

**Carson City Culture & Tourism Authority  
Agenda Report**

**Date Submitted:** 06/06/23

**Agenda Date Requested:** 06/12/23

**Time Requested:** 5 Minutes

**To:** Carson City Culture & Tourism Authority - Board of Directors

**From:** David Peterson, Executive Director ([dpeterson@visitcarsoncity.com](mailto:dpeterson@visitcarsoncity.com))

**Subject Title:** Discussion and possible action regarding Contract No. CTA 2324-001 Web/Digital Maintenance and Development, Creative Content and Public Relations, with KPS3, for a total not to exceed amount of \$1,202,000.00 from July 1, 2023 to June 30, 2027.

**Staff Summary:** Request for Proposal #2023-002 Web/Digital Maintenance and Development, Creative Content and Public Relations was released on February 1, 2023. The proposals were reviewed by the selection committee and in-person interviews of the top two finalists were held on April 25, 2023. The selection committee chose to award KPS3 with the contract. Payments will be made as services are rendered approximately \$285,000.00 for Fiscal Year ("FY") 2024, \$300,000.00 for FY 2025, \$295,000.00 for FY 2026 and \$322,000.00 for FY 2027, for a not to exceed contract value of \$1,202,000.00.

**Type of Action Requested:**

Resolution

Ordinance

Formal Action/Motion

Other (Specify) Presentation Only

**Recommended Board Action:** **I move to approve the contract.**

**Applicable Statute, Code, Policy, Rule or Regulation:** **NRS 354.598005 & NAC 354.400**

**Fiscal Impact:** Fiscal Year ("FY") 2024 \$285,000  
FY 2025 \$300,000  
FY 2026 \$295,000  
FY 2027 \$322,000

**Explanation of Impact:**

**Funding Source:** 740-7201-450.03-49

**Supporting Material/Attachments:** CTA 2324-001 Web/Digital Maintenance and Development, Creative Content and Public Relations Contract

**Prepared By:** Chris Kipp, Operations & Finance Manager

## INDEPENDENT CONTRACTOR AGREEMENT

Contract No. CTA 2324-001

Title: Web/Digital Maintenance and Development, Creative Content and Public Relations

THIS CONTRACT is made and entered into this 1st day of July, 2023, by and between Carson City Culture & Tourism Authority, a local government entity, hereinafter referred to as “CTA”, and KPS3, hereinafter referred to as “CONTRACTOR”.

### WITNESSETH:

**WHEREAS**, the Carson City Culture & Tourism Authority Board of Directors is authorized pursuant to Nevada Revised Statutes (hereinafter referred to as “NRS”) 332 to approve and accept this Contract as set forth in and by the following provisions; and

**WHEREAS, CONTRACTOR’S** compensation under this agreement does not utilize in whole or in part money derived from one or more federal grant funding source(s); and

**WHEREAS**, it is deemed necessary that the services of **CONTRACTOR** for **CONTRACT No. CTA2324-001** (hereinafter referred to as “Contract”) are both necessary and in the best interest of **CTA**; and

**NOW, THEREFORE**, in consideration of the aforesaid premises, and the following terms, conditions and other valuable consideration, the parties mutually agree as follows:

#### 1. REQUIRED APPROVAL:

This Contract shall not become effective until signed by all parties and insurance certificates are received.

#### 2. SCOPE OF WORK (Incorporated Contract Documents):

2.1 **CONTRACTOR** shall provide and perform the following services set forth in **Exhibit A**, which shall all be attached hereto and incorporated herein by reference for and on behalf of **CTA** and hereinafter referred to as the “SERVICES”.

2.2 **CONTRACTOR** represents that it is duly licensed by Carson City for the purposes of performing the SERVICES.

2.3 **CONTRACTOR** represents that it is duly qualified and licensed in the State of Nevada for the purposes of performing the SERVICES.

2.4 **CONTRACTOR** represents that it and/or the persons it may employ possess all skills and training necessary to perform the SERVICES described herein and required hereunder. **CONTRACTOR** shall perform the SERVICES faithfully, diligently, in a timely and professional manner, to the best of its ability, and in such a manner as is customarily performed by a person who is in the business of providing such services in similar circumstances. **CONTRACTOR** shall be responsible for the professional quality and technical accuracy of all SERVICES furnished by **CONTRACTOR** to **CTA**.

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2.5 **CONTRACTOR** represents that neither the execution of this Contract nor the rendering of services by **CONTRACTOR** hereunder will violate the provisions of or constitute a default under any other contract or agreement to which **CONTRACTOR** is a party or by which **CONTRACTOR** is bound, or which would preclude **CONTRACTOR** from performing the SERVICES required of **CONTRACTOR** hereunder, or which would impose any liability or obligation upon **CTA** for accepting such SERVICES.

2.6 Before commencing with the performance of any SERVICES under this Contract, **CONTRACTOR** shall obtain all necessary permits and licenses as may be necessary. Before and during the progress of work under this Contract, **CONTRACTOR** shall give all notice and comply with all the laws, ordinances, rules and regulations of every kind and nature now or hereafter in effect promulgated by any Federal, State, County, or other Governmental Authority, relating to the performance of work under this Contract. If **CONTRACTOR** performs any work that is contrary to any such law, ordinance, rule or regulation, it shall bear all the costs arising therefrom.

2.7 It is expressly understood and agreed that all SERVICES done by **CONTRACTOR** shall be subject to inspection and acceptance by **CTA** and approval of SERVICES shall not forfeit the right of **CTA** to require correction, and nothing contained herein shall relieve **CONTRACTOR** of the responsibility of the SERVICES required under the terms of this Contract until all SERVICES have been completed and accepted by **CTA**.

### 3. CONTRACT TERM:

3.1 This Contract shall be effective from July 1, 2023 to June 30, 2027, unless sooner terminated by either party as specified in **Section 7** (CONTRACT TERMINATION).

### 4. NOTICE:

4.1 Except any applicable bid and award process where notices may be limited to postings by **CTA** on its website ([www.visitcarsoncity.com](http://www.visitcarsoncity.com)), all notices or other communications required or permitted to be given under this Contract shall be in writing and shall be deemed to have been duly given if delivered personally in hand, by e-mail, by regular mail, by telephonic facsimile with simultaneous regular mail, or by certified mail, return receipt requested, postage prepaid on the date posted, and addressed to the other party at the address specified below.

4.2 Notice to **CONTRACTOR** shall be addressed to:

Rob Gaedtke, President and CEO  
KPS3  
500 Ryland St., Suite 300  
Reno, NV 89503  
775-686-7439  
rob@kps3.com

4.3 Notice to **CTA** shall be addressed to:

**INDEPENDENT CONTRACTOR AGREEMENT**

**Contract No. CTA 2324-001**

**Title: Web/Digital Maintenance and Development, Creative Content and Public Relations**

Carson City Culture & Tourism Authority  
Chris Kipp, Operations & Finance Manager  
716 N. Carson St., Suite 100  
Carson City, NV 89701  
775-283-7682  
[ckipp@visitcarsoncity.com](mailto:ckipp@visitcarsoncity.com)

**5. COMPENSATION:**

5.1 The parties agree that **CONTRACTOR** will provide the SERVICES specified in **Section 2** (SCOPE OF WORK) and **CTA** agrees to pay **CONTRACTOR** the Contract’s compensation based upon Time and Materials and the Scope of Work Fee Schedule for a not to exceed maximum amount of one million, two hundred two thousand dollars (\$1,202,000.00), and hereinafter referred to as “Contract Sum”. As per the Estimated Contract Cost by Fiscal Year provided in Exhibit A compensation will be based upon Time and Materials and the Scope of Work Fee Schedule as follows:

FY 2023-2024	approximately \$285,000.00
FY 2024-2025	approximately \$300,000.00
FY 2025-2026	approximately \$295,000.00
FY 2026-2027	approximately \$322,000.00

5.2 Contract Sum represents full and adequate compensation for the completed SERVICES, and includes the furnishing of all materials; all labor, equipment, tools, and appliances; and all expenses, direct or indirect, connected with the proper execution of the SERVICES.

5.3 **CTA** does not agree to reimburse **CONTRACTOR** for expenses unless otherwise specified.

**6. TIMELINESS OF BILLING SUBMISSION:**

6.1 The parties agree that timeliness of billing is of the essence to this Contract and recognize that **CTA** is on a fiscal year which is defined as the period beginning July 1 and ending June 30 of the following year. All billings for dates of service prior to July 1 must be submitted to **CTA** no later than the July 15th of the same year. A billing submitted after the first Friday in August will subject **CONTRACTOR** to an administrative fee not to exceed \$100.00. The parties hereby agree this is a reasonable estimate of the additional costs to **CTA** of processing the billing as a stale claim and that this amount will be deducted from the stale claim payment due to **CONTRACTOR**.

**7. CONTRACT TERMINATION:**

7.1 Termination Without Cause:

7.1.1 Any discretionary or vested right of renewal notwithstanding, this Contract may be terminated

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upon written notice by mutual consent of both parties or unilaterally by either party without cause.

7.1.2 **CTA** reserves the right to terminate this Contract for convenience whenever it considers termination, in its sole and unfettered discretion, to be in the public interest. In the event that the Contract is terminated in this manner, payment will be made for SERVICES actually completed. If termination occurs under this provision, in no event shall **CONTRACTOR** be entitled to anticipated profits on items of SERVICES not performed as of the effective date of the termination or compensation for any other item, including but not limited to, unabsorbed overhead. **CONTRACTOR** shall require that all subcontracts which it enters related to this Contract likewise contain a termination for convenience clause which precludes the ability of any subcontractor to make claims against **CONTRACTOR** for damages due to breach of contract, lost profit on items of SERVICES not performed, or unabsorbed overhead, in the event of a convenience termination.

### 7.2 Termination for Nonappropriation:

7.2.1 All payments and SERVICES provided under this Contract are contingent upon the availability of the necessary public funding, which may include various internal and external sources. In the event that **CTA** does not acquire and appropriate the funding necessary to perform in accordance with the terms of the Contract, the Contract shall automatically terminate upon **CTA'S** notice to **CONTRACTOR** of such nonappropriation, and no claim or cause of action may be based upon any such nonappropriation.

### 7.3 Cause Termination for Default or Breach:

7.3.1 A default or breach may be declared with or without termination.

7.3.2 This Contract may be terminated by either party upon written notice of default or breach to the other party as follows:

7.3.2.1 If **CONTRACTOR** fails to provide or satisfactorily perform any of the conditions, work, deliverables, goods, or any SERVICES called for by this Contract within the time requirements specified in this Contract or within any granted extension of those time requirements; or

7.3.2.2 If any state, county, city or federal license, authorization, waiver, permit, qualification or certification required by statute, ordinance, law, or regulation to be held by **CONTRACTOR** to provide the goods or SERVICES or any services required by this Contract is for any reason denied, revoked, debarred, excluded, terminated, suspended, lapsed, or not renewed; or

7.3.2.3 If **CONTRACTOR** becomes insolvent, subject to receivership, or becomes voluntarily or involuntarily subject to the jurisdiction of the bankruptcy court; or

7.3.2.4 If **CTA** materially breaches any material duty under this Contract and any such breach impairs **CONTRACTOR'S** ability to perform; or

7.3.2.5 If it is found by **CTA** that any quid pro quo or gratuities in the form of money, services, entertainment, gifts, or otherwise were offered or given by **CONTRACTOR**, or any agent or

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representative of **CONTRACTOR**, to any officer or employee of **CTA** with a view toward securing a contract or securing favorable treatment with respect to awarding, extending, amending, or making any determination with respect to the performing of such contract; or

7.3.2.6 If it is found by **CTA** that **CONTRACTOR** has failed to disclose any material conflict of interest relative to the performance of this Contract.

### 7.4 Time to Correct (Declared Default or Breach):

7.4.1 Termination upon a declared default or breach may be exercised only after providing thirty (30) calendar days written notice of default or breach, and the subsequent failure of the defaulting or breaching party, within five (5) calendar days of providing that default or breach notice, to provide evidence satisfactory to the aggrieved party demonstrating that the declared default or breach has been corrected. Time to correct shall run concurrently with any notice of default or breach and such time to correct is not subject to any stay with respect to the nonexistence of any Notice of Termination. Untimely correction shall not void the right to termination otherwise properly noticed unless waiver of the noticed default or breach is expressly provided in writing by the aggrieved party. There shall be no time to correct with respect to any notice of termination without cause or termination for nonappropriation.

### 7.5 Winding Up Affairs Upon Termination:

7.5.1 In the event of termination of this Contract for any reason, the parties agree that the provisions of this **Subsection 7.5** survive termination:

7.5.1.1 The parties shall account for and properly present to each other all claims for fees and expenses and pay those which are undisputed and otherwise not subject to set off under this Contract. Neither party may withhold performance of winding up provisions solely based on nonpayment of fees or expenses accrued up to the time of termination; and

7.5.1.2 **CONTRACTOR** shall satisfactorily complete SERVICES in progress at the agreed rate (or a pro rata basis if necessary) if so requested by **CTA**; and

7.5.1.3 **CONTRACTOR** shall execute any documents and take any actions necessary to effectuate an assignment of this Contract if so requested by **CTA**; and

7.5.1.4 **CONTRACTOR** shall preserve, protect, and promptly deliver into **CTA** possession all proprietary information in accordance with "**Section 19**".

### 7.6 Notice of Termination:

7.6.1 Unless otherwise specified in this Contract, termination shall not be effective until seven (7) calendar days after a party has provided written notice of default or breach, or notice of without cause termination. Notice of Termination may be given at the time of notice of default or breach, or notice of without cause termination. Notice of Termination may be provided separately at any time after the running of the 7-day notice period, and such termination shall be effective on the date the Notice of

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Termination is provided to the party unless a specific effective date is otherwise set forth therein. Any delay in providing a Notice of Termination after the 7-day notice period has run without a timely correction by the defaulting or breaching party shall not constitute any waiver of the right to terminate under the existing notice(s).

### 8. REMEDIES:

Except as otherwise provided for by law or this Contract, the rights and remedies of the parties shall not be exclusive and are in addition to any other rights and remedies provided by law or equity, including, without limitation, actual damages, and to a prevailing party reasonable attorney's fees and costs. The parties agree that, in the event a lawsuit is filed and a party is awarded attorney's fees by the court, for any reason, the amount of recoverable attorney's fees shall not exceed the rate of \$125 per hour. CTA may set off consideration against any unpaid obligation of **CONTRACTOR** to CTA.

### 9. LIMITED LIABILITY:

CTA will not waive and intends to assert available NRS Chapter 41 liability limitations in all cases. Contract liability of both parties shall not be subject to punitive damages. Liquidated damages shall not apply unless otherwise expressly provided for elsewhere in this Contract. Damages for any CTA breach shall never exceed the amount of funds appropriated for payment under this Contract, but not yet paid to **CONTRACTOR**, for the fiscal year budget in existence at the time of the breach. **CONTRACTOR'S** tort liability shall not be limited.

### 10. FORCE MAJEURE:

Neither party shall be deemed to be in violation of this Contract if it is prevented from performing any of its obligations hereunder due to strikes, failure of public transportation, civil or military authority, act of public enemy, accidents, fires, explosions, or acts of God, including, without limitation, earthquakes, floods, winds, or storms. In such an event the intervening cause must not be through the fault of the party asserting such an excuse, and the excused party is obligated to promptly perform in accordance with the terms of this Contract after the intervening cause ceases.

### 11. INDEMNIFICATION:

11.1 To the extent permitted by law, including, but not limited to, the provisions of NRS Chapter 41, each party shall indemnify, hold harmless and defend, not excluding the other's right to participate, the other party from and against all liability, claims, actions, damages, losses, and expenses, including but not limited to reasonable attorney's fees and costs, arising out of any alleged negligent or willful acts or omissions of the indemnifying party, its officers, employees and agents. Such obligation shall not be construed to negate, abridge, or otherwise reduce any other right or obligation of the indemnity which would otherwise exist as to any party or person described in this Section.

11.2 Except as otherwise provided in **Subsection 11.4** below, the indemnifying party shall not be obligated to provide a legal defense to the indemnified party, nor reimburse the indemnified party for the same, for any period occurring before the indemnified party provides written notice of the pending claim(s) or cause(s) of action to the indemnifying party, along with:

11.2.1 a written request for a legal defense for such pending claim(s) or cause(s) of action; and

11.2.2 a detailed explanation of the basis upon which the indemnified party believes that the claim or cause of action asserted against the indemnified party implicates the culpable conduct of the indemnifying party, its officers, employees, and/or agents.

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11.3 After the indemnifying party has begun to provide a legal defense for the indemnified party, the indemnifying party shall not be obligated to fund or reimburse any fees or costs provided by any additional counsel for the indemnified party, including counsel through which the indemnified party might voluntarily choose to participate in its defense of the same matter.

11.4 After the indemnifying party has begun to provide a legal defense for the indemnified party, the indemnifying party shall be obligated to reimburse the reasonable attorney's fees and costs incurred by the indemnified party during the initial thirty (30) day period of the claim or cause of action, if any, incurred by separate counsel.

### 12. INDEPENDENT CONTRACTOR:

12.1 **CONTRACTOR**, as an independent contractor, is a natural person, firm or corporation who agrees to perform SERVICES for a fixed price according to his or its own methods and without subjection to the supervision or control of the **CTA**, except as to the results of the SERVICES, and not as to the means by which the SERVICES are accomplished.

12.2 It is mutually agreed that **CONTRACTOR** is associated with **CTA** only for the purposes and to the extent specified in this Contract, and in respect to performance of the contracted SERVICES pursuant to this Contract. **CONTRACTOR** is and shall be an independent contractor and, subject only to the terms of this Contract, shall have the sole right to supervise, manage, operate, control, and direct performance of the details incident to its duties under this Contract.

12.3 Nothing contained in this Contract shall be deemed or construed to create a partnership or joint venture, to create relationships of an employer-employee or principal-agent, or to otherwise create any liability for **CTA** whatsoever with respect to the indebtedness, liabilities, and obligations of **CONTRACTOR** or any other party.

12.4 **CONTRACTOR**, in addition to Section 11 (INDEMNIFICATION), shall indemnify and hold **CTA** harmless from, and defend **CTA** against, any and all losses, damages, claims, costs, penalties, liabilities, expenses arising out of or incurred in any way because of, but not limited to, **CONTRACTOR'S** obligations or legal duties regarding any taxes, fees, assessments, benefits, entitlements, notice of benefits, employee's eligibility to work, to any third party, subcontractor, employee, state, local or federal governmental entity.

12.5 Neither **CONTRACTOR** nor its employees, agents, or representatives shall be considered employees, agents, or representatives of **CTA**.

### 13. INSURANCE REQUIREMENTS (GENERAL):

**13.1 NOTICE: The following general insurance requirements shall apply unless these general requirements are altered by any specific requirements set forth in CTA'S solicitation for bid document, the adopted bid or other document incorporated into this Contract by the parties.**

13.2 **CONTRACTOR**, as an independent contractor and not an employee of **CTA**, must carry policies of insurance in amounts specified and pay all taxes and fees incident hereunto. **CTA** shall have no liability except as specifically provided in this Contract.

13.3 **CONTRACTOR** shall not commence work before: (1) **CONTRACTOR** has provided the required evidence of insurance to **CTA** Purchasing and Contracts, and (2) **CTA** has approved the insurance policies provided by **CONTRACTOR**.

13.4 Prior approval of the insurance policies by **CTA** shall be a condition precedent to any payment of



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consideration under this Contract and **CTA'S** approval of any changes to insurance coverage during the course of performance shall constitute an ongoing condition subsequent this Contract. Any failure of **CTA** to timely approve shall not constitute a waiver of the condition.

13.5 *Insurance Coverage (13.6 through 13.23):*

13.6 **CONTRACTOR** shall, at **CONTRACTOR'S** sole expense, procure, maintain and keep in force for the duration of this Contract the following insurance conforming to the minimum requirements specified below. Unless specifically specified herein or otherwise agreed to by **CTA**, the required insurance shall be in effect prior to the commencement of work by **CONTRACTOR** and shall continue in force as appropriate until the later of:

13.6.1 Final acceptance by **CTA** of the completion of this Contract; or

13.6.2 Such time as the insurance is no longer required by **CTA** under the terms of this Contract.

13.6.3 Any insurance or self-insurance available to **CTA** under its coverage(s) shall be in excess of and non-contributing with any insurance required from **CONTRACTOR**. **CONTRACTOR'S** insurance policies shall apply on a primary basis. Until such time as the insurance is no longer required by **CTA**, **CONTRACTOR** shall provide **CTA** with renewal or replacement evidence of insurance no less than thirty (30) calendar days before the expiration or replacement of the required insurance. If at any time during the period when insurance is required by this Contract, an insurer or surety shall fail to comply with the requirements of this Contract, as soon as **CONTRACTOR** has knowledge of any such failure, **CONTRACTOR** shall immediately notify **CTA** and immediately replace such insurance or bond with an insurer meeting the requirements.

13.7 *General Insurance Requirements (13.8 through 13.23):*

13.8 **Certificate Holder:** Each certificate shall list Carson City Culture & Tourism Authority, 716 N. Carson Street, Suite 100, Carson City, NV 89701 as a certificate holder.

13.9 **Additional Insured:** By endorsement to the general liability insurance policy evidenced by **CONTRACTOR**, Carson City Culture & Tourism Authority, its officers, employees and immune contractors shall be named as additional insureds for all liability arising from this Contract.

13.10 **Waiver of Subrogation:** Each liability insurance policy, except for professional liability, shall provide for a waiver of subrogation in favor of **CTA**.

13.11 **Cross-Liability:** All required liability policies shall provide cross-liability coverage as would be achieved under the standard ISO separation of insureds clause.

13.12 **Deductibles and Self-Insured Retentions:** Insurance maintained by **CONTRACTOR** shall apply on a first dollar basis without application of a deductible or self-insured retention unless otherwise specifically agreed to by **CTA**. Such approval shall not relieve **CONTRACTOR** from the obligation to pay any deductible or self-insured retention. Any deductible or self-insured retention shall not exceed \$5,000.00 per occurrence, unless otherwise approved by **CTA**.

13.13 **Policy Cancellation:** Except for ten (10) calendar days' notice for non-payment of premium, premium, **CONTRACTOR** or its insurers must provide thirty (30) calendar days prior written notice to Carson City Culture & Tourism Authority if any policy will be canceled, non-renewed or if required coverage and /or limits reduced or materially altered, and shall provide that notices required by this paragraph shall be sent by mail to Carson City Culture & Tourism Authority, 716 N. Carson Street, Suite 100, Carson City, NV 89701. When available, each insurance policy shall be endorsed to provide thirty (30) days' notice of cancellation, except for ten (10) days'

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notice for non-payment of premium, to CTA.

13.14 **Approved Insurer:** Each insurance policy shall be issued by insurance companies authorized to do business in the State of Nevada or eligible surplus lines insurers under federal and Nevada law and having agents in Nevada upon whom service of process may be made, and currently rated by A.M. Best as "A-VII" or better.

13.15 **Evidence of Insurance:** Prior to commencement of work, **CONTRACTOR** must provide the following documents to Carson City Culture & Tourism Authority, 716 North Carson Street, Suite 100, Carson City, NV 89701:

13.16 **Certificate of Insurance:** **CONTRACTOR** shall furnish CTA with a certificate(s) of insurance, executed by a duly authorized representative of each insurer, showing compliance with the insurance requirements set forth herein. The Acord 25 Certificate of Insurance form or a form substantially similar must be submitted to Carson City Culture & Tourism Authority to evidence the insurance policies and coverages required of **CONTRACTOR**.

13.17 **Additional Insured Endorsement:** An Additional Insured Endorsement (CG20 10 or C20 26), signed by an authorized insurance company representative, must be submitted to Carson City Culture & Tourism Authority to evidence the endorsement of **CTA** as an additional insured per **Subsection 13.9** (Additional Insured).

13.18 **Schedule of Underlying Insurance Policies:** If Umbrella or Excess policy is evidenced to comply with minimum limits, a copy of the Underlying Schedule from the Umbrella or Excess insurance policy may be required.

13.19 **Review and Approval:** Documents specified above must be submitted for review and approval by **CTA** Purchasing and Contracts prior to the commencement of work by **CONTRACTOR**. Neither approval by **CTA** nor failure to disapprove the insurance furnished by **CONTRACTOR** shall relieve **CONTRACTOR** of **CONTRACTOR'S** full responsibility to provide the insurance required by this Contract. Compliance with the insurance requirements of this Contract shall not limit the liability of **CONTRACTOR** or its sub-contractors, employees or agents to **CTA** or others, and shall be in addition to and not in lieu of any other remedy available to **CTA** under this Contract or otherwise. **CTA** reserves the right to request and review a copy of any required insurance policy or endorsement to assure compliance with these requirements.

### 13.20 **COMMERCIAL GENERAL LIABILITY INSURANCE:**

**CONTRACTOR** shall maintain commercial general liability (CGL) and, if necessary, commercial umbrella insurance with a limit of not less than \$1,000,000 each occurrence.

13.20.1 *Minimum Limits required:*

13.20.2 Two Million Dollars (\$2,000,000.00) - General Aggregate.

13.20.3 Two Million Dollars (\$2,000,000.00) - Products & Completed Operations Aggregate.

13.20.4 One Million Dollars (\$1,000,000.00) - Each Occurrence.

13.20.5 CGL insurance shall be written on ISO occurrence form CG 00 01 04 13 (or a substitute form providing equivalent coverage) and shall cover liability arising from premises, operations, products-completed operations, personal and advertising injury, and liability assumed under an insured contract [(including the tort liability of another assumed in a business contract)].

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- 13.20.6 CTA, its officers, employees and immune contractors shall be included as an insured under the CGL, using ISO additional insured endorsement CG 20 10 or CG 20 26, or a substitute providing equivalent coverage, and under the commercial umbrella, if any.
- 13.20.7 This insurance shall apply as primary insurance with respect to any other insurance or self-insurance programs afforded to CTA There shall be no endorsement or modification of the CGL to make it excess over other available insurance; alternatively, if the CGL states that it is excess or pro rata, the policy shall be endorsed to be primary with respect to the additional insured.
- 13.20.8 There shall be no endorsement or modification of the CGL limiting the scope of coverage for liability assumed under a contract.
- 13.20.9 Contractor waives all rights against CTA and its agents, officers, directors and employees for recovery of damages to the extent these damages are covered by the commercial general liability or commercial umbrella liability insurance maintained pursuant to this Contract. Insurer shall endorse CGL policy as required to waive subrogation against CTA with respect to any loss paid under the policy.
- 13.21 BUSINESS AUTOMOBILE LIABILITY INSURANCE:**
- 13.21.1 *Minimum Limit required:*
- 13.21.2 Contractor shall maintain automobile liability and, if necessary, commercial umbrella liability insurance with a limit of not less than \$1,000,000 each accident for bodily injury and property damage.
- 13.21.3 Such insurance shall cover liability arising out of owned, hired, and non-owned autos (as applicable). Coverage as required above shall be written on ISO form CA 00 01, CA 00 05, CA 00 25, or a substitute form providing equivalent liability coverage.
- 13.21.4 Contractor waives all rights against CTA and its agents, officers, directors and employees for recovery of damages to the extent these damages are covered by the automobile liability or other liability insurance obtained by **CONTRACTOR** pursuant this Contract.
- 13.22 PROFESSIONAL LIABILITY INSURANCE**
- 13.22.1 *Minimum Limit required:*
- 13.22.2 **CONTRACTOR** shall maintain professional liability insurance applying to all activities performed under this Contract with limits not less than One Million Dollars (\$1,000,000.00) and Two Million Dollars (\$2,000,000) in the aggregate.
- 13.22.3 Retroactive date: Prior to commencement of the performance of this Contract.
- 13.22.4 **CONTRACTOR** will maintain professional liability insurance during the term of this Contract and for a period of three (3) years after termination of this Contract unless waived by the CTA. In the event of non-renewal or other lapse in coverage during the term of this Contract or the three (3) year period described above, **CONTRACTOR** shall purchase Extended Reporting Period coverage for claims arising out of **CONTRACTOR'S** negligence acts, errors and omissions committed during the term of the Professional Liability Policy. The Extended Reporting Period shall continue through a minimum of three (3) years after termination date of this Contract.

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13.22.5 A certified copy of this policy may be required.

### 13.23 WORKERS' COMPENSATION AND EMPLOYER'S LIABILITY INSURANCE:

13.23.1 **CONTRACTOR** shall provide workers' compensation insurance as required by NRS Chapters 616A through 616D inclusive and Employer's Liability insurance with a minimum limit not less than \$1,000,000 each accident for bodily injury by accident or \$1,000,000 each employee for bodily injury by disease.

13.23.2 **CONTRACTOR** may, in lieu of furnishing a certificate of an insurer, provide an affidavit indicating that **CONTRACTOR** is a sole proprietor; that **CONTRACTOR** will not use the services of any employees in the performance of this Contract; that **CONTRACTOR** has elected to not be included in the terms, conditions, and provisions of NRS Chapters 616A-616D, inclusive; and that **CONTRACTOR** is otherwise in compliance with the terms, conditions, and provisions of NRS Chapters 616A-616D, inclusive.

13.23.3 **CONTRACTOR** waives all rights against CTA and its agents, officers, directors, and employees for recovery of damages to the extent these damages are covered by the workers' compensation and employer's liability or commercial umbrella liability insurance obtained by Contractor pursuant to this Contract. Contractor shall obtain an endorsement equivalent to WC 00 03 13 to affect this waiver.

### 14. BUSINESS LICENSE:

14.1 **CONTRACTOR** shall not commence work before **CONTRACTOR** has provided a copy of his Carson City business license to Carson City Culture & Tourism Authority.

14.2 The Carson City business license shall continue in force until the later of: (1) final acceptance by **CTA** of the completion of this Contract; or (2) such time as the Carson City business license is no longer required by **CTA** under the terms of this Contract.

### 15. COMPLIANCE WITH LEGAL OBLIGATIONS:

**CONTRACTOR** shall procure and maintain for the duration of this Contract any state, county, city, or federal license, authorization, waiver, permit, qualification or certification required by statute, ordinance, law, or regulation to be held by **CONTRACTOR** to provide the goods or SERVICES or any services of this Contract. **CONTRACTOR** will be responsible to pay all government obligations, including, but not limited to, all taxes, assessments, fees, fines, judgments, premiums, permits, and licenses required or imposed by law or a court. Real property and personal property taxes are the responsibility of **CONTRACTOR** in accordance with NRS Chapter 361 generally and NRS 361.157 and 361.159, specifically regarding for profit activity. **CONTRACTOR** agrees to be responsible for payment of any such government obligations not paid by its subcontractors during performance of this Contract. **CTA** may set-off against consideration due any delinquent government obligation.

If the CTA was required by NRS 332.039(1) to advertise or request a proposal for this Agreement, by signing this Agreement, the **CONTRACTOR** provides a written certification that the **CONTRACTOR** is not currently engaged in, and during the Term shall not engage in, a Boycott of Israel. The term "Boycott of Israel" has the meaning ascribed to that term in Section 3 of Nevada Senate Bill 26 (2017). The **CONTRACTOR** shall be responsible for fines, penalties, and payment of any State of Nevada or federal funds that may arise (including those that the CTA pays, becomes liable to pay, or becomes liable to repay) as a direct result of the **CONTRACTOR's** non-compliance with this Section.

### 16. WAIVER OF BREACH:

## INDEPENDENT CONTRACTOR AGREEMENT

Contract No. CTA 2324-001

Title: Web/Digital Maintenance and Development, Creative Content and Public Relations

Failure to declare a breach or the actual waiver of any particular breach of this Contract or its material or nonmaterial terms by either party shall not operate as a waiver by such party of any of its rights or remedies as to any other breach.

### 17. SEVERABILITY:

If any provision contained in this Contract is held to be unenforceable by a court of law or equity, this Contract shall be construed as if such provision did not exist and the nonenforceability of such provision shall not be held to render any other provision or provisions of this Contract unenforceable.

### 18. ASSIGNMENT / DELEGATION:

To the extent that any assignment of any right under this Contract changes the duty of either party, increases the burden or risk involved, impairs the chances of obtaining the performance of this Contract, attempts to operate as a novation, or includes a waiver or abrogation of any defense to payment by **CTA**, such offending portion of the assignment shall be void, and shall be a breach of this Contract. **CONTRACTOR** shall neither assign, transfer nor delegate any rights, obligations or duties under this Contract without the prior written approval of **CTA**. The parties do not intend to benefit any third party beneficiary regarding their respective performance under this Contract.

### 19. CTA OWNERSHIP OF PROPRIETARY INFORMATION:

Any files, reports, histories, studies, tests, manuals, instructions, photographs, negatives, blue prints, plans, maps, data, system designs, computer programs, computer codes, and computer records (which are intended to be consideration under this Contract), or any other documents or drawings, prepared or in the course of preparation by **CONTRACTOR** (or its subcontractors) in performance of its obligations under this Contract shall be the exclusive property of **CTA** and all such materials shall be delivered into **CTA** possession by **CONTRACTOR** upon completion, termination, or cancellation of this Contract. **CONTRACTOR** shall not use, willingly allow, or cause to have such materials used for any purpose other than performance of **CONTRACTOR'S** obligations under this Contract without the prior written consent of **CTA**. Notwithstanding the foregoing, **CTA** shall have no proprietary interest in any materials licensed for use by **CTA** that are subject to patent, trademark or copyright protection.

### 20. PUBLIC RECORDS:

Pursuant to NRS 239.010, information or documents received from **CONTRACTOR** may be open to public inspection and copying. **CTA** will have the duty to disclose unless a particular record is made confidential by law or a common law balancing of interests. **CONTRACTOR** may clearly label specific parts of an individual document as a "trade secret" or "confidential" in accordance with NRS 332.061, provided that **CONTRACTOR** thereby agrees to indemnify and defend **CTA** for honoring such a designation. The failure to so label any document that is released by **CTA** shall constitute a complete waiver of any and all claims for damages caused by any release of the records.

### 21. CONFIDENTIALITY:

**CONTRACTOR** shall keep confidential all information, in whatever form, produced, prepared, observed or received by **CONTRACTOR** to the extent that such information is confidential by law or otherwise required by this Contract.

### 22. LOBBYING:

22.1 The parties agree, whether expressly prohibited by federal law, or otherwise, that no funding associated with this Contract will be used for any purpose associated with or related to lobbying or influencing or attempting to lobby or influence for any purpose the following:

22.1.1 Any federal, state, county or local agency, legislature, commission, council or board;

22.1.2 Any federal, state, county or local legislator, commission member, council member, board

## INDEPENDENT CONTRACTOR AGREEMENT

Contract No. CTA 2324-001

Title: Web/Digital Maintenance and Development, Creative Content and Public Relations

member, or other elected official; or

22.1.3 Any officer or employee of any federal, state, county or local agency; legislature, commission, council or board.

### 23. GENERAL WARRANTY:

**CONTRACTOR** warrants that it will perform all SERVICES required hereunder in accordance with the prevailing standard of care by exercising the skill and care normally required of individuals performing the same or similar SERVICES, under the same or similar circumstances, in the State of Nevada.

### 24. PROPER AUTHORITY:

The parties hereto represent and warrant that the person executing this Contract on behalf of each party has full power and authority to enter into this Contract. **CONTRACTOR** acknowledges that this Contract is effective only for the period of time specified in this Contract. Any SERVICES performed by **CONTRACTOR** before this Contract is effective or after it ceases to be effective is performed at the sole risk of **CONTRACTOR**.

### 25. GOVERNING LAW / JURISDICTION:

This Contract and the rights and obligations of the parties hereto shall be governed by, and construed according to, the laws of the State of Nevada, without giving effect to any principle of conflict-of-law that would require the application of the law of any other jurisdiction. **CONTRACTOR** consents and agrees to the jurisdiction of the courts of the State of Nevada located in Carson City, Nevada for enforcement of this Contract.

### 26. ENTIRE CONTRACT AND MODIFICATION:

This Contract and its integrated attachment(s) constitute the entire Contract of the parties and such are intended as a complete and exclusive statement of the promises, representations, negotiations, discussions, and other Contracts that may have been made in connection with the subject matter hereof. Unless an integrated attachment to this Contract specifically displays a mutual intent to amend a particular part of this Contract, general conflicts in language between any such attachment and this Contract shall be construed consistent with the terms of this Contract. Unless otherwise expressly authorized by the terms of this Contract, no modification or amendment to this Contract shall be binding upon the parties unless the same is in writing and signed by the respective parties hereto. Conflicts in language between this Contract and any other agreement between **CTA** and **CONTRACTOR** on this same matter shall be construed consistent with the terms of this Contract. The parties agree that each has had their respective counsel review this Contract which shall be construed as if it was jointly drafted.

**INDEPENDENT CONTRACTOR AGREEMENT**

**Contract No. CTA 2324-001**

**Title: Web/Digital Maintenance and Development, Creative Content and Public Relations**

**27. ACKNOWLEDGMENT AND EXECUTION:**

This Contract may be executed in counterparts. The parties hereto have caused this Contract to be signed and intend to be legally bound thereby as follows:

**CTA**

Carson City Cultural & Tourism Authority Board Chairman  
c/o: Chris Kipp, Operations & Finance Manager  
Carson City Cultural & Tourism Authority  
716 North Carson Street, Suite 100  
Carson City, Nevada 89701  
Telephone: 775-283-7682  
[ckipp@visitcarsoncity.com](mailto:ckipp@visitcarsoncity.com)

**CTA'S LEGAL COUNSEL**

Carson City District Attorney

I have reviewed this Contract and approve as to its legal form.

By: \_\_\_\_\_  
Mike Jones, CCCTA Chairman

By: \_\_\_\_\_  
Deputy District Attorney

Dated \_\_\_\_\_

Dated \_\_\_\_\_

**CONTRACTOR will not be given authorization to begin work until this Contract has been signed by Carson City Culture & Tourism Authority**

**BY:** David Peterson  
CCCTA Executive Director

By: \_\_\_\_\_

Dated \_\_\_\_\_

Acct# 7407201-500349

For CTA Use Only	
CCBL expires	_____
NVCL expires	_____
GL expires	_____
AL expires	_____
WC expires	_____

**INDEPENDENT CONTRACTOR AGREEMENT**

**Contract No. CTA 2324-001**

**Title: Web/Digital Maintenance and Development, Creative Content and Public Relations**

Undersigned deposes and says under penalty of perjury: That he/she is **CONTRACTOR** or authorized agent of **CONTRACTOR**; that he/she has read the foregoing Contract; and that he/she understands the terms, conditions and requirements thereof.

**CONTRACTOR**

**BY:** ROB GAEDTKE

**TITLE:** President and CEO

**FIRM:** KPS3

**CARSON CITY BUSINESS LICENSE #:** 23-

**Address:** 50 W LIBERTY ST STE 640

**City:** RENO **State:** NV **Zip Code:** 89501-1946

**Telephone:** 775-686-7439

**E-mail Address:** rob@kps3.com

\_\_\_\_\_  
(Signature of Contractor)

**DATED** \_\_\_\_\_

**STATE OF** \_\_\_\_\_ )

)ss

**County of** \_\_\_\_\_ )

Signed and sworn (or affirmed before me on this \_\_\_\_\_ day of \_\_\_\_\_, 2023.

\_\_\_\_\_  
(Signature of Notary)

(Notary Stamp)



FEBRUARY 1, 2023

CARSON CITY CULTURE & TOURISM  
AUTHORITY DBA VISIT CARSON CITY

# REQUEST FOR PROPOSAL AGENCY OF RECORD

WEB/DIGITAL MAINTENANCE AND  
DEVELOPMENT, CREATIVE CONTENT  
AND PUBLIC RELATIONS

**RFP # 2023-002**

**REPLY TO:**

CARSON CITY CULTURE & TOURISM AUTHORITY  
C/O CHRIS KIPP, OPERATIONS & FINANCE MANAGER  
716 N. CARSON STREET; SUITE 100  
CARSON CITY, NV 89701  
775-283-7682



**VISIT  
CARSON  
CITY  
NV**

Web/Digital Maintenance and Development, Creative Content and Public Relations Agency of Record

## **INTRODUCTION**

- 1.1. A Selection Committee will evaluate the proposals submitted.
- 1.2. The Committee may call for oral interviews tentatively April 14 or 25, 2023.
- 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 firm 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 a Marketing Firm with certified personnel, doing business in the United States and duly registered in the State of Nevada with a State of Nevada and Consolidated Municipality of Carson City 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 & Finance Manager  
716 N. Carson Street, Suite 100  
Carson City, NV 89701  
e-mail: [ckipp@visitcarsoncity.com](mailto:ckipp@visitcarsoncity.com)  
775-283-7682

- 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.

## **OVERVIEW**

The Carson City Culture & Tourism Authority (CTA) is seeking to retain the services of a firm(s) to maintain and develop current websites and 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 a Contract term of four (4) years anticipated to begin July 1, 2023, subject to Commission approval.

### **5. SUBMITTAL INSTRUCTIONS**

- a. A copy of this RFP may be requested from the CTA Operations & Finance Manager at the address shown in subsection (b) of this section, electronically at [ckipp@visitcarsoncity.com](mailto:ckipp@visitcarsoncity.com), or by telephone at 775.283.7682.
- b. All proposals must be received by the CTA no later than **2:00 p.m., March 24, 2023**. Submit proposal in a **sealed envelope**, labeled **Submittal for RFP CTA 2023-003** to one of the following:

**Mail/Delivery To:**

Carson City 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 **Wednesday, February 15, 2023**. 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 & Finance Manager  
716 N. Carson St., Suite 100  
Carson City, NV 89701  
e-mail: [ckipp@visitcarsoncity.com](mailto:ckipp@visitcarsoncity.com)  
775-283-7682

- 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.

**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](http://visitcarsoncity.com/contracts).

**FINAL SELECTION** will be made by the CTA anticipated at the May 8, 2023, meeting. Should it become necessary to reschedule the date set for award, notice will be provided to those finalists selected. In all instances, a decision rendered by the CTA shall be deemed final.

**Anticipated Schedule:**

Release RFP	February 1, 2023
Submittal of Questions	February 15, 2023
Response to Questions	February 24, 2023
RFP Submittal Deadline	March 24, 2023
Firms Notified of Short List	April 7, 2023
Short List Interviews	Tentatively April 14 or 25, 2023
CTA Board Approves Contract	May 8, 2023

## 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.

**EVALUATION CRITERIA:**

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

- 9.1 Qualifications (Maximum 50 points). The evaluation committee will consider; length of time in business, past performances in completing projects on time and within budget, ability to stay competitive in their industry, continued research in industry, reporting capabilities and programs to provide relevant KPIs, previous projects similar in size and scope, apparent capabilities to perform well in the execution of its obligations under a Contract as evidenced by its leadership and management personnel, size of organization, project manager and support staff, etc.
- 9.2 Staffing (Maximum 20 points). The evaluation committee will consider; staffing method of providing coverage in this Contract(s) with the different levels of staff proposed. Also considered will be the level of capabilities and ability to communicate effectively and timely.
- 9.3 Technical (Maximum 30 points). The evaluation committee will review the proposal for its completeness as well as evaluating the approach taken of initiating and fully implementing the scope of work. In addition, demonstration of assurance of performance as to quality and efficiency will be weighted when scoring.

**9.4 In-Person Presentation Evaluation Criteria**

- a) Did the presenting finalist prove its expertise in web/digital maintenance and development, creative content and public relations in the travel and tourism industry? (Maximum 30 points)
- b) How well did the presenting finalist show its ability to execute on this program component as part of an integrated marketing campaign? (Maximum 20 points)
- c) Did the presenting finalist adequately convey its commitment to gaining an in-depth knowledge of the Carson City tourism product? (Maximum 10 points)
- d) Did the presenting finalist provide the appropriate staffing level for both senior account strategy and day-to-day management? (Maximum 10 points)
- e) How well did the presenting finalist address evaluators' questions? (Maximum 10 points)
- f) Did the presenting finalist show enthusiasm for Carson City tourism and a high level of commitment to collaborating with other consultants? (Maximum 10 points)
- g) Did the presenting finalist demonstrate experience working within the tourism industry, or a destination marketing organization (DMO) with multiple stakeholders? (Maximum 10 points)

**10. OBJECTION BY UNSUCCESSFUL PROPOSER:**

- 10.1 Any unsuccessful Proposer may file an objection to the CTA regarding the selection of the CTA Review and Selection Committee by following the procedure outlined in paragraph below. Information on the results of the Committee's evaluation may be obtained upon request and will be emailed to each respondent.
- 10.2 Any objection shall be written and submitted to the evaluation committee c/o Carson City Culture & Tourism Authority within five (5) calendar days after a recommendation to

accept or reject a proposal has been posted to the Carson City Culture and Tourism Authority Website. The CTA Selection Committee will stay any award actions until after the CTA Selection Committee has responded in writing to the protest. If the appellant is not satisfied with the response, appellant may then protest to the CTA Board of Directors, who will render a final decision. No protests will be heard by the CTA unless the proposer has followed the appeal process. CTA is not liable for any costs, expenses, attorney's fees, and loss of income or other damages sustained by the appellant in the process.

## 11. LIST OF REQUIRED DOCUMENTS

- 11.1 State of Nevada Business License
- 11.2 Consolidated Municipality of Carson City Business License
- 11.3 Proof of Insurance Coverage
- 11.4 Organizational chart for your firm
- 11.5 Resume Form: Include a resume for each person employed by or Contracted with your firm which will assist with the completion of the scope of work for this Contract.
- 11.6 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. **11.6.1 QUESTIONNAIRE: See Questionnaire Attachment**

## 12. COST PROPOSAL

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

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

- Section I – Title Page referencing the RFP subject, the firm's name, address, telephone number and email address of a contact person.
- Section II – Cost Proposal ideally using excel sheet provided or repurposing it in their own design

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

END OF DOCUMENT



## 11.6.1

### QUESTIONNAIRE

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

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

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

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

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

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

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

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

#### **4. Technical Knowledge**

- a. What knowledge does your firm possess of tourism attractions in the Carson City area?
- b. What knowledge does your firm possess regarding the principles and practices of web/digital development and e-marketing/CRM?
- c. What knowledge does your firm possess regarding web/digital development and maintenance, e-marketing, 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 web/digital development, the content creation for marketing, branding, advertising, and management of 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 web/digital development, and content creation for marketing, branding, advertising, and public relations management?

### **8.1.2.1**

#### **SCOPE OF WORK**

The successful bidder shall fulfill the following:

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

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

- Enhancing and further developing the Carson City Culture & Tourism Authority's websites (visitcarsoncity.com and visitcarsoncity.biz) and digital presence is critical to successfully marketing Carson City as a travel destination.
- Continual development of the website must include SEO optimization and keyword optimization to ensure our digital marketing efforts match our website content.
- The contracted vendor will maintain that the CTA in maintaining GDPR and ADA compliance as well as privacy and cookie policies.
- The contracted vendor will be responsible for providing guidance, direction, and design, in cooperation with the CTA's marketing and the City of Carson City IT staff for anything added to the website.
- The contracted vendor must be able to create a redesign of the website in future years to stay up to date with technology, trends and design.
- The contracted vendor will be responsible for the development and maintenance of the website properties, plugins and mobile applications, if necessary, in support of the organization's mission.
- The contracted vendor must have demonstrated expertise in current web technology and development, cross-platform mobile application design, and the ability to work within open-source development platforms (WordPress, Drupal, Joomla, etc.), and custom-developed content management system.
- The contracted vendor must have experience in the development of integrated travel-related marketing campaigns for state or government agencies and must provide proven third- (3rd) party research results of its effectiveness including case studies that demonstrate the contracted vendor's expertise in brand campaign development in the tourism industry.
- Vendor must be familiar with the creation of an "offers" page to integrate packaging within the CTA's websites.
- Contracted vendor must be familiar with the use of third (3rd) party tags/pixels with respect to digital placed media.

- Vendor must have a dedicated UX developer on staff, which will guide the online user-experience and keep apprised of industry trends.
- Contracted vendor must be familiar with trends and insights related to creating innovative digital advertising, including interactive rich media units; and develop a much more customized remarketing approach that connects with potential customers on a more personal level based on the individual's behavioral activity on all monitored digital assets.
- The CTA's websites are currently hosted on scalable servers through the City of Carson City, utilizing cloud database and storage instances.
- The City of Carson City IT will retain full control of all domain names and all associated servers but will provide assistance and access as necessary.
- The City of Carson City IT and the CTA will require full administrative access to all websites.
- Any licenses purchased become the property of the City of Carson City.

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

- E-Marketing efforts are managed in-house by the CTA staff, the vendor selected will be needed to assess the existing email platform and messaging strategy and provide a technical solution to produce and send emails that are more closely targeted to consumer interests. Proposing vendor should discuss the targeting capabilities of any best practices platforms that are recommended. Proposing vendors should give an example of how these capabilities have benefited other organizations and particularly DMOs or those in the travel and tourism industry.
- Create a framework for greater customization within remarketing and digital advertising, as well as email communication efforts.
- Website forms and newsletter sign ups need to be integrated into the CTA CRM management platform.
- Vendor will assist in the creation and automation of newsletter templates when needed.
- Create a vibrant retail environment within the digital outreach programs that includes coupons and offers (from Carson City tourism partners) delivered to consumers based on known preferences. Offers and coupons may be delivered via computer, tablet, and mobile devices.

**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 CTA 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 marketing campaign into the next evolution of the established campaign.
  - 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
  - *Creative assets would be created either in-house or with CTA approved subcontracted vendor.*
- Assist in the creation of an expo booth and marketing materials for trade shows.
- Contracted vendor must be able to conduct and guide the research processes to inform the next marketing campaign and/or rebranding of the CTA.
- Assist the CTA in concept development, including quality graphic design.
- Assist the CTA in developing original copy (text), copywriting and editing.
- Assist the CTA in creative strategy and design of new 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/blogs 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 consolidated municipality 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.
- Assist the CTA in developing unique content specifically highlighting arts and culture in Carson City. This includes video, photo, copy-writing content and specific website related developments on visitcarsoncity.com in the arts and culture section.

### Public Relations

- Assist the CTA in development and pitching storylines 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 CTA 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.
- Provide monthly and annual PR Reports by the 1<sup>st</sup> of the following month in order to maintain deadlines for CTA board presentations.
- Create a new or update existing Communications Plan with the CTA's Marketing & PR Manager.
- Manage and work collaboratively with creative teams to implement PR Activations in locations/destinations that fit best with CTA's target markets and audiences.
- Attend and present at CTA board meetings as needed.

**Account Management & Reporting:**

- Meet with Carson City Culture & Tourism Authority staff as needed for the purposes of carrying out initiatives.
- Maintain internal procedures that ensure budget control, prompt billing and quality control, including but not limited to auditing invoices for space, time, preparation and services.
- Prepare cost schedules and project sheets for web/digital development and e-marketing/CRM expenditures and other related costs and secure the approval from CTA Executive Director or CTA Marketing & PR Manager for all expenditures by submitting pre-project estimates with the understanding that Arts & Culture related expenses must be identified separately due to the nature of the funding of that department within the CTA.
- 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 & PR 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 & PR 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 & PR Manager in coordination with the selected Firm(s). In addition, the Firm(s) should be able to recommend strategies to expand the impact of VisitCarsonCity.com and VisitCarsonCity.biz. The selected Firm(s) must provide web/digital development and e-marketing/CRM project management timelines outlining the goals(s), objectives, audience, strategies, budget and measurement. Additionally, 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 demonstrate ability to incorporate the websites into the strategic plan, integrate, manage and execute an assortment of web/digital development and e-marketing/CRM projects. The selected Firm(s) must also provide creative briefs before each campaign or individual project outlining the goals(s), objectives, audience, strategies, budget and measurement. New and emerging technology opportunities are consistently being introduced and the selected Firm(s) must be able to identify, evaluate, recommend, develop and execute, and/or manage the execution of these opportunities.
- Any and all web/digital development and e-marketing/CRM development and 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, the custom code for proprietary websites, passwords, logins, etc. prepared for the CTA will become the property of the CTA and will be provided to the CTA in whole or in part either immediately upon concept approval and/or upon completion of the project for future usage.

**Activities and Deliverables:**

As part of the overarching web/digital maintenance and development, creative content and public relations contract, the vendor will provide the following activities and deliverables:

- Review all current website content on .com and .biz and provide recommendations for improvement (incorporating web usability and other applicable research conducted by an outside firm). Recommendations must be accomplishable within the specified budget and outlined in the annual marketing plan.
- Provide ongoing updates regarding the best practices of other tourism marketing organizations, consumer brands and award-winning development programs for the web and mobile applications.
- Provide a monthly web analytics report (components to be determined at a later date).
- Work as part of the overall strategic planning team to ensure all interactive solutions are mapped and cohesive with all marketing efforts.
- Assist with developing and creating executable strategies for search engine marketing programming.
- Provide a quarterly report of website performance and SEO to ensure best practices and content management.

FEBRUARY 24, 2023

CARSON CITY CULTURE & TOURISM  
AUTHORITY DBA VISIT CARSON CITY

# REQUEST FOR PROPOSAL AGENCY OF RECORD

WEB/DIGITAL MAINTENANCE AND  
DEVELOPMENT, CREATIVE CONTENT  
AND PUBLIC RELATIONS

RFP # 2023-002

ADDENDUM NO. 1

**REPLY TO:**

CARSON CITY CULTURE & TOURISM AUTHORITY  
C/O CHRIS KIPP, OPERATIONS & FINANCE MANAGER  
716 N. CARSON STREET; SUITE 100  
CARSON CITY, NV 89701  
775-283-7682



**VISIT  
CARSON  
CITY  
NV**



RFP 2023-002 ADDENDUM NO. 1

Please make the following additions/changes/clarifications to the above referenced project due to questions received. The questions below are listed and shown as received.

**1. Are you currently happy with your content?**

*Overall, yes, our photo and video content, outside of our commercials, are done in-house. We always feel there are unique ways to keep evolving creatively though all our marketing channels and support more of what we are doing internally. We are really happy with our PR content.*

**2. Do you feel like you want or need more or less strategic video and photo content?**

*See question one. Since this is handled internally, it is an area where we need the least support, except for our commercial shoots and fully integrated marketing campaign assets. We are looking for a firm that can best collaborate with what we are doing in-house and/or improve upon it.*

**3. Would CTA Benefit from a more volume based digital content strategy.**

*This question is unclear. We are happy with our current digital strategy and feel like we have maximized our volume with the budget we have but are open to suggestions. Media buying is handled in-house by our Marketing & PR Manager with the help of a digital consultant. Using the agency as the consultant is an option if agency is willing.*

**4. Would CTA benefit from Digital Video and Photo assets for trade shows?**

*Yes, we are slowly building our content for our events & sales program. Photo and video are handled internally by our Multimedia Content Coordinator. Larger projects will require assistance.*

**5. What's a successful content plan look for you?**

*We're hoping you will tell us that. Something that is planned quarterly and executed monthly or planned the month before. We are open to what works best synergistically between both parties. Much of our agencies content creation is for special projects and marketing campaigns.*

**6. What does good creative writing mean to you?**

*Of course, this is important, our blog page is an important driver for our social ads and newsletter content. Whitty, creative, relatable writing is key for that page and any short form copy writing. We are an approachable, welcoming destination. Ad copy writing and video scripting is something we like to lean on our agency for special projects. We are not afraid to admit that creative writing is not one of our strongest assets internally.*

**7. Besides blog posts What are some of your creative writing needs? Short form? (ad copy, video scripting)**

*See question six.*

**8. For ongoing written "Long form content", how many deliverables are you looking for annually? 1 per month?**

*Blogs, usually 1-2 per month. We also have a local Carson City resident who writes one blog per month and creates content for us around that.*

- 9. What are some metrics you are looking to achieve this year, organic search traffic, user engagement?**  
*We would love to discuss this more with the awarded agency. A goal of ours is to decrease our bounce rate and make our website pages more efficient. Another would to be increase our engagement with content geared to more specific audiences and create multiple cuts for social channels and other digital channels with the beautiful footage shot in all seasons from our new commercial.*
- 10. What are some KPI's you are looking to achieve with content this year?**  
*One would to be increase our engagement with content geared to more specific audiences and create multiple cuts for social channels and other digital channels with the beautiful footage shot in all seasons from our new commercial.*
- 11. Are you interested in cross promotion? Between other Brands, DMO's or influencers?**  
*We collaborate often with other DMO's through the Reno-Tahoe Territory, but we are also very cognizant to not lose sight of our own brand. In short, yes, very open.*
- 12. Is CTA Happy with their influencer content?**  
*Yes, but that does not mean it cannot continually improve. We contract with a company that helps hire and vet influencers that come into market, but itineraries are planned and FAMs are usually led by our Marketing & PR Manager.*
- 13. Would VCC benefit from more influencer based content?**  
*More would never hurt, but we do feel like we have put the maximum amount of budget we can towards influencer relations in our media budget. We to continue to leverage the influencers we work with to produce multiple forms of content we can license or own.*
- 14. We do not posses 11.1 or 11.2 however have been working with clients such as the State of California, Wyoming and Colorado at this time. Would these be required or would we be able to work with yourselves like we do these various States?**  
*Both are required.*
- 15. Could you let us know what the budget is for this work both for agency services and that for paid media?**  
*Please refer to the cost proposal template for the overall estimated not-to-exceed value for the RFP itself. Paid media is purchased internally and not a part of the budget provided. There are instances of hard costs for projects like PR activations that will be run through the agency. Our current paid media budget is approximately \$200,000.*
- 16. What do you use as your underlying technologies, CMS, CRM, etc. for your digital communications and platforms?**  
*Mailchimp is used currently for CRM, and Wordpress for CMS.*
- 17. Could we request an electronic submission in light of the lifting of all delivery guarantees from all the courier companies?**  
*No, unfortunately, we must have hard copies.*

**18. Is Visit Carson City looking to make a change? Will the incumbent agency be able to bid on this work or has their ability to work for Visit Carson City expired based on the rules of the contract?**

*The RFP was put out because the 4-year contracts with the current agency expire on 6/30/23. We are very happy with our current services, yet we are an open-minded team willing and eager to see what other agencies bring to the table so that we can make the best decision for Visit Carson City (VCC). The current agency of record can bid on this RFP.*

**19. Are you happy with the services provided by your current/previous agency? Where are the opportunities for improvement?**

*We are very happy with our current services, yet we are an open-minded team willing and eager to see what other agencies bring to the table so that we can make the best decision for Visit Carson City (VCC).*

*Something we'd like to continue to improve upon is our uniqueness of our content and PR in comparison to our competitors. We feel like with our new campaign we've begun to do that and would like to continue that momentum with our content and unique PR opportunities and work with the best vendors that fit that vision. Standing out amongst the noise is a priority for VCC. Additionally, now that we're into the swing of post-COVID times, we would like to lean on our agency for more creative brainstorming sessions to keep all parties fresh. We've had a lot of ad-hoc projects due to the circumstance of the last 2 years and creating a really collaborative environment is something we'd love to continue to improve upon.*

**20. What would "success" look like for Visit Carson City as a brand? In what specific areas are you looking to grow?**

*Success is relative to what you are comparing. We are just getting traction on launching our brand and first fully integrated marketing campaign. Our current brand and website launched in January of 2020, with COVID, so we feel like this is just the beginning of great things to come for our brand. Our first ever fully integrated marketing campaign launched in July 2022. Driving Carson City as a year-round destination and increasing room-nights in our off-seasons are goals of our entire organization and something we continue to focus on. So, in all honesty, we are still evaluating what "success" looks like as many of our benchmarks are still being set. We are just getting started.*

**21. Regarding the length of the proposals, you say they must be 30 pages or fewer, "not including company brochures." Can you define "company brochures" a bit more specifically and clarify whether "case studies" are considered "brochures"? I.e. - Are we allowed to provide any written context within those "brochure" pages or should those only be visual samples of our previous work?**

*Company brochures refers to any company information and/or case studies, please include them in the RFP, but the more concise the better. You can assume the team reviewing the RFPs have reviewed many before. We are looking to avoid unnecessary "fluff" and want your visual examples and past work to speak for themselves. We will say, we appreciate and rely on great research at VCC.*

**22. Does the CTA have a preference for a local/in-state Nevada agency vs. an outside firm?**

*No, we do not.*

**23. Much of the RFP speaks to/focuses on "content," can you provide a definition of what "Content" means to Visit Carson City (it's a broad term). And, can you give insight on the content efforts to-date for VCC, and what areas under content you are looking to improve in?**

*New marketing campaign creation and development, rebranding, copywriting, website improvements and development, visitors guide, special social media cuts and projects, billboards, special ads, PR activations. We rely on our agency to be the creative brains and internally we execute and distribute the content.*

**24. What is the annual budget for this work?**

*Please refer to the cost proposal template for the overall estimated not-to-exceed value for the RFP itself. We are looking for the agency to propose the dollars that should be spent in each category. We will not take any responses as the “end all” but would like to see where agencies would prioritize. The final allocation by fiscal year will be determined with the awarded agency.*

**25. Under e-marketing, the RFP states that the selected vendor must “provide a technical solution to produce and send emails that are more closely targeted to consumer interests.” Does this mean that the vendor is expected to host and manage the email distribution platform? Should this be included in the cost proposal or will the cost be handled on the VCC side?**

*The actual creation and sending of monthly newsletters are done by the Marketing & PR Manager internally. However, creating custom templates, content strategy, and setting up audiences would be needed from the agency. VCC handles the cost of the monthly Mailchimp subscription.*

**26. Are you hoping that the firm will include spec work (proposed concepts/campaign ideas or other sample work) in their response? If a firm elects to include spec work/concepts, will/could that impact their score?**

*It is welcomed but not required. Including spec work or not will not impact the score. We would love to hear ideas at least of where you think we could improve or see your creative chops. Use that as your time to shine.*

**27. “Assist the CTA in developing original content for social media platforms” is listed under the scope of work “Content” section. Can you clarify if this is just production of content or if the firm will be managing social media channels entirely, including community management, posting directly, etc?**

*All social media management and posting is done internally by the Marketing & PR Manager, what we are looking for is creative content ideas and unique edits of current or new content to fit social platforms, more for special campaigns.*

**28. Can you confirm whether ongoing placement and management of advertising is within the requested scope? Or are you looking for a firm to recommend advertising strategy and a media plan, but placement is handled separately?**

*We are looking for recommendations for advertising strategy and media planning. Actual ad buying and placement is done internally by the Marketing & PR Manager. How we do things is a little unorthodox, we know, so VCC is really searching for a collaborative team to work with, an agency that understand with our small team and budget, how to maximize the creativity and make the ad buys stretch as far as they can and can let us know where we can improve. Our egos are small and our ears are open so that we do what’s best for our organization.*

29. **In the Evaluation Criteria section of this RFP, CTA emphasizes the importance of appropriate staffing levels. In order to prepare an appropriately staffed approach, can you please quantify the website, creative, and public relations work CTA anticipates requiring in a given month, quarter or year? (ie: anticipated hours, URLs for all websites to be maintained under this contract, number of websites/social handles/media releases/creative design projects, etc.)**

*Our needs change, often monthly. We are not looking to nickel and dime per project and track agency hours "to a T". We just want to ensure that projects can be completed in a timely manner, that account managers are not overloaded, and communications are met with a timely response.*

*Consistent monthly recurring work includes website management of visitcarsoncity.com and visitcarsoncity.biz and ongoing PR efforts. Though over the course of this contract that could change. Creative projects are usually by request. Social is handled internally. Before the end of the resulting contract from this RFP, we are likely to rebrand again and launch another marketing campaign.*

30. **Does CTA anticipate work under this contract must be completed locally, and are agencies outside of Nevada invited to bid? If so, how often would CTA request an in person meeting or board presentation?**

*Agencies outside of Nevada are welcome to bid. In-person requests would vary depending on the importance of the project. We do not anticipate in-person meetings being frequent. The awarded vendor may be required to present to our board a couple of times per fiscal year.*

31. **Has a budget been established for this contract by CTA? If so, can you share the anticipated budget for this project or share current budget information?**

*Please see the asterisks on the cost proposal sheet and question 24.*

32. **What tools is CTA using for its existing website CMS and CRM platforms? Is the organization happy with these existing systems or looking for recommendations on ways to optimize these functions?**

*Mailchimp and WordPress are currently being used and we are currently happy with both.*

33. **Does this RFP include Media buys for marketing advertising purposes or only marketing strategy? What advertising channels has CTA utilized to date?**

*Media buys are handled internally and has its own budget outside of this contract. Our current paid channels include paid search, display remarketing, YouTube advertising, OTT, paid social on Pinterest, Facebook, Instagram, and TikTok, billboards, print ads, airport terminal advertising, OTA's and some TV opportunities.*

34. **What function does CTA IT staff currently play in the management of CTA websites and how can the selected vendor best collaborate on these functions?**

*This is a blended effort. Internally, day-to-day new page creation and updates are done internally. We are looking for the agency to work with special requests that require coding and improvements to content and functionality. We own our URL's, but the Consolidated Municipality of Carson City hosts our websites on their servers. There are many nuances that come with the City managing our IT. However, they are very responsive and have been great to work with.*

35. **Is your scope both domestic as well as international?**

*Almost all is domestic, although we have an events & sales program that focuses internationally but in a limited scope. We do partner with the Travel Nevada, Reno-Tahoe Territory and our peer DMO's when international media/influencer opportunities arise.*

- 36. Can you clarify the required documentation for the “State of Nevada Business License” if the bidder is based in Arizona?**

*Please refer to the following website regarding the Nevada Secretary of State business license process:  
<https://www.nvsilverflume.gov/startBusiness>*

- 37. Can you clarify the required documentation for the “Consolidated Municipality of Carson City Business License” if the bidder is based in Arizona?**

*Please refer to the following website regarding the Consolidated Municipality of Carson City business license process:  
<https://www.carson.org/government/departments-a-f/community-development/business-license-division>*

- 38. Do you have in-house teams that focus on content creation, or do you need to have estimates for that work to be performed?**

*We have an internal Multimedia Content Coordinator who specializes in video. For large projects and commercial creation, we will need assistance from the agency.*

- 39. The visitcarsoncity.biz domain appears to be a vanity URL only that redirects to the /travel-industry subsection on the leisure site. Are there any other marketing concerns or usage of that domain besides the vanity redirect?**

*No.*

- 40. What specific level of WCAG accessibility compliance are you seeking for the new site?**

*We are just looking into this; we would like to develop this over the length of the contract. We are seeking recommendations for this from the agency.*

- 41. “The contracted vendor will be responsible for the development and maintenance of the website properties, plugins and mobile applications, if necessary” - your website lists no mobile apps - do you currently have any that require support, or is this a potential future endeavor?**

*No, we do not anticipate having an app again. That was more to reference the mobile-friendly version of the site.*

- 42. What amount of digital advertising pricing do you require as part of this RFP response?**

*The actual digital media buying is separate from this contract and is done internally. We are seeking consultation or audits, or if the agency proposes a great strategy, we are not opposed to having the agency manage that. We are a small organization, optimizing budgets and time with the best strategies are priorities. We are not afraid or opposed to making changes.*

- 43. You indicate that your current websites are hosted on scalable servers through the city - are you looking to continue that, or do you want proposals to include hosting options?**

*We will remain on the City’s servers.*

- 44. Are all current partner listings and events managed directly in the WordPress CMS, or do they pull from external sources?**

*They are all managed on WordPress.*

**45. Will you be looking to preserve the Bandwango integration in the new site?**

*For now, but this could change. It's just an embed code on a landing page so integration is not complex unless this is misunderstood internally.*

**46. Are there any external or 3rd party APIs or integrations outside of Bandwango that need to be conveyed?**

*Yes, the Instagram feed, which is managed with a plugin.*

**47. What existing email marketing platform(s) do you utilize?**

*Mailchimp.*

**48. What existing CRM platform do you utilize?**

*Mailchimp.*

**49. "Create a framework for greater customization within remarketing and digital advertising, as well as email communication efforts." - Will this be done in conjunction with your team and any current email marketing efforts, or separately?**

*In conjunction with the team. The capabilities internally include only email and audience creation and management. We're looking for best optimization of our email marketing.*

**50. "Vendor will assist in the creation and automation of newsletter templates when needed." - approximately how many newsletters do you send annually?**

*One to two newsletters per month outside of automated emails. However, the monthly emails and content are done internally.*

**51. "Create a vibrant retail environment within the digital outreach programs that includes coupons and offers (from Carson City tourism partners) delivered to consumers based on known preferences. Offers and coupons may be delivered via computer, tablet, and mobile devices." - Can you expand on what you envision this environment to be? Is it fully encapsulated in email marketing efforts, or will this also include ecommerce?**

*We don't have this ironed out yet. The vision is to work with our local partners and lodging partners to create packages and offers that can be purchased through our website or directed to a 3<sup>rd</sup> party purchasing platform and promoted and optimized with our email marketing.*

**52. "Create a vibrant retail environment within the digital outreach programs that includes coupons and offers (from Carson City tourism partners)" - will you be responsible for gathering and coordinating these partner offers?**

*Yes, this would be handled internally.*

**53. How many press releases/newsletters do you expect to send annually?**

*Newsletters are created and sent monthly internally, press releases vary per month. We have a lot of events. It would likely average out to one per month. Find more resources in our Communications Plan here: <https://visitcarsoncity.com/travel-industry/tourism-research/>*

**54. Are hard costs for hosting journalists (transportation, lodging, etc.) included in the agency budget or allocated from a separate budget?**

*They are allocated in a separate budget.*

**55. Do you expect agency representation for media marketplace representation (i.e. IMM, IPW)? If so, do you have a list of anticipated shows for 2023?**

*No, we do not, unless the Marketing & PR Manager is unavailable, however, our budget doesn't usually allow for both our Events & Sales Manager and Marketing & PR Manager to attend tradeshow. The only conference to attend would be Travel Nevada's Rural Roundup, which happens annually in April.*

**56. If possible, please provide a copy of your current media reports and/or most relevant KPI's.**

*This fiscal year-to-date (beginning July 1, 2022) we've acquired over \$800,000 of publicity value. Our annual goal is \$500,000. Find more resources here: <https://visitcarsoncity.com/travel-industry/tourism-research/> or You can find Marketing and PR board presentations in which many have monthly updates here: <https://visitcarsoncity.com/travel-industry/meetings/?date=past&category=#main>*

**57. Please provide a breakdown of expected number of media to be hosted in-destination and the breakdown percentage of influencers to traditional media.**

*We're hoping for the agency to provide what they think is possible within the budget. Right now, we have a separate budget for influencers and hosting media outside of this contract. We hope for five of each at minimum.*

**58. If possible, please provide the number of expected media activations you would like to hold and the percentage breakdown of in-market vs target market.**

*One to two activations per year, ideally these are in our target markets.*

**59. Do you expect agency representation on group press tours?**

*No, but this will be determined in conjunction with the awarded vendor.*

**60. What has led to this RFP? Why now?**

*The RFP was put out because the 4-year contracts with the current agency expire on 6/30/23. We are very happy with our current services, yet we are an open-minded team willing and eager to see what other agencies bring to the table so that we can make the best decision for Visit Carson City (VCC). The current agency of record can bid on this RFP.*

**61. Will your incumbent agency be bidding to retain this work?**

*Yes.*

**62. Will you be sharing all the Q&A with all respondents?**

*Yes.*

**63. What other DMO tourism sites/campaigns do you admire? Why do you admire them?**

*Honestly, our goal is to not look like the other DMO's to distinguish ourselves from our DMO partners. Our goal of our content is to stand out and take an approach that differs, as many DMO's have begun to look similar, especially as many local agencies use the same vendors. Visit Lex has done some incredible campaigns that have been truly out of the box with both content and public relations.*



**64. Can you provide additional information regarding key competitors?**

*Our key competitors are also our partners, Virginia City, Carson Valley, Reno/Sparks, North and South Lake Tahoe, but also all western DMO's. Find more resources here: <https://visitcarsoncity.com/travel-industry/tourism-research/>*

**65. What have been your biggest pain points with past/existing partners?**

*As it relates to tourism partners, it is getting to our small business owners, to foster a relationship to provide comps for activities and meals for media or influencers. Second, working with lodging partners to provide referral links so that we can track actual bookings that resulted from someone who visited our site. We don't have a true conversion to track when it comes to room nights, we're looking to improve that.*

**66. What would you say is the greatest challenge you face in attracting visitors to Carson City that you would like to see marketing efforts solve?**

*Understanding our proximity to Lake Tahoe and using us as a basecamp to explore Northern Nevada. Also, that we are so much more than the capitol building. You can find more in our communications plan and guiding principles here: : <https://visitcarsoncity.com/travel-industry/tourism-research/>*

**67. Would you be willing to share any previous research or marketing strategies?**

*<https://visitcarsoncity.com/travel-industry/resources/> and our industry page ([visitcarsoncity.biz](http://visitcarsoncity.biz)) in general has more resources as well.*

**68. Are you able to share your existing content strategy?**

*We have a monthly blog and social content strategy, but we are looking to improve this.*

**69. How are you currently evaluating the success of PR efforts?**

*Cision is used measure mentions, publicity value, UVPM and reach. PR activations are evaluated individually.*

**70. The cost proposal form lists, "Public Relations (including Content like PR Boxes)." Can you further define PR Boxes?**

*This means press boxes or media kits to send to potential media/journalist to increase awareness and interest in visiting Carson City.*

**71. What are your current target markets?**

*You can find our communications plan here with our current markets: <https://visitcarsoncity.com/travel-industry/tourism-research/>*

**72. Describe your current audience. Is that your aspirational audience? If not, what is your aspirational audience?**

*You can find our target audiences in our Guiding Principles Document: <https://visitcarsoncity.com/travel-industry/tourism-research/>*

**73. Regarding "Assist the CTA in coordination of media attendance and management at events" – are these events planned/executed by the PR partner? Or are these events that the CTA is attending like IMM or Travel Nevada-organized events?**

*This is dependent on the size of the event and the Marketing & PR Manager's availability to attend. This is mostly referring to already organized events and our own PR activations.*

- 74. The existing sites appear to be on Wordpress but other open source CMS are mentioned in the rfp. Is it the expectation to manage the existing sites and add improvements within the existing Wordpress instances vs a new build?**  
*Yes.*
- 75. The RFP states a requirement to develop new sites in the future to keep pace with technology and marketing demands in the future. Has a lifecycle been defined on the existing Web properties as to when these redesigns are expected to take place?**  
*No timeline has been set, but it is anticipated a redesign will likely happen around FY26.*
- 76. Do you have a defined budget you can share in regard to maintaining the existing properties as well as new site creation when that time comes?**  
*We do not have a defined budget for that yet.*
- 77. What third party tools of SAS products are the sites currently using? Specifically for deals and packages.**  
*We are unfamiliar with SAS products, but right now our deals and packages don't exist, we're hoping to develop that.*
- 78. Is there an existing CRM in place? If so to what extend is this CRM being leveraged? For data collection only or are email programs, nurture flows and email list management also part of the CRM? If not what services are you currently using to manage email lists?**  
*See previous answers.*
- 79. What types of segmentation do you currently have with your email lists?**  
*High engagement, outside Nevada, Nevadans, low engagement, and audience who opened last five campaigns.*
- 80. Can you share the numbers of contacts you are currently managing with your CRM and email tools?**  
*Just under 9,000 subscribers. We continue to add approximately 100 subscribers per month generated from our social ads.*
- 81. Have you begun transitioning analytics from Universal to GA4?**  
*Yes, this will be completed before this contract begins.*
- 82. Do you have samples of current analytics and reporting dashboards you can share?**  
*You can find Marketing and PR board presentations in which many have monthly updates here:  
<https://visitcarsoncity.com/travel-industry/meetings/?date=past&category=#main>*
- 83. What tools of platforms are you currently using to manage organic SEO and keyword performance?**  
*SEO is something we have been slowly working to improve. We have Yoast SEO within the website and Google Search Console. This is managed internally but we are open to having this go under the agency. It is not an internal strength of ours.*
- 84. Do you have existing media assets (photos, videos, etc.) that can be leveraged for the content creation requirements of the RFP?**  
*Yes, a large amount of video and photo assets managed within our PhotoShelter and on external hard drives.*

# Web/Digital Maintenance and Development, Creative Content, and Public Relations

| RFP #2023-002

**KPS3**

500 Ryland St., # 300  
Reno, NV 89503

#### Contact Information

Andy Walden  
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(775) 624.7316

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## Looking back to move forward

### 2019

Primary research to support the strategic foundation

Marketing strategy/ foundation

New visual identity

New website

Visitor guide

Fall shoot

### 2020

Comprehensive communications plan

Pandemic positioning

Summer and winter shoots

Downtown banners

### 2021

Research and strategic direction for the campaign

Initial campaign development

Interactive mural

### 2022

First campaign

Kit Carson Trail web app

Digital audit

PR activation

Road trip kit

# We get nostalgic just thinking about all we've accomplished together


Over these past four years, we've had a lot of firsts together: the first large-scale campaign, first brand activation, first PR Box turned road trip kit, first interactive web app, and several PR firsts of being featured in top-tier travel publications, just to name a few. But it all started when we first transformed your website and stepped into your new brand as Visit Carson City.

In those early, transformative months of building the website and reimagining the brand, we were able to work together to capture your vision of Carson City not just being a place on the map, but the "centerpoint of a Nevada experience." We researched, retooled, and fine-tuned your brand to better represent Carson City as a destination that inspires visitors to step into history or make their own—to recharge their western spirit among the stunning outdoors northern Nevada offers.


Now several years down the road, visitors look at Carson City as not only Nevada's capital, but as a destination to relive memories and create new ones. They're lured in by the small-town charm, hot springs, the city art and rich culture, the breweries, the Kit Carson Trail tour, the capitol building, and so much more. It's been a transformation built on solid strategy, teamwork, and collaboration between the Visit Carson City team and KPS3.

And still, we feel we're just getting warmed up. We know there are many more firsts on the horizon. We hope we get the opportunity to continue inspiring people to visit and strengthening partnerships within the community.

Throughout this document, we'll share with you where we see the potential to keep moving Carson City to not only be a destination people stop by and explore, but the destination where the best stories begin and best memories are made. Let's jump in.\*



Check out this short video. It's kind of like a scrapbook. Or an ode to our favorite Nevada destination.



## Awards and industry recognition



## Company history

# 32

Years in business  
(founded in 1991)

# 55

Employees across the country with 90% living in Reno/Sparks

# 4x

Best Places to Work winner

# An extension of your team

We're experienced designers, developers, analysts, and strategists. But we're also parents, rock climbers, puppy snugglers, foodies, and gamers. We're people. We aren't the same, but we're united in our cause—one that revolves around how wholeheartedly we care about our work. Whether it's building an app that allows folks to walk through time, a campaign that gets people to flash back, or a brand that changes the way people think of Carson City as a top Nevada destination, we love what we do. And that's why we love working with the Visit Carson City team—because you love what you do, too.

**We're human. On purpose.**

## You're in good company

To say we're bringing experience with our team is an understatement. Whether it's brand, communications, or digital solutions, marketing, advertising, and PR have been loves of ours for longer than many of our peers have been in business. We've had the opportunity to work with clients across a diverse set of industries, helping them achieve their goals, including getting heads in beds or closing the purchase of enterprise-level software.

We take advantage of learning what works across fields and applying it to an unrelated industry to generate top-notch results. The outcome? Major brand launches that deliver an impact, websites that purr like cheetahs, and far-reaching campaigns touching the hearts of diverse sets of people. It's the work we love to do.

## Full-service solutions

### BRAND

Positioning  
Messaging  
Identity  
Visual Language  
Content & Video

### SOCIAL

Content Creation  
Profile Management  
Influencer Relations

### CAMPAIGNS

Print  
Outdoor  
Paid Digital  
Native  
Social Integration  
Outreach & Comms

### PUBLIC RELATIONS

Pitching  
Media Monitoring  
Activation Stunts

### WEB, DIGITAL, & SEARCH

Web Design & Development  
SEO & Digital Presence  
UI & UX  
Mobile & App  
Growth & A/B Testing

### OUTTA THE BOX

Puppet Shows  
Ferry Wraps  
Swirl Machines  
Whatever Else We Think Of

## From California to Kalamazoo tourism is our comfort zone



# Who's along for the ride



**Rob Gaedtke**  
PRESIDENT & CEO

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

With more than 20 years of digital and traditional marketing experience, Rob's 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 expertise.

[kps3.com/people/rob-gaedtke/](https://kps3.com/people/rob-gaedtke/)



**Ryan Sullivan**  
ACCOUNT MANAGER

I love Nevada Day; there's nothing better than running in the annual 8k run before the parade starts. I've run the race every time it was held over the last 10+ years.

Ryan has been with KPS3 for over three years, partnering with many clients across industries and bringing his optimistic, forward-thinking attitude to every project. He earned his B.A. in international business and marketing from the University of Nevada, Reno. Having grown up in Carson City, he strives to see the city thrive.

[kps3.com/people/ryan-sullivan](https://kps3.com/people/ryan-sullivan)



**Sarah Polito**  
VP OF CLIENT STRATEGY

Carson is where it all began for me as I was born at Carson Tahoe Hospital (the nurses sent me home in a Christmas stocking). Now I head to Carson for mountain biking and a good meal at Cucina Lupo.

Sarah brings more than 15 years of strategic marketing and communications experience. She leads one of our teams at KPS3, which manages a majority of our travel clients. Focused on finding solutions, determining audience motivators and setting the strategic path forward, Sarah is committed to helping our clients exceed their marketing goals.

[kps3.com/people/sarah-polito](https://kps3.com/people/sarah-polito)



### Andy Walden

#### VP OF MARKETING

Any time I head to Carson City, I need to visit Comma Coffee. It's one of the best spots to grab a coffee and a bit of history in one place. (My son would disagree and say Coin Press No. 1 should be the favorite, but this is about my memory.)

Andy worked closely with destinations like Travel Nevada, Yosemite, The Islands of Tahiti, and Santa Monica to build their digital presence across web, paid, search, email, and other digital channels. Andy's role within this project will be to provide an outsider's lens to the ongoing work, provide strategic guidance, and offer one-liners when required.

[kps3.com/people/andy-walden](https://kps3.com/people/andy-walden)



### Julie Ardito

#### VP OF PUBLIC RELATIONS

Biking the side streets of downtown Carson City where deer roam the tree-lined neighborhoods and cars stop to allow the small herds cross the road. It's a quintessential Carson City experience that always delights.

Julie is a communications and marketing strategist who brings more than three decades of broad-based brand and strategic communications experience in tourism, corporate, non-profit, healthcare, and government sectors to the agency. A trusted advisor and phenomenal storyteller, Julie knows how to create unique narratives for organizations to truly engage with audiences.

[kps3.com/people/julie-ardito](https://kps3.com/people/julie-ardito)



### Jenna Hubert

#### CREATIVE DIRECTOR

Watching the Saturn-Jupiter "Conjunction" during our winter shoot in December of 2020 was a highlight I will always remember.

For the past 10 years, Jenna supervised the majority of creative work coming out of KPS3's travel vertical. With an eye for quality and a knack for storytelling, her talents have brought many accolades from advertising awards for Visit Santa Maria Valley to Emmy award-winning documentaries on the opioid epidemic.

[kps3.com/people/jenna-hubert](https://kps3.com/people/jenna-hubert)



### Julia Jones

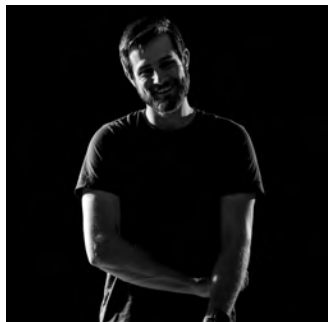
#### DIRECTOR OF SEO AND DIGITAL MEDIA

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

Julia works with the team to ensure that we have the data—survey data, competitive research, or digital analytics—to move forward with decisions and strategy. Julia oversees all large-scale digital campaigns and SEO for the team. She currently leads the digital media and search strategy for Visit Santa Maria Valley and Discover Kalamazoo.

[kps3.com/people/julia-jones](https://kps3.com/people/julia-jones)





**Jonathan Rutheiser**

**TECHNICAL DIRECTOR**

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

With more than a decade of development experience, Jonathan brings a diverse skill set to the team. At age 13, Jonathan began building websites. Three years later he created a Twitter-like nano-blog with more than half a million users. It was picked up by TechCrunch, and investors came knocking. Jonathan wasn't interested, and years later, he eventually found his way to KPS3.

[kps3.com/people/jonathan-rutheiser](https://kps3.com/people/jonathan-rutheiser)



**Nicole Shearer**

**DIRECTOR OF PUBLIC RELATIONS**

From the V&T's railbikes to the McKeen Motor Car at the Nevada State Railroad Museum, this boy mom knows her trains and where to find them in Carson City.

With two decades of public relations experience, Nicole understands how a solid communications strategy will ensure long-term business success. She worked at the University of Nevada, Reno for eight years, advancing strategic priorities, pitching national media, and managing crisis communication. Prior to this, Nicole worked for 5.5 years in public relations at Renown Health.

[kps3.com/people/nicole-shearer](https://kps3.com/people/nicole-shearer)



**Sara Robbins**

**DIRECTOR OF SOCIAL MEDIA**

A trip to the Hot Springs with my best gal pal when our partners go out of town; our response to their "boys trip" is a "girls dip!"

A thoughtful leader and gifted storyteller, Sara conceptualizes and implements strategic social media initiatives for clients. Before joining KPS3, she spent six years as publicist for The Row – Eldorado, Circus Circus and Silver Legacy in Reno, overseeing external communications, media relations, and social media. Sara earned her Accreditation in Public Relations (APR) in 2020.

[kps3.com/people/sara-robbins](https://kps3.com/people/sara-robbins)

**References**

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**Tom Simpkins | Director**

Manufacture Nevada  
450 Sinclair St., Reno, NV 89501  
tsimpkins@nvie.nevada.edu | 775-784-1935

**Glenn Morris | President & CEO**

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



# Case Study

**PROJECT EXPERIENCE • FULL SERVICE DESTINATION MARKETING**

# Santa Maria Valley is on the map

**Elevating Santa Maria Valley from an overlooked exit on the 101 to a must-see destination on the California Central Coast took a clear sense of direction, a trusted partnership, and some bold ideas.**

Our partnership with Santa Maria Valley started at Mach speed. The freshly minted tourism board had an ambitious goal of launching a new brand, website, public relations strategy, media plan, and advertising campaign—all in 120 days.

Spoiler: We hit our goal. And we've been their full-service agency partner for more than six years (or 2,190 days).

## From ground up

Santa Maria Valley is an agricultural town with generations of hard-working families, not a place manufactured to be a tourist attraction. Yet this area—halfway between L.A. and San Francisco—had a lot to offer travelers. Our goal was and is still to increase overall awareness of Santa Maria Valley, its offerings, events, and local flavor to attract overnight visitors and position the destination as a contender in California tourism.

Once we had a firm foothold, we crafted the brand pillars, logo, and visual identity. We designed, developed, and launched their first website and rolled out their first campaign. We were cookin'!



## Keeping up the momentum

We're not a set-it-and-forget-it type of crew. We continuously work behind the scenes to analyze data, optimize SEO strategies, develop and grow media relationships, and engage with potential visitors through a variety of platforms to keep people talking, planning, and ultimately visiting.



**1.6MM+**

Website Visits

**9.800**

Media Stories Placed

**35K+**

Hotel Referrals

**247**

Ranked Target Keywords

**\$7.5MM+**

in Publicity Value

**16,959**

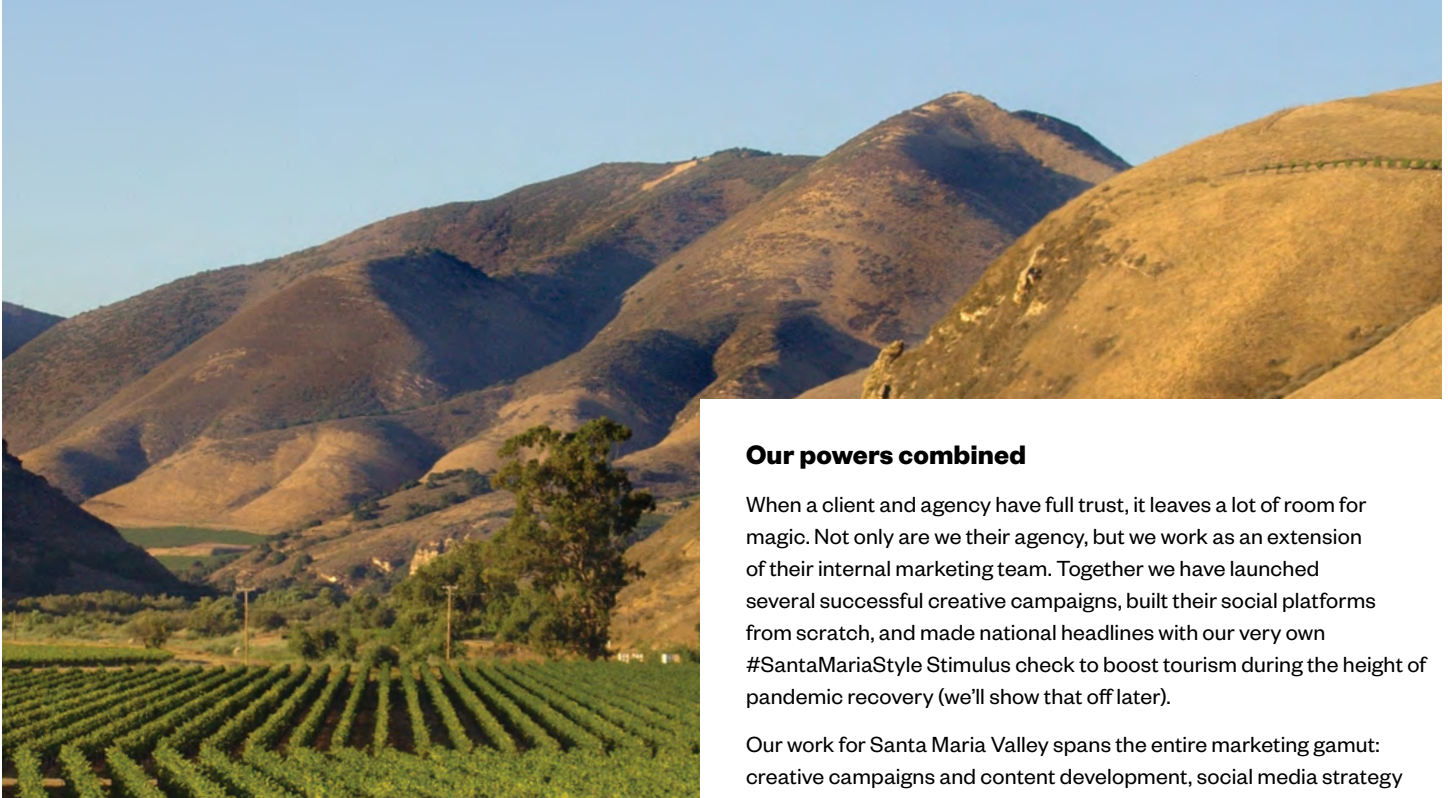
Followers Across Four Social Media Platforms

**15,000+**

Photo & Video Assets Created

**7K**

Pieces of Original Content Posted



### Our powers combined

When a client and agency have full trust, it leaves a lot of room for magic. Not only are we their agency, but we work as an extension of their internal marketing team. Together we have launched several successful creative campaigns, built their social platforms from scratch, and made national headlines with our very own #SantaMariaStyle Stimulus check to boost tourism during the height of pandemic recovery (we'll show that off later).

Our work for Santa Maria Valley spans the entire marketing gamut: creative campaigns and content development, social media strategy and execution, public and media relations, website design and development, digital media management, search engine optimization, and project management.



### Calculated risk-takers and wine swirlers

Bringing our technical expertise and knack for community-building is how we end up with ideas like "The Santa Maria Valley Swirl Machine." It's an interactive experience built entirely by KPS3 that allows website users to remotely fill up a wine glass, set a swirl speed, and splash it onto a piece of paper creating a unique #SantaMariaStyle piece of artwork to post and share. Visitors were also given a downloadable "Swirl-nalysis" with a personality profile, itinerary, and custom artwork to share on their own social platforms.

The Swirl Machine was used more than 1,700 times and generated over 10,000 page views on SantaMariaValley.com.



### Wine and contemplations

Nothing that exists now existed six years ago for Santa Maria Valley. We like to sip on Pinot Noir and think about that from time to time with a very large sense of pride and appreciation for this wonderful partnership.

Santa Maria Valley provides an annual budget of \$330,000. It does not include hard costs, media placement, funded projects from the Chamber or KPS3 travel costs. The Swirl Machine was a separate brand activation (and robotics engineering) with a separate project budget of \$275,000.



# Project Approach

# Another four years

Welcomes new possibilities and the momentum to inspire action. We know Carson City, and you know us. Our solid foundation and partnership lets us skip the getting-up-to-speed phase and keep moving forward without missing a beat. What we do isn't advertising and public relations for the sake of seeing your name out there; it's about building a sophisticated, integrated marketing and communications program that gets your audiences dreaming, planning, and booking a trip to Carson City. What we're offering you in the next four years is more strategy, more integration, and more collaboration.

We're excited to give you a glimpse into a few ways we can level up your marketing and communications efforts. These ideas will inspire visitors to book a trip to Carson City and enjoy all it has to offer. One of our core values is to never settle—and, lucky for us, that feeds into our curious nature. We like looking at possibilities and we see endless opportunities to market Carson City as a must-see Nevada destination. The future is calling, and we're ready to keep building on what we've started.

## Strategy

Strategy is at the core of what we do. We're naturally curious: We ask questions, we research, we look for patterns, and we poke holes. Once we make sure we have a clear understanding of what Visit Carson City is trying to accomplish, we create an integrated approach to ensure business objectives and expectations are met. In other words, we help thread the needle and give a clear strategic direction for your marketing initiatives.

Our work will include writing thorough and thoughtful creative briefs, conducting research, providing competitive analysis, offering support for all qualitative and quantitative research, and sharing marketing and tourism trend reports.

### More strategy

While our work together has created a solid foundation, there's an opportunity to go beyond. We want to further build out your marketing and communications plan, which will guide every aspect of our marketing strategy and move prospective visitors efficiently through their user journey. Our approach anticipates trends and uses that information to thoughtfully drive future initiatives, allowing you to meet your audiences where they are at the right time.

### More integration

Your team has built a great marketing program that utilizes various tactics and channels. More integration will not only increase process efficiencies, but you'll also gain access to more KPS3 minds and more ideas. We want to provide Visit Carson City with more than just creative, public relations, and web development support. We see so many opportunities to expand your digital advertising and provide guidance for social media strategy. And, by having everything under one roof, we can help connect all of the dots and truly leverage our collective efforts to make a huge impact.

### More collaboration

Teamwork makes the dream work. We know it might sound a little cliché, but we mean it. We just can't help wanting to come together even more. Think quarterly brainstorming sessions together to keep our content fresh and to keep the fun ideas flowing. We believe these open-minded conversations help push content to the next level. And, because of all the good times this far, we know more fun is around the bend.

This time around, we would like to work with you hand-in-hand on your comprehensive marketing plan. Just as in the past, this plan will serve as the foundation for future marketing and communications efforts to support the organization's goals of increasing awareness and getting heads in beds. By creating the plan together, we will chart a clear road map for the future, leading to more collaboration and creating additional unity between Visit Carson City and KPS3.

# Brand development

KPS3 handles brands at every stage, whether starting from scratch or evolving an existing brand to ensure it remains relevant and authentic. The brand for Visit Carson City is all about inspiring someone's inner pioneer by encouraging them to ramp up or recharge. However, recalibrating the brand's compass and making sure it's still pointing toward an authentic representation of Carson City is a worthy adventure.

## Define and refine

Jumping into our time machine, the website was on its way into development before the rebrand started. Naturally, the website design heavily informed the brand. Things have settled since 2019, and it's time to revisit the brand to see where it can continue to grow while also pruning and refining.

When a brand is complete and well-rounded, it informs every aspect of an organization. It gives you a crystal clear vision for your strategy and road map for your brand both internally and externally.

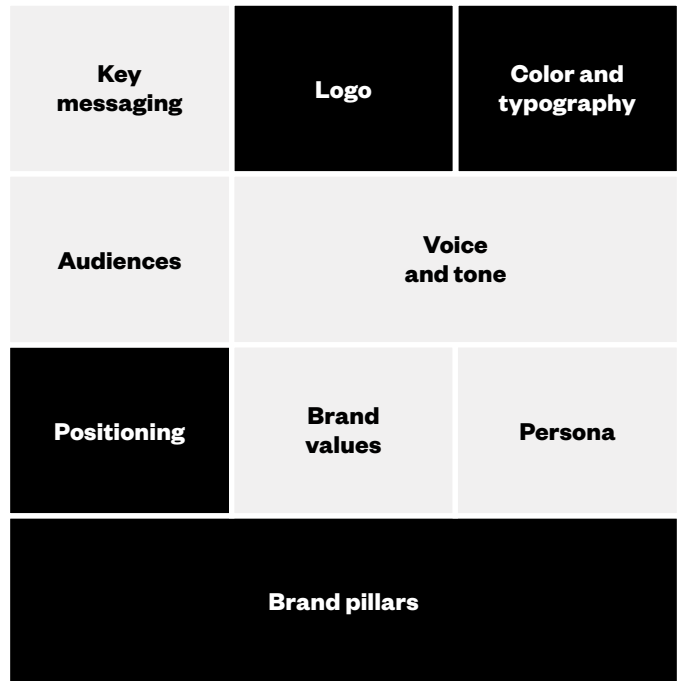
While many might think a logo is the most important part of a brand, it's really the foundation and framework that make a brand strong, unique, and successful. One way we are able to develop a brand is through an Extended Brand Guideline (this is sometimes called a Brand Style Guide or Usage Guide). We'll take the solid foundational work we did for both the Guiding Principles and Brand Pillars as we start to elaborate on additional pieces like a persona, values, audiences, voice, and tone. It also gives us the opportunity to refine the visual identity and evaluate what's working well and what should be further explored.

## Signed, sealed, delivered

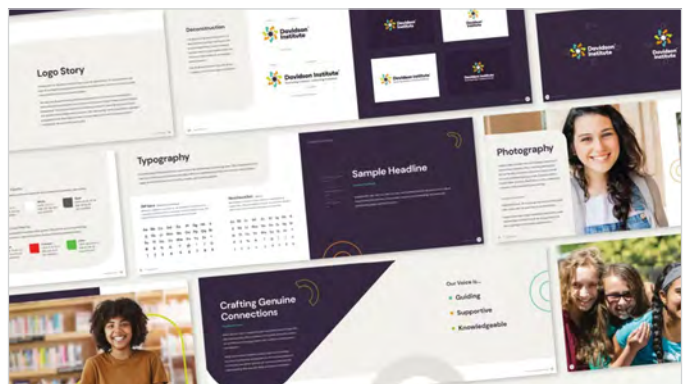
The final piece of an Extended Brand Guideline is to bind and print it. All that hard work transforms into tangible tool you can show off, pick up when you need a gut check, and use for onboarding new team members.

We'd also develop an online hub that's easy to share and keep updated. This hub would include your existing brand assets (logos, fonts, color palettes) that can be downloaded as well as any messaging guidelines and best practices.

## BRAND BUILDING BLOCKS



■ COMPLETE    ■ MISSING PIECES

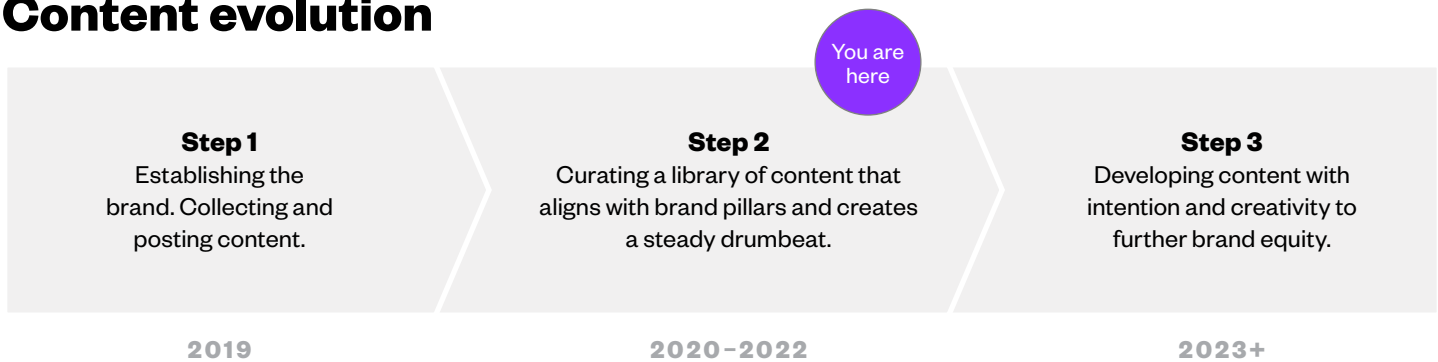


KPS3 has experience diving deep and getting to a brand's core. Check out this brand guide done in 2020 for the Davidson Institute.

# Integrated and creative content

If content was king before, it has now moved into the position of supreme ruler. However, the approach to content strategy has seen a shift recently. Where content previously meant copy and photo/video assets, we now mean an entire ecosystem of strategy, media, creative, outreach, and brand. Gone are the days when we could just collect content.

## Content evolution



An integrated content strategy that reaches your potential visitors at the right stage of their trip planning process is key. On top of that, making sure your content has a point of view and is telling the right story is what will set Visit Carson City apart.

The bulk of your time and effort will be spent in tier two. With an integrated approach, it's no longer enough to create a "hit list" of content. Having a strong creative concept is more important than ever to every facet of content creation.

### Tier one content: foundational brand pillars

*Natural beauty • Family-friendly • Culture • History • Nostalgia Campaign content*

We know that these are the offerings that your visitors value the most and that Carson City can deliver on. Focusing the majority of your large-scale marketing efforts on awareness of these offerings will help capture people in their "dream" phase when they begin planning a trip. For example, any large-scale photo or video shoots, public relations activations, or paid media should focus on tier one content.

### Tier two content: the itinerary builders

*Hiking • Restaurants + bars • Museums + railroads • Kit Carson Trail • Large events like Nevada Day*

This list could go on and on, but you get the gist. Tier two content is developed for niche audiences, so we can connect with them on a more personal level. Tier two content is where we start having a conversation about the experiences that will bring a trip together. This content is created mostly for organic or paid social media, in-house photo or video, niche public relations opportunities, and digital content like blogs or interactive website experiences.

### Tier three content: see you soon

*Hotels • Individual small businesses • Local events*

This content speaks to the visitor who is on their way or is already in-market. They are starting to make their immediate plans; they're using social media to see what's coming up and looking at the website to book their stay.



# Campaign evolution

Our most successful outcomes happen when we're able to work side-by-side with the Visit Carson City team from creation to execution. We look forward to the possibility of evolving our existing campaign and brand as well as exploring new territory together.

## Nostalgia never gets old

In 2021, KPS3 and Visit Carson City developed a well-researched creative campaign built to last. It was made with your brand pillars in mind, and we know it resonates with potential visitors. This campaign should and will evolve visually, but the nostalgia concept and messaging that connected with our audiences can be threaded into future creative initiatives over the course of the next 2-3 years. We will help to evolve the campaign as well as provide support through concepts, production, copywriting, graphic design, and final execution.

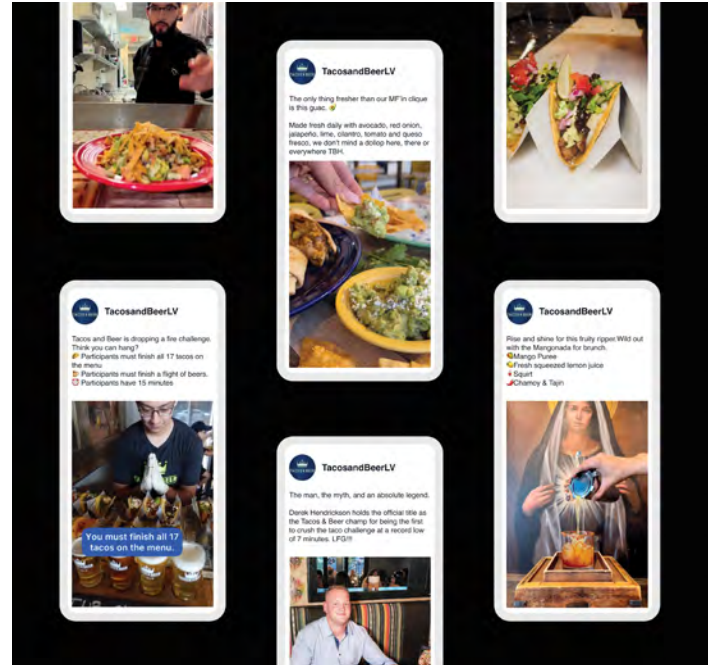
The Nostalgia campaign has a lot of runway left for your traditional marketing tactics, such as outdoor, television, and digital ads. As part of our fully integrated approach, we are eager to provide guidance on your media plan to give you the best foot forward.

## “Pop-up campaigns” a.k.a. content with a creative concept

Campaigns are still a big deal to the travel world—they just might look a little different in 2023 and beyond. The beauty of having a campaign we know sticks and a brand that is gaining momentum is being able to riff off it. KPS3 will help create a series of “pop-up campaigns” that are creative, that integrate with public relations and social media, and that keep Carson City top of mind.

We've seen this with brands we admire, including Visit Lex and Travel Oregon. They take what they're best known for and develop offshoot creative campaigns that support their brand or existing campaigns. While these aren't typically meant for large-scale traditional media, they are perfect for public relations, social media, and paid digital media—all of which are driven by data and an innovative strategy. Simply put? It's the kind of creative that writes its own headline.

With a pop-up campaign every year, this approach will allow us to keep the brand fresh, keep the creative nimble, and keep us brainstorming the next creative concept together.



*KPS3 helped the Las Vegas restaurant Tacos & Beer grow their Instagram engagement by 125% in three months.*

# Social media strategy

Visit Carson City does a lot of things very well when it comes to social media. You have a steady cadence of posting content; you have scroll-stopping imagery and a solid following. We also see areas where we can support your efforts through a social media strategy that will create a road map for you each year, so you can focus on creating content that resonates with your audience and continue to grow your following and brand awareness.

Being inclusive of the platforms used by our audiences, we will provide strategic guidance through an annual audit. Our strategic recommendations will include suggested content themes tied to your brand pillars, ideas for how you can capitalize on trends, and ultimately how to make sure you have discoverable content for your potential visitors. Social media—especially TikTok—is outperforming Google when it comes to people searching for travel inspiration and information. Given that privacy and data are going to be in the flux, an organic social media strategy that prioritizes creative content for audiences is more critical than ever. This game plan ensures you have a deep well of ideas to develop compelling content that creates connections.

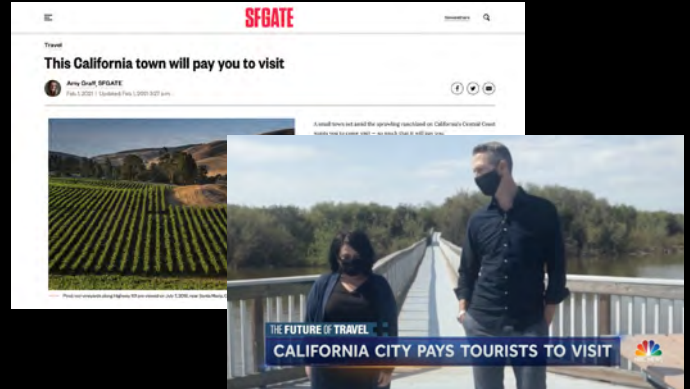
On the collaboration front, we see this work being a springboard for pop-up campaign ideas as well as creative content deliverables.

## Stimulus Checks, #SantaMariaStyle

### SANTA MARIA VALLEY

In the aftermath of COVID-19 when travel resumed in California, Santa Maria Valley needed a standout idea that would make them top of mind for eager tourists. Our very own government-issued stimulus checks gave us the bright idea. We offered \$100 to the first 500 people who booked a two-night stay in Santa Maria Valley. It sold out within four days. Every stimulus gift card recipient—yes, all 500+ of them—received a warm response from the Santa Maria Valley team.

On February 1st, we launched the campaign on Facebook and Instagram to drive people to the sign-up landing page where we collected email addresses and information. But the promotion also gained organic traction. One TikTok user featured the stimulus gift card and his experiences in Santa Maria Valley in a four-part series that gained over 111,000 views.



In addition to the social posts and a press release KPS3 sent out, we hit big with local, national, and international outlets. Some of the most well-received articles were in CNN, SFGate, Travel + Leisure, and International Business Times. A two-part video was also featured on NBC Nightly News.

### OVERALL IMPACT

**25,492**

Landing Page Visits

**347**

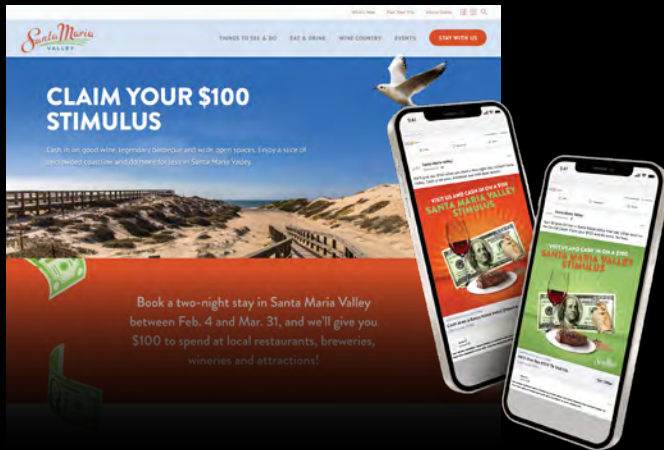
Total New Stories

**3,080**

New Email Subscribers

**646.5MM**

Total Reach



Dive into the details of the campaign that had the nation talking about Santa Maria Valley.

## Everyone has a story. This activation created a space to talk candidly.

### NV DEPARTMENT OF HEALTH AND HUMAN SERVICES

Behavior-change campaigns are some of the most difficult topics to tackle from a marketing standpoint. Through our research we discovered a staggering amount of Americans know someone who has struggled with opioids. Addressing opioid addiction and stigma through compassion and conversations was our approach to this in-person activation turned integrated campaign.



Watch the inspirational long-form video that was created as part of the integrated campaign.

# Public relations

A solid public relations strategy delivers a working playbook; it becomes a guide to understanding the media outlets we're talking to, the influence we want to build, and ultimately the actions we want our audiences to take. You've seen this play out over the past four years. We've developed and nurtured relationships with journalists, educated the media about Carson City's rich history and cultural ties, and proactively shared stories of the city's past. These efforts resulted in landing features in top-tier publications. For the past two years, KPS3 has far surpassed its set public relations fiscal year goals both in publicity value and in total stories. Between FY21 and FY22, KPS3 achieved a publicity value of more than \$3 million and 106 total stories placed to date. And we're just getting started.

## Communications plan

In the past four years, we've developed forward-thinking communications plans—and we'll continue to. We'll leverage and weave the destination's campaigns through third-party narratives, including engaging activations and responsive media relations.

## Media relations

Our media relations success comes from intentional pitch angles, deep knowledge about what Carson City has to offer, understanding what reporters and their audiences want, and digging deep to unveil the story. We are nimble and, as the momentum continues to build, our public relations strategies will evolve. We're not ones to coast or stand still.

## Niche and targeted audiences

And, while mainstream media is our public relations bread and butter, niche and targeted audiences are another facet of our successful communications efforts. From two top-tier mommy bloggers and content creators to Railfans & Railways magazine and Pride Journeys, we make a concerted effort to gain traction with niche audiences because we know their audiences have a vested interest in domestic travel and Carson City.

## Courting through PR boxes

Who doesn't like getting a gift in the mail? One way we take our efforts to the next level is by creating custom PR boxes. We'll use this tactic to build and/or increase momentum by securing national media visits and, ultimately, gaining national media coverage. Our next twist on this is to host a virtual unboxing event, where we invite the media to join us over Zoom for a fun activity and a chance to win a prize while they open their packages.

## FAMs

We will continue to invite and secure relevant media from our target markets to participate in Familiarization (FAM) visits with a focus on our brand pillars. The FAMs will continue to expose journalists to Carson City and give them the opportunity to experience the old west with a modern twist.

## Collaboration

Not only do we want to nurture relationships with the media, we also want to collaborate with Travel Nevada, Reno-Tahoe Territory, and neighboring DMOs to capitalize on joint media relations efforts and content priorities.

## Storytelling

Carson City has so many great stories to tell, and we are eager to unearth incredible stories. We'll work with Visit Carson City to find the people near and dear to Carson City's heart by profiling the faces behind some of the businesses. These human interest stories will share more about what makes Carson City a must-visit destination.

## Carson City gets activated

The activation in 2022 was the perfect combo of creative and public relations. Because creative will focus on pop-up campaigns that has PR strategy baked in, we'll continue to combine forces and make sure we're developing intriguing concepts that stop people in their tracks and keep them talking about Carson City.

PROJECT EXPERIENCE • FULL-SERVICE

# Mask on and move forward, together

## REGIONAL INFORMATION CENTER

By now, we're all aware of the difficulties local communities faced to stop the spread of COVID-19.

As we watched the numbers climb across the world, Washoe County municipalities pulled together and reached out to develop an integrated campaign that would help slow the spread of the virus. They reached out to key strategic partners, including KPS3, and we got to work to flatten the curve.

People were tuning in to media outlets and staying connected with social media to learn the latest information about the virus and how they could stay safe. We worked with every local media outlet (English and Spanish) to share the latest information and human interest stories about how people and businesses were being impacted by COVID-19. Throughout the eight month campaign, we secured nearly 50 stories, which greatly contributed to the community's knowledge about how they could do their part to help slow the spread.

**48**  
Media Stories


**619**  
Outreach Touchpoints

**497**  
Businesses Reached

**2,500+**  
Masks Delivered



The budget was \$800,000 for this full-service project.



Check out the case study to see how we helped flatten the curve.

# SEO & paid digital media

## KPS3 has provided Search Engine Optimization and Digital Advertising services since AI Gore invented the internet.

Today, we perform this work across a range of industries. From top B2B SaaS companies to tourism districts, we know what it takes to move people to action and reach an organizations' goals. Other agencies might talk about rankings or traffic—we focus on how these factors impact our clients, whether that's heads in beds or money in the pipeline.

Visit Carson City has done some incredible brand, campaign, and PR work over the past four years. Your efforts have elevated Carson from a pass-through town to an overnight destination, which is why it's time for its digital advertising and SEO efforts to catch up.

Our objective would be to develop an SEO and digital advertising strategy that integrates with your overall marketing and PR plan and contributes to your objectives.



PROJECT EXPERIENCE • SEO AND DIGITAL MEDIA

### “I hope you're super proud of that work, because we are.”

—President and CEO, Discover Kalamazoo

#### DISCOVER KALAMAZOO

Discover Kalamazoo needed help translating their overall marketing into paid and organic search, and they turned to us. Within the first six months of launching the paid search campaigns, we saw immediate success. The paid search strategy drove nearly 50% of all lodging package clicks and Discover Kalamazoo saw over a 50% increase in website engagements. Less than a year later, the Discover Kalamazoo team asked us to take on their SEO work.



Are you into data, too? Check out even more great stats and our strategy in the case study.

Discover Kalamazoo has an annual budget of \$66,000 for paid search and SEO. We do not provide paid social services. Placement costs are not included in this budget.

## SEO

SEO can contribute in two very important ways: by raising awareness and by driving web conversions. Optimizing for high-volume search terms increases destination awareness and website visits; it gets Visit Carson City seen amongst related entities, destinations, and publications. While optimizing for lower volume, high-intent keywords drive important web engagement and, ultimately, hotel referrals.

Based on our 2022 audit, as well as more recent research, we know that organic search can and should be driving more visits and valuable engagement to your website. Organic web traffic grew less than 2% in 2022, page engagement metrics were lower than industry benchmarks, and conversions decreased by 13%. We would love to work with you to grow your organic search equity and improve web engagement. (Seriously, our digital team gets jealous when the rest of the team talks about you.)

## Digital advertising

Similarly, digital advertising can raise awareness, get your destination on the Pinterest board, and get someone to book the trip. There is a lot of low-hanging fruit being missed in your current digital advertising strategy. We'd start with quick wins (especially on the paid search side), and begin to develop a plan that touches travelers throughout their user journey and integrates your marketing efforts. Our media plans outline objectives, budgets, and KPIs by channel, so our clients know what to expect from every one of their ad dollars.

The way your search campaigns are structured makes it nearly impossible to capture the types of searches you're attempting to, and it focuses most of your budget on branded terms. While branded search ads can be an important part of a strategy, very rarely should it be the majority of your efforts.

We would also work to better incorporate the Nostalgia Campaign and the creative content outlined above. The recent “tiktokification” of media presents a great opportunity for small brands to capture attention in a way that was previously only available to those with deep pockets. Using the creative content and campaign videos, we can then leverage those pieces to turn that attention into engagement and—you guessed it—put heads in beds.

# Web development

The website we launched in 2019 was the first large-scale project KPS3 and Visit Carson City did together. Soon, the site will be eight years old—and it'll be time for a full-blown redesign and redevelopment. Below is our plan for the website.

## Kick off with small improvements and maintenance

The first and second year is when we'd want to fine-tune the brand, audit the site, and prepare a plan for growth, SEO, and conversion optimization. Your current website can—and should—provide you a few more years of use. In these two years, we'd focus on optimizing the website for better user engagement, search engine rankings, and increased conversion rates. Modifications to the website can come in the form of reworking content and redesigning or creating new components to keep your content fresh.

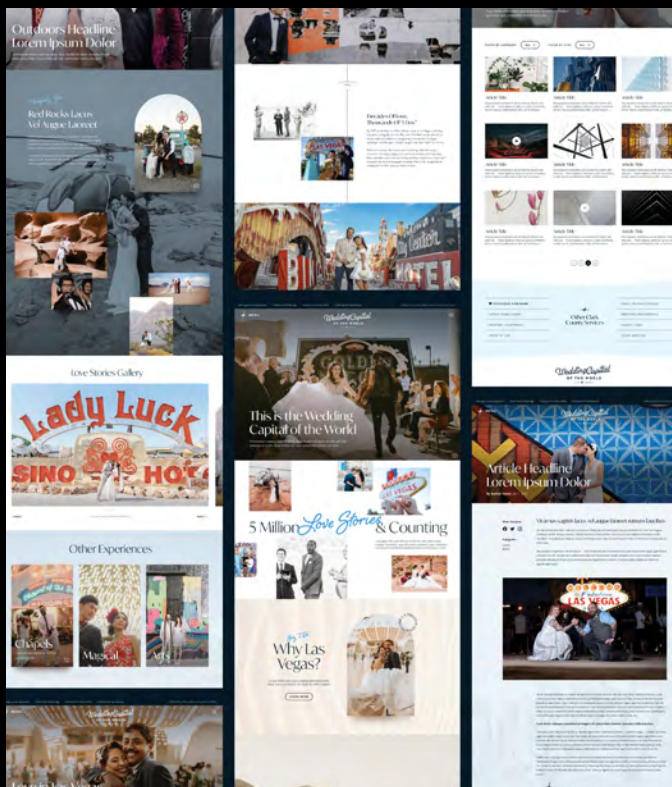
## Overhaul and mic drop

With an extended brand locked in and a website audit giving us a clear pathway, we can set out to create a new website. While we can't exactly predict what the trends will be in 2026, we're excited about some features that have gotten our wheels turning.

- **Social searching:** Let's give people the ability to get social search results from your website's global search functionality. For example, if a visitor searches for "hiking," they'll see a gallery of curated social media posts relevant to hiking. This not only extends your reach, but it also connects new visitors to experiences that align with their values.
- **Visitor personality quiz:** We promise this wouldn't feel like an astrology quiz. Instead, it would be a quick survey about what the visitor's likes. We would serve them a handful of questions like, "Which of the following experiences would you enjoy?" The options would include "easy solo hike" or "dinner and a show." Then we provide custom recommendations based on their selections.
- **Seasonal content:** By emphasizing the diversity of each season and the activities associated with them, we prove that our landscape truly has something for everyone. At a minimum, this gives us the opportunity to serve personalized content that visitors will appreciate.

## Fine print

Maintenance of the existing website will be included in the web development budget annually.



## PROJECT EXPERIENCE | WEBSITE DESIGN AND DEVELOPMENT

# A digital experience that inspires a rush to the altar

## CLARK COUNTY CLERK'S OFFICE

To provide a best-in-class website that would serve all couples seeking to get married in Clark County (Las Vegas), we worked with our client to establish the following objectives:

- Mobile-first. Simple, yet engaging.
- Easily accessible planning resources.
- Translatable for world travelers and meet WCAG 2.1 AA accessibility standards.
- Launch before the 5 millionth wedding license was issued.



We love love. And Capitals! See even more about the design, development and launch of this website.

We worked within the project budget of \$143,500.

# Email marketing

We want your email to work for you. In the past, we've helped clean up your lists to ensure the open rate was reflective of your engaged audience and we see so many more opportunities to tweak and refine your email marketing strategy.

First up, we want to help further segment your audiences, so you can send targeted emails to potential and past visitors—that way we meet their needs and keep them engaged with the content. This starts by collecting information at the signup point on the website for new subscribers and, for your existing list, we can send a short questionnaire to hone in on the type of content they want to receive (e.g., “I love the great outdoors”, “I’m here for the food”, “show me the deals”, etc.). Then we build out our lists.

The next step is to develop a content plan for each segment, that way the reader receives the right information at the right time. And with everything we do, the next step is a bit like being on an infinity loop: we'll guide you on how best to optimize, then we'll iterate and repeat, so you can get the most out of your email marketing efforts.

# Project management

We value building strong relationships and prioritize knowing the ins and outs of Visit Carson City. The account team at KPS3 will be your day-to-day contact as well as the glue that keeps our two teams collaborating and in the know. We'll ensure timelines and budgets are met and will keep the lines of communication open at all times. New this time around, we will create a project tracker that will be updated weekly, so you can keep track of various projects on the docket. Your account manager will oversee all stages of the process. When your account person is not available, the VP of Client Strategy will be a secondary resource.

## Internal website audit

As part of the additional requirements, KPS3 wants to acknowledge the review of current website content on .com and .biz and provide recommendations for improvement. While we know there may be research done by an outside firm, we had a senior-level member of our team who does not work on Visit Carson City take a look to give us an objective viewpoint.

Based on their insights, we were able to determine some quick wins and immediate updates as well as some content recommendations and user experience improvements and will take a deeper dive in the first year of the contract.

### User experience

As the site has grown with features and content, so has the navigation. Small improvements like simplifying the language and making portions of the nav sticky so it scrolls with the visitor could help lead them to booking their stay or planning a trip more easily. There is also opportunity to cross-promote on attraction pages.

### Content and design

Lead with your “why.” Focus on what Carson City’s differentiators are on the homepage and continue that thread. This may mean reworking the hero intro and helping to solve for a balance between features like events and apps and strong branded content.

### Design

Your library of assets has grown over the years and so has your brand, events, and promotional items. Certain components and templates should be reworked to have images refreshed and content reworked. This includes primarily the homepage intro component, cards feed, and event landing page.

# Reporting

KPS3 has configured and still manages hundreds of unique Google Analytics (yes, including GA4) accounts for client websites and applications. We configure these accounts to track custom events and conversions for our clients, capturing everything from video playback to hotel referrals to marketing qualified leads (MQLs). While Google Analytics is certainly the core measurement tool, we are well-versed in several tracking, CRM, and analytics platforms, including but not limited to: Google Search Console, SEMrush, Screaming Frog SEO, Funnel.io, Mailchimp, Salesforce, Marketo, Hubspot, Pardot, Sprout, Cision, and—well, you get the idea.

But, as they say, a fool with a tool is still a fool. As you know, our team doesn't just print out automatic reports from these platforms and hand them over to you like some agencies might. Data is nothing without context. Our digital and PR divisions are well-practiced in analyzing the information from all platforms to develop insights that we and our clients can use to improve their efforts. Ultimately, we want to know what's working and why. We look at attribution to understand performance and engagement as well as better define quality audiences. We provide recommendations for next steps and are constantly looking for ways to improve our results. These are the narratives we build when building your reports.



## The plan forward

Throughout our response to the RFP, we've developed a road map and shared our vision for Visit Carson City's marketing and communications strategy. Below is a quick cheat sheet to show you a high level view of what four more years of KPS3 + Visit Carson City will look like. We see endless possibilities and we're excited about the opportunity to continue building upon our momentum to make Carson City a must-see Nevada destination. Here's to four more years!

### YEAR 1 • RESET & RECHARGE

- Develop a fully integrated marketing and comms plan
- Create an extended brand guideline
- Refresh the Nostalgia campaign
- Conduct a social media audit
- Establish an SEO and paid digital advertising program
- Keep a steady PR drumbeat
- Make user experience updates to the website

### YEAR 2 • SHOUT IT OUT

- Create the new pop-up campaign
- Create a new brand activation
- Develop a new press kit
- Ongoing marketing, PR, SEO, paid digital advertising, and social strategy

### YEAR 3 • EXECUTE & PREPARE

- Development of the website redesign begins
- Conduct a visitor analysis and research
- Ongoing marketing, PR, SEO, paid digital advertising, and social strategy

### YEAR 4 • NEW, NEW, NEW

- Launch the new website
- Create the new pop-up campaign
- Create a new brand activation
- Develop a new press kit
- Ongoing marketing, PR, SEO, paid digital advertising, and social strategy



Poster dreamed up by KPS3, with a little help from A.I. and Midjourney :)



**Four more years...  
what about a lifetime?**

**Through the scope of work, we've sectioned out what each of our service areas can do for Visit Carson City, but we wanted to showcase what it might look like when we go all-in on an pop-up campaign.**

### Let's set the scene

What's more nostalgic and brings people together better than an old fashioned, feel-good holiday movie? Is there a more perfect backdrop to a snowy and cozy scene than Carson City, Nevada? Mario Lopez doesn't think so and neither do we.

Carson City is already known for having the small-town charm movies are made of. So let's take the reins of our own story. We'll produce a spoof short film of a Lifetime holiday movie that features local businesses and attractions—with a little holiday magic, some nostalgic warm feelings, and a LOT of tropes to go along with it. But we won't just stop at creating a video. We'll make this an integrated campaign that visitors and locals alike can look forward to every year.

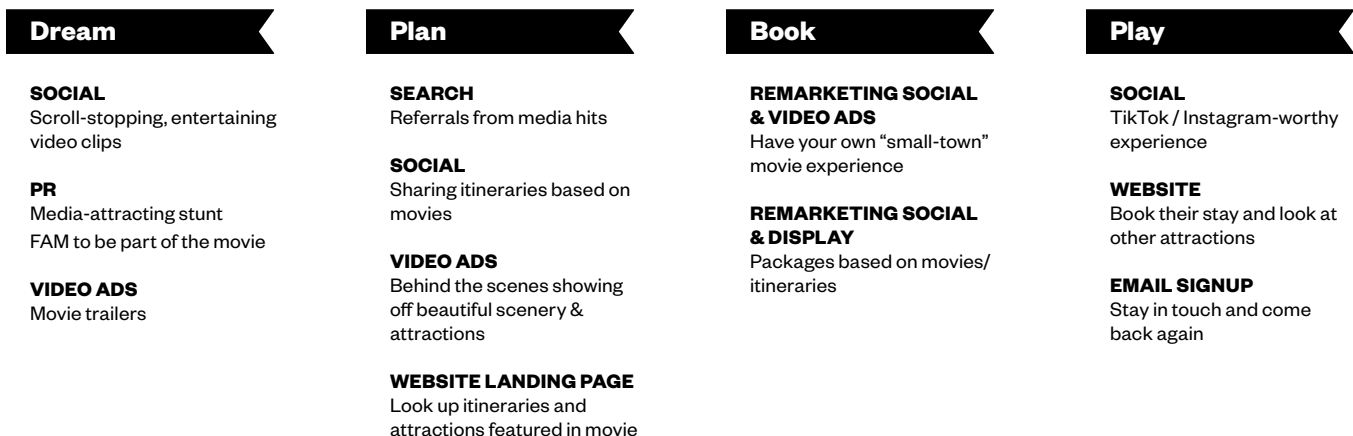
### The pretty package

Every holiday Lifetime movie starts with a solid script that follows the "formula." Once we develop the story, we'll produce a 3-5 minute video and behind-the-scenes images.

### Spreading the word

We will create movie trailers and poster artwork to use in digital advertising and on social media. We'll leverage clips, outtakes, and behind-the-scenes content for your various social media platforms.

### The visitor funnel



### Shouting it from town square

All movies have a premiere, and ours will be no different. This is an opportunity to get the media involved by generating hype with exclusive one-on-one interviews with the "stars" of the film. (Think high-back directors chairs and celebrity gossip.) The actors will have their talking points down pat, labeling Carson City as the best place to vacation.

### Moving people to action

When something like this takes hold in the news and on social media, people start to talk about it—and then they start to search about it. When people search for that town that did the Lifetime Holiday movies, we'll make sure they wind up on our website.

### Bringing it all together

A landing page on your site will act as the hub for this campaign. We'll feature the movie and develop itineraries based on the storyline. We'll also cross-promote other small-town appeal events and attractions. The call-to-action will be for people to visit Carson City to create their own "lifetime movie moment."

### The fairy-tale ending

The possibilities are endless. From humorous scripts with a host of local spots to future film festivals with user-generated content, this is just a taste of a pop-up campaign that has lasting potential. It's the perfect blend of nostalgia and small-town charm that tourists crave.

**GENERAL INFORMATION REGARDING YOUR FIRM**

Name of Firm	KPS/3
Address of Firm	500 Ryland Street, Ste 300, Reno, NV 89502
Phone Numbers of Firm	(775) 686-7439
Owners of Firm	Rob Gaedtke (President and CEO), Kevin Jones (COO), Bob Whitefield (VP of Growth), Jenna Hubert (Creative Director), Julia Jones (Director of SEO and Digital Media)
Contact Person of Firm	Andy Walden (VP of Marketing) (775) 624-7316   andy.walden@kps3.com
Is the Firm a subsidiary of a larger agency or associated with another agency? If yes, provide additional information.	No
Nevada Business ID	NV19941094961

**INSURANCE INFORMATION**

**Insurance Carrier**

Producer LP Insurance Services LLC

Insurer Hartford Underwriters Insurance Company, Travelers Property Casualty Co of America, Hiscox Insurance Company Inc

**Coverage Summary (provide Proof of Insurance)**

- Commercial General Liability
  - » Each Occurrence - \$1,000,000
  - » Damage to Rented Premises - \$250,000
  - » Med Exp (Any one person) - \$10,000
  - » Personal & Adv Injury - \$1,000,000
  - » General Aggregate - \$2,000,000
  - » Products - \$2,000,000
  - » Employee Benefits Liability - \$1,000,000
- Automobile Liability
  - » Combined Single Limit - \$1,000,000
- Umbrella
  - » Each Occurrence - \$1,000,000
  - » Aggregate - \$1,000,000
- Workers Compensation and Employer’s Liability
  - » E.L. Each Accident - \$1,000,000
  - » E.L. Disease (each employee/policy limit) - \$1,000,000
- Professional Liability
  - » Each claim - \$1,000,000
  - » Aggregate - \$2,000,000
  - » Deductible - \$10,000

**ORGANIZATIONAL INFORMATION**

- » KPS3 Organizational Structure: C-Corporation

<b>Leadership</b>	<b>Rob Gaedtke</b> President & CEO	<b>Kevin Jones</b> COO	<b>Bob Whitefield</b> VP of Growth (SEO/DMM)	<b>Stephanie Kruse</b> Founder	
<b>Administration &amp; Marketing</b>	<b>Connie Weber</b> Director of Operations	<b>Shayna Gaedtke</b> Human Resources Manager	<b>Fong Menante</b> Traditional Media Buyer	<b>Andy Walden</b> VP of Marketing	
<b>Account Strategy &amp; Project Management</b>	<b>Sarah Polito</b> VP of Client Strategy	<b>Brittany Rubenau</b> Account Director	<b>Ashlan Sherron</b> Account Manager	<b>Ryan Sullivan</b> Account Manager	<b>Josh Bartlett</b> Account Coordinator
	<b>Mike McDowell</b> VP of Client Strategy	<b>Danielle Longley</b> Account Director	<b>Brook Bentley</b> Account Manager	<b>Ravyn Smith</b> Account Manager	<b>Olive Giner</b> Account Coordinator
	<b>Brittany Silva</b> VP of Client Strategy	<b>Sarah Goodlaxson</b> Account Director	<b>Lauren Hober</b> Account Manager	<b>Anna-Leigh Firth</b> Account Coordinator	<b>Ashley Campagna</b> Account Coordinator
<b>Creative Services</b>	<b>Jenna Hubert</b> Creative Director	<b>Frances Ellenberger</b> Senior Designer	<b>Vin Gonzalez</b> Designer	<b>Matt McDowell</b> Production Artist	
	<b>Teva Hopper</b> Creative Director	<b>Michael Lindsey</b> Senior Designer	<b>Ashley Chisam</b> Senior Designer	<b>Jared Barnett</b> Senior Content Producer	
	<b>Christine Harcinske</b> Creative Director	<b>Chelsea Bosco</b> Designer	<b>Shyene Joubert</b> Copywriter	<b>Thomas Kohler</b> Production Artist	
<b>Development</b>	<b>Jonathan Rutheiser</b> Technical Director	<b>Brandon Barringer</b> Developer	<b>Jake Coming</b> Sr. Developer		
	<b>Nitish Narala</b> Technical Director	<b>Alax Vong</b> Designer and Front End Developer	<b>Elijah Woelbing</b> Front End Developer		
<b>Public Relations</b>	<b>Julie Ardito, APR</b> VP of Public Relations	<b>Chrisie Yabu</b> Director of Public Relations	<b>Nicole Shearer</b> Public Relations Director	<b>Jena Esposito, APR</b> Public Relations Manager	
<b>Search &amp; Digital Media</b>	<b>Julia Jones</b> Director of SEO & Digital Media	<b>Jessie Sublette</b> Search & Digital Media Manager	<b>Billy Ruecker</b> Search & Digital Media Specialist	<b>Montana Routsis</b> Search & Digital Media Specialist	
	<b>Joe Hopper</b> Director of SEO & Digital Media	<b>Tim Bain</b> Search & Digital Media Manager	<b>Sierra Davies</b> Director of SEO & Digital Media	<b>Liz Seang</b> Search & Digital Media Specialist	
<b>Social Media</b>	<b>Sara Robbins, APR</b> Director of Social Media	<b>Annie Wagner</b> Social Media Coordinator	<b>Logan Schauer, MA</b> Social Media Coordinator	<b>Callee Marlow</b> Social Content Creator	

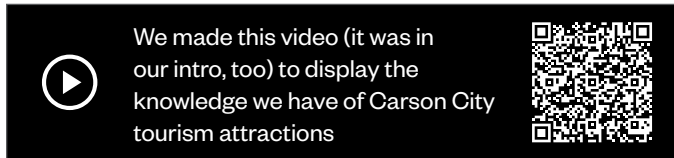


Key personnel resumes can be found here for the staff on pg. 4

## TECHNICAL KNOWLEDGE

### What knowledge does your firm possess of tourism attractions in the Carson City area?

The past four years have been a master class in the tourism attractions Carson City has to offer. Not only have we made it our mission to know the offerings of Carson City through our work, but we've also brought our friends and family to enjoy as well. We've helped develop the story lines for hidden treasures, such as Bosco and the seven goats; the digital deets (and discounts) available through Hungry Hikers, Bikers, and Triathlon Passes; bringing attention to the important history of the Cultural Center at Stewart Indian School; and the journeys back in time offered by the V&T Railway—just to name a few. We feel we're close enough, yet not too close to see the area through fresh eyes.



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

The most important principle and practice for web and digital development is to never get comfortable. The internet—and the people using it—demands speed, sophistication, and ease of use. We always work to outpace change.

While we take the same approach to discovery and process to create the best outcomes, we adapt our approach to the goal we're trying to achieve. There is no CMS we have blind loyalty to, a best practice we won't question, or a content strategy we won't poke holes in. We're constantly researching and recommending the best solutions that will meet the needs of our clients.

We've gotten to this level of expertise by building everything from complex government websites with thousands of pages to elegant landing pages that level-up a brand. Beyond that, we've created web apps that let Carson City visitors walk through time on the Kit Carson Trail to machines that let visitors swirl wine in a digital environment.

From the CRM side, we work with various clients on robust e-marketing and CRM solutions. Our priority is to help each client select the CRM that will best fit their needs and ensures we can track which channels are performing at the highest levels.



### What knowledge does your firm possess regarding web/digital development and maintenance, e-marketing, marketing, branding, advertising, public relations with both public and governmental agencies?

Over the past 30+ years, we've worked in a variety of industries, from SaaS to tourism and everything in between. We're also well-versed in working with government agencies. We know the process, collaborate with key players, and can navigate the various layers of approvals needed to achieve consensus. Additionally, we understand the important role grants have played for Visit Carson City in the past couple of years—we are just a phone call away to help you with your application. Our full-service agency has the depth of knowledge to tackle the most complex marketing and communications initiatives.

## TECHNICAL ABILITIES

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

Every project starts with a clear, shared understanding of its goals and objectives. Depending on the size of the project, the discovery phase could include a meeting with your marketing team or if it is a quick request, we'll ask you a few questions and get to work. With each project, you'll have one touch point that will manage it and keep you in the know. Once a project is kicked off, we'll provide you with a timeline and budget. Our skilled project managers are "radically responsible" with your funding and at any point can show you where we are in a project, what our process is, and what we're tackling next. For us, communication is the cornerstone of success, so we'll keep you updated with checkpoints along the way.

Throughout our agency history government agencies and businesses have turned to KPS3 to plan, create, and execute very large campaigns to small ones—and at times on a short timeline—because they know we will get the job done well. We're not afraid to take risks, but we never do it as a blind leap of faith. We always keep the goal in mind.


**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 has extensive experience conceptualizing, designing, and implementing high-profile brands, campaigns, and public relations work. We work with the media day-in and day-out—they are allies when managed and partnered with appropriately. They have a story to tell, and we keep your best interests in mind at all times when working with them to ensure accurate and fair delivery of those narratives. We make it a point to meet with our clients' key stakeholders (including board members, elected officials, and key community leaders). We are good at listening to dissent and taking a metaphorical punch. Our tenacity is what makes us great to work with because we keep moving forward, problem-solving, and refining until we come to a solution that achieves consensus for an optimal end result, even for the biggest critics. Do you remember when we posted the new Visit Carson City logo for the first time? Yeah, we didn't forget it either. But we had the research and process to back up every decision we made. Together, we fielded questions and angry social media posts from adversarial constituents with ease.

**What abilities does your firm possess to be able to plan, schedule, and organize all aspects of web/digital development, and content creation for marketing, branding, advertising, and public relations management?**

KPS3 is a well-oiled machine when it comes to efficient planning, scheduling, and organizing any type of marketing, PR, and technical projects. Committed to providing you with a timeline that details deliverables and all major milestones, we pride ourselves on open communication to ensure parties are in alignment about roles and responsibilities. To promote proper communication, planning, and execution, we'll continue having our monthly status meetings to discuss strategy, upcoming deliverables, and deadlines across our teams (and we'll do so while everyone is exchanging jokes along the way). Additionally, we plan to implement a project tracker that you will have access to so you can see the status of projects.

SECRETARY OF STATE



STATE OF NEVADA

**NEVADA STATE BUSINESS LICENSE**  
KPS3

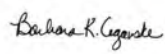
Nevada Business Identification # NV19941094961  
Expiration Date: 08/31/2023

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.

**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.**

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the Great Seal of State, at my office on 06/30/2022.



BARBARA K. CEGAVSKE  
Secretary of State

Certificate Number: B202206302794635  
You may verify this certificate online at <http://www.nvssos.gov>

**ACORD**  
**CERTIFICATE OF LIABILITY INSURANCE**

DATE (MM/DD/YYYY)  
03/08/2023

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).

<b>PRODUCER</b> L/P Insurance Services LLC 300 East 2nd Street Suite 1300 Reno NV 89501	<b>CONTACT NAME</b> Dianne Fernandez <b>PHONE</b> (775) 996-6000 <b>FAX</b> (775) 473-6288 <b>EMAIL</b> dianne.fernandez@ipins.net
<b>INSURED</b> KPS 3 500 Ryland Street, Suite # 300 Reno NV 89502	<b>INSURER(S) AFFORDING COVERAGE</b> INSURER A: Hartford Underwriters Insurance Company 30104 INSURER B: Travelers Property Casualty Co of America 25674 INSURER C: Hiscox Insurance Company Inc 10200 INSURER D: INSURER E: INSURER F:


**COVERAGES**      **CERTIFICATE NUMBER:** CL2211771074      **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.

LINE	TYPE OF INSURANCE	FORM	INSR. NO.	POLICY NUMBER	INSR. DATE (MM/DD/YYYY)	EXPIR. DATE (MM/DD/YYYY)	LIMITS
A	COMMERCIAL GENERAL LIABILITY <input checked="" type="checkbox"/> CLAIMS MADE <input checked="" type="checkbox"/> OCCUR			5358AAU4BL4010	10/19/2022	10/19/2023	EACH OCCURRENCE \$ 1,000,000 TOWERS & TOWER \$ 1,000,000 MED EXP-AM-INS-EMER \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP-OP AGG \$ 2,000,000 Employee Benefit Lead \$ 1,000,000 COMBINED SINGLE LIMIT \$ 1,000,000
A	AUTOMOBILE LIABILITY ANY AUTO OWNED AUTO ONLY LEASED AUTO ONLY <input checked="" type="checkbox"/> SCHEDULED <input checked="" type="checkbox"/> NON-SCHEDULED AUTOS ONLY			5358AAU4BL4010	10/19/2022	10/19/2023	BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per person) \$
A	UMBRELLA LIAB EXCESS LIAB <input checked="" type="checkbox"/> CLAIMS MADE <input checked="" type="checkbox"/> OCCUR DED. \$ 10,000			5358AAU4BL4010	10/19/2022	10/19/2023	EACH OCCURRENCE \$ 1,000,000 AGGREGATE \$ 1,000,000
B	WORKERS COMPENSATION AND EMPLOYERS LIABILITY ANY PROFESSIONAL/PAID/EMPLOYEE/EXECUTIVE/OFFICER/BOARDER/EXCLUDED? (Mandatory in NV) GEN. SUPPLY OF CONSULTANTS below		Y/N	UB4T94855A2255G	09/01/2022	09/01/2023	<input checked="" type="checkbox"/> EEL <input checked="" type="checkbox"/> EEL E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
C	Professional Liability			PI1002386706	05/01/2022	05/01/2023	Each Claim \$ 1,000,000 Aggregate \$ 2,000,000 Deductible \$ 10,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 91, Additional Remarks Schedule, may be attached if more space is required)  
Evidence of Coverage

<b>CERTIFICATE HOLDER</b> Evidence of Insurance	<b>CANCELLATION</b> 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 Dianne Fernandez
--	--



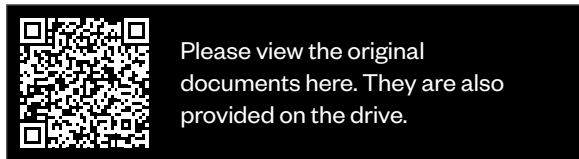
**Carson City Business License Division**  
108 E. Proctor Street  
Carson City, NV 89701  
(775) 887-2105 - Hearing Impaired: 711  
buslic@carson.org

**BUSINESS LICENSE CERTIFICATE**

<b>Business Name:</b> KPS3, INC	<b>Business Type(s):</b> 541613 Marketing Consulting Services
<b>Business Location:</b> 500 RYLAND STREET STE #300 O OF T, RENO RENO, NV 89502	<b>Mailing Address:</b> 500 RYLAND ST #300 RENO, NV 89502
<b>Owner:</b>	
<b>License Number:</b> BL-001482-2020	<b>License Type:</b> Business License
<b>Issued Date:</b> 1/1/2023	<b>Classification:</b> Out of Town
<b>Expiration Date:</b> 12/31/2023	<b>Fees Paid:</b> \$79.90

Thank you for choosing to operate your business in Carson City.  
Please provide any changes to the business information to the Business License Division. Licenses are not transferable.  
If you have any questions concerning your business license, contact the Business License Division.

**TO BE POSTED IN A CONSPICUOUS PLACE**



# Web/Digital Maintenance and Development, Creative Content, and Public Relations

COST PROPOSAL  
RFP #2023-002

**KPS3**

500 Ryland St., # 300  
Reno, NV 89503

#### Contact Information

Andy Walden  
andy.walden@kps3.com  
(775) 624.7316



# Estimated costs

We see ourselves as financial stewards of your marketing budget. We want to see your money stretch as far as possible, and with that takes a bit of planning and laser-focused tracking and projecting. Below, we've outlined a proposed budget that maps to our scope of work. Knowing a lot could change over the next four years, we'll look at the budget together annually and make adjustments where necessary to align with your objectives.

DIVISION	YEAR 1	YEAR 2	YEAR 3	YEAR 4	TOTAL
<b>Account Strategy</b>	\$12,500	\$15,000	\$12,500	\$15,000	\$55,000
<b>Brand, Creative, and Pop-up Campaigns</b>	\$75,000	\$70,000	\$40,000	\$60,000	\$245,000
<b>Content Creation</b>	\$50,000	\$45,000	\$30,000	\$50,000	\$175,000
<b>Digital Media Management (SEO, paid search, paid social)</b>	\$75,000	\$75,000	\$70,000	\$75,000	\$295,000
<b>Web Development</b>	\$15,000	\$15,000	\$85,000	\$40,000	\$155,000
<b>Public Relations</b>	\$50,000	\$70,000	\$50,000	\$70,000	\$240,000
<b>Social Media</b>	\$7,500	\$10,000	\$7,500	\$10,000	\$35,000
<b>Total</b>	<b>\$285,000</b>	<b>\$300,000</b>	<b>\$295,000</b>	<b>\$320,000</b>	<b>\$1,200,000</b>

The plans and estimated budget outlined in the RFP may shift as objectives and priorities are identified. If shifts to the plans and budget are needed, KPS3 will receive approval from Visit Carson City before finalizing.

Visit Carson City will be provided a blended hourly rate of \$155/hour across all service lines. The monthly invoices will include the hours breakdown for completed work.

PROPOSED STAFF RESUME

A resume must be completed for all key proposed prime contractor staff and proposed subcontractor staff.

Name of Company Submitting Proposal:		KPS3	
<i>Check the appropriate box if the proposed individual is prime contractor staff or subcontractor staff</i>			
Contractor Staff:	X	Subcontractor Staff:	
<i>The following information requested pertains to the individual being proposes for this project.</i>			
Name:	Andy Walden	Key Personnel: (Yes or No)	Y
Individual's Title:	VP of Marketing		
Years in Classification:	3	Years with Firm:	4
<b>BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE</b> <i>Information shall include a summary of the proposed individual's professional experience.</i>			
<p>Andy has over 20 years of experience working within digital marketing industry. He's lead travel &amp; tourism departments, email platforms, and non-profit organizations. With the range of experience, he can offer a unique perspective when helping solve a variety of marketing problems. In addition, Andy volunteers his time participating the Terry Lee Wells Nevada Discovery Museum board and the American Marketing Association board.</p>			
<b>RELEVANT EXPERIENCE</b> <i>Information required shall include timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.</i>			
<ul style="list-style-type: none"> <li>• <b>Vice President of Marketing; KPS3; Reno, NV;</b> November 2018 to Present             <ul style="list-style-type: none"> <li>○ Responsible for growth of the company, helping bring in over \$1.3MM in new business revenue. Clients have included Wedding Capital of the World, Splashtop, Nevada Secretary of State, Visit Carson City, Stellar Development Foundation, Environmental Incentives, and others.</li> <li>○ Managing the social, email, web, and referral business of KPS3 to help build awareness.</li> <li>○ Responsible for community relations, student programs, and ongoing donations for the company.</li> <li>○ Creating proposals, reviewing contracts, and onboarding new clients.</li> </ul> </li> <li>• <b>Client Success Manager; Noble Studios; Reno, NV; February 2012 to November 2018</b> <ul style="list-style-type: none"> <li>○ Managed over \$1.5MM in annual account revenue.</li> <li>○ Led Noble's travel vertical, providing ongoing strategy to grow clients' digital footprints. Channels included web, search, media buying, and nurture marketing across destinations such as Tahiti Tourisme, Yosemite, Santa Monica, Newport Beach, Travel Nevada, and Lake Tahoe.</li> <li>○ Helped build out marketing campaigns and user experiences for clients such as Wikipedia, Google, Disney/Pixar, University of California, Katy Perry, Ford Fusion, and Renown Health, Autodesk, and others.</li> </ul> </li> <li>• <b>Account Manager; One to One Global; Reno, NV;</b> September 2009 to December 2011 (Headquartered in Boston, MA)             <ul style="list-style-type: none"> <li>○ Provided email strategy and direction for Deloitte firms across the world with</li> <li>○ One to One's proprietary email marketing platform.</li> <li>○ Oversaw the mobile and desktop campaign strategy for ASPCA. Specific project added 30,000+ emails to their contact list. Won a 2011 MediaPost Appy Award.</li> </ul> </li> </ul>			

PROPOSED STAFF RESUME

<b>EDUCATION</b> <i>Information required shall include institution name, city, state, degree and/or achievement and date completed/received.</i>	
<ul style="list-style-type: none"> <li>• University of Washington; June 2007               <ul style="list-style-type: none"> <li>○ Master of Science in Information Management</li> </ul> </li> <li>• University of Nevada, Reno; Spring 2004               <ul style="list-style-type: none"> <li>○ Bachelor of Arts Degree in Journalism/Advertising • Minor in Information Systems</li> </ul> </li> </ul>	
<b>CERTIFICATIONS</b> <i>Information required shall include type of certification and date completed/received.</i>	
Google Analytics Certified	
<b>REFERENCES</b> A minimum of three (3) references are required.	
Reference #1:	
Name:	<i>Rob Gaedtke</i>
Title:	<i>President &amp; CEO</i>
Phone Number:	<i>(775) 750-5444</i>
Email Address:	<i>rob.gaedtke@kps3com</i>
Reference #2:	
Name:	<i>Sarah Porter</i>
Title:	<i>Principal</i>
Phone Number:	<i>(775) 848-9768</i>
Email Address:	<i>sarah@porterhousemarketing.com</i>
Reference #3:	
Name:	<i>Megan Duggan</i>
Title:	<i>Director of Community Relations</i>
Phone Number:	<i>(702) 338-1511</i>
Email Address:	<i>MDuggan@chanevada.org</i>

PROPOSED STAFF RESUME

A resume must be completed for all key proposed prime contractor staff and proposed subcontractor staff.

Name of Company Submitting Proposal:		KPS3	
<i>Check the appropriate box if the proposed individual is prime contractor staff or subcontractor staff</i>			
Contractor Staff:	X	Subcontractor Staff:	
<i>The following information requested pertains to the individual being proposes for this project.</i>			
Name:	Jenna Hubert	Key Personnel: (Yes or No)	Yes
Individual's Title:	Creative Director		
Years in Classification:	5	Years with Firm:	12
<b>BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE</b> <i>Information shall include a summary of the proposed individual's professional experience.</i>			
<p>Jenna Hubert has more than 15 years of experience in marketing and advertising, many of which have been with KPS3. Starting as a graphic designer and writer she honed her skills in the digital space specializing in website design and user experience and front-end development. With a firm understanding of how design and technical strategy translate to creative campaigns that convert, she moved into a position to lead a creative team as the Creative Director. She now oversees the creative strategy for our clients while collaborating with other designers, developers, directors and specialists at KPS3 to craft creative that converts.</p>			
<b>RELEVANT EXPERIENCE</b> <i>Information required shall include timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.</i>			
<p><b>Creative Director</b>          2018-Present – KPS3 – Reno, NV          - Lead creative and web/ux design strategy</p> <p><b>Associate Creative Director</b>          2017-2018 – KPS3 – Reno, NV</p> <p><b>Website Designer and Front-End Developer</b>          2014-2017 – KPS3 – Reno, NV          - Website, UI/UX design          - Front-end website development</p>			
<b>EDUCATION</b> <i>Information required shall include institution name, city, state, degree and/or achievement and date completed/received.</i>			

PROPOSED STAFF RESUME

University of Nevada, Reno – Reno, Nevada. B.A. 2011	
<b>CERTIFICATIONS</b> <i>Information required shall include type of certification and date completed/received.</i>	
<b>REFERENCES</b> A minimum of three (3) references are required.	
Reference #1:	
Name:	Glenn Morris
Title:	President & CEO
Phone Number:	805.925.2403
Email Address:	glenn@santamaria.com
Reference #2:	
Name:	Tom Simpkins
Title:	Director of Manufacture Nevada <i>(Formerly Nevada Industry Excellence)</i>
Phone Number:	775.784.1935
Email Address:	tspimpkins@nvie.nevada.edu
Reference #3:	
Name:	Kendall Holcomb
Title:	Public Information Officer, Nevada Department of Health and Human Services
Phone Number:	775.431.7092
Email Address:	kholcomb@health.nv.gov

PROPOSED STAFF RESUME

A resume must be completed for all key proposed prime contractor staff and proposed subcontractor staff.

Name of Company Submitting Proposal:		KPS3	
<i>Check the appropriate box if the proposed individual is prime contractor staff or subcontractor staff</i>			
Contractor Staff:	X	Subcontractor Staff:	
<i>The following information requested pertains to the individual being proposes for this project.</i>			
Name:	Jonathan Rutheiser	Key Personnel: (Yes or No)	Yes
Individual's Title:	Technical Director		
Years in Classification:	14	Years with Firm:	10
<b>BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE</b> <i>Information shall include a summary of the proposed individual's professional experience.</i>			
HTML, CSS, JavaScript, PHP, MySQL, and Linux			
<b>RELEVANT EXPERIENCE</b> <i>Information required shall include timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.</i>			
<p><b>10/2013 – present</b>  <b>KPS3 (500 Ryland St, Ste 300; Reno, NV 89503)</b></p> <ul style="list-style-type: none"> <li>● <b>Technical Director 5/2020 to Present</b>        Managing and overseeing all web processes for the team. Responsible for all technical applications ongoing maintenance. Projects included large B2B SaaS projects to nonprofits to governmental campaign sites.</li> <li>● <b>Technical Lead 1/2018 to 5/2020</b>        Leading the technical team and helping build custom applications and marketing websites for clients. This included developing a compliance platform for the Attorney General's Office, large B2B SaaS websites, a promotional web application that connected with a live-stream swirl machine, and other projects.</li> <li>● <b>Front-end Developer 10/2013 to 1/2018</b>        Builds custom websites for clients and internal. Primarily focused on the front-end of websites, but have also worked on the back-end. Software includes Wordpress, Expression Engine, Drupal, and Node. Languages include HTML, CSS, JavaScript, PHP, and Python.</li> </ul>			

PROPOSED STAFF RESUME

<p><b>09/2008 – 10/2013</b>  <b>Freelance Web Developer</b>          Built custom websites and applications for a variety of clients. Languages include HTML, CSS, JavaScript, PHP, and Python. Databases used include MySQL, PostgreSQL, Redis, and MongoDB</p>	
<p><b>EDUCATION</b>  <i>Information required shall include institution name, city, state, degree and/or achievement and date completed/received.</i></p>	
N/A	
<p><b>CERTIFICATIONS</b>  <i>Information required shall include type of certification and date completed/received.</i></p>	
N/A	
<p><b>REFERENCES</b>          A minimum of three (3) references are required.</p>	
Reference #1:	
Name:	Glenn Morris
Title:	President & CEO
Phone Number:	805-925-2403 x825
Email Address:	glenn@santamaria.com
Reference #2:	
Name:	Bryan Landaburu
Title:	VP Of Marketing
Phone Number:	775-338-8686
Email Address:	bryan@peoplegrove.com
Reference #3:	
Name:	Greg Tessitore
Title:	Director of Demand Generation
Phone Number:	917-733-8796
Email Address:	greg@teampay.co

PROPOSED STAFF RESUME

A resume must be completed for all key proposed prime contractor staff and proposed subcontractor staff.

Name of Company Submitting Proposal:		KPS3	
<i>Check the appropriate box if the proposed individual is prime contractor staff or subcontractor staff</i>			
Contractor Staff:	x	Subcontractor Staff:	
<i>The following information requested pertains to the individual being proposes for this project.</i>			
Name:	Julia Jones	Key Personnel: (Yes or No)	Yes
Individual's Title:	Director of Search & Digital Media, Partner		
Years in Classification:	6, 1	Years with Firm:	12
<b>BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE</b> <i>Information shall include a summary of the proposed individual's professional experience.</i>			
Strategy, management, and oversight of all paid digital advertising, Search Engine Optimization, website and digital advertising tracking, and reporting efforts.			
<b>RELEVANT EXPERIENCE</b> <i>Information required shall include timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.</i>			
06/2011 – present KPS3 500 Ryland Suite 300 Reno, NV 89502 Account Manager (2011-2017), Director of Search & Digital Media (2017-present), Partner (2022-present) Strategy setting, channel plan development, and management of digital advertising campaigns and search engine optimization strategies. Her and her team are proficient in the use of many analytics, reporting, and advertising platforms including but not limited to: Google Analytics, Google Tag Manager, Google Ads, Salesforce, Hubspot, Facebook Ads, Twitter Ads, TikTok Ads, Instagram Ads, SEMrush, StackAdapt, Linkedin Ads, Google Looker Studio.			
<b>EDUCATION</b> <i>Information required shall include institution name, city, state, degree and/or achievement and date completed/received.</i>			
University of Nevada Reno Reno, NV MBA  University of Puget Sound Tacoma, WA Bachelor's Degree in English Literature			
<b>CERTIFICATIONS</b> <i>Information required shall include type of certification and date completed/received.</i>			



PROPOSED STAFF RESUME

Google Ads Certification Achieved 2018, Last Renewed 2020 Certification in Search, Video, and Shopping Ads  Google Analytics Certification Achieved 2018, Last Renewed 2020	
<b>REFERENCES</b> A minimum of three (3) references are required.	
Reference #1:	
Name:	Jane Ghosh
Title:	President & CEO
Phone Number:	269-488-9000
Email Address:	jghosh@discoverkalamazoo.com
Reference #2:	
Name:	Glenn Morris
Title:	President & CEO
Phone Number:	805.925.2403
Email Address:	glenn@santamaria.com
Reference #3:	
Name:	Yolanda Muchnik
Title:	VP of Marketing
Phone Number:	N/A
Email Address:	ymuchnik@gozego.com

PROPOSED STAFF RESUME

A resume must be completed for all key proposed prime contractor staff and proposed subcontractor staff.

Name of Company Submitting Proposal:		KPS3	
<i>Check the appropriate box if the proposed individual is prime contractor staff or subcontractor staff</i>			
Contractor Staff:		Subcontractor Staff:	
<i>The following information requested pertains to the individual being proposes for this project.</i>			
Name:	Julie Ardito	Key Personnel: (Yes or No)	Yes
Individual's Title:	Vice President of Public Relations		
Years in Classification:	25+	Years with Firm:	1
<b>BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE</b> <i>Information shall include a summary of the proposed individual's professional experience.</i>			
Julie has 30 years of strategic public relations, communications and brand marketing experience including reputation management, media relations and crisis communications. She has comprehensive experience working in highly complex environments and across diverse industries, including Nevada economic development, corporate, higher education, non-profit, marketing agencies and government. Her reputation is a trusted communications advisor who excels at shaping and building brand reputations through sound strategy, consensus building and community and partner collaboration.			
<b>RELEVANT EXPERIENCE</b> <i>Information required shall include timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.</i>			
<p><b>Senior Director, Advancement and Engagement</b>  <b>University of Nevada, Reno School of Medicine</b>          2017-2022</p> <ul style="list-style-type: none"> <li>Led the School of Medicine's in-house, integrated marketing communications agency managing brand reputation, awareness, and community engagement to impact faculty and student recruitment, and funding.</li> <li>Centralized UNR Med's marketing and communications services to advance UNR Med's strategic priorities, including integrating public relations, communications and marketing, creative/web/multimedia, events and development.</li> <li>Served as UNR Med's government affairs representative during the 2019 and 2021 Nevada Legislative sessions - and as liaison to federal, state and city delegates.</li> </ul> <p><b>Director of Public Relations</b>  <b>Economic Development Authority of Western Nevada (EDAWN)</b>          August 2003 – August 2009</p> <ul style="list-style-type: none"> <li>Led the media relations strategy/execution for the region's leading economic development organization, collaborating with community partners to enhance awareness of Reno-Tahoe as a place for knowledge-based industry to do business.</li> <li>Directed/executed a national integrated communications marketing campaign for a Nevada statewide economic development partnership to position Reno-Tahoe for advanced manufacturing,</li> </ul>			

PROPOSED STAFF RESUME

clean energy and high-yield industry. Developed media relations program that quadrupled media coverage in its first year including national coverage in: USA Today, US News & World Report, TIME Magazine, Fortune, Inc. Magazine, national broadcast.

- Developed/managed a media relations program to launch and sustain awareness of Target2010, a regional economic planning process that garnered hundreds of news stories, local engagement and awareness.

**Senior Vice President/Director, Public Relations  
 Rose/Glenn Group**

June 1996 - July 2003

- Developed communications/media relations strategy for multiple clients and industries, including tourism and transportation (Reno-Tahoe Airport Authority and Reno-Tahoe International Airport), higher education, banking, telecommunications, professional services, mining and B2B, with national media relations campaigns that garnered increased coverage year-over-year.

EDUCATION

*Information required shall include institution name, city, state, degree and/or achievement and date completed/received.*

Bachelor's Degree, Journalism | University of Nevada, Reno | 1989

CERTIFICATIONS

*Information required shall include type of certification and date completed/received.*

Accreditation in Public Relations (APR) | Public Relations Society of America (PRSA) | 2010

REFERENCES

A minimum of three (3) references are required.

Reference #1:

Name:	Chuck Alvey
Title:	Chair/Vistage
Phone Number:	775.232.4825
Email Address:	chuck.alvey@vistagechair.com

Reference #2:

Name:	Thomas L. Schwenk, M.D.
Title:	Dean Emeritus, University of Nevada, Reno, School of Medicine
Phone Number:	702.280.1353
Email Address:	tschwenk@med.unr.edu

PROPOSED STAFF RESUME

Reference #3:	
Name:	<i>Lynda Goldman, Ph.D.</i>
Title:	<i>Leadership and Organizational Development Consultant for Workecology</i>
Phone Number:	775.300.1982
Email Address:	lgoldman@workecology.us

PROPOSED STAFF RESUME

A resume must be completed for all key proposed prime contractor staff and proposed subcontractor staff.

Name of Company Submitting Proposal:		KPS3	
<i>Check the appropriate box if the proposed individual is prime contractor staff or subcontractor staff</i>			
Contractor Staff:	X	Subcontractor Staff:	
<i>The following information requested pertains to the individual being proposes for this project.</i>			
Name:	Rob Gaedtke	Key Personnel: (Yes or No)	Y
Individual's Title:	President & CEO		
Years in Classification:	8	Years with Firm:	16
<b>BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE</b> <i>Information shall include a summary of the proposed individual's professional experience.</i>			
<p>Rob Gaedtke started his career at Jeffery Dow Photography in 2012 and is now President and CEO of KPS3. Over the years, Rob has held the title of designer (KPS3), project manager (Twelve Horses), Technical &amp; Creative Director (KPS3), VP of Travel and Tourism (One to One Interactive), and just about every position in-between. All of these roles have provided the skills needed to not only manage a 60-member agency, but truly connect all aspects of marketing together to hit client goals. Rob's primary role today is managing the direction of the agency while supporting key accounts as needed.</p>			
<b>RELEVANT EXPERIENCE</b> <i>Information required shall include timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.</i>			
<p>President &amp; CEO          2015-Present – KPS3 – Reno, NV</p> <ul style="list-style-type: none"> <li>- Set the company vision and direction resulting in +20% growth y/y for the past 6 years</li> <li>- Oversight of all key accounts</li> <li>- Oversight of strategy, PR and search/digital/traditional media teams</li> </ul> <p>VP of Creative Services          2010-2015 – KPS3 – Reno, NV</p> <ul style="list-style-type: none"> <li>- Oversight of all creative deliverables for the agency</li> <li>- SCATS – Provided creative direction for SCATS, including the concepting, brand development and advertising. Also supported the development of several websites, emails and other digital campaigns.</li> </ul>			
<b>EDUCATION</b> <i>Information required shall include institution name, city, state, degree and/or achievement and date completed/received.</i>			
University of Nevada, Reno – Reno, Nevada. B.A. 2004			

PROPOSED STAFF RESUME

CERTIFICATIONS	
<i>Information required shall include type of certification and date completed/received.</i>	
Google Analytics Certified - 2017	
REFERENCES	
A minimum of three (3) references are required.	
Reference #1:	
Name:	Glenn Morris, ACE
Title:	President & CEO
Phone Number:	805.925.2403 x825
Email Address:	glenn@santamaria.com
Reference #2:	
Name:	Michael C. Dermody
Title:	Chairman & CEO
Phone Number:	(775) 858.8080
Email Address:	<a href="mailto:mdermody@dermody.com">mdermody@dermody.com</a>
Reference #3:	
Name:	Brian Cushard
Title:	CEO
Phone Number:	775.996.6041
Email Address:	brian.cushard@lpins.net

PROPOSED STAFF RESUME

A resume must be completed for all key proposed prime contractor staff and proposed subcontractor staff.

Name of Company Submitting Proposal:		KPS3	
<i>Check the appropriate box if the proposed individual is prime contractor staff or subcontractor staff</i>			
Contractor Staff:		Subcontractor Staff:	
<i>The following information requested pertains to the individual being proposes for this project.</i>			
Name:	Nicole Shearer	Key Personnel: (Yes or No)	Yes
Individual's Title:	Director of Public Relations		
Years in Classification:	9	Years with Firm:	>1
<b>BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE</b> <i>Information shall include a summary of the proposed individual's professional experience.</i>			
<p>Nicole Shearer is seasoned communication professional with demonstrated experience in strategically aligning organizational goals and initiatives with marketing and communications strategy. Most recently, Shearer worked as a Senior Communications Officer for the University of Nevada, Reno. There, she helped manage the University's brand and reputation through national media placements, social media strategy and execution, and issues and crisis communications. In Nevada, Nicole has also led public relations initiatives for Renown Health, northern Nevada's largest private, not-for-profit employer.</p>			
<b>RELEVANT EXPERIENCE</b> <i>Information required shall include timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.</i>			
<p>Director of Communications          KPS3   May 2021-Present</p> <ul style="list-style-type: none"> <li>• Lead public relations strategy and execution for local, regional and national clients.</li> <li>• Develop and maintain collaborative relationships with people across the agency to encourage and support the team.</li> <li>• Keep multiple programs and projects on track in a deadline-driven environment.</li> <li>• Evaluate the changing media landscape while combining traditional PR strategy and proven tactics with new ideas for expanded reach.</li> <li>• Serve as communications counsel to clients not only for positive and engaging projects and campaigns but also during times of possible crisis or issues management.</li> <li>• Build new and foster existing relationships with the media working to create/maintain a rapport while honoring their availability, deadlines and time constraints.</li> <li>• Facilitate media training for clients.</li> <li>• Know what is happening in the news every single day.</li> </ul> <p>Senior Communications Officer   Communications Officer          University of Nevada, Reno   July 2013-May 2021</p> <ul style="list-style-type: none"> <li>• Advanced the University's strategic priorities and its awareness and reputation through communications initiatives relative to the College of Business, Student Services, University Police Services and University social media.</li> <li>• Led a variety of issues management and crisis communications.</li> </ul>			

PROPOSED STAFF RESUME

- Created and led media trainings for senior leaders and colleagues.
- Oversaw and created University-wide social media strategy, policies and guidelines.

Interactive Media Business Partner | Public Relations Business Partner  
 Renown Health | March 2008–July 2013

- Led the first social and digital media efforts for the organization.
- Developed and executed comprehensive communications plans.

Account Supervisor | Senior Account Executive  
 Switchback PR + Marketing, Inc. | July 2006-March 2008

- Pitched regional and national media to secure client editorial coverage.
- Managed accounts for a variety of clients including travel and tourism, lifestyle, real estate, restaurants, retail products, special events and non-profit associations.

Communications Supervisor  
 Northstar-at-Tahoe | July 2004-July 2006

- Facilitated media FAMs for journalists visiting the resort.
- Attended Visit California travel and tourism media events.
- Cultivated relationships with key industry media contacts.
- Executed effective internal communication to ensure company employees were equipped with relevant information.
- Point person for on-camera and phone interviews with media.

Public Relations Coordinator  
 Pettit Gilwee Public Relations | March 2003-June 2004

- Communications campaigns and projects for non-profit associations, local government entities, a tourism association, lodging and special events.

EDUCATION

*Information required shall include institution name, city, state, degree and/or achievement and date completed/received.*

BA, Journalism, University of Nevada, Reno, 1998-2003

CERTIFICATIONS

*Information required shall include type of certification and date completed/received.*

REFERENCES

A minimum of three (3) references are required.

Reference #1:

Name:	Cheryl Hug-English
Title:	Medical Director, University of Nevada, Reno



PROPOSED STAFF RESUME

Phone Number:	775-784-6598
Email Address:	<a href="mailto:chugenglish@unr.edu">chugenglish@unr.edu</a>
Reference #2:	
Name:	<i>Kerri Garcia-Hendricks</i>
Title:	<i>Executive Director of Marketing and Communications, University of Nevada, Reno</i>
Phone Number:	775-784-1880
Email Address:	<a href="mailto:kerrig@unr.edu">kerrig@unr.edu</a>
Reference #3:	
Name:	<i>Jim McClenahan</i>
Title:	<i>Executive Director, Outreach and Engagement, University of Nevada, Reno, College of Business</i>
Phone Number:	775-784-4852
Email Address:	<a href="mailto:jmcclenahan@unr.edu">jmcclenahan@unr.edu</a>

**PROPOSED STAFF RESUME FOR RFP 01GO-S1513**

*A resume must be completed for all proposed prime contractor staff and proposed subcontractor staff.*

<b>Company Name Submitting Proposal:</b>	<b>KPS3</b>
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*Check the appropriate box if the proposed individual is prime contractor staff or subcontractor staff.*

<b>Contractor:</b>	<input checked="" type="checkbox"/>	<b>Subcontractor:</b>	<input type="checkbox"/>
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*The following information requested pertains to the individual being proposed for this project.*

<b>Name:</b>	<b>Ryan Sullivan</b>	<b>Key Personnel: (Yes/No)</b>	<b>YES</b>
<b>Individual's Title</b>	<b>Account Manager</b>		
<b># of Years in Classification:</b>	<b>3</b>	<b># of Years with Firm:</b>	<b>3&amp;1/2</b>

**BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE**

*Information should include a brief summary of the proposed individual's professional experience.*

Ryan joined the KPS3 team in 2019, bringing with him six years of project management experience and a set of seriously strong analytical skills.

At KPS3, he builds and maintains strong relationships with his clients and the internal team while effectively managing timelines and budgets.

Before KPS3, he worked as an advisor for the University Studies Abroad Consortium (USAC), where he spent the next six years evaluating digital marketing performance, streamlining USAC's website to improve its search ranking, and serving as the primary contact for customers and international staff for over 19 USAC programs—including the Australia, Brazil, Chile, Ghana, New Zealand, and Uruguay programs.

**RELEVANT EXPERIENCE**

*Information required should include: timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.*

2019-Present – KPS3 – Reno, NV – Account Manager – DHHS and DPBH project strategist  
2012-2019 – USAC – Reno, NV – Advisor

**EDUCATION**

*Information required should include: institution name, city, state, degree and/or Achievement and date completed/received.*

University of Nevada, Reno – Reno, NV. B.A. 2011

**CERTIFICATIONS**

*Information required should include: type of certification and date completed/received.*

Google Ads Certified – 2019 – Present  
Google Analytics Certified – 2018 – Present

**REFERENCES**

***A minimum of three (3) references are required, including name, title, organization, phone number, fax number and email address.***

Insert here a minimum of three (3) references with the above information.

Kim Riggs  
Health Program Specialist 1  
Nevada Department of Health and Human Services  
Division of Welfare and Supportive Services  
(775) 684-0557  
[kriggs@dwss.nv.gov](mailto:kriggs@dwss.nv.gov)

Kendall Holcomb  
Public Information Officer, Contractor  
Nevada Department of Health and Human Services  
Division of Public and Behavioral Health  
(775) 431-7092  
[kholcomb@health.nv.gov](mailto:kholcomb@health.nv.gov)

Eden Bryant  
Director of Enterprise Sales  
Confirm Biosciences, CRL  
(858) 752-8520  
[eden.bryant@crlcorp.com](mailto:eden.bryant@crlcorp.com)

PROPOSED STAFF RESUME

A resume must be completed for all key proposed prime contractor staff and proposed subcontractor staff.

Name of Company Submitting Proposal:		KPS3	
<i>Check the appropriate box if the proposed individual is prime contractor staff or subcontractor staff</i>			
Contractor Staff:	X	Subcontractor Staff:	
<i>The following information requested pertains to the individual being proposes for this project.</i>			
Name:	Sarah Polito	Key Personnel: (Yes or No)	Y
Individual's Title:	Vice President of Client Strategy		
Years in Classification:	3	Years with Firm:	3
<b>BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE</b> <i>Information shall include a summary of the proposed individual's professional experience.</i>			
<p>Sarah has over 15 years of marketing and communications experience working with a wide range of industries, including government, education, healthcare, financial services, retail, gaming, legal and food and beverage. Throughout her career, she's excelled at Fortune 100 companies, agencies, a small startup and everywhere in between. As the Vice President of Client Strategy, she is a strategic planner and partner for KPS3 clients, working to help them exceed their marketing goals on-budget and on-deadline. Sarah is passionate about building relationships, managing projects, and producing high-quality work for all things marketing-related.</p>			
<b>RELEVANT EXPERIENCE</b> Information required shall include timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.			
<ul style="list-style-type: none"> <li>• 2020 - Present – KPS3 – Reno, NV – VP of Client Strategy – Washoe County Regional Information Committee, COVID response.</li> <li>• 2018 – 2019 – Cisco Live – Reno, NV – Marketing Manager – Designed and developed strategic marketing campaigns that drove registration, informed and excited 28K+ registered attendees for Cisco Live, Cisco's largest customer conference.</li> <li>• 2018 – KPS3 – Reno, NV – Account Director - Created strategic marketing and communications plans and executed digital projects that drove results and value for multiple clients.</li> <li>• 2017 – 2018 – Nutrient Foods – Reno, NV – Marketing Director - Developed the brand strategy for the Reno-based startup through target-audience identification and key-messaging creation. Managed outbound and inbound marketing materials and customer communications.</li> <li>• 2016-2017 – NV Energy – Reno, NV - Senior Corporate Communications Specialist - Developed and executed internal and external communications strategies, through newsletters, social media and proactive media relations that aligned with the company's strategies. Managed media inquiries and served as a spokesperson for general media requests and public information officer during crisis communications situations in northern Nevada.</li> <li>• 2012 - 2016 – Waste Management – Reno, NV - Communications Specialist - Developed and executed award winning strategic marketing communications plans throughout northern California and Nevada for the nation's largest environmental solutions provider. Served as the company's spokesperson and successfully pitched a wide range of stories to media outlets in various DMAs.</li> <li>• 2010 – 2012 – Sciarani &amp; Co – Yerington, NV – Account Executive – Managed the company's marketing efforts.</li> <li>• 2008 – 2010 – Bauserman Group – Reno, NV – Account Executive - Oversaw account services for 12 clients at a full-service marketing agency. Managed million-dollar advertising budgets, planned and executed all marketing initiatives and served as strategic adviser to businesses.</li> </ul>			

PROPOSED STAFF RESUME

<b>EDUCATION</b> <i>Information required shall include institution name, city, state, degree and/or achievement and date completed/received.</i>	
University of Nevada, Reno – Reno, Nevada. B.A. 2006. University of Nevada, Reno – Reno, Nevada. M.B.A. 2019.	
<b>CERTIFICATIONS</b> <i>Information required shall include type of certification and date completed/received.</i>	
Google Ads Certified – 2020 - Present	
<b>REFERENCES</b> A minimum of three (3) references are required.	
Reference #1:	
Name:	<i>Karen Stern</i>
Title:	<i>Director of Communications</i>
Phone Number:	<i>510.613.8729</i>
Email Address:	<i>KStern2@wm.com</i>
Reference #2:	
Name:	<i>Stacy Hawthorne</i>
Title:	<i>Director of Online Programs</i>
Phone Number:	<i>330-421-7333</i>
Email Address:	<i>stacy@hawthorneeducation.com</i>
Reference #3:	
Name:	<i>Rebecca Venis</i>
Title:	<i>Director of Neighborhood Services</i>
Phone Number:	<i>775.722.1167</i>
Email Address:	<i>venisr@reno.gov</i>

PROPOSED STAFF RESUME

A resume must be completed for all key proposed prime contractor staff and proposed subcontractor staff.

Name of Company Submitting Proposal:		KPS3	
<i>Check the appropriate box if the proposed individual is prime contractor staff or subcontractor staff</i>			
Contractor Staff:	X	Subcontractor Staff:	
<i>The following information requested pertains to the individual being proposes for this project.</i>			
Name:	Sara Robbins, APR	Key Personnel: (Yes or No)	Y
Individual's Title:	Director of Social Media		
Years in Classification:	1	Years with Firm:	2.5
<b>BRIEF SUMMARY OF PROFESSIONAL EXPERIENCE</b> <i>Information shall include a summary of the proposed individual's professional experience.</i>			
Sara has over a decade of experience in communications, media and community relations and social media with a variety of industries including travel, gaming, entertainment, special events, retail and healthcare. She recently earned her Accreditation in Public Relations, elevating her knowledge of strategic planning and implementation. Sara began her role at KPS3 as Public Relations Director and was promoted to Director of Social Media in January 2022.			
<b>RELEVANT EXPERIENCE</b> <i>Information required shall include timeframe, company name, company location, position title held during the term of the contract/project and details of contract/project.</i>			
2020-Present – KPS3 – Reno, NV – Director of Social Media – Santa Maria Valley & Visit Morgan Hill Accounts 2017 – 2022 – Public Relations Society of America Board Member; President in 2021 2014-2020 – Eldorado Resorts – Reno, NV – Publicist 2015-2018 – Susan G. Komen Nevada – Reno, NV – Communications Chair 2013-2014 – Foundry – Reno, NV – PR and Social Media Manager – Hometown Health Account 2012-2013 – Grand Sierra Resort – Reno, NV – PR and Community Affairs Manager 2008-2012 – Quinstreet, INC. – Reno, NV – Social Media Associate			
<b>EDUCATION</b> <i>Information required shall include institution name, city, state, degree and/or achievement and date completed/received.</i>			
2010 - University of Nevada, Reno – Reno, Nevada – B.A. Journalism, Public Relations			
<b>CERTIFICATIONS</b> <i>Information required shall include type of certification and date completed/received.</i>			

PROPOSED STAFF RESUME

2020 – Accreditation in Public Relations (APR)	
<b>REFERENCES</b> A minimum of three (3) references are required.	
Reference #1:	
Name:	Angela T. Kabisch
Title:	Executive Director of Advertising (Retired)
Phone Number:	(775) 789-0490
Email Address:	
Reference #2:	
Name:	Tony Marini
Title:	Vice President of Operations, Caesars Entertainment
Phone Number:	(775) 348-3393
Email Address:	<a href="mailto:Tony.Marini@silverlegacy.com">Tony.Marini@silverlegacy.com</a>
Reference #3:	
Name:	Rebecca Allured
Title:	President, PRSA Sierra Nevada
Phone Number:	775-848-5306
Email Address:	



## Carson City Business License Division

108 E. Proctor Street  
Carson City, NV 89701  
(775) 887-2105 - Hearing Impaired: 711  
buslic@carson.org

<b>Business Name:</b>	KPS3, INC	<b>Business Type(s):</b>	541613 Marketing Consulting Services
<b>Business Location:</b>	500 RYLAND STREET STE #300 O OF T, RENO RENO, NV 89502	<b>Mailing Address:</b>	500 RYLAND ST #300 RENO, NV 89502
<b>Owner:</b>			
<b>License Number:</b>	BL-001482-2020	<b>License Type:</b>	Business License
<b>Issued Date:</b>	1/1/2023	<b>Classification:</b>	Out of Town
<b>Expiration Date:</b>	12/31/2023	<b>Fees Paid:</b>	\$79.90

Thank you for choosing to operate your business in Carson City.  
Please provide any changes to the business information to the Business License Division. Licenses are not transferable.  
If you have any questions concerning your business license, contact the Business License Division.

**TO BE POSTED IN A CONSPICUOUS PLACE**





# CERTIFICATE OF LIABILITY INSURANCE

CTA CONTRACT #2324-001

DATE (MM/DD/YYYY)

03/08/2023

EXHIBIT A  
Page 1 of 82

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).

<b>PRODUCER</b> L/P Insurance Services LLC 300 East 2nd Street Suite 1300 Reno NV 89501		<b>CONTACT NAME:</b> Dianne Fernandes <b>PHONE (A/C, No, Ext):</b> (775) 996-6000 <b>E-MAIL ADDRESS:</b> dianne.fernandes@lpins.net		<b>FAX (A/C, No):</b> (775) 473-9288	
<b>INSURED</b> KPS 3 500 Ryland Street, Suite # 300 Reno NV 89502		<b>INSURER(S) AFFORDING COVERAGE</b>		<b>NAIC #</b>	
		<b>INSURER A:</b> Hartford Underwriters Insurance Company		30104	
		<b>INSURER B:</b> Travelers Property Casualty Co of America		25674	
		<b>INSURER C:</b> Hiscox Insurance Company Inc		10200	
		<b>INSURER D:</b>			
		<b>INSURER E:</b>			
		<b>INSURER F:</b>			

**COVERAGES**

CERTIFICATE NUMBER: CL2211771074

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	<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"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			53SBAAU4BL4010	10/19/2022	10/19/2023	EACH OCCURRENCE	\$ 1,000,000
							DAMAGE TO RENTED PREMISES (Ea occurrence)	\$ 1,000,000
							MED EXP (Any one person)	\$ 10,000
							PERSONAL & ADV INJURY	\$ 1,000,000
							GENERAL AGGREGATE	\$ 2,000,000
							PRODUCTS - COMP/OP AGG	\$ 2,000,000
							Employee Benefit Liab	\$ 1,000,000
A	<input type="checkbox"/> AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY			53SBAAU4BL4010	10/19/2022	10/19/2023	COMBINED SINGLE LIMIT (Ea accident)	\$ 1,000,000
							BODILY INJURY (Per person)	\$
							BODILY INJURY (Per accident)	\$
							PROPERTY DAMAGE (Per accident)	\$
								\$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> EXCESS LIAB DED <input checked="" type="checkbox"/> RETENTION \$ 10,000			53SBAAU4BL4010	10/19/2022	10/19/2023	EACH OCCURRENCE	\$ 1,000,000
							AGGREGATE	\$ 1,000,000
								\$
B	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		N/A	UB4T94855A2215G	09/01/2022	09/01/2023	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER	
							E.L. EACH ACCIDENT	\$ 1,000,000
							E.L. DISEASE - EA EMPLOYEE	\$ 1,000,000
							E.L. DISEASE - POLICY LIMIT	\$ 1,000,000
C	Professional Liability			P1002386706	05/01/2022	05/01/2023	Each Claim	1,000,000
							Aggregate	2,000,000
							Deductible	10,000

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 Insurance

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

Dianne Fernandes

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<b>Division</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Total</b>
Account Strategy	\$12,500	\$15,000	\$12,500	\$15,000	<b>\$55,000</b>
Brand, Creative, & Pop-up Campaigns	\$75,000	\$70,000	\$40,000	\$60,000	<b>\$245,000</b>
Content Creation	\$50,000	\$45,000	\$30,000	\$50,000	<b>\$175,000</b>
Digital Media Management	\$34,000	\$34,000	\$33,000	\$34,000	<b>\$135,000</b>
Reporting	\$19,000	\$19,000	\$19,000	\$19,000	<b>\$76,000</b>
SEO	\$22,000	\$22,000	\$18,000	\$22,000	<b>\$84,000</b>
Web Maint/Dev	\$15,000	\$15,000	\$85,000	\$42,000	<b>\$157,000</b>
PR	\$50,000	\$70,000	\$50,000	\$70,000	<b>\$240,000</b>
Social Media Strategy	\$7,500	\$10,000	\$7,500	\$10,000	<b>\$35,000</b>
<b>Total</b>	<b>\$285,000</b>	<b>\$300,000</b>	<b>\$295,000</b>	<b>\$322,000</b>	<b>\$1,202,000</b>