.com/in/rachelbcurran](https://www.linkedin.com/in/rachelbcurran)



**Jenna Hubert** CREATIVE DIRECTOR

For the past eight years, Jenna supervised the majority of creative work coming out of KPS3's travel vertical. With an eye for quality, her talents have brought many award winning experiences, from the Nevada State Parks to Roundabout Catering.

Jenna remains an active member of AIGA and served on its board in 2011-2012. She is also a co-founder of Reno Wired, an annual 24-hour event where some of Reno's best designers, writers and developers come together to rebrand a nonprofit from logo to launch.

**Favorite Carson City memory:**

Having a beer at the Union. The atmosphere is perfect, the food is delicious and the beer is well, great.

[kps3.com/jenna-hubert](https://kps3.com/jenna-hubert) | [in linkedin.com/in/jenna-hubert](https://www.linkedin.com/in/jenna-hubert)



**Jonathan Ruthesier** TECHNICAL LEAD

Jonathan joined KPS3 in 2013 as a front-end developer and helps our digital team create top-notch websites and applications. With more than eight years of front- and back-end web development experience, Jonathan brings a diverse and creative skill set to the KPS3 team. Jonathan began building websites when he was 13 years old, and when he was only 16, Jonathan created a Twitter-like nano-blog that had more than half a million users and was picked up by TechCrunch. When he was still in high school, the investors came knocking on his door, but Jonathan wasn't in the mood for a merger so he eventually took the site down and moved on.

Jonathan is inspired by new technology, learning new programming languages and the idea that awesome websites (like great music) create a shared experience for people from all stripes, all over the world.

**Favorite Carson City memory:**

Climbing outside at Dinosaur Rock with Rob. We forgot our headlamps and it got dark half way up the route. Made for an interesting climb, to say the least.

[kps3.com/jonathan-rutheiser](https://kps3.com/jonathan-rutheiser) | [in https://www.linkedin.com/in/jrutheiser/](https://www.linkedin.com/in/jrutheiser/)



**Julia Jones** DIRECTOR OF DIGITAL MEDIA

Julia works with the team to ensure that we have the data—whether survey data, competitive research or digital analytics—to move forward with decisions and strategy. Julia oversees all large-scale digital campaigns for the team. She is an expert in sales funnels, conversions and digital tracking for multi-faceted campaigns. She will oversee all tracking efforts for the campaign. She currently leads the digital media and search strategy for Visit Santa Maria Valley.

**Favorite Carson City memory:**

Spending countless school breaks at the Children's Museum (and stopping at the Chocolate Nugget on the way there to fuel up).

[kps3.com/julia-kruper](https://kps3.com/julia-kruper) | [in linkedin.com/in/juliakruper](https://www.linkedin.com/in/juliakruper)



**Kenyon Haliwell**

**DEVELOPER**

Kenyon brings with him over 13 years of programming experience. As part of our development team, Kenyon codes stunning websites and apps on behalf of our clients—always with an eye toward enhancing user experience. Kenyon started college courses at the age of 14 (after five full years of teaching himself to code), and attended the University of Advanced Technology where he majored in Technology Forensics.

Prior to joining KPS3, Kenyon worked as a computer engineer where he further sharpened his development skills. A Black Belt in Dan Zan Ryu Jujitsu, he's found that the keen eye he's honed behind his screen also comes in handy on the mat.

**Favorite Carson City memory:**

Finding and exploring the waterfall at the top of Kings Row, which I've now done many times over the years.

[kps3.com/kenyon-haliwell](https://kps3.com/kenyon-haliwell) | [in https://www.linkedin.com/in/khaliwell](https://www.linkedin.com/in/khaliwell)



**Vy Tat**

**DESIGNER**

Vy studied AAS graphic communications at Truckee Meadows Community College from 2010-2013 while she simultaneously working on campus as a computer lab assistant. She then accepted a position with Renown Health in the web-marketing department before making the transition to the Arch of Reno Wedding Chapel, where she captured newlyweds' magical moments as a wedding photographer. In 2013, Vy made the move to Sportif USA as a web and graphic designer, where she designed and managed the front-end for three consumer sites and built email campaigns, website ads, and social media ads on behalf of the company.

**Favorite Carson City memory:**

I love the drive through the Washoe Valley. And I love looking at the western art along the freeway outside of the city.

[kps3.com/vy-tat](https://kps3.com/vy-tat) | [in linkedin.com/in/vy-tat](https://www.linkedin.com/in/vy-tat)

# Project Experience

SANTA MARIA VALLEY | SANTAMARIAVALLEY.COM

Santa Maria Valley is an agricultural town filled with generations of hard-working families, not manufactured to be a common tourist attraction. Yet somehow this area, halfway between L.A. and San Francisco, had a lot to offer travelers. An exceptional, yet understated wine country, a signature-style of barbecue and a rich, genuine culture.

## How it Relates:

We developed the web presence and email marketing strategy for Santa Maria Valley, Visit California's newest partner. We also constantly are working together on ideas to help grow their list.

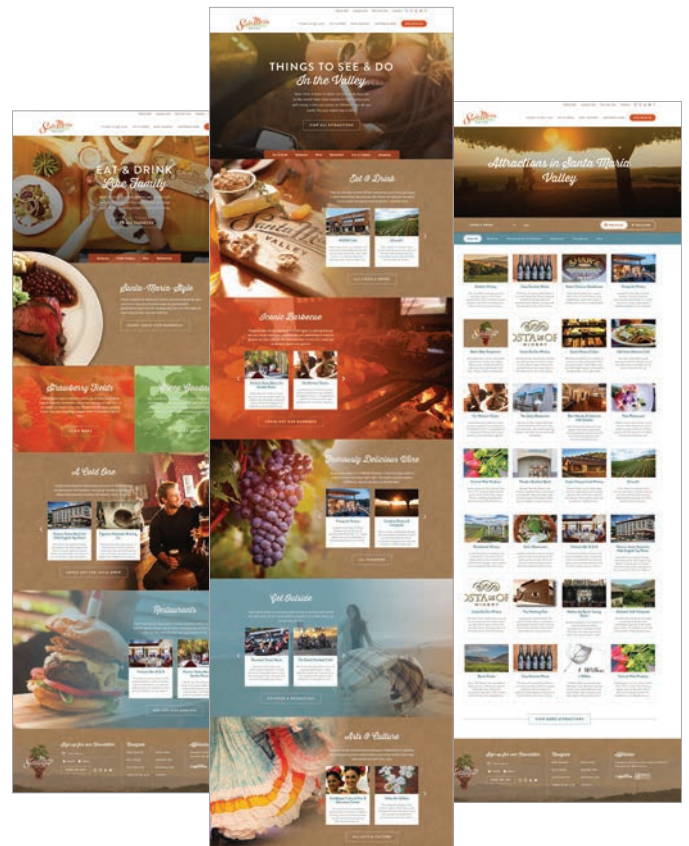
## Website:

The Santa Maria Valley has a story to tell. We developed a long-format homepage to help potential visitors get a sense of what it's like to be there. We delivered a site that is both high-tech and down-to-earth. The site included:

- 16 unique page templates
- HTML5 Video
- Custom Google Map experience
- Enhanced Events Section which drives a large portion of organic traffic on an ongoing basis
- Responsive Framework
- WordPress

## Landing Pages:

Making sure the full experience of Santa Maria Valley was being shared, we designed and developed custom landing pages for attractions, wine and barbecue. These unique pages went more in depth than a standard secondary template and feature history, highlights and hot spots.



## Email Marketing Strategy:

KPS3 manages the Santa Maria Valley email content, subscriber list and distribution. We recently implemented a segmenting effort that tracks subscriber interests based on the content they click on. Subscribers are added to interest-based segments when they click on any general newsletter link that is related to a particular category three times. Categories have been established for wine, events, deals, barbecue and outdoor activities. Drip campaigns for each category are rolling out this month with the intention of moving our subscribers further down the marketing funnel, nurturing them to eventually book a stay.

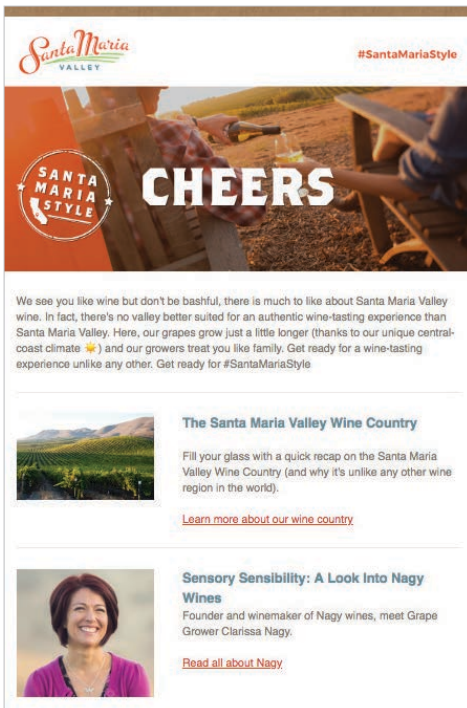
## Budget:

Our website budget was estimated at: \$75k to \$85k

The email strategy and design was estimated at: \$15k

## Overall Results:

- 13,500+ average monthly website visitors in 2018.
- 60% of traffic comes via their mobile device
- Almost 50% of traffic comes from organic search with the ongoing organic search plan
- Over 25,000 newsletter subscribers have been added over the past 3 years
- The website's overall conversion rate is strong at 21% (monthly performance as of January 2019)



# RENO-SPARKS CONVENTION AND VISITORS AUTHORITY

### Overview:

For over five years, KPS3 was the agency of record for the Reno-Sparks Convention and Visitors Authority. We worked together on multiple initiatives to help grow traffic in their drive and flight markets while also appealing to the international visitors.

### How it Relates:

KPS3 managed the digital presence for RSCVA. We also supported a client portal that allowed for local businesses to login and manage their listings and imagery on the website.

### Budget:

Various ongoing projects from 2011 - 2017 ranged from \$5k to \$30k per project.

### Results:

- Average monthly visitors was over 50,000 sessions each month
- Estimated 200 stakeholders managed their listing on an ongoing basis
- Mobile App - KPS3 built and managed VisitRenoTahoe.com from 2014-2017, developed the first Reno-Tahoe mobile application and designed their first blogging strategy, which is still in use today.



## PLASCOID & CLOUDBADGING

### Overview:

We were hired by an ID printer company to create a white-labeled product they could sell alongside their printers. All ID card design software was previous self-install and came packaged on CD's — but we wanted to build it a different way — all web based. This was the first step for this company to move their \$100 Million business into the digital world.

### How it relates:

This highlights the wide range of our technical work.

### Solution:

The web application is split into multiple apps and contains a complex Javascript + Canvas page designer that lets users design and print ID badges from the cloud. The application also contains an admin portal that reports on all activity in the application and helps the client make business decisions based on printing data.

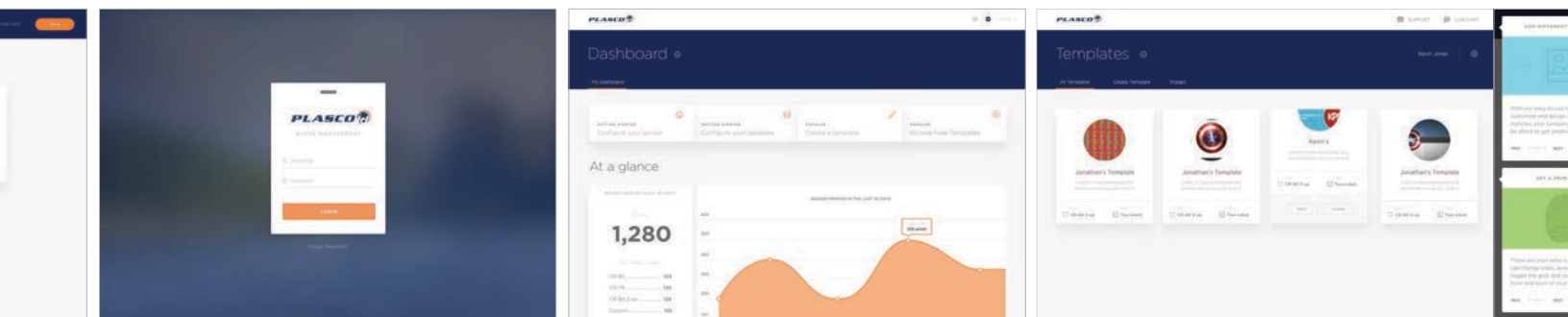
It also provided a perfect line of communication for product upsell, refill supplies, and long-term brand awareness.

### Budget:

\$100k to \$150k per year for ongoing updates

### Results:

- Over 4,000 active companies use the system today.
- Customers have created over 8 million transactions/requests on the site.
- We recently launched our 4th release of the platform which includes automatic payments, over 20 new template features, integration with their Magento store, single sign-on and a full database migration to the latest AWS RDS.





**Overview:**

Sovos is a global leader in tax compliance and business-to-government reporting software, safeguarding businesses from the burden and risk of compliance. We are the digital agency of record for Sovos, working directly with their marketing department on lead gen as well as their website.

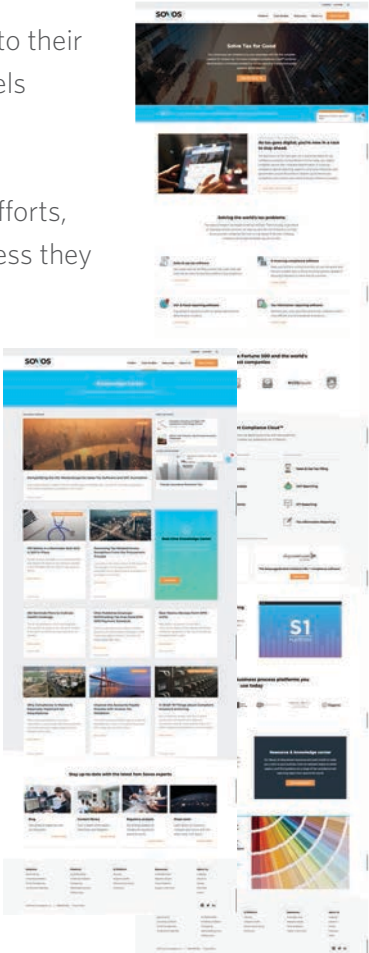
**How it relates:**

This highlights the depth of our CRM experience and integration across enterprise applications.

**Solution:**

Working with Sovos, our primary business objective is to acquire qualified leads through their website. These leads are then nurtured by an internal sales team. However, we and the marketing department need to be able to identify ROI from our digital marketing efforts.

KPS3 provided a solution to show the full funnel attribution of leads coming into their Salesforce CRM. We could then see which leads came in through what channels (email, paid search, organic, etc.), all the way down to what ads drove them to convert, where they landed, and every interaction a converted lead had on the website. This also highlighted how large of a sale directly correlated to these efforts, allowing us to show the amount spent on paid search versus how much business they were able to win within that channel. This information has been critical in informing and adjusting our overall marketing strategy based on true ROI. KPS3 also launched the new Sovos website early in March.



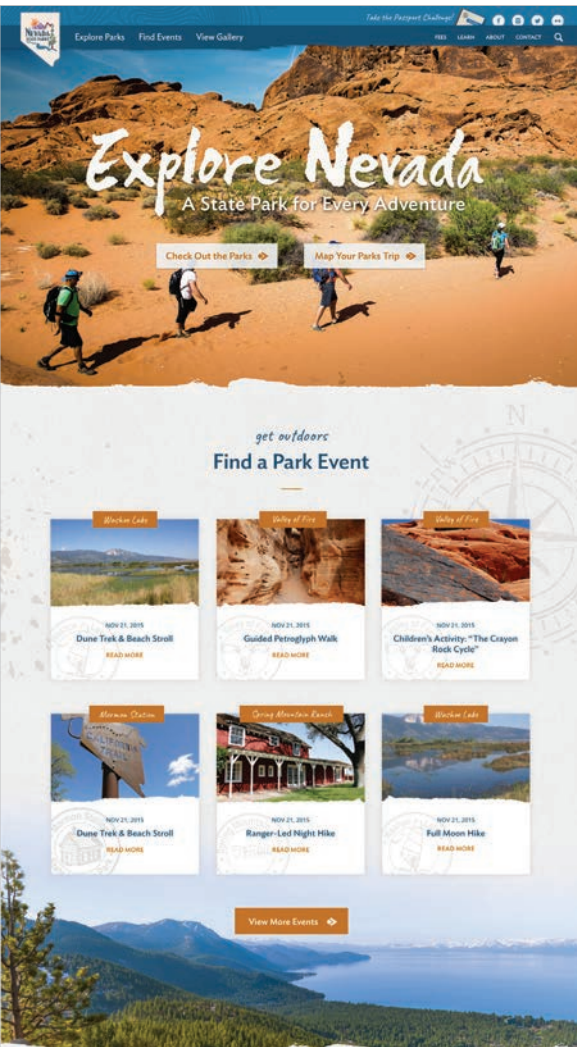
**Budget:**

Website redesign \$80k to \$100k

**Results:**

- In the two years we've worked with Sovos, digitally originated revenue has grown from 1% of the company's total bottom-line to in excess of 10%.
- Our CRM attribution work provided us deep insights on paid digital media — as a result, we were able to adjust existing campaigns prior to our work and reduce their cost-per-lead by 97% within 3 months.
- By better understanding their audience through building customer personas using CRM data, we've been able to increase their organic search traffic by more than 60%, and organic lead generation by more than 250%.

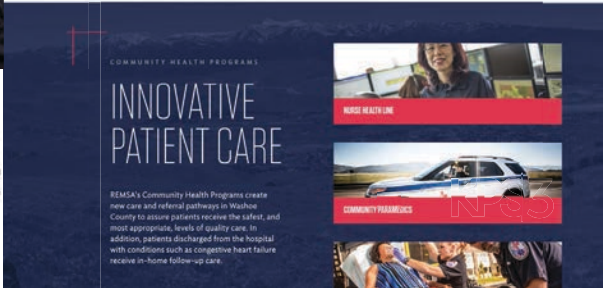
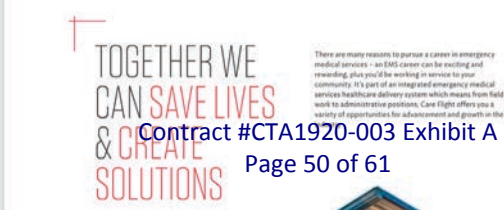
# Additional Websites



PARKS.NV.GOV



REMSAHEALTH.COM



# Related Client References

**Glenn Morris - President & CEO**

Santa Maria Valley Chamber/Visitors and  
Convention Bureau  
614 S. Broadway  
Santa Maria, CA 93454  
glenn@santamaria.com  
805.925.2403

**Michelle Reader - Director of Marketing**

Galaxy Theatres  
15060 Ventura Blvd., Ste. 350  
Sherman Oaks, CA 91403  
mreder@galaxytheatres.com  
818.933.7945

**Colin Smith - Chef/Co-owner**

Roundabout Catering and Roundabout Grill  
631 Dunn Circle  
Sparks, NV 89431  
csmith@roundaboutcatering.com  
775.747.2090

**Eric Olson - Chief Marketing Officer**

Sovos  
200 Ballardvale Street, 4th Floor  
Wilmington, MA 01887 USA  
Eric.Olson@Sovos.com

# A.1 Questionnaire Response

## 1. General Information Regarding Your Firm

**a. Name of Firm:**

KPS/3, Inc.

**b. Address of Firm**

500 Ryland Street, Ste 300  
Reno, NV 89502

**c. Phone Numbers of Firm**

(775) 686-7439

**d. Owner of Firm**

Rob Gaedtke | President and CEO  
Stephanie Kruse | Board Chair  
Kevin Jones | COO

**e. Contact Person of Firm**

Andy Walden | VP of Client Strategy  
ph: 775.624.7316  
e: andy.walden@kps3.com

**f. Is the Firm a subsidiary of a larger agency or associated with another agency?  
If Yes, provide additional information.**

N/A

**g. Nevada Business ID (provide a copy of your Nevada Business License)**

Provided in Section A.2

## 2. Insurance Information

**a. Insurance Carrier**

Producer: A and H Insurance, Inc  
Insurer:

- a. ACUITY
- b. Hartford Accident & Indemnity

**b. Coverage Summary**

- **Commercial General Liability**
  - » Each Occurrence - \$1,000,000
  - » Damage to Rented Premises - \$250,000
  - » Med Exp - \$10,000
  - » Personal & Adv Injury - \$1,000,000
  - » General Aggregate - \$3,000,000
  - » Products - \$3,000,000
- **Automobile Liability**
  - » Combined Single Limit - \$1,000,000
- **Workers Compensation and Employee Liability (Per Statute)**
  - » E.L. Each Accident - \$1,000,000
  - » E.L. Disease (each employee/policy limit) - \$1,000,000
- **E & O Insurance (Hiscox)**
  - » Each claim - \$1,000,000
  - » Aggregate - \$2,000,000

**c. Coverage Limits (provide proof of insurance)**

Provided in Section A.3.

**3. Organizational Information**

**a. Organizational Structure (i.e. Sole Proprietor, LLC, etc)**

KPS3 is a C-corp

**b. Organizational Chart (provide this within the required documents section)**

The organizational chart was provided in the section for Key Personnel Information.

**a. Provide a list of all employees/Contractors employed by your firm which your firm proposes to assign to service this Contract. Complete the attached resume form for each staff listed here and place in the required documents section.**

KPS3 intends to use its internal team to service the majority of this agreement. We do not intend to outsource any other work. If this changes, CTA will be notified. Employee resumes are provided on page 17.

#### 4. Technical Knowledge

**a. What knowledge does your firm possess of tourism attractions in the Carson City area?**

The ribs at Red's. The trees at the State Capitol. The ghosts in the kitchen at the Governor's Mansion. We've all visited and enjoyed Carson City. We feel we're close enough yet not too close to see the area through fresh eyes, to help develop the storylines for hidden treasures of the area. Through our previous knowledge and the new knowledge we gain through immersion visits, the more powerful our story will be.

**b. What knowledge does your firm possess regarding the principles and practices of web/digital development and e-marketing/CRM?**

At KPS3, we pride ourselves on delivering websites that speak and extend a brand digitally. We deliver user-centric experiences that deliver a unique website for our clients. To see the range of the website we've delivered over the past 12 months, please see the examples below:

- [roundaboutcatering.com](http://roundaboutcatering.com)
- [dermodyproperties.com](http://dermodyproperties.com)
- [abrigo.com](http://abrigo.com)
- [sovos.com](http://sovos.com)
- [montevallo.edu](http://montevallo.edu)
- [responsibletoabacconv.com](http://responsibletoabacconv.com)

From the CRM side, we work with various clients on robust e-marketing and CRM solutions. This allows us to ensure we can track which channels are performing at the highest of levels. We support a wide range of platforms such as:

- Sovos Tax Software | Marketo/Salesforce
- Santa Maria Valley | MailChimp
- Abrigo | Marketo/Salesforce

- Nevada Division of Industrial Relations | Blue Hornet
- PlascoID | Proprietary CRM / NetSuite
- IVGID | IBM Silverpop

**c. What knowledge does your firm possess regarding web/digital development and e-marketing/CRM with both public and governmental agencies?**

As with any organization, and especially public and governmental agencies, it is critical to program-ize the content strategy and provide a consistent, yet evolving set of metrics to measure performance.

We currently work with a wide range of governmental agencies on their digital presence:

- The Nevada Attorney Governor’s Office on store tobacco compliance which we’re building a web app and online reporting system
- The Division of Health and Human Services on a wide range of topics such as:
  - WIC and Nevada Breastfeeds websites
  - Nevada Tobacco business compliance quiz web application
  - Recovery Friendly Workplace web presence
  - Herpes CMV awareness and Syphilis awareness digital campaign
- The Nevada Health Link
- Nevada Department of Environmental Protection
- Nevada Forestry Website
- Nevada Department of Parks website
- Santa Maria Valley website, email, marketing strategy, and implementation

**5. Technical Abilities**

**f. What abilities does your firm possess to be able to plan, organize, and direct the web/digital development and e-marketing/CRM of the CTA to enable it to carry out its goals and objectives?**

During our discovery process, we will align and define your overall goals and objectives. This will be done through our stakeholder interviews, as well as insights gained from reviewing your audience research and the past digital performance.

From this, we will define KPIs with you and define how these goals translate into a digital web experience (e.g. lodging referrals, newsletter subscriptions, favoriting, etc.). We will then build out a plan to track these via custom Google events. Our team is Google Analytics certified to ensure this is setup properly.

We have years of experience doing this for clients from the initial discovery to the final reporting. For example, we currently designed the website for Santa Maria Valley as well as manage their e-marketing approach. We report to their board six times a year on how all channels are performing to show how their digital presence is performing to meet their business goals.

**g. What abilities does your firm possess to be able to perform responsible administrative work in a high-profile position dealing with topics under intense public and media scrutiny and respond appropriately as situations change?**

KPS3 was the agency of record for the Nevada Health Link during the first two years of the creation of the Exchange. These board meetings had news crews and a packed house of members of the public. All of these meetings were smooth and free of any major crisis thanks to three key elements: #1 Tight presentations filled with facts, statistics and supported with sound research. #2 We stick to the approved process and agreed talking points. #3 All accounting and financial elements are perfect, match the publicly approved budgets and are on time without fail. Add to that our experience with clients such as the Department of Health and Human Services, the Reno-Tahoe Airport Authority, the Nevada Department of Conservation and Natural Resources and more have worked with us in various marketing capacities as a trusted partner and resource. Finally, the process in which these organizations work is understood throughout our agency, from account directors to web developers to accounting.



**h. What abilities does your firm possess to be able to plan, schedule, and organize all aspects of web/digital development and e-marketing/CRM?**

KPS3 develops tools to help us be more efficient in planning, scheduling and organizing technical projects. In the beginning of the project, we will provide a Gantt chart to detail our upcoming schedule and highlight all major milestones across our teams. We use JIRA for project and workflow management within our internal team, and meet daily to discuss the teams' deliverables and priorities. We also have a slack channel dedicated towards Carson City for ongoing communication and historic detail.

We anticipate having weekly check-in meetings with your team to discuss upcoming deliverables and timelines across our teams. We use video/web/tele-conferencing through our computers and in each conference room at KPS3 when we don't meet in person. Our team is structured such that the account director is supporting project management to keep clients on time, on strategy and on budget. She works with our VP of Client Strategy as well as the practitioners or specialists to ensure our overall scope will meet and exceed your expectations.

REQUIRED DOCUMENTS

## A.2 KPS3 Nevada Business License

SECRETARY OF STATE

  
STATE OF NEVADA

**NEVADA STATE BUSINESS LICENSE**

**KPS/3**  
Nevada Business Identification # NV19941094961

**Expiration Date: August 31, 2019**

In accordance with Title 7 of Nevada Revised Statutes, pursuant to proper application duly filed and payment of appropriate prescribed fees, the above named is hereby granted a Nevada State Business License for business activities conducted within the State of Nevada.

Valid until the expiration date listed unless suspended, revoked or cancelled in accordance with the provisions in Nevada Revised Statutes. License is not transferable and is not in lieu of any local business license, permit or registration.



IN WITNESS WHEREOF, I have hereunto set my hand and affixed the Great Seal of State, at my office on June 12, 2018

  
Barbara K. Cegavske  
Secretary of State

*You may verify this license at [www.nvsos.gov](http://www.nvsos.gov) under the Nevada Business Search.*

License must be cancelled on or before its expiration date if business activity ceases.  
Failure to do so will result in late fees or penalties which by law cannot be waived.

REQUIRED DOCUMENTS

# A.3 KPS3 Proof of Insurance Coverage

<b>KPS3000-01</b> <span style="float: right;"><b>SMCCARROLL</b></span>						
<b>CERTIFICATE OF LIABILITY INSURANCE</b>						
DATE (MM/DD/YYYY) <b>11/19/2018</b>						
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.						
<b>IMPORTANT:</b> 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).						
<b>PRODUCER</b> A and H Insurance, Inc. 3301 South Virginia St. Reno, NV 89502	<b>CONTACT NAME:</b> Danielle Pritchett <b>PHONE (A/C, No, Ext):</b> (775) 284-7885 <b>FAX (A/C, No):</b> <b>E-MAIL ADDRESS:</b> dpritchett@aandhins.com					
<b>INSURED</b>	<b>INSURER(S) AFFORDING COVERAGE</b> <span style="float: right;"><b>NAIC #</b></span> <b>INSURER A:</b> ACUITY <span style="float: right;"><b>14184</b></span> <b>INSURER B:</b> Hartford Accident & Indemnity <span style="float: right;"><b>22357</b></span> <b>INSURER C:</b> <b>INSURER D:</b> <b>INSURER E:</b> <b>INSURER F:</b>					
<b>INSURED:</b> KPS 3 Tammy Abe 500 Ryland Street, Suite# 300 Reno, NV 89502						
<b>COVERAGES</b> <span style="margin-left: 100px;"><b>CERTIFICATE NUMBER:</b></span> <span style="float: right;"><b>REVISION NUMBER:</b></span>						
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 VVD	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  GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC OTHER:		Z84766	10/19/2018	10/19/2019	EACH OCCURRENCE \$ <b>1,000,000</b> DAMAGE TO RENTED PREMISES (Ea occurrence) \$ <b>250,000</b> MED EXP (Any one person) \$ <b>10,000</b> PERSONAL & ADV INJURY \$ <b>1,000,000</b> GENERAL AGGREGATE \$ <b>3,000,000</b> PRODUCTS - COMPI/OP AGG \$ <b>3,000,000</b> \$
A	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input checked="" type="checkbox"/> Hired AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY		Z84766	10/19/2018	10/19/2019	COMBINED SINGLE LIMIT (Ea accident) \$ <b>1,000,000</b> BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	<input type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED \$ RETENTION \$					EACH OCCURRENCE \$ AGGREGATE \$ \$
B	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NV) <input type="checkbox"/> Y <input checked="" type="checkbox"/> N / A If yes, describe under DESCRIPTION OF OPERATIONS below		53WECLP9688	09/01/2018	09/01/2019	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ <b>1,000,000</b> E.L. DISEASE - EA EMPLOYEE \$ <b>1,000,000</b> E.L. DISEASE - POLICY LIMIT \$ <b>1,000,000</b>
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required) <b>Evidence of coverage.</b>						
<b>CERTIFICATE HOLDER</b>				<b>CANCELLATION</b>		
Evidence of Coverage				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)				© 1988-2015 ACORD CORPORATION. All rights reserved.		
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**MASTER**

# **Carson City Culture and Tourism Authority**

**Web/Digital Development & E-Marketing/Customer  
Relationship Management (CRM)**

**Cost Proposal**

**RFP CTA 1920-102**

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**KPS3**

500 Ryland St., #300  
Reno, NV 89502

**Company Information**

kps3.com  
p: 775.686.7439  
f: 775.334.4313

**Personal Contact**

Andy Walden  
andy.walden@kps3.com  
c: 775.624.7316

SECTION II

# Cost Proposal

KPS3 works with a wide range of government entities. Below assumes the following estimated budgets for the Duration of Services based on timeline provider:

ITEM	EST COSTS*
Discovery	\$5k**
Web/Digital Development for VisitCarsonCity.com	\$70k
Web/Digital Development for VisitCarsonCity.Biz	\$25k
CRM/e-Marketing	\$15k
OPTIONAL: Post-Launch Contingency Budget	\$10k to \$20k***
<b>TOTAL</b>	<b>\$125k to \$135k</b>

\* The above budget does not include hard costs for hosting, CRM platform, UGC platform, etc.

\*\* KPS3 will be conducting a discovery within it's PR/Communication agreement. There will be efficiency here, so the costs are reduced.

\*\*\* KPS3 clients leveraging multiple service lines enjoy a blended billing rate of \$140/hour. Each month we will plan with you on work to be done based off your needs/budget.