Carson City Culture & Tourism Authority
Agenda Report

Date Submitted: 04/03/19

Agenda Date Requested: **04/08/19**
Time Requested: 10 Minutes

To: Carson City Culture & Tourism Authority - Board of Directors
From: David Peterson, Executive Director

Subject Title: **Discussion and possible action regarding determination that KPS3 is the most appropriate bidder as a result of CCCTA Request for Proposal (RFP) CTA 1920-102 Web/Digital Development & E-Marketing/Customer Relationship Management (CRM), and to direct staff to draft an agreement with terms consistent with RFP No. 1920 102, and the proposal submitted by the selected bidder.**

Staff Summary: An RFP was posted seeking 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). The CTA received seven (7) proposals. The CTA's evaluation committee reviewed each proposer's background, experience and proposal. The committee recommends moving forward with KPS3.

Type of Action Requested:

(_____) Resolution   (_____) Ordinance
(_xx_) Formal Action/Motion   (___) Other (Specify) Presentation Only

Recommended Board Action: **I move to select KPS3, as the most appropriate bidder as a result of Request for Proposal No. 1920-102 Web/Digital Development & E-Marketing/Customer Relationship Management (CRM), and to direct staff to draft an agreement with terms consistent with RFP No. 1920-102, and the proposal submitted by KPS3.**

Applicable Statute, Code, Policy, Rule or Regulation:

Fiscal Impact:

Explanation of Impact:

Funding Source:

Supporting Material: KPS3 Proposal for RFP CTA 1920-102

Prepared By: Chris Kipp, Operations Manager

MASTER

Carson City Culture and Tourism Authority

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

RFP CTA 1920-102

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
775.624.7316

Table of Contents

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 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, 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. The 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 travelers journey, we look at the following stages:
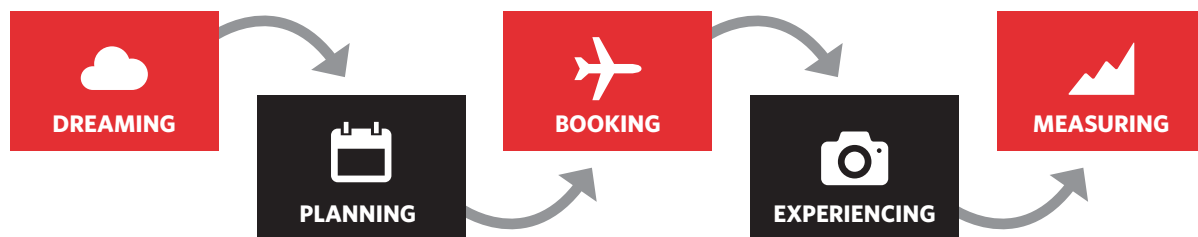
The Carson City website and marketing should support and move the users through each stage of the traveler's journey.

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 also 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.)
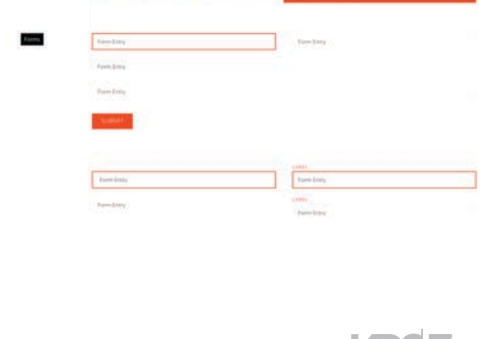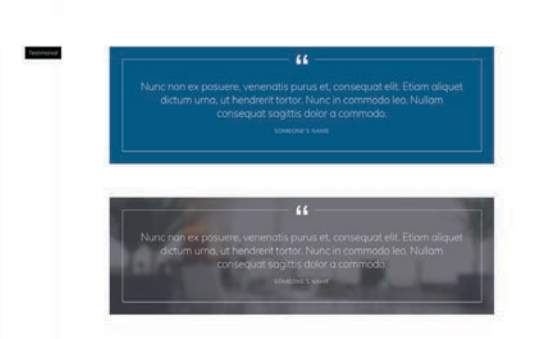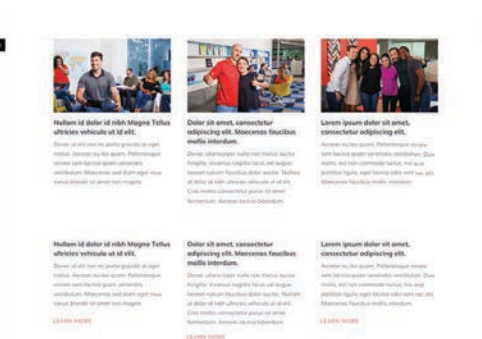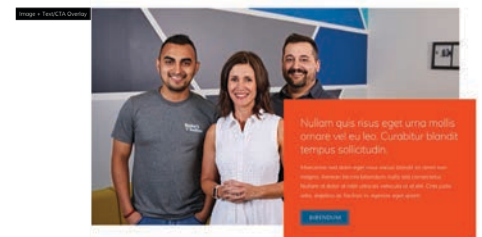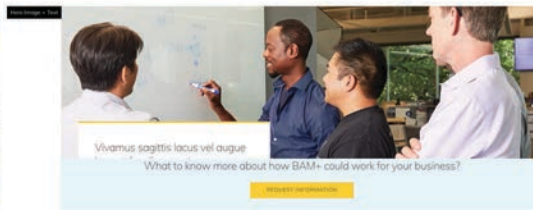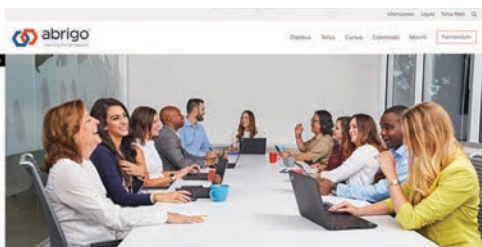
Stage 4: Development

- 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.
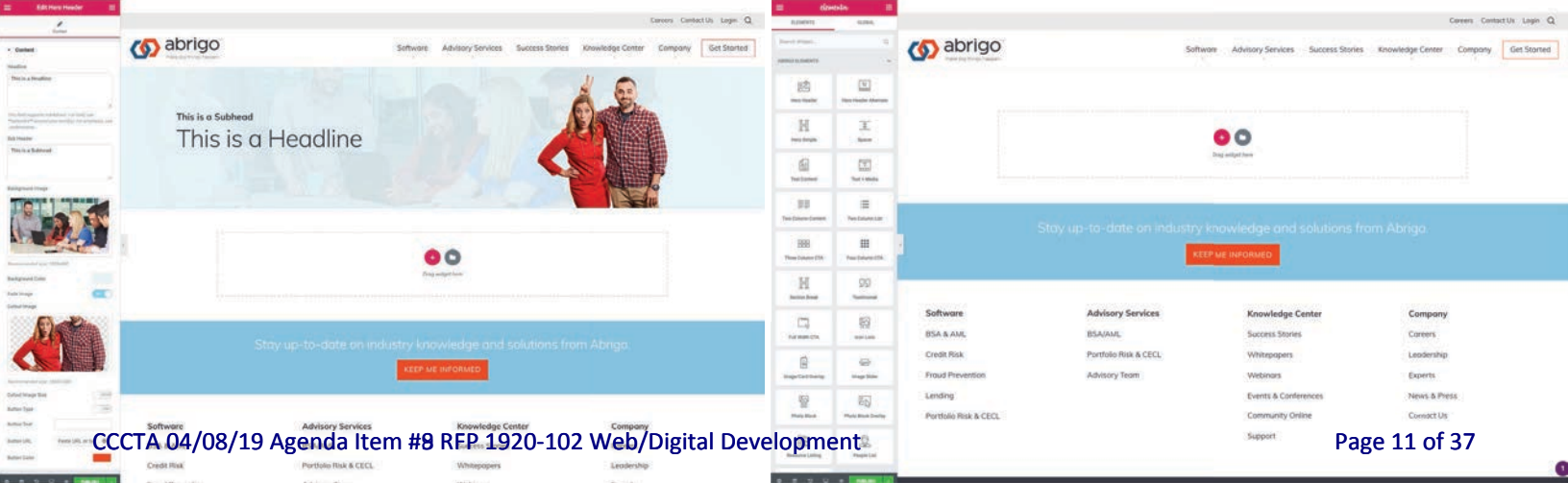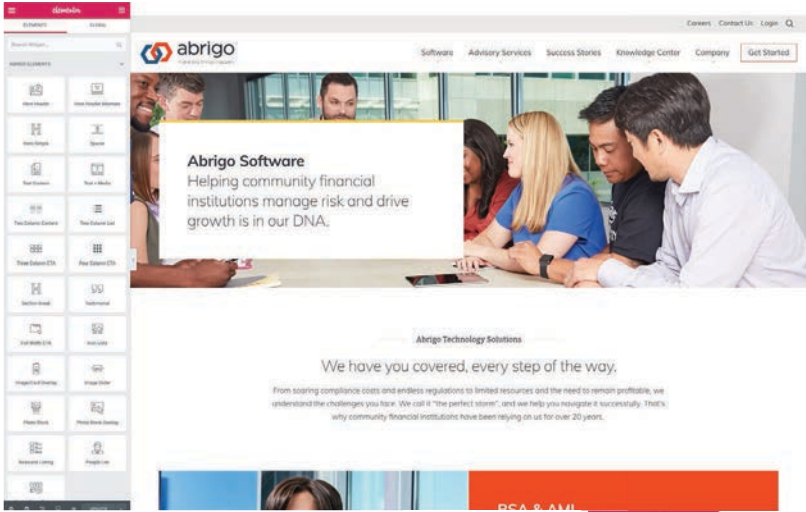
» Integrated forms - This will be integrated with the CRM for each of the forms to go into the right segments.

» 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.

15 KPS3

Key Personnel Information

Organizational Chart

Tourism Assigned Carson Team Members	
Rob Gaedtke President and CEO	**Andy Walden** VP of Client Strategy
Rachel Curran Account Director	**Chrisie Yabu** Director of National PR
Jancy Ulch Public Relations Coordinator	**Jaclyn March** Account Director
Kyle Brice Account Director	**Julia Jones** Director of Digital Media
Jonathan Rutheiser Technical Director	**Jenna Hubert** Creative Director
Vy Tat Designer	**Kenyon Haliwell** Developer
Gillian Griffith Copywriter	

Other KPS3 Team Members	
Stephanie Kruse Board Chair	**Kevin Jones** COO and Creative Director
Ayse Caglar VP of Client Strategy	**Bob Whitefield** VP of Growth Marketing
Ira Gostin VP of Client Engagement	**Tammy Abe** Office Manager
Megan Duggan Account Manager	**Danielle Longley** Account Director
Brittany Rubenau Account Manager	**Afton Neufeld** PR Manager
Matthew Forsythe Project Manager	**Sierra Davies** Digital Strategist
Fong Menante Media Planner	**Alax Vong** Designer
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 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 | in 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 | in 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 | in https://www.linkedin.com/in/rachelbcurran

17 KPS3

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

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 | in 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 | in linkedin.com/in/juliakruper

18 KPS3

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 | [in] 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 | [in] linkedin.com/in/vy-tat

19

Project Experience

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.

20 KPS3
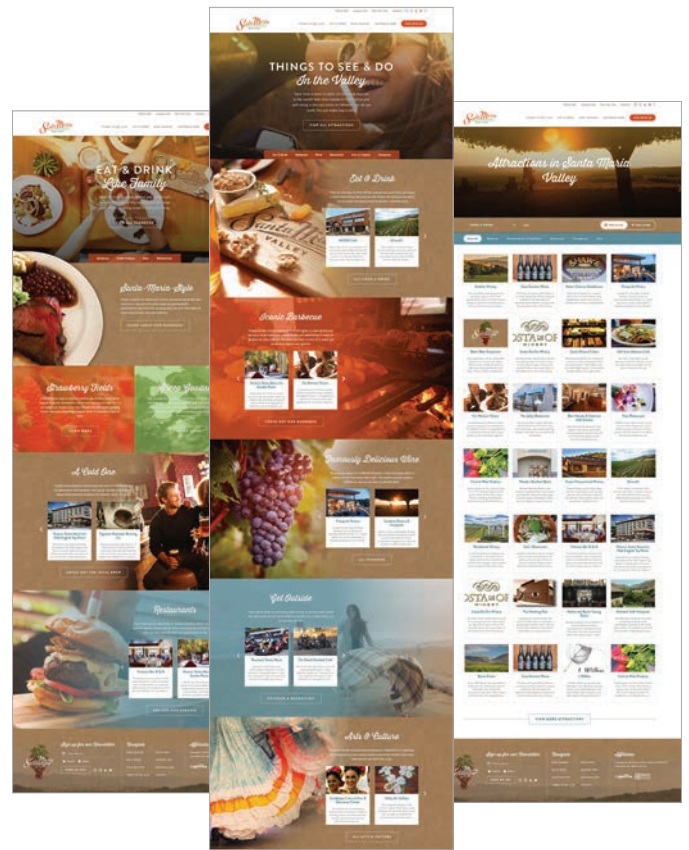
Email Marketing Strategy:

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)
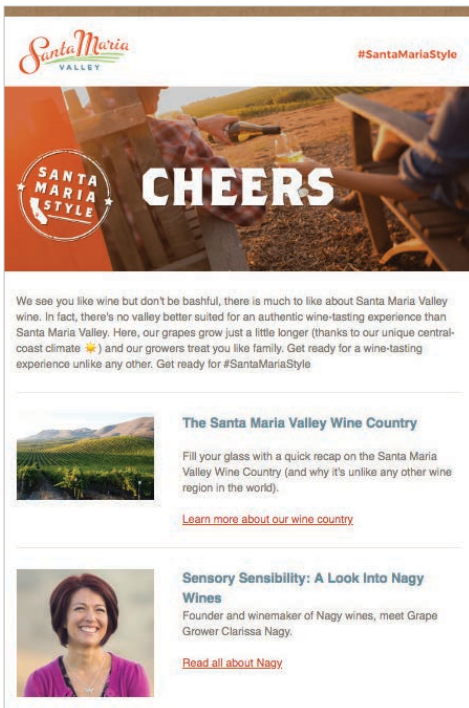
RENO-SPARKS CONVENTION AND VISITORS AUTHORITY

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.

22

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.

SOVOS | SOVOS.COM
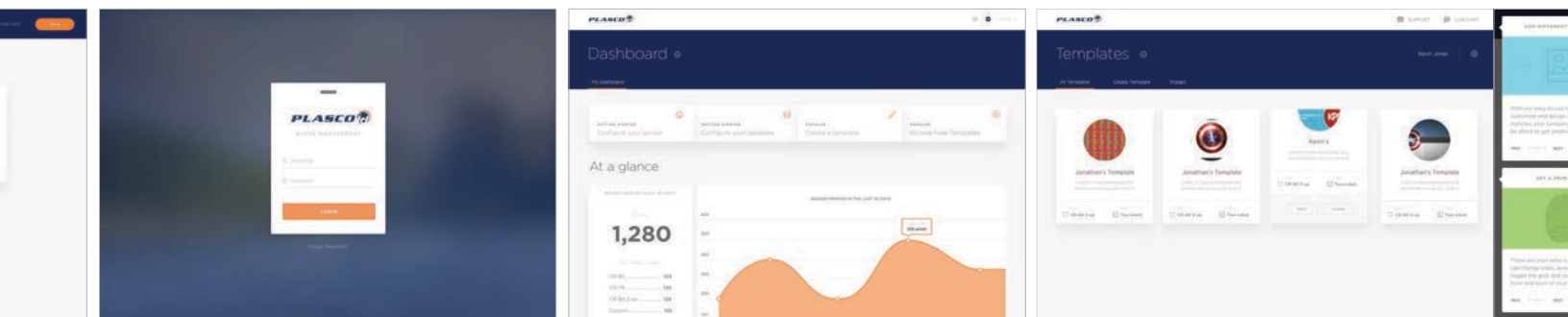
Overview:

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.
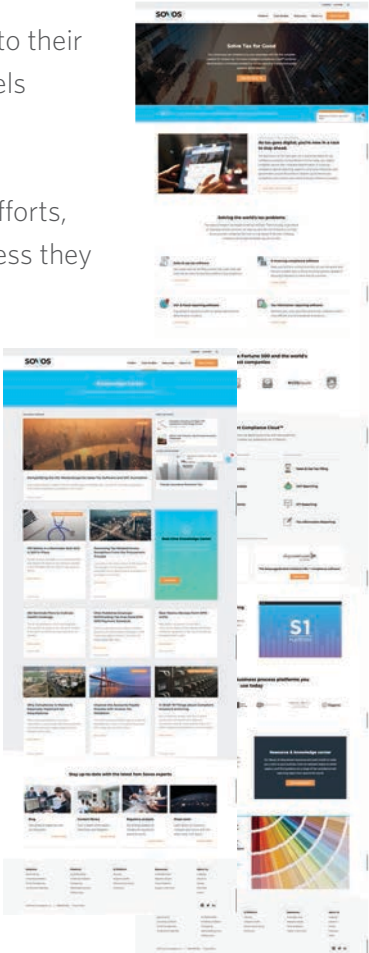
Budget:

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%.

24 KPS3

Additional Websites
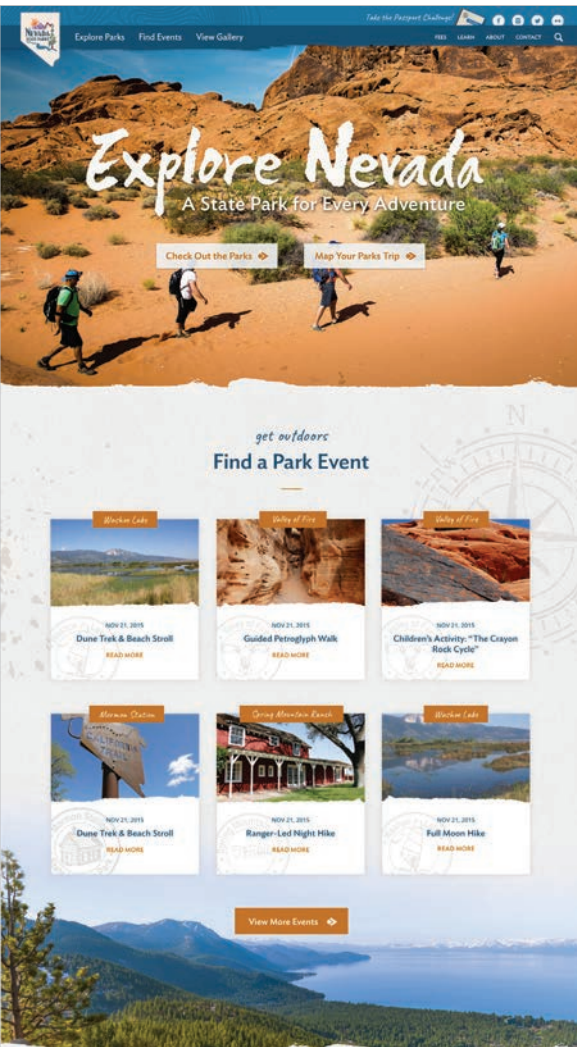
PARKS.NV.GOV

REMSAHEALTH.COM
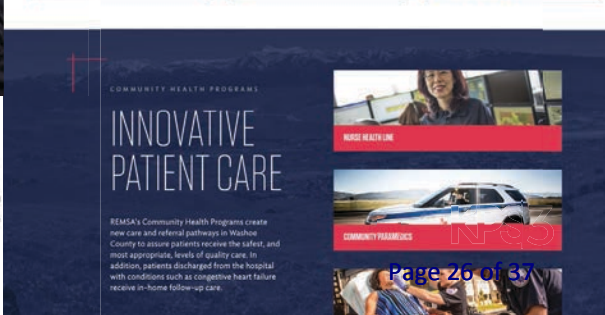
Related Client References

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
    - dermodyproperties.com
    - abrigo.com
    - sovos.com
    - montevallo.edu
    - responsibletobacconv.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

29 KPS3

- 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?**

30 KPS|3

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.

32 KPS3

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.

33 KPS3

A.3 KPS3 Proof of Insurance Coverage

		KPS3000-01	SMCCARROLL

ACORD® — **CERTIFICATE OF LIABILITY INSURANCE**

DATE (MM/DD/YYYY): 11/19/2018

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.

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).

PRODUCER
A and H Insurance, Inc.
3301 South Virginia St.
Reno, NV 89502

CONTACT NAME: Danielle Pritchett
PHONE (A/C, No, Ext): (775) 284-7885
FAX (A/C, No):
E-MAIL ADDRESS: dpritchett@aandhins.com

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A : ACUITY	14184
INSURER B : Hartford Accident & Indemnity	22357
INSURER C :	
INSURER D :	
INSURER E :	
INSURER F :	

INSURED
KPS 3
Tammy Abe
500 Ryland Street, Suite# 300
Reno, NV 89502

COVERAGES CERTIFICATE NUMBER: REVISION NUMBER:

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 INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	X COMMERCIAL GENERAL LIABILITY — CLAIMS-MADE X OCCUR			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
	GEN'L AGGREGATE LIMIT APPLIES PER: X POLICY PRO-JECT LOC OTHER:						GENERAL AGGREGATE	$ 3,000,000
							PRODUCTS - COMP/OP AGG	$ 3,000,000
								$
A	AUTOMOBILE LIABILITY ANY AUTO OWNED AUTOS ONLY SCHEDULED AUTOS X HIRED AUTOS ONLY X 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 OCCUR EXCESS LIAB CLAIMS-MADE DED RETENTION $						EACH OCCURRENCE	$
							AGGREGATE	$
								$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY Y/N ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	N/A		53WECLP9688	09/01/2018	09/01/2019	X PER STATUTE 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	CANCELLATION
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 *Susan McCarroll*

ACORD 25 (2016/03)

© 1988-2015 ACORD CORPORATION. All rights reserved.

The ACORD name and logo are registered marks of ACORD.

MASTER

Carson City Culture and Tourism Authority

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

Cost Proposal

RFP CTA 1920-102

KPS|3

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

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***
TOTAL	**$125k to $135k**

* 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.