



Carson City Culture & Tourism Authority (CTA)

Request for Proposal (RFP)

THIS IS NOT AN ORDER

ADVERTISED RFP CTA 1920-101

CCCTA Creative Content/Development & Public Relations/External Communications

ISSUE DATE: January 22, 2019

RFP SUBMISSION DUE: February 18, 2019

FINALIST PRESENTATIONS: February 25, 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

ckipp@visitcarsoncity.com

1. INTRODUCTION

- 1.1. A Selection Committee will evaluate the proposals submitted.
- 1.2. The Committee may call for oral interviews anticipated on February 25, 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 Marketing 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

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 develop creative and coordinate content creation for CTA Marketing/Public Relations/Communications.

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 one (1) year, three (3) months and twenty (20) days anticipated to begin March 12, 2019, subject to Commission approval, with an option to renew for two (2) additional years, if agreed upon by both parties and in the best interests of the Authority.

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., February 18, 2019. Submit proposal in a **sealed envelope**, labeled **Submittal for RFP CTA 1920-101** to one of the following:

Mail/Delivery To:

Carson City Culture & Tourism Authority
c/o CC Culture & Tourism Authority
Attn.: Chris Kipp
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 copy (so marked) 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, straightforward, and not exceed 30 pages in length not including company brochures. Company brochures may be provided.

Final Date for Submittal of Questions will be received through 12:00 p.m. on Tuesday, February 5, 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, Operations Manager

Carson City Culture & Tourism Authority

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

e-mail: 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 the Carson City, Nevada to present further details and or respond to questions. It is the expectation of the CTA that the vendor will bring the proposed account management team for the on-site visit/presentation.
- c. Selected respondent(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.

FINAL SELECTION will be made by the CTA anticipated at the March 11, 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	January 22, 2019
Submittal of Questions	February 5, 2019
RFP Submittal Deadline	February 18, 2019
Firms Notified of Short List	February 21, 2019
Short List Interviews	February 25, 2019
CTA Board Approves Contract	March 11, 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. An example of marketing content that was created to promote a destination marketing campaign.
- b. An example of marketing content where the use of technology and social media platforms were used to promote a destination marketing campaign.

All examples 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 KIP's, 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; proposer's 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 RFP for its completeness and evaluate how the proposer will approach the task of initiating and fully implementing the scope of work, and 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 vendor prove its expertise in delivering an integrated marketing program that will influence travel behavior? (Maximum 20 points)
 - b) How well did the presenting vendor show its ability to execute on this program component as part of an integrated marketing campaign? (Maximum 20 points)
 - c) Did the presenting vendor prove its skill in strategic planning? (Maximum 10 points)
 - d) Did the presenting vendor adequately convey its commitment to gaining an in-depth knowledge of the Carson City tourism product? (Maximum 10 points)
 - e) Did the presenting vendor provide the appropriate staffing level for both senior account strategy and day-to-day management? (Maximum 10 points)
 - f) How well did the presenting vendor address evaluators' questions? (Maximum 10 points)
 - g) Did the presenting vendor show enthusiasm for Carson City tourism and a high level of commitment to collaborating with other consultants? (Maximum 10 points)
 - h) Did the presenting agency 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 CTA Board of Directors c/o Carson City Culture & Tourism Authority within five (5) calendar days after a recommendation to accept or reject RFP have 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: Complete a form 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 with the following information:

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. Complete the attached resume form 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 content creation for marketing, branding, advertising, public relations, and/or social media?
- c. What knowledge does your firm possess regarding content creation for marketing, branding, advertising, public relations 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 content creation for marketing, branding, advertising, public relations 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 content creation for marketing, branding, advertising, public relations?

8.1.2.1

SCOPE OF WORK

The successful bidder shall fulfill the following:

Content Creation/Advertising/Marketing/PR: (Content to include but not limited to photography, video, audio, graphic design, short/long articles, polls/surveys, interviews, research, newsletters, PSA's) Scope items are to be requested and used as needed by the CTA. Assume vendor hired can submit equivalent work to that mentioned below I deemed necessary. Scope of work is not all encompassing. Vendor does not need to be both a content creation agency AND a public relations agency. The CTA is open to working with multiple agencies or companies to complete the scope of work. Any ideas not covered within the scope of work are welcomed by the CTA.

Content Creation:

- Create high-quality, experiential, entertaining, tourism-driven content that aligns with the CTA's visuals, voice, mission, personas and market preferences and be appealing to an international audience as well.
- The contracted creative team must be comprised of professionals able to demonstrate category-defining creative for Carson City, Nevada's tourism and travel industry.
 - The Carson City Culture & Tourism Authority is seeking creative work that strikes at the heart of the target audiences' emotional core and compels them to visit Carson City, Nevada; and.
 - The creative work must go beyond generating awareness to be a true sales tool that drives consumer trip-planning and purchase decisions.
- The contracted creative team should possess the skills and vision to move the current brand campaign into the next evolution of the established "Your Nevada Experience Starts Here" execution.
 - The creative team should be able to innovatively communicate with a Millennial audience to build brand loyalty, without alienating Boomer and Gen X legacy audiences, identified as known return visitors to Carson City, Nevada.
 - The creative team will be asked to develop campaigns that align with a multi-generational strategy and, based on the level of experience with this topic, may be required to undergo instructive sessions (at the agency's cost) to assure solid generational strategy methodology is inherent in all campaigns
- Assist the CTA in concept development, including quality graphic design.
- Assist the CTA in developing original copy (text), copy-writing and editing.
- Assist the CTA in creative strategy and design of overall branding and campaign creation (collateral, reports, advertising and visual display, broadcast or social media materials) including pitching ideas that better elevate the campaigns.
- Assist the CTA with crafting journalistic-style articles with insider information that's more than research aggregated from web searches. Superior editing skills are a must. Agency is expected to have proofread all written content before submitting to the CTA.

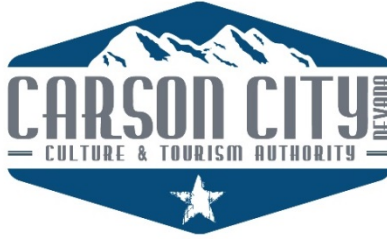
- The contracted vendor must secure all licensing, usage rights and intellectual property rights on the behalf of the State of Carson City, Nevada so that all materials are delivered unencumbered to the Carson City Culture & Tourism Authority.
- Creative materials must be provided in a native format such as layered files with appropriate links. All costs for transferring materials and files will come from the vendor's budget.
- Assist the CTA in developing original content for social media platforms: Facebook, Twitter, LinkedIn, Pinterest and Instagram.
 - Each time content is made for social media, multiple versions of the content is made in the format, time length and specification best suited for each individual social channel.
 - Agency is expected to stay on top of changing social media trends and adapt to any changes in order to submit the highest quality work.

Public Relations

- Assist the CTA in development and pitching story-lines and press releases, fact sheets and industry highlights to the media; coordinate media interviews & press conferences.
- Assist the CTA in communication efforts (i.e. blog posts, Newsletters, etc.).
- Assist the CTA in developing and maintaining targeted media lists (local, trade, national and international).
- Assist the CTA in strategic research and plan development.
- Assist the CTA in drafting & distribution of all press releases, media announcements, etc.
- Assist the CTA in monitoring all media coverage of the brand and related topics.
- Assist the CTA in coordination of media attendance and management at events.
- Assist the CTA in contacting editors & reporters for coverage based on editorial calendars or a specific event/topic.
- Work in collaboration on a social media/networking strategy and driving ongoing channel engagement. The PR vendor must be highly knowledgeable of social media strategy, trends, and tactics and be a trustworthy resource for new social campaign ideas and tools if needed. Social campaigns ideas provided must align with other marketing and PR efforts. The PR vendor will be responsible for guiding and assisting with these campaigns.
- Work in collaboration with the Carson City Culture & Tourism Authority in developing and producing familiarization tours with key media and influencers.
- Any external communications program must align with the overall marketing strategy and integrate with all other sales and marketing components. The PR vendor must work closely with marketing and sales staff and vendors to create cohesive messaging. The PR vendor and Carson City Culture & Tourism Authority PR staff is responsible for driving brand awareness and must be able to apply proper messaging across all channels of marketing, public relations, consumer relations, and B2B efforts.

Account Management & Reporting:

- Meet with CTA 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 content creation expenditures and other related costs and secure the approval from CTA Executive Director or CTA Marketing Manager for all expenditures with regard to authorized advertising by submitting preproduction 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 advertising/marketing campaigns allowing for the broadest possible exposure to the target audiences within the available budget. The selected Firm(s) must provide creative briefs before each campaign or individual project outlining the goals(s), objectives, audience, strategies, budget and measurement. The selected Firm(s) must demonstrate ability to strategically plan, integrate, manage and execute an assortment of marketing 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 marketing creative developed including, but not limited to copy and tag lines, conceptual and final creative elements and working files, photography, illustrations, press materials, graphics, custom code for proprietary websites, passwords, logins, etc. prepared for the Carson City Culture & Tourism Authority will become the property of the City of Carson City, Nevada and will be provided to the Carson City Culture & Tourism Authority in whole or in part either immediately upon concept approval and/or upon completion of the project for future usage.



CARSON CITY CULTURAL & TOURISM AUTHORITY
 716 N. Carson St., Suite 100
 Carson City, NV 89701
 775-283-7682
<http://visitcarsoncity.com/contracts/>

RFP CTA 1920-101 - CCCTA Creative Content/Development & Public Relations/External Communications

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?*

Listed below are actual costs for fiscal years 17 and 18 based on past services rendered.

2. *If we provided a budget of \$100,000 for creative development services over the course of a 12 month period would this be accepted?*

Listed below are actual costs for fiscal years 17 and 18 based on past services rendered.

3. *If you are not releasing the budget thresholds at this time, could you please share the amount of money the CCCTA has invested in marketing initiatives for FY 2018 and FY 2017?*

Listed below are actual costs for fiscal years 17 and 18 based on past services rendered.

Content Creation	FY17	FY18
Visitors Guides	18,480.00	18,025.00
Video	32,555.00	26,180.00
Photography	18,915.00	20,930.00
Content writing & edits	15,795.00	16,195.00
Media dist., misc.	11,065.00	11,003.00
Total	96,810.00	92,333.00

4. *Does CCCTA have any existing creative assets like photography or videography that can be leveraged for the creative development portion of the RFP?*

Yes.

5. *It is notable that there is not mention of a paid media budget in this RFP. It is an assumption the creative agency would produce advertising units as part of the creative services production. Is Paid Media Management expected to be an aspect of the scope, if so what is the paid media budget and desired channels?*

Yes, creative ad units for print and digital use should be considered as a part of the scope of work. Paid media management is not a part of the scope of work.

6. *There is no mention of the CCCTA website in the RFP. Is there going to be an additional RFP that addresses the website and other related digital efforts including SEO?*

A separate RFP will be released in February with regard to web development and SEO.

7. *It is stated in the RFP that the agency doesn't have to bid on all items included in the scope of the RFP. Should we want to only go after one portion of the RFP, how would you like us to denote that in our submission?*

You may simply denote this at the front of your technical proposal, indicating which element you are bidding on.

8. *What is the current geo of your target audience? How well is that currently performing? What other markets would you like to target?*

Areas the CTA currently targets are mostly in our drive markets: LA, San Francisco, Sacramento, Denver, Las Vegas, Phoenix, Boise, and parts of Utah. Currently, the CTA targets adults 22 and older. The largest demo is 25-44 and skewed slightly male. Ideally, the CTA would like to have scalable growth internationally and capture more of the markets listed above.

9. *What other agencies/partners will the selected RFP winner work directly with? (e.g. media agency, brand agency, web development, freelance, etc.)*

At this time, there are no other contracted vendors in place. A web/digital development and e-marketing/CRM RFP will release later this month.

10. *What internal staff/skillsets will be available to the chosen agency? (e.g. do you have an internal web developer, social content writer, etc. that we would work with?)*

Agency/vendor will be working directly with the CTA's marketing manager. The duties the marketing manager currently handles that are most beneficial to the vendor are; manages all social media outlets, writes social content, manages/builds email campaigns, directs the ad creative, and manages/updates content on the website. The marketing manager will work in collaboration with the vendor on campaigns and projects and aid where ever necessary. The City of Carson City IT department currently manages the backend of the website and can work in collaboration with vendor to complete any campaigns, if necessary.

11. *Can you share the KPIs/metrics/etc the marketing committee uses to show success from previous campaigns?*

The CTA's most utilized KPIs and metrics change per marketing outlet:

- **Digital Marketing:** Utilizing either the vendor's analytics or through Google Analytics CTR, page views and bounce rates are used to measure success of the campaign.
- **Social Media:** Paid social campaigns through Facebook & Instagram KPI's: follower increases, engagement rate, paid and organic reach and impressions served. Some of those KPIs are deemed more important than other depending on the content being promoted. The CTA has not done any paid media through Twitter or Pinterest.
- **Any kind of print advertisement is gauged on demographics and circulation of the publication.**

12. *Is there an incumbent?*

Nevada Momentum and Computer Artistry currently provide the services included within the RFP.

13. *What is your anticipated professional services budget for this scope?*

- a. *If none provided, is it safe to assume that the \$130k professional services budget last year will be leveraged for this?*

It is expected that prospective bidders use the attached Excel file with FYTD19, FY18 and FY17 actual costs to provide their respective cost proposals.

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

The reference to a "resume form" should not have been included in the RFP. Please submit resumes in a format that works for your company and staff.

15. *Would you like the Cost Proposal physically separated from the original RFP response? Or can this be attached in the same response?*

It can be attached in the same response as its own PDF.

16. *We also wanted to confirm you only needed one physical copy of the RFP, along with a digital copy. Is this correct?*

This is correct, although prospective bidders are welcome to submit up to four additional hard copies, to assist with the evaluation committee's needs.

17. *Can you elaborate on 11.5.1 Questionnaire, question 4 b & c. How are these questions different? They seem very similar in how they could be answered.*

Question 4 a. is more in the general knowledge arena, whereas 4 b. is related to public and governmental agencies, which is what the CCCTA falls into.

18. *What is the budget for this project?*

It is expected that prospective bidders use the actual costs for FY17 and FY18 , listed below, to provide their respective cost proposals.

Content Creation	FY17	FY18
Visitors Guides	18,480.00	18,025.00
Video	32,555.00	26,180.00
Photography	18,915.00	20,930.00
Content writing & edits	15,795.00	16,195.00
Media dist., misc.	11,065.00	11,003.00
Total	96,810.00	92,333.00

19. *If there is a subcontractor, what info would be needed from the subcontractor?*

The name of the subcontractor to be used along with what components of the scope of work the subcontractor would be handling should be noted in the technical response.

20. *Is there a minimum of case studies/work samples that need to be provided?*

Three.

21. *Are the resume forms referenced in 11.4 provided or do they need to be generated?*

The reference to a “resume form” should not have been included in the RFP. Please submit resumes in a format that works for your company and staff.

22. *Is there specific information that needs to be provided on the title page for the cost proposal?*

The title page should reference the RFP subject, the firm's name, address, telephone number and email address of a contact person.

23. *What are the key target markets you hope to reach through this campaign? We are aware the target will be multi-generational, but any additional detail would be helpful (demographics, psychographics)*

Areas the CTA currently targets are mostly in our drive markets: LA, San Francisco, Sacramento, Denver, Las Vegas, Phoenix, Boise, and parts of Utah. Currently, the CTA targets adults 22 and older. The largest demo is 25-44 and skewed slightly male. Ideally, the CTA would like to have scalable growth internationally and capture more of the markets listed above.

24. Please provide additional clarity on the KPI's that will be used to measure success. We are surmising that performance in the following categories will be considered; please confirm:

- a. Occupancy rate
- b. Hotel bookings
- c. Sales tax expenditures
- d. Restaurant covers
- e. Ticket sales for local attractions/events

The categories above are definitely measures of performance for the CTA. In addition, the CTA's most utilized KPIs and metrics change per marketing outlet:

- **Digital Marketing:** Utilizing either the vendor's analytics or through Google Analytics CTR, page views and bounce rates are used to measure success of the campaign.
- **Social Media:** Paid social campaigns through Facebook & Instagram KPI's: follower increases, engagement rate, paid and organic reach and impressions served. Some of those KPIs are deemed more important than other depending on the content being promoted. The CTA has not done any paid media through Twitter or Pinterest.
- **Any kind of print advertisement is gauged on demographics and circulation of the publication.**

25. What have been the successes/challenges from 2017 to present? (both with marketing and agency/consultative partnerships, respectively)

Successes: The ease of collaboration with current agency. They are easily accessible, come by the office for quick or long meetings, if necessary, or to get approval on changes very quickly and easily. Their communication and turn-around time on projects and last minute ideas has been impressive. The CTA hopes to continue a relationship similar to this. Because of this ease of collaboration and in-person communication the CTA has been able to work in a creative environment to produce great materials and campaigns in a short time frame.

Challenges: Formulating a truly structured marketing plan. Timely invoices are extremely important for us to get approval and plan for future grants and funding, especially since the CTA operates on a fiscal year.

26. What is the breakdown of production spend vs. media spend/working budget for this contract's duration?

Media buying is not a part of this RFP. Actual costs for FY17 and FY18 for those elements included in the scope of this RFP are listed below.

Content Creation	FY17	FY18
Visitors Guides	18,480.00	18,025.00
Video	32,555.00	26,180.00
Photography	18,915.00	20,930.00
Content writing & edits	15,795.00	16,195.00
Media dist., misc.	11,065.00	11,003.00
Total	96,810.00	92,333.00

27. As per the language in the RFP, Client is requesting to be kept abreast of new technologies via Agency relations; please provide an example of how an Agency has successfully delivered upon this in the past.

The CTA needs to ensure it is not using dated technology that would pigeonhole them into dated marketing practices. The CTA would like to have open communication with the contracted vendor so that if a new program, website, or tool they believe would be beneficial, is brought to the CTA's attention. It is the expectation that the vendor keeps up with trends in travel and tourism and any updated tools/programs. The CTA is trying to avoid being a "Myspace in a Facebook world."

28. In regard to "Content Creation": please confirm that Client would be open to the potential for considering slightly different strategies for different social platforms (and therefore, slightly different creative iterations) to strategically execute agreed-upon messaging platform.

The CTA is open to different strategies.



CARSON CITY CULTURAL & TOURISM AUTHORITY

716 N. Carson St., Suite 100

Carson City, NV 89701

775-283-7682

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

RFP CTA 1920-101 - CCCTA Creative Content/Development & Public Relations/External Communications

Addendum No. 2

The office will be closed for Presidents Day so any hand delivered proposals will be accepted until Tuesday, **February 19, 2018 at 10:00 am.**

Carson City Culture and Tourism Authority

Proposal for Creative Content/Development & Public Relations/External Communications

RFP CTA 1920-101

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

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Hello.

I have lived in Nevada for 20 years. I attended UNR, bought my first home and raised my two children here. I take tremendous pride in our community, and I'm excited that KPS3 has the opportunity to partner together to highlight Carson City's one-of-a-kind beauty.

KPS3 is Nevada born and bred. We were founded in Reno 27 years ago, and our roots here run deep. From the majesty of the Sierras to the serenity of Washoe Lake, we're proud to call this state our home. At KPS3, we know that Nevada's rich history of culture, exploration and prosperity are worth sharing.

Our offices are located just 30 minutes from Carson City, and we often make the scenic drive to visit our Carson City-based clients—Nevada State Parks, Nevada Department of Conservation and Natural Resources, Nevada Rural Housing Authority, Pets of the Homeless, the Nevada Department of Health and Human Services and others.

KPS3 has been driving people and businesses to destinations since our inception, and we bring the experience of creating and evolving hundreds of brands, websites, mobile apps and other digital products on the West Coast and across the United States.

We've worked with all types and sizes of tourism and economic development organizations. Our team is a perfect match for Carson City, with both the public relations and creative content expertise to execute all elements outlined in your RFP without compromise. We have the curiosity and passion to push the Carson City Culture and Tourism Authority into new and exciting territory.

Thank you for your time, and please know that KPS3 would be honored to help you expand on what you have accomplished thus far and help you evolve your brand to accomplish even more.



Rob Gaetke
President and CEO

Travel and Tourism Experience



For the past three, we've worked with the Santa Maria Valley, along California's Central Coast. KPS3 developed a comprehensive marketing, digital and communications plan that has increased the visibility of Santa Maria Valley in our key markets resulting in more heads in beds. From the brand to the web, from the photography to content, and from the board presentation to the monthly reports—we work closely to represent and grow the destination together.



For almost 16 years, KPS3 has supported the Reno-Tahoe Airport Authority with assistance in market research, air service marketing, website development, digital marketing and reporting.



KPS3 was one of the founders of Red Rock Rendezvous, a national rock climbing festival outside of Las Vegas, more than 13 years ago. KPS3 is still the marketing and promotions firm for the festival. Working with outdoor industry clients, we developed the initial brand positioning, and we handle marketing and public relations yearly. It has grown to become the largest climbing festival in the nation.



KPS3 developed the Nevada State Parks website three years ago, and we continue to update, adapt and grow the website today.



KPS3 developed Diamond Peak's award-winning site as part of our contract with the Incline Village General Improvement District, promoting the ski resort and the community.



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.



From 2014-2017, KPS3 was the agency of record for the development component of Kirkwood Mountain Realty, which integrates the marketing of the resort to California drive markets.

Statement of Project Understanding

Just like we're rooted in northern Nevada, we're rooted in communications.

Strategic communications is not just the "new thing." It's what we've been doing for the past 27 years. Since KPS3's inception, we've told stories for diverse clients across the country, spanning hospitality, tourism, small business and the outdoors. Our digital-first mindset makes us different than other agencies. We help organizations act on data to connect brand-centric messaging with quantifiable insights, driving bottom line results.

Strategic Communications: the triple threat of public relations, content and social media

Our communications services and programs are designed to successfully build relationships that establish rapport and communicate strategically with a variety of audiences. Using our experience and understanding of strategic and creative communication, we excel in developing communications plans, campaigns, events, tools and programs that reach, touch and engage people. At the core of it all: stellar storytelling.

Specific KPS3 strategic communications services include:

- Strategy
- Creative campaign development
- Media relations and communications
- Publicity and publicity events
- Content marketing
- Social media marketing
- Community relations and outreach
- Special event management, concept and support
- Visual storytelling development
- Video communications development
- Customer relations and communications
- Stakeholder relations and communications
- Employee relations and communications
- Media training and coaching
- Executive communications, coaching and speech writing
- Crisis communication and management

Travel is Life

KPS3 has a wide range of experience within the travel and hospitality industry. We have worked to develop effective programs for convention and visitors bureaus, hotel resorts and casinos, ski resorts and cities or regions.

KPS3 is the agency of record for Santa Maria Valley (SMV), California. SMV's goal is to discover and promote hidden gems in the region to increase tourism and visitation. Notable media successes include the Travel Channel, the Los Angeles Times, Matador Network, the Outbound Collective, Wine Enthusiast, Modern Hiker, Good Morning San Diego and HuffPost. We consistently work with many travel and lifestyle influencers, while managing SMV's social and content presence.

We've worked with Roundabout Catering and Roundabout Grill for the past three years, helping build their business to \$8MM in revenue. We have established Chef Colin Smith as a renowned local chef and have partnered with Travel Nevada and the Reno-Sparks Convention and Visitors Authority on familiarization (FAM) visits. National media placements include Men's Health, 7x7, Brides.com and USA Today 10Best. Chef Colin has appeared on Beat Bobby Flay, and Roundabout is regularly highlighted in local media.

Our team has a deep history of experience in the travel and tourism space, not just at KPS3, but throughout previous organizations. We bring this level of knowledge to the way we think and approach work to garner results.

You've asked specifically our knowledge, skills and abilities in performing the specifications of the RFP. We have broken this down as follows:

Creative/Brand Evolution

Clever for the sake of being clever. Edgy for the sake of being edgy. We do none of that. What we produce is only justified by research and sound analytics. It's smart, action-oriented creative that passes the test of focus groups, committees and cognitive studies—and delivers results.

Media Relations

Media relations is an art that PR practitioners consider one of the most challenging—and most rewarding—in the communications field. We can't help but to have a deep affection for this aspect of travel PR.

We have forged relationships with media, influencers and bloggers through client involvement, the PRSA Travel & Tourism circle, state tourism authorities and through large conferences. Our media relations success comes from creative, smart pitch angles, understanding what reporters and their audiences want, and digging deep to unveil the real nugget in a story. It's why travel, food and wine, outdoors and general interest media love working with us.

Measurement and Tracking:

We use Cision to monitor and track media. For some clients, we do an in-depth report of website analytics in the planning stage to determine success metrics. In our content distribution, we use UTM links to specifically track referrals back to the website whenever possible. For influencer research and outreach, we use GroupHigh, an influencer database.

Content Strategy and Writing

We believe in authentic, curated content based on the key values of a brand. As content creators, we put our journalism hats on and approach content that relates to and engages our audiences. Everything we touch is researched internally or by way of in-depth interviews with subject-matter experts. We believe quality content leads to SEO success. At our offices, there are constant and ongoing discussions about optimization and performance. We are a digitally-integrated culture.

We believe that good content should be distributed across owned, earned and paid channels. Content that lives in multiple channels boosts reach and engagement. That is why the triple threat of PR, social media and content is the basis of our strategic communications philosophy.

Social Media Marketing and Integration

Social media is an effective referral channel and is necessary to engage our audiences and keep them up-to-date. We view communications through an integrated lens. As such an important voice between brand and visitor, we take our social media calendars, photo and video assets, and hashtags seriously. But, we also have a heck of a lot of fun with it.

We connect with and follow travel media and writers, inviting them on FAM trips, during which their trip is documented and shared across multiple social platforms. This enables us to share and repost while fostering stronger relationships. Based on roles and responsibilities, we will collaborate with the marketing manager to ensure consistency in voice across PR, content and social media.

Measurement and Tracking:

We use Falcon for social media distribution and measurement. Falcon allows us to schedule and publish content on various platforms. The tool allows us to measure and track social media analytics and “listen” to what others are saying about the brand.

Photo and Video

Good photo and video help further define the brand. At KPS3, we concept, produce and art direct many photo and video shoots for our clients. We’ve worked with just about everyone in the area.

Visitor Guides

For Santa Maria Valley, their 35-page [Visitor Guide](#) was our labor of love. It showcases editorial content, Instagrammable moments, events, locations and a comprehensive list of hotels. This Visitor Guide content was also used to create a press kit for media.

Project Approach

Stage 1 | Discovery // Timeline: 4 to 6 weeks

Although not specified in the RFP, we believe a sound communications program starts with research and planning. We approach our work using the process of RPIE—research, planning, implementation and evaluation. We embrace this approach to ensure we understand what success looks like for your team and ours.

- **Research and analytics**

To begin, we will review all available research, including:

- » Internal interviews to better understand your organization’s goals and objectives. We want to understand CTA’s current performance and its vision for the next few years.
- » We’ll review your website and social analytics to gain a deeper understanding of how your audience interacts with you. This will give us insight into what content is resonating with your target markets.
- » We’ll do a competitive analysis to understand the competition, including any gaps and opportunities available and how we can differentiate our approach.
- » We’ll look at brand and audience research to better understand our target market and the guidelines of your brand. We’d review elements brand, like voice and tone, to guide future strategies.

- **Immersion trips**

An authentic experience cannot be described, written about or told without talking to the locals, eating in the restaurants and exploring like a visitor. Our best content comes from doing these things and translating them into powerful, original stories.

This step is the precursor to the development of the strategic communications program for CTA. We anticipate taking two or three trips during this time.

- **Informal content analysis and information review**

KPS3 would conduct a content analysis to scan the current environment and track past media coverage for CTA. We’ll evaluate the contents of the main messages delivered through various media channels, like social and web. We would also review media and stakeholder databases to provide recommendations.

We would review your existing, prior pertinent research (relating to target markets, entertainment trends, etc.), relevant data and other related information. If you have any existing research on consumer and target perceptions and attitudes, or data on key metrics, we would obtain and analyze it as part of our process.

We’ll also inventory your current assets (photos, video, etc.) to get a better understanding of what currently exists, which we may leverage in the future.

Discovery Deliverable:

- Discovery report
This will provide the strategic insights provided from the findings from above. This will align our assumptions, audience and direction before we build out the communications plan.

Stage 2 | Strategic Planning // Timeline: 3-5 weeks

We will create a thorough communications plan based on discovery insights. This plan will guide our focus and actions to most effectively tell the CTA story. This plan will outline the target audiences, strategy, specific activities, who is responsible for each tactic, estimated hard costs associated with tactics and suggested metrics for success measurement.

KPS3 would research media outlets and reporters covering relevant topics for PR pitch planning. We would also assess the types of assets we will need—including video, photo, subject matter experts and spokespeople—to assist with the content strategy.

Strategic Planning Deliverable:

- Communications plan
The plan will provide a tactical, monthly framework for our content and PR strategy. We will identify major milestones to plan against and a detailed plan of what our team will accomplish over the following six months. After six months we plan to adapt and optimize the plan for better performance.
- Creative Approach
Based on research and the approved communications plan, KPS3 will provide the next iteration of the "Your Nevada Experience Starts Here" campaign.

Stage 3 | Ongoing Work

- **Implementation**
This is where we kick into action and begin the implementation prescribed by the plan. Activities include: media relations, FAM recommendations, content development, social media strategy (including recommendations on what social media handles should be the primary focus) and collaboration with the marketing manager, development of photo and video assets and the Visitor Guide. Regular status meetings with you will keep us all up-to-date and allow you to provide us with new information or environmental situation updates.

Major milestone tactics include, but are not limited to:

- » Proactive media pitching
- » Immersion visits to Carson City's hidden gems
- » Media target list creation
- » Subject-matter expert identification
- » Media request management, and spokesperson(s) coordination
- » Facilitating recommendations for FAM visits
- » Partner opportunities with Travel Nevada
- » Content and blog calendar creation implementation
- » Social media calendar creation
- » Management of photo and video shoots
- » Photo and video asset optimization
- » Annual visitor guide creation and management

▪ **Monitoring and Measurement**

Measurement is critical, as it allows us to evaluate the success of our tactics and adjust as we go. We will track and fine-tuned communications elements until our key performance indicators (KPIs) meet and exceed expected outcomes. We primarily use Cision to track our PR outputs and monitor media. We will provide a monthly report of activities. We will also provide analysis of how our content and PR is performing from a website and social lens.

▪ **Ongoing Evaluation and Optimization**

Based on information gained from ongoing reports, we'll continue to optimize our strategic plan with insights about our audience habits. This will help highlight the impact we're making and what we can do to make a larger footprint. We anticipate making refinements to the communications plan quarterly to ensure our PR and content are performing consistent with expectations.

Ongoing Deliverables:

We will provide these deliverables based on the plan:

- Monthly reporting
- Content plan and assets
- Social media calendars and posts
- Photo and video assets
- Annual visitor guide

Key Personnel Information

Organizational Chart

Tourism Assigned Carson Team Members		Other KPS3 Team Members	
Rob Gaedtke President and CEO	Andy Walden VP of Client Strategy	Stephanie Kruse Board Chair	Kevin Jones COO and Creative Director
Chrisie Yabu Director of National PR	Jancy Ulch Public Relations Coordinator	Ayse Caglar VP of Client Strategy	Bob Whitefield VP of Growth Marketing
Rachel Curran Account Director	Jaclyn March Account Director	Ira Gostin VP of Client Engagement	Tammy Abe Office Manager
Kyle Brice Account Director	Julia Jones Director of Digital Media	Megan Duggan Account Manager	Danielle Longley Account Director
Jonathan Rutheiser Technical Director	Jenna Hubert Creative Director	Matthew Forsythe Project Manager	Sierra Davies Digital Strategist
Vy Tat Designer	Kenyon Haliwell Developer	Fong Menante Media Planner	Alax Vong Designer
Gillian Griffith Copywriter		Ashley Chisam Designer	Andy Muth 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 27 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 | [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 Tourisme, 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 | [in linkedin.com/in/visitandy](https://www.linkedin.com/in/visitandy)



Chrisie Yabu, APR **SENIOR DIRECTOR, PUBLIC RELATIONS**

Chrisie has a multitude of experience in travel, hospitality and tourism. Her previous role was at Monarch Casino & Resort, Inc. as the corporate executive director of marketing, working on all facets of marketing strategy, advertising, publicity, digital, social media and acquisition for Atlantis Casino Resort Spa and leading the advertising efforts for Monarch Casino Black Hawk. She has also worked with clients like Bushnell Performance Optics, Crystal Cruises, Switzerland Tourism and Carson Valley Visitors Authority in her 22-year career. She is the communications lead on Visit Santa Maria Valley and Roundabout. Chrisie graduated magna cum laude with a B.A. from the University of Southern California's Annenberg School for Communication and Journalism.

Favorite Carson City memory:

Launching Thick Slice Pizza with local members of the media and influencers. We ate so much pizza that night and had a blast working with the owner on his business venture!

kps3.com/chrisie-yabu | [in linkedin.com/in/chrisie-yabu](https://www.linkedin.com/in/chrisie-yabu)



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 | [in linkedin.com/in/jenna-hubert-a9486721](https://www.linkedin.com/in/jenna-hubert-a9486721)



Jancy Ulch PUBLIC RELATIONS COORDINATOR

Jancy will assist with content curation and public relations and help with the coordination of social media efforts. She'll work with the team to ensure the Carson City Culture & Tourism Authority has a compelling presence on social media that is consistent with our brand's voice and tone.

Since joining our team, Jancy has spearheaded social media efforts for Santa Maria Valley, helping to grow Santa Maria Valley's Instagram following by 45 percent in six months.

Favorite Carson City memory:

My favorite Carson City memories all center around visiting my mom at work! She worked for the State Health Division, and I loved making the gorgeous drive.

kps3.com/jancy-ulch | [in linkedin.com/in/jancyulch](https://www.linkedin.com/in/jancyulch)



Gillian Griffith COPYWRITER

With over seven years of copywriting experience under her belt, Gillian helps ensure our clients words are wicked-smart, endlessly engaging, and always on brand. Her extensive experience in the travel and tourism arena includes campaign conceptualization and award-winning copywriting for Santa Maria Valley, website copywriting for Edgewood Tahoe, collateral copywriting for Montrêux Golf & Country Club, and ongoing brand voice development and website copywriting for nine Station Casinos properties across the Las Vegas Valley.

Favorite Carson City memory:

If you ask me, there's no view more stunning than the one you're treated to from high up on Mount Rose highway overlooking the Carson Valley. Every time I see it, I'm reminded why I love the Silver State—and its quirky-cool capital—so much.

kps3.com/gillian-griffith | [in linkedin.com/in/gilliangriffith](https://www.linkedin.com/in/gilliangriffith)



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 | [in linkedin.com/in/juliakruper](https://www.linkedin.com/in/juliakruper)



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



Additional Members PHOTOGRAPHERS AND VIDEOGRAPHERS

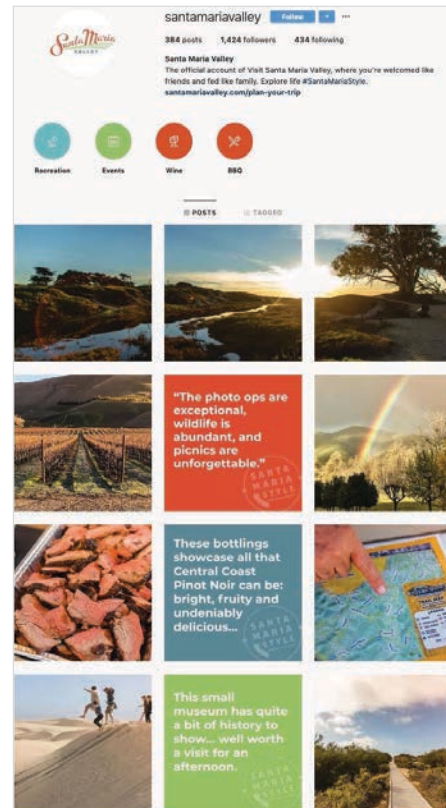
KPS3 typically hires local photographers and videographers to document the destination. As we go through our discovery process, we will consider the brand/the needs/the budget to find the perfect fit to meet the needs of CTA.

Project Experience

SANTA MARIA VALLEY

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.

KPS3 is the agency of record for Santa Maria Valley. Our goal is to welcome more people to Santa Maria Valley and position the region as a contender in California tourism. For three years, we've built their brand, designed and developed their website, and have continually grown their presence via PR, social, content, search, paid and other channels.

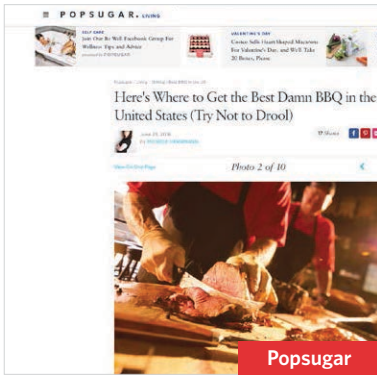


Results:

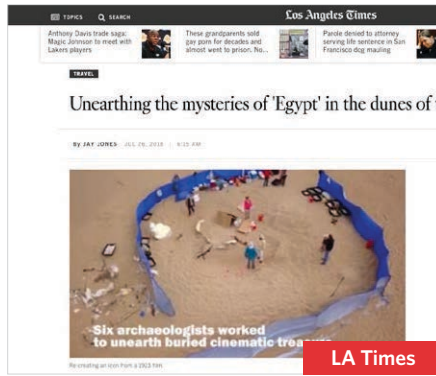
- The website's overall conversion rate is strong at 21% (monthly performance as of January 2019)
- 15,195 average monthly website visitors in 2018
- SEO efforts are building sustainability—on average, half of monthly web traffic is the result of an organic visits
- Over 18,000 newsletter subscribers
- Media Relations Value: \$2.2 million worth of coverage since January 2017
- PR engagement has generated features in over 115 regional and national publications
- Social channels are taking off:
 - Instagram: 1,425 followers and counting
 - Facebook: 6,130 followers
 - Twitter: 1,325 followers
 - Pinterest: 39k monthly viewers

Budget:

We operate off a monthly budget for Santa Maria Valley of 50-60 hours per month for public relations, blog content and social media.



Popsugar



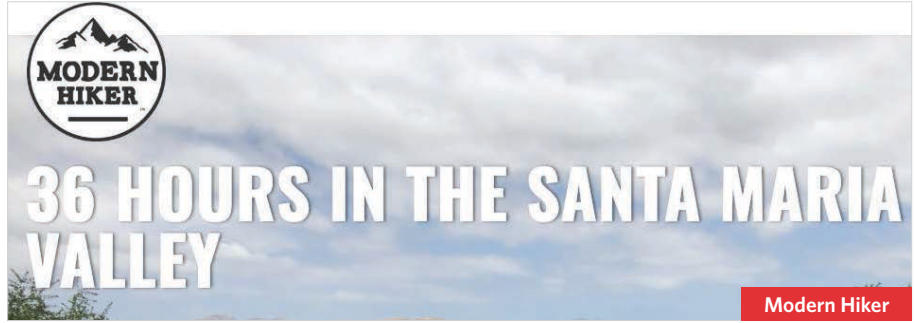
LA Times



Visit CA



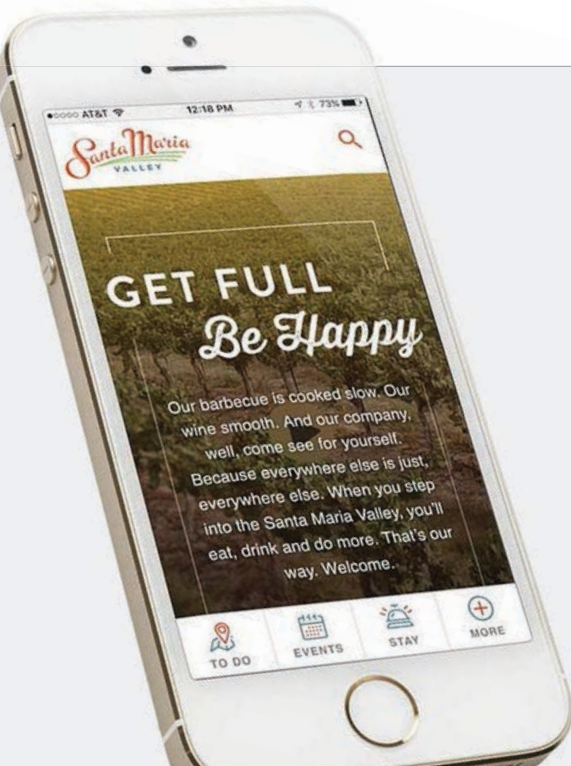
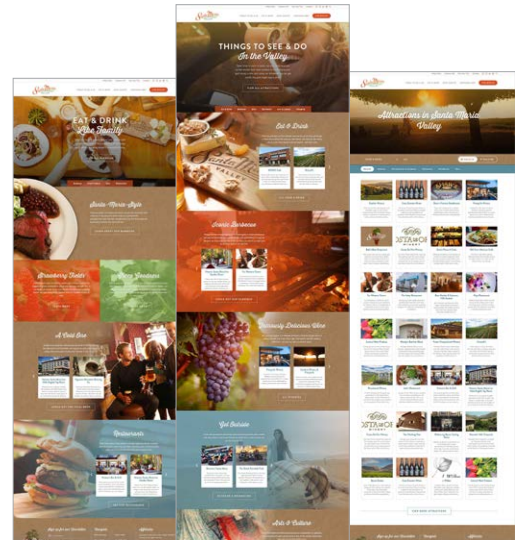
Atlas Obscura



Modern Hiker

Telling the full story

To help ensure 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.



Yes... But does it convert? You betcha.

Site Visitors

↑ **400%**

Visits from target markets

↑ **900%**

Email Signups

20,000 +

Site-wide conversion rate

16%



Advertising and Marketing

After the brand was established we applied it to the region's first tourism campaign, which included radio, TV, print, and digital advertisements. The same weekend of the photoshoot we gathered an extensive video library and cut together television spots completely in-house. Watch the spot on our website.



Printed word

Print advertisements were strategically placed in publications targeted toward the California traveler. They urged travelers to take a weekend to get your friends and family together for belly laughs, wine swirling and great food.

Script writing and radio advertising

Multiple traditional and digital radio spots reinforced the idea of taking a weekend for family and friends. They were recorded in both English and Spanish.



SANTA MARIA VALLEY | PEOPLE PROFILE BLOG CONTENT

Overview:

As part of our overarching content strategy and mapping to our brand pillars of being a destination filled with the people and places that make Santa Maria Valley what it is, we developed a series of profiles around notable Santa Maria Valley people.

Project Elements:

Profile blog posts were scheduled within the overall Santa Maria Valley content calendar, then researched and written by KPS3. The posts are then promoted through different channels—web, email and social.

Examples include:



Results:

All Santa Maria Valley blog posts are shared via the Santa Maria Valley Facebook and Pinterest pages. The people profile posts tend to encourage particularly high engagement on the channels. For example, the "Meet Susan Righetti" blog post reached 1.4K people, compared to the average post reach of 500 people.

Budget:

Our budget to research, write, edit and post these itineraries was 4-6 hours of time per post.

ROUNABOUT CATERING/ROUNABOUT GRILL

Overview:

For the last three years, KPS3 has been the agency of record for Roundabout Catering/Roundabout Grill and its related business units (e.g. Roundabout Meal Prep and Tannenbaum Events Center, acquired in 2018).

We recently launched their new website, roundaboutcatering.com, and we've helped grow their businesses lines, not only in Reno and Tahoe, but also in Northern California.

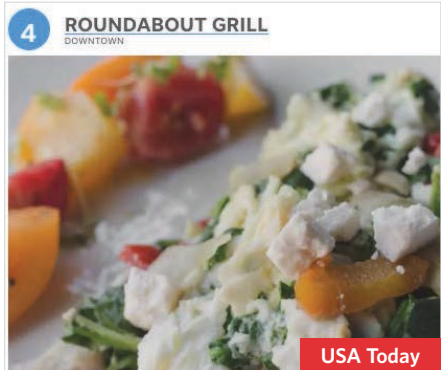
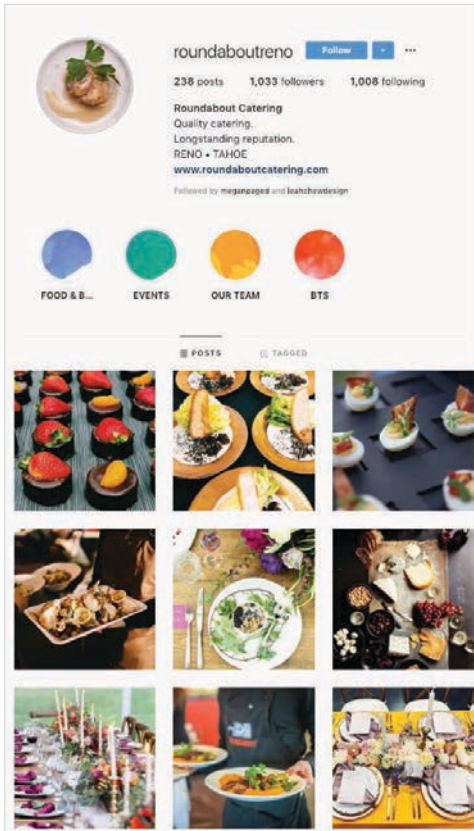
Results:

We have garnered more than 200 PR stories to-date. Total website sessions increased 101%, average session duration increased 23% and engagements increased 13%, year-over-year, comparing December 2017 and December 2018. Organic social media continues to steadily increase. Our paid social media efforts focus on conversions to the website sign-up forms and conversion rates, and continue to perform well.

Roundabout has grown from \$3.5MM to \$8MM in revenue in the past three years from the inception of their marketing investment with KPS3 and now operates seven business units.

Budget:

We operate off a monthly budget for Roundabout of 12-15 hours per month for public relations, blog content and social media.



Overview: Air Service Marketing

After years of working with Southwest Airlines, RTIA was extremely pleased to bring new non-stop flights to the Reno-Tahoe region to/from Chicago and San Diego. Once the initial announcement was made and the new flights began service, it was determined passenger levels for the flights were only at approximately 50 percent. So the airport turned to KPS3 for help with a destination marketing campaign aimed at increasing passenger awareness and travel to Chicago and San Diego.

With a limited budget and a final timeline to launch of just two weeks, KPS3 composed a plan to fill seats using a variety of tactics to help raise awareness and increase passengers on the newly added flights. Demographic targets were developed based upon research completed earlier and a campaign encompassing radio, newspaper print, TV, website messaging and promotions was launched for a period of one month. A secondary goal of the campaign was to make sure area markets had a chance to be reintroduced to connections available through all the non-stop and one-stop destinations served by the airport.

Results:

Following the month-long “boost campaign” to increase awareness of the new non-stop destinations, the Chicago flight took off with a remarkable 90 percent passenger level, exceeding the airport’s goal of 70 percent. The airport also exceeded its goal of a 60 percent passenger level on flights to San Diego, as advanced bookings were above normal and flights saw a passenger level in the upper 80 percent range.

Budget:

85 hours and \$32,000 in media



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

Michele 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

Genevieve Frederick - Founder/President

Pets of the Homeless
400 W. King St., Ste. 200
Carson City, NV 89703
gf@petsofthehomeless.org
775.841.7463

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. However, we may leverage local photographers and videographers. Otherwise, we do not intend to outsource any other work. If this changes, CTA will be notified as needed.) KPS3's CTA team is identified in the section for Key Personnel Information.

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 content creation for marketing, branding, advertising, public relations, and/or social media?

Content creation across all marketing communications channels has everything to do with the ultimate impact that it has on the end user. Our philosophy is that quality content performs well first through good writing; and is optimized to positively impact share of audience. True measurement brings forward insights to identify areas of opportunities.

Our knowledge of content stems from the different discipline of marketing communications which is what sets us apart from many other firms or agencies. We have experienced professionals in public relations/communications, search/analytics and marketing/advertising who approach content from complementary but different perspectives.

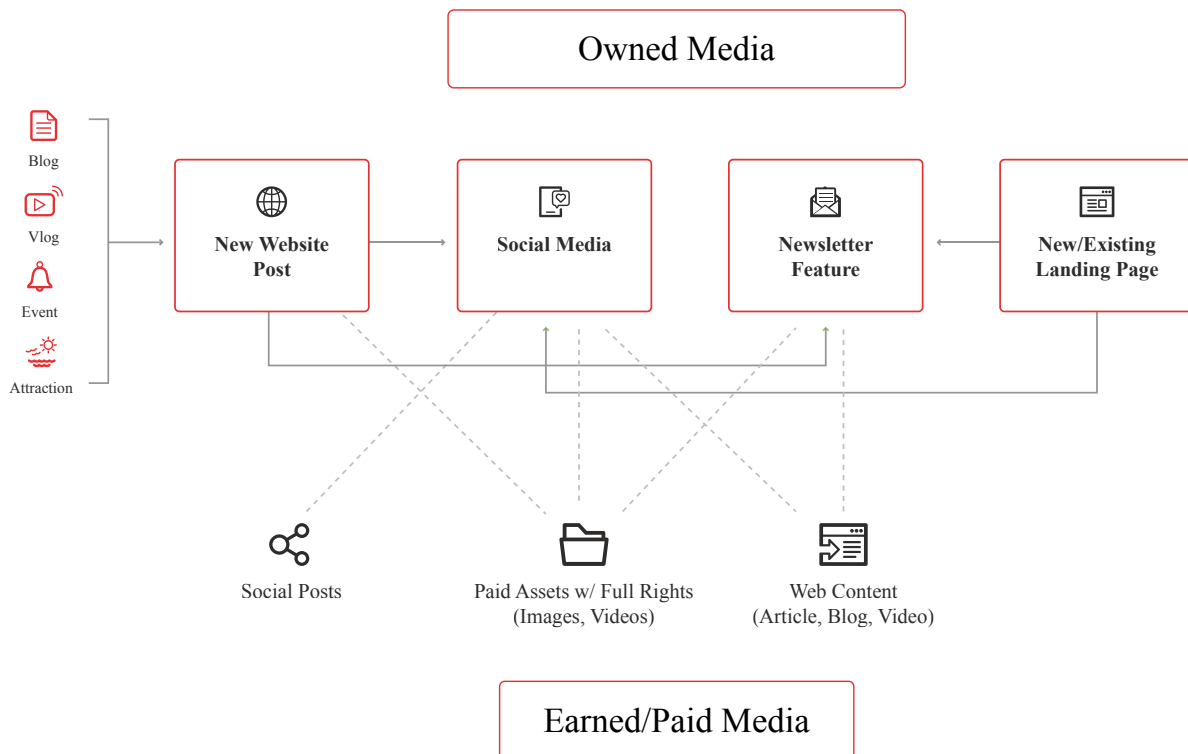
c. What knowledge does your firm possess regarding content creation for marketing, branding, advertising, public relations with both public and governmental agencies?

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.

5. Technical Abilities

- a. What abilities does your firm possess to be able to plan, organize, and direct the content creation for marketing, branding, advertising, public relations of the CTA to enable it to carry out its goals and objectives?**

We currently perform these duties for Santa Maria Valley. This graphic shows the flow of content through our marketing channels and how content is directed and distributed.



a. 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?

We have the ability and experience to quickly plan and execute small and large-scale crisis communications programs. We've done crisis work for clients such as the Truckee River Flood Management Authority, the National Council of Juvenile and Family Court Judges, Donor Network West, REMSA and Nevada HealthLink. We are also versed in creating reports and updates, and responding to important requests for many government and public agencies in Nevada. 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.

a. What abilities does your firm possess to be able to plan, schedule, and organize all aspects of content creation for marketing, branding, advertising, public relations?

KPS3 envelopes tools to help us be more efficient in planning, scheduling and organizing content and other creative and technical projects. Our content calendars and copy are typically created in Google sheets and Google docs where use and access can be shared and controlled. We use JIRA for project and workflow management within our internal team, and meet daily to discuss the teams' deliverables and priorities. Content for social media is tracked and distributed through Falcon. Public relations is tracked and monitored through Cision and Google alerts. We use Google analytics for website monitoring and metrics. Our team is structured such that the account director is supporting project management to keep clients on time, on strategy and on budget. The team is staffed with practitioners or specialists who perform specific duties related to their job functions. We also use video/web/tele-conferencing through our computers and in each conference room at KPS3.

REQUIRED DOCUMENTS

A.2 KPS3 Nevada Business License

SECRETARY OF STATE


STATE OF NEVADA


NEVADA STATE BUSINESS LICENSE

KPS/3
Nevada Business Identification # NV19941094961

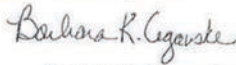
Expiration Date: August 31, 2019

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 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

		KPS3000-01	SMCCARROLL			
CERTIFICATE OF LIABILITY INSURANCE			DATE (MM/DD/YYYY) 11/19/2018			
<p>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.</p>						
<p>IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).</p>						
<p>PRODUCER A and H Insurance, Inc. 3301 South Virginia St. Reno, NV 89502</p>	<p>CONTACT NAME: Danielle Pritchett PHONE (A/C, No, Ext): (775) 284-7885 FAX (A/C, No): E-MAIL ADDRESS: dpritchett@aandhins.com</p>					
<p>INSURED KPS 3 Tammy Abe 500 Ryland Street, Suite# 300 Reno, NV 89502</p>	<p>INSURER(S) AFFORDING COVERAGE</p> <p>INSURER A : ACUITY NAIC # 14184 INSURER B : Hartford Accident & Indemnity 22357 INSURER C : INSURER D : INSURER E : INSURER F :</p>					
<p>COVERAGES CERTIFICATE NUMBER: REVISION NUMBER:</p>						
<p>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.</p>						
INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSD VVVD	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"/> PROJ <input type="checkbox"/> LOC OTHER:		Z84766	10/19/2018	10/19/2019	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 250,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 3,000,000 PRODUCTS - COM/OP AGG \$ 3,000,000 \$
A	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY		Z84766	10/19/2018	10/19/2019	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$					EACH OCCURRENCE \$ AGGREGATE \$ \$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY 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 \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required) Evidence of coverage.						
CERTIFICATE HOLDER Evidence of Coverage				CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE 		
ACORD 25 (2016/03)				© 1988-2015 ACORD CORPORATION. All rights reserved.		

Carson City Culture and Tourism Authority

Proposal for Creative Content/Development & Public
Relations/External Communications

Cost Proposal

RFP CTA 1920-101



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:

FY19 (Mar '19 to June '19)	FY19/20 (Jul '19 to June '20)
\$30k to \$33k	\$93k to \$97k

Fixed Deliverables - The first few weeks, we will be delivering the following:

- Discovery** | est. \$13k to \$16k
 KPS3 will take the first 4-6 weeks for our discovery process. This provides an understanding of how the current marketing is performing; what the competition is doing, as well as the upcoming needs of the Carson City Culture & Tourism Authority stands.
- Strategic Planning** | est. \$4-6k
 This will provide a communications plan that will provide guidance over the next few months based on the research, analytics and insights from the discovery.

Ongoing Services - After delivering our communication plan, we will then be implementing our ongoing plan: While we know the needs of CTA will fluctuate each month, we will better define this once we build out our monthly production schedule.

Budget Breakdown

CTA will be provided a blended hourly rate of \$140/hour across all service lines. Each month we will plan work with you against your needs/budget. We understand your total annual budget will not change but the below itemized service lines may fluctuate. We are happy to provide a monthly report showing hours budgets and work complete.

Services*	FY2019/20 Est Costs
Account Management and Strategy	\$10k
Visitor Guide	\$14k
Video and Photo Assets	\$18k
Content Development	\$20k
PR	\$20k
Social Content and Distribution	\$8k
Reporting	\$5k

*The above budget does not include hard costs for FAMs (e.g. media travel, hotel, dining, activities), printing costs for the Visitor Guide and any other costs outside of scope of this RFP.