
Request for Proposal

#13PSX0228

Tourism & Economic Development Marketing Services

Department of Administrative Services

Contract Specialist: Pamela Anderson

Date Issued: 16 August 2013

Due Date: 18 September 2013

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Request for Proposals

Tourism & Economic Development Marketing Services

Overview

The State of Connecticut recently reaffirmed its commitment to promoting Connecticut with annual budget appropriations of \$12 million for FY 2014 and \$12 million for FY 2015. Marketing Connecticut as a destination is a key component of the state's economic development strategy. It serves a three-fold purpose:

- Tourism's unique mission brings visitors to Connecticut creating jobs to employ Connecticut residents and support their families, and generating state and local taxes to support public services essential to Connecticut tax payers.
- Economic development efforts attract entrepreneurs to grow and bring in new business and young talent to live in Connecticut and be the foundation of a vibrant workforce.
- Connecticut residents embody the pride and spirit of an engaging destination excited to support business growth and welcome tourists and visiting friends and families.

The State of Connecticut, Department of Economic and Community Development (DECD) Office of Tourism (COT) is seeking a contractor, or contractors, to provide a variety of statewide tourism and business development marketing services to develop comprehensive and cost-effective marketing strategies to promote Connecticut as a year-round travel destination and attractive state to grow a business. The State is looking for the highest qualified firm(s) and will consider in-state, as well as, out-of-state firms.

The State is seeking responses that offer flexible solutions and alternatives in handling various marketing areas that include, but are not limited to, brand extension, strategic marketing planning, media services, online marketing, creative development, public relations, and market research.

The objectives are to develop market research informed strategies, craft and execute a strategic marketing plan, and build upon the *Connecticut still revolutionary* brand and marketing campaign for the State of Connecticut that dramatically improves the attractiveness of the state as a place to have fun, to live and work, and to grow a business. In addition to relevant external target markets, Connecticut residents, customer-facing frontline workers, and businesses must be engaged as brand champions who are storytellers for the position and brand stance.

The selected contractor(s)' task shall be four-fold:

- Further develop the *Connecticut still revolutionary* place brand, based on functional and emotional values, for the State of Connecticut;
- Empower tourism and culture partners, economic development partners, all of state government, and state residents to adopt the brand;
- Serve as the branding, marketing, advertising, and public relations agency(s) for the State's tourism office;
- Provide marketing services to promote business development and talent recruitment in concert with the State's economic development efforts.

The State is seeking contractor(s) that are able to promote Connecticut's differentiating brand identity and execute market research driven marketing efforts that are distinctive and immediately identify what is unique about Connecticut. The brand must continue to be authentic, believable and relevant to target audiences and state residents. The marketing efforts must promote Connecticut's travel and tourism product including destinations, attractions, accommodations, recreation and travel-related services, arts, and history assets.

The role of the Connecticut Office of Tourism is unique:

- Manages the Connecticut brand and strategic marketing plan including message, creative and in-state, out-of-state and international media strategies;
- Conducts research to guide public and private marketing efforts;
- Executes integrated campaigns including, but not limited to, online and traditional advertising, promotions, public relations, social media and direct sales;
- Connecticut's primary source for state tourism destination information
- Operates Connecticut's welcome centers
- Manages State's official tourism website, www.CTvisit.com
- Publishes the *Connecticut Visitors Guide*
- Prioritizes creating partnerships, cooperative marketing opportunities and educational opportunities for stakeholders;
- Develops a statewide grass roots brand and hospitality training program including promotional materials and media support to engage residents.

The State's annual appropriation to the Statewide Tourism Marketing Fund must cover the services required by this RFP as well as COT core program elements and specific economic development marketing efforts assigned by DECD. The following general budget overview is described in further detail below:

	FY 2014	FY2015
Business Development Marketing	\$2.4 million	\$2.4 million
Tourism – Core Programs	\$2.4 million	\$2.4 million
Tourism – Advertising/Media Purchase	4.8 million	4.8 million
Tourism – Marketing Services	2.4 million	2.4 million
SUBTOTAL- Tourism	\$9.6 million	\$9.6 million
TOTAL	\$12 million	\$12 million

The marketing budget to work in concert with economic development efforts is 20% of the total Statewide Tourism Marketing Fund which is \$2.4 million for FY14 and \$2.4 million for FY15. This amount is intended to fund advertising/media purchases, creative development, public relations and strategic planning and research covered under this contract.

Tourism is allocated 80% of the Statewide Tourism Marketing Fund which is \$9.6 million annually. A minimum of 50% is intended to fund advertising/media purchases. The State's desire is to increase this percentage whenever possible and maximize with negotiated added value and cooperative partnerships. The State expects the recommended budget breakouts for other marketing services required by this RFP to be based on standards that will be required for an account of this size.

The branding and marketing efforts must work in synergy with core Connecticut Office of Tourism (COT) programs managed by COT staff and not covered under this contract, estimated to be \$2.4 million annually, including but not limited to:

- **Hospitality Services** (call center, inquiry fulfillment, welcome centers)
- **Direct Sales** (domestic & international meetings, convention, trade & consumer shows, oversees &/or multi-state representation contracts)
- **Promotional Materials** (Visitors Guide, Tourism Maps)
- **Research** (evaluation, economic impact)
- **Partnering Opportunities & Tourism Industry Outreach** (grants, workshops, conferences, resource manuals, eNewsletters)
- **Website Development, Design & Hosting** (www.CTvisit.com)

Since the services requested by this RFP for tourism and economic development marketing services are estimated to be in the range of \$9.6 million annually, subject to appropriation and agency determination, we are seeking pricing which reflects the size of the purchase and the efficiencies gained as a result. Therefore, we are requesting pricing proposals that incorporate a flat monthly fee for specified services and pricing for services outside of those identified in the monthly fee.

Additional information is available at the following links:

Connecticut still revolutionary Campaign-at-a-Glance – Spring/Summer 2013

<http://www.ctvisit.com/pressroom/article/still-revolutionary-spring-summer-2013-advertising-campaign/20191>

Connecticut still revolutionary Campaign-at-a-Glance – Fall 2012

<http://www.ctvisit.com/pressroom/article/connecticut-still-revolutionary-fall-2012-campaign-at-a-glance/20181>

Connecticut still revolutionary Brand Manual

<http://www.cultureandtourism.org/cct/lib/cct/tourism/stillrevolutionary/ct-brand-manual-2013.pdf>

Connecticut Office of Tourism Marketing Plans Spring/Summer 2013

<http://www.cultureandtourism.org/cct/cwp/view.asp?a=2128&Q=520718&PM=1>

Scope of Services

I. Objectives

Support and promote Connecticut's brand stance and positioning strategy for the State of Connecticut that dramatically improves the attractiveness of the state as a place to have fun, to live and work, and to grow a business. Engage state residents and front-line hospitality employees as brand champions.

A. Brand Extension

Extend the brand, based on market research to: express the functional and emotional motivators essential to attracting and retaining target audiences; express how the people of Connecticut see themselves, what they want to be, and how they want to be perceived by the outside world; and be compelling such that it is adopted in whole or in part, not only by the State, but also by key partners and by Connecticut residents.

B. Brand Champions

Engage state residents, customer-facing frontline workers, and businesses as storytellers for the position and brand stance.

C. Market Research and Strategic Marketing Planning

1. Size, characterize and prioritize market segments by geography and activity;
2. Inventory existing Connecticut tourism products for key market segments;
3. Determine current perception of Connecticut products by market segments;
4. Identify key competitors and their positioning strategies, and perceptions of them by our key market segments.

D. Creative Development

E. Media Services

1. Plan, create and place advertising that executes the position;
2. To include, but not limited to, television, radio, print, web, and out of home, based on what is the most cost effective mix to best reach target market segments.

F. Social Media Marketing

G. Public Relations

1. Tourism, In-state, regional and national public relations in support of the positioning strategy.
2. Business Development, Regional and national public relations in support of positioning strategy.

H. Additional Proposer Requirements

1. Proposers must demonstrate place branding experience, travel and tourism destination marketing experience preferred and/or consumer related marketing experience, and/or economic development marketing experience at a state, multi-state, or national level within the past five (5) years.
2. National Public Relations:

Proposers submitting responses for national public relations services must have significant national public relations destination experience in the travel and tourism field at a state or national level within the past five (5) years.
3. Contractors must have key staff responsible for maintaining media relations on behalf of the Office of Tourism available to meet with one-hour notice under normal conditions with editors and media contacts in the essential geographic target market, New York City.
4. Proposers may submit proposals for all program areas requested in the RFP or can elect to submit proposals for only those program areas your company is interested in providing services for. The program areas are:
 - a. Media services/purchase including strategy and executions for tourism and for business development;
 - b. Tourism national public relations including social media engagement;
 - c. Tourism in state of Connecticut public relations;
 - d. Advertising agency services including overall brand support and creative development for tourism and for business development;
 - e. Business development national public relations.

Companies must submit individual proposals, however multiple program areas required under this RFP can be included in its proposal. The State intends to assemble the best team possible and is looking for companies demonstrating experience and appreciation for working together in an integrated brand marketing environment. This RFP may result in a multiple award contract with several companies providing the services required under this RFP.

I. Performance

1. All efforts must be market research based with defined objectives and measurement standards.
2. All efforts will support brand positioning and strategy.
3. Contractors will maximize the promotion of culture in recognition of DECD's charge to promote the arts and history.
4. Contractors will look for efficiencies and options to save money.

5. The selected **contractor(s)** must embrace a collaborative approach to strategic development; have a unique, proven brand philosophy/process; and demonstrate success in the following:
 - a) Developing brand extension strategy
 - b) Conducting a thorough assessment of destination brand(s)
 - c) Creating integrated brand blueprints
 - d) Integrating strategy throughout the entire destination organization to every stakeholder through plans, training programs, etc.

J. Evaluation Process

The State of Connecticut will be undertaking an accelerated search process that involves the following steps:

1. Proposer question and answer period
2. Written responses to this RFP received
3. Review/Evaluation Phase:
 - a) Proposal Evaluation. After the State has completed review of all submitted proposals, we anticipate identifying the highest scoring proposals in each program area requested under this RFP.
 - b) Oral Presentation Evaluation. The State reserves the right to request oral presentations from highest scoring proposers in each program area. The appointments for these presentations will be randomly selected and scheduled between October 15, 2013 or October 17, 2013 pending confirmation of State representatives. The Proposer's key personnel, and sub-contractors' key personnel, who will be directly responsible for the contract must attend the firm's oral presentation.
 - c) The State anticipates that the results of the review and evaluation phase will identify contractor(s) in which to pursue contract negotiations.
4. References: State marketing team members may contact references and may elect to visit Proposer's offices at the expense of the State.
5. Enter into contract negotiations with finalist(s).
6. The Contract is anticipated to be awarded in December, 2013.
7. This contract replaces the following contract award(s) in part or in total: 11PSX0125. To view the current document please click on the following link: [011_0125.pdf](#)

Instructions to Proposers

I. Proposal Schedule

RELEASE OF RFP:

Date: 16 August 2013

RECEIPT OF QUESTIONS:
Time

Date: 28 August 2013, by noon Eastern

ANSWERS TO QUESTIONS POSTED AS ADDENDUM:

Date: 3 September 2013

RFP DUE DATE:
Eastern Time

Date: 18 September 2013 at 2:00 pm

SEMI-FINALISTS NOTIFIED

Date: 27 September 2013

ORAL PRESENTATION EVALUATION OF SEMI-FINALISTS

Date: 15-17 October 2013

III. Questions

Questions for the purpose of clarifying this RFP must be emailed to: pamela.anderson@ct.gov and must be received by the Contract Specialist no later than the date and time specified.

IV. Solicitation Submission

Solicitations shall be submitted online by the RFP due date and time only. Proposers must upload their solicitation submission to their BizNet Account.

Proposers will be required to provide links embedded in their proposals showing examples of Video and Creative Files. The links can be provided where additional/other files are uploaded with your Proposal in BizNet.

Product and/or Service Specifications

I. Services

Requested services are divided by those to be covered under monthly retainer fee(s) and those not covered by monthly fees.

A. Services Included in Monthly Fees

1. Media Services/Purchase for Tourism
2. Media Services/Purchase for Business Development
3. Tourism Public Relations-National
4. Tourism Public Relations -In State of CT
5. Advertising Agency Services for Tourism and Business Development
6. Business Development Public Relations-National

B. Services Not Covered by Monthly Fees:

1. Brand Extension
2. Grass Roots Brand Champions
3. Strategic Marketing Plan
4. Creative Development
5. Research
6. Tourism Cooperative Marketing
7. Promotional Partnering, Sponsorships and Licensing Agreements
8. Tourism Industry Outreach

9. Online Marketing
10. Other

II. MONTHLY FEE(S) – Scope of Services

I. Media Services/Purchase for Tourism

Preparation of media strategy and plan for all programs for approval by COT. Placing advertising in the media. Negotiating for the best possible rates, placement and value added. Including multi-cultural media avenues. Media services shall be provided in accordance with the advance written approval of COT, and with the funds made available by COT. Vendor shall check invoices from the media and perform reconciliation of projected media buys against actual media buys, and submit the results at the end of each project.

II. Media Services/Purchase for Business Development

Preparation of media strategy and plan for all programs for approval by DECD. Placing advertising in the media. Negotiating for the best possible rates, placement and value added. Including multi-cultural media avenues. Media services shall be provided in accordance with the advance written approval of DECD, and with the funds made available by DECD. Vendor shall check invoices from the media and perform reconciliation of projected media buys against actual media buys, and submit the results at the end of each project.

III. Tourism Public Relations – National

In accordance with the accepted Tourism Marketing Plan, Contractor shall provide the following public relations services for consumer, business and travel trade media outside the state of Connecticut.

1. Preparation of COT's National Strategic Public Relations Plan, with both short and long-range implications for the State of Connecticut, and update as needed. The National Strategic Public Relations Plan shall include outcomes and objectives that are achievable and relate to the strategic marketing plan; evaluation measures; and a plan for analyzing outcome data.
2. Develop an action plan to implement Recommendations of the Strategic Public Relations Plan.
3. Integrate the Strategic Public Relations Plan and services with the State's Strategic Marketing Plan and its Implementation. Coordinate efforts with the State's in-state public relations counsel and marketing contractors as appropriate.
4. Develop and provide material and services that include, but are not limited to, press releases, story pitching, new product updates, media kits, social media postings, contact with writers and editors, individual and group familiarization tours, special media events.
5. Develop and maintain a comprehensive database of media contacts sufficient to implement the State's marketing efforts, including contacts specific to the arts, history and heritage industries.
6. Serve as general press liaison for Connecticut tourism.
7. Maintain a photo library, b-roll, and other audio-visual and electronic materials as needed in order to fulfill media requests for support material.
8. Prepare monthly electronic newsletters promoting Connecticut as a tourist destination.

9. Prepare and present public relations workshops for constituency outreach and training.
10. Utilize the Internet as a marketing, public relations and social media tool, supplementing COT's commitment to online-driven travel planning.
11. Secure promotional opportunities and marketing partnerships.
12. Prepare and submit monthly and annually, a report to COT which shall consist of the following minimum information:
 - a) Evidence of results of public relations activities in the form of clippings, letters, reports from media outlets and/or industry constituents and advertising media cost comparisons
 - b) List and documentation of out-of-pocket expenses and vendors
 - c) A spreadsheet that details the status of the budget. The report will include expenditures for the month, expenditures to-date by project and the remaining balance on the purchase order. Contractor will present a draft of the format of the monthly report for approval prior to the submission of the first monthly report.

IV. Tourism Public Relations - In State

In accordance with the accepted Tourism Marketing Plan, Contractor shall provide the following public relations services for consumer and business media in the state of Connecticut.

1. Prepare and execute a communications plan for tourism. This shall include: establishing editorial contacts, developing public relations material, developing a schedule of public relations activities, placing stories on behalf of, and providing public relations counsel to COT.
2. Integrate the public relations services with the Strategic Plan, including, but not limited to: issuing press releases, contacting writers and editors, conducting individual and group press tours, and organizing special media events. Contractor will coordinate efforts with COT's national public relations counsel and marketing contractors as directed by COT.
3. Coordinate promotional events on behalf of COT for the purposes of further encouraging tourism to and in the State, and promotion of State cultural activities and programs.
4. Tourism public relations fee includes: in-state media relations and news bureau, media list maintenance, story pitching, media follow-up, and clip follow-up: account service and overall management, including copy approval process, client correspondence and contact, meeting attendance, coordination, monthly activity reports; strategic planning; general public relations counsel; and press releases.

V. Advertising Agency Services for Tourism and Business Development

In its capacity as counsel the contractor will perform services to support the Department of Economic & Community Development and its Office of Tourism in marketing and communication efforts.

1. Project management including supervision and account services costs for projects the Contractor executes including overseeing special projects identified under additional services not covered by monthly fees

2. Overall brand support
3. Plan research
4. Secure promotional opportunities and marketing partnerships.

VI. Business Development Public Relations - National

In accordance with the accepted Business Development Marketing Plan, Contractor shall provide the following public relations services for media targeting outside the state of Connecticut.

1. Preparation of DECD's National Strategic Public Relations Plan, with both short and long-range implications for the State of Connecticut, and update as needed. The National Strategic Public Relations Plan shall include outcomes and objectives that are achievable and relate to the strategic marketing plan; evaluation measures; and a plan for analyzing outcome data.
2. Develop an action plan to implement Recommendations of the Strategic Public Relations Plan.
3. Integrate the Strategic Public Relations Plan and services with the State's Strategic Marketing Plan and its Implementation. Coordinate efforts with the State's in-state public relations counsel and marketing contractors as appropriate.
4. Develop and provide material and services that include, but are not limited to, press releases, story pitching, new product updates, media kits, social media postings, contact with writers and editors, media tours and special media events.
5. Develop and maintain a comprehensive database of media contacts sufficient to implement the State's marketing efforts, including contacts specific to the targeted industries.
6. Maintain a photo library, b-roll, and other audio-visual and electronic materials as needed in order to fulfill media requests for support material.
7. Utilize the Internet as a marketing, public relations and social media tool,
8. Secure promotional opportunities and marketing partnerships.
9. Prepare and submit monthly and annually, a report to DECD which shall consist of the following minimum information:
 - a) Evidence of results of public relations activities in the form of clippings, letters, reports from media outlets and/or industry constituents and advertising media cost comparisons
 - b) List and documentation of out-of-pocket expenses and vendors
 - c) A spreadsheet that details the status of the budget. The report will include expenditures for the month, expenditures to-date by project and the remaining balance on the purchase order. Contractor will present a draft of the format of the monthly report for approval prior to the submission of the first monthly report.

Additional Contractor Responsibilities Covered Under the Monthly Fee

1. Make itself available for on-going consultation with those having direct responsibilities for all elements of the work.

2. Work cooperatively and in an integrated manner with all State marketing contractors in order to serve the best interests of the State
3. The monthly fee will cover all project management, supervision, and account services costs for projects the Contractor executes. Other costs such as creative and bid work for large projects may be billed separately with prior written authorization.
4. Contractor must provide various reporting to support ad hoc reporting, summary reporting, effectiveness reporting, recommendations, results reporting, analysis, and spend including a monthly report on activities and results of activities.
5. Attendance of Contractor(s) personnel and any subcontractors' personnel at status meetings, weekly team meetings, account planning meetings, and all other meetings regarding their services with DECD is required. Attendance may be in-person or via conference call or webinar as requested by DECD.
 - a) Attendance of all relevant staff at DECD Commissioners' meetings and those of its committees and subcommittees.
 - b) Attendance of all relevant staff at the Regional Destination Marketing meetings with the tourism districts and those of its committees and subcommittees.
 - c) Contractor is expected to meet with the assigned DECD staff within three (3) hours notice either in person or via conference call as requested by DECD. Contractor shall make no charges for expenses related to traveling to or attending any client meetings.
 - d) Attendance of appropriate Contractor personnel at all relevant legislative meetings/hearings, as determined by DECD.
6. Submit monthly budget spreadsheet covering monthly fee/s, hourly charges/fees, media, and pre-approved out-of-pocket expenses for projects.
7. Respond to and gather information from tourism constituency groups including regional tourism destination marketing organizations, attractions, lodging properties, chambers of commerce, association interest groups, etc.
8. Advise and provide counsel to the regional tourism destination marketing organizations regarding brand strategy, cooperative marketing efforts and matters related to COT's marketing plans.
9. Excluded from the Contractor's Responsibilities are:
 - a. Publishing the *Connecticut Visitors Guide* and official highway map, although the Vendor may be required to advise on creative concepts;
 - b. Website development, design and hosting services are excluded from this RFP. These services are available through the State of Connecticut, Department of Administrative Services. Contractor may be required to advise on creative concepts.
 - c. Contractor will not be required to perform services of a political or lobbying nature per se.

II. Additional Services Not Covered by Monthly Fees

At times, DECD will determine that it requires additional services from the Contractor beyond those covered by the Monthly Fee. Such services shall be described in writing and agreed to by DECD and Contractor in advance of any work to be performed. For each such additional service, Contractor shall submit a budget that shall indicate the maximum (i.e., not to exceed) cost, projected personnel, number of hours by function and hourly rate assigned to the project, out-of-pocket expenses, completion date, and any other costs associated with the project. Upon written approval by DECD, Contractor shall commence execution of the additional services.

Billing for these services shall be submitted on separate invoices. The monthly fee will cover all project management, supervision, and account services costs for additional services projects Contractor executes. Other costs such as creative, bid work, production, vendor management and market research may be billed separately. Hourly rates for such services will not exceed those proposed by Contractor in the attached pricing grid with all outside costs and subcontractors' costs billed at net. Anticipated additional services include the following:

A. Brand Extension

Develop a brand extension strategy and brand equity measurement. The Brand is be the platform for building state, regional and private sector marketing efforts for tourism, business development and job creation through growth. Further extend the brand to other branches of government and develop opportunities for co-branded promotions.

B. Grass Roots Brand Champions

Develop grass roots brand campaign to enlist all residents, front line workers, and businesses in knowing the benefits and "how tos" of welcoming visitors willing to spend money in our state and businesses willing to invest money in our state. Residents will take pride in knowing Connecticut is a first-rate tourism and business development destination sought after by others and will become "brand champions" to further promote Connecticut as a place to live, work, and do business.

C. Strategic Marketing Plans for Tourism and Business Development

1. Create a bi-annual Strategic Marketing Plan for Growing Tourism in Connecticut, a consumer-driven roadmap based on market research with industry input, defining innovative creative, messaging, media and online strategies. Coordinate with regional destination marketing organizations, the travel and tourism industry and cultural attractions. The 2 year Strategic Marketing Plan will be presented to COT for acceptance and should include at minimum advertising, online and public relations components, with both short – and long-range situation analysis and implications for the State, and should be updated as needed. Outcomes and objectives that are achievable and relate to the Strategic Marketing Plan, evaluation measures, and a plan for analyzing outcome data must be included. Integrated marketing strategies including target markets, key messages, communications and creative strategies must be included. Engage industry representatives and the tourism regions in the development and execution of the Strategic Marketing Plan. Provide strategic counsel on specific projects. Propose annual updates to the Strategic Plan for acceptance by COT and execute seasonal marketing campaigns.
2. Create a bi-annual Strategic Marketing Plan for Business Development in Connecticut based on market research, defining innovative creative, messaging, media and online strategies. The 2 year Strategic Marketing Plan will be presented to DECD for acceptance and should include at minimum advertising, online and public relations components, with both short – and long-range situation analysis and implications for the State, and should be updated as needed. Outcomes and objectives that are achievable and relate to the Strategic Marketing Plan, evaluation measures, and a plan for analyzing outcome data must be included. Integrated marketing strategies including target markets, key messages, communications and creative strategies must be included. Provide strategic counsel on specific projects. Propose annual

updates to the Strategic Plan for acceptance by DECD and execute seasonal marketing campaigns

D. Creative Development for Tourism and Business Development

1. Creative development and design of marketing elements include concept development, copy writing, art direction, layout, production services based upon the brand and accepted Strategic Marketing Plan.
2. In accordance with the accepted Strategic Marketing Plan: concept development, identification and negotiation with partners, copy writing, art direction, printing services, layout, production services, and presentation of collateral materials (for example, advertisements, website design, multimedia presentations, brochures, posters, direct mail pieces, stationery, presentation folders, sales kits, etc.) developed in accordance with the Strategic Marketing Plan, the State's communication plan, or agency needs.

E. Research for Tourism and Business Development

Conduct on-going research to evaluate and increase effectiveness of marketing efforts in accordance with Strategic Marketing Plans and DECD and COT needs. Vendor shall use existing research whenever possible, with primary research only when deemed absolutely necessary and with prior approval from the state.

F. Tourism Cooperative Marketing

Develop and coordinate cooperative advertising and marketing efforts for the State, its travel industry, regional tourism destination marketing organizations and other non-tourism partners to generate new partnership funds, leverage COT funds to extend Connecticut's marketing reach and frequency, and increase reach and frequency of all partners.

G. Promotions, Sponsorships and Licensing Agreements for Tourism and Business Development

Develop and coordinate tie-in promotions, sponsorships and licensing agreements linking the State and its industries with key partners in complimentary industries.

H. Tourism Industry Outreach

Prepare and present marketing, online, advertising and public relations workshops for constituency outreach and training.

I. Online Marketing for Tourism and Business Development

1. Develop online marketing strategies, plans, campaigns, promotions, contests, and other lead acquisition generating engagement activities. Includes integration of offline media with online media such as e-mail, ad networks and other media outlets.
2. Technology-based marketing: Assist state in the development and enhancement of technology-based strategies and programs. Recommend and execute strategies and tactics for effective use of social media, mobile technologies and other leading-edge technology for reaching the target audiences.

J. Other

For additional projects outside the scope of services, Vendor shall submit a project plan and budget. DECD reserves the right to award the project to another vendor to serve the best interests of the State.

III. INVOICING AND PAYMENT

A. Net Pricing

All outside production costs, subcontractors' costs, or out-of-pocket expenses incurred will be invoiced at net, with no markup or commission.

B. Hourly Billing

All hourly cost billed will be based on function performed versus title of staff person performing the function.

C. Outstanding Vendor Invoices

1. Contractor shall notify DECD in writing, on a monthly basis, of any outstanding invoices beyond 90 days for services provided to Vendor on behalf of DECD. Contractor will indicate the name of the party/supplier, services rendered, and reason for nonpayment. Contractor shall notify DECD in writing when the invoice has been paid, whether payment is in full or in part, and if a partial payment is made the reason for partial payment.
2. If, in the opinion of DECD, the number or amount of invoices unpaid beyond 90 days is excessive, DECD shall meet with Contractor and, if not satisfied with the reasons for nonpayment, may immediately suspend or terminate the purchase order.

D. Monthly and Annual Budget Report

Contractor shall submit monthly and annual budget report spreadsheets accounting for monthly fees and billed invoices by project area in a format acceptable to DECD.

E. Media

1. All media will be invoiced at net cost with no markup or commission. DECD will pay vendor according to the approved media plan. Media placement will be made in accordance with the approved media plan and shall be billed as follows:
 - a) Radio, television time, magazine space, newspaper space, and online advertising will be billed upon approval of the media authorization by DECD.
 - b) At the end of each project, Contractor will submit a reconciliation between media advertising as billed and as it actually ran, along with appropriate adjustment billing.
2. In ordering space, time or other advertising means, Contractor shall not be acting as an agent of DECD, and shall not represent itself to be acting as an agent of DECD. Contractor shall inform each media representative supplying space, time or other advertising means that the Contractor is not acting as an agent for DECD and Contractor shall be solely liable for payment to the media representative once DECD has made payment to the Contractor.

F. Production

1. All outside production costs incurred in producing advertising, online marketing elements and collateral materials (such as illustrations, photography, type, printing, talent costs, studio time, research, social networking services, license fees, out-of-pocket costs, etc.) will be billed at

Contractor's net cost, with no mark-up or commission. Written production estimates will be furnished and advance written approval obtained, for all jobs.

2. The State recommends that at least three (3) quotes are obtained when providing production estimates whenever possible.
3. In the case of production of promotional DVDs, advertising, research obtained via subcontractor, and filming and photography, DECD will pay fifty percent (50%) of the estimated cost of production within 10 days of receipt of written approval by DECD of the production estimate, and the balance within 10 days of completion of the job.
4. Direct mail postage costs may be billed in advance.
5. In the case of talent costs, billing will be made in advance, so that the talent or his/her agent or representative receives said payment within 10 days of the work performed.

G. Out-of-Pocket Expenses

1. The State will not pay for travel and telecommunication charges (mileage, phone, faxes, courier services, postage) incurred between (1) the Contractor and DECD or (2) the Contractor and its subcontractors. Costs for travel, meals, hotels or other miscellaneous expenses are not reimbursable unless with prior approval by DECD. All other out-of-pocket expenses must be pre-approved by DECD and must be billed at net cost. DECD will only consider payment of out-of-pocket expenses that are incurred solely for business conducted by the Vendor on DECD's behalf.
2. With regard to media and direct sales familiarization tours, every attempt shall be made by the contractor to secure complimentary lodging, meals and services from Connecticut hosts. Out-of-pocket expenses associated with having media representatives or persons of like public relations or direct sales value visit Connecticut, when approved by DECD in advance, will be reimbursed as needed.

IV. State Responsibilities

The State, through the Department of Economic and Community Development and/or its Office of Tourism shall:

- A. Provide oversight of the activities of Contractor, including but not limited to the review and the approval of work performed;
- B. Establish and define priorities of work to be performed by Contractor;
- C. Provide existing/available data and materials directly pertaining to the above referenced Contractor Responsibilities;
- D. Meet with Contractor's and subcontractors' personnel to coordinate and review work in progress; and
- E. Reserve the right to determine whether the Contractor or subcontractor, in the State's sole discretion, possesses the ability to complete the project.
- F. The State may reject the Contractor or any subcontractors' services at any time. The State may, in its sole discretion, terminate the purchase order at any time.

V. Representation of Other Clients

During the term of the contract, contractor shall represent no other tourism or economic development organization in New England, New York State, New Jersey, or Pennsylvania, without the prior written consent of DECD. Contractor shall immediately notify DECD of any such current representation.

Proposal Requirements

I. Contract Period

The State intends that this contract shall be in effect for a period of two (2) years, beginning January 1, 2014.

The parties may extend this Contract, prior to Termination or expiration, one or more times for a combined total period not to exceed the complete length of the original term, in accordance with the section 2. Term of Contract; Contract Extension, of the Sample Contract Document.

II.

It is the intention of the state to award 25 % of this contract to only Connecticut Small Business Enterprises (SBE) and Minority Business Enterprises (MBE) certified by the State of Connecticut's Department of Administrative Services/Supplier Diversity Program, pursuant to Connecticut General Statute 4a-60g. SBE and MBE bidders are required to be certified at the time of the bid opening and are requested to provide a copy of their company's current certification certificate with their bid.

Further information about the Supplier Diversity Program can be found at the following link:

<http://das.ct.gov/cr1.aspx?page=34>

III. Stability of Proposed Prices

Any price offerings from proposers must be valid for a period of for the full term of the contract days from the due date of the proposals.

IV. Amendment or Cancellation of the RFP

DAS reserves the right to cancel, amend, modify or otherwise change this RFP at any time if it deems it to be in the best interest of the State to do so.

V. Proposal Modifications

No additions or changes to any proposal will be allowed after the proposal due date, unless such modification is specifically requested by DAS. DAS, at its option, may seek proposer retraction and/or clarification of any discrepancy or contradiction found during its review of proposals.

VI. Proposer Presentation of Supporting Evidence

Proposers must be prepared to provide any evidence of experience, performance, ability, and/or financial surety that DAS deems to be necessary or appropriate to fully establish the performance capabilities represented in their proposals.

VII. Proposer Demonstration of Proposed Services and or Products

At the discretion of DAS, proposers must be able to confirm their ability to provide all proposed services. Any required confirmation must be provided at a site approved by DAS and without cost to the State.

VIII. Erroneous Awards

DAS reserves the right to correct inaccurate awards. This may include, in extreme circumstances, revoking the awarding of a contract already made to a proposer and subsequently awarding the contract to another proposer.

Such action on the part of DAS shall not constitute a breach of contract on the part of DAS since the contract with the initial proposer is deemed to be void and of no effect as if no contract ever existed between DAS and such proposer.

IX. Proposal Expenses

Proposers are responsible for all costs and expenses incurred in the preparation of proposals and for any subsequent work on the proposal that is required by DAS.

X. Ownership of Proposals

All proposals shall become the sole property of the State and will not be returned.

XI. Ownership of Subsequent Products

Any product, whether acceptable or unacceptable, developed under a contract awarded as a result of this RFP shall be the sole property of the State unless otherwise stated in the contract.

All work product developed as a result of this contract, including but not limited to: (a) all plans, documents, databases and recommendations; (b) all scripts, copy and graphics, and original artwork; (c) all exhibits, drawings, and models; (d) all internet applications, graphics, and software; (e) releases from any and all talent involved in the advertising; (f) all video and audio creative, including duplicate and outtakes; and (g) all photography, with the exception of stock photography, required to complete approved assignments including non-published photography shall become the property of the State of Connecticut. The State shall retain all rights and interests for present and future publication, display, sale, copyright or other use, unless prior written approval is granted by DECD for single use or other restricted use.

XII. Oral Agreement or Arrangements

Any alleged oral agreements or arrangements made by proposers with any State agency or employee will be disregarded in any State proposal evaluation or associated award.

XIII. Subcontractors

DAS must approve any and all subcontractors utilized by the successful proposer prior to any such subcontractor commencing any work. Proposers acknowledge by the act of submitting a proposal that any work provided under the contract is work conducted on behalf of the State and that the Commissioner of DAS or his/her designee may communicate directly with any subcontractor as the State deems to be necessary or appropriate. It is also understood that the successful proposer shall be responsible for all payment of fees charged by the subcontractor(s). A performance evaluation of any subcontractor shall be provided promptly by the successful proposer to DAS upon request. The successful proposer must provide the majority of services described in the specifications.

XIV. Contract Award

The State reserves the right to award this Contract in a manner deemed to be in the best interest of the State and may include, but not be limited to:

- A. by item, group of items, or in its entirety
- B. geographic location to adequately service the entire State of Connecticut in the best possible manner
- C. Multiple Vendor Award

Selection Criteria

I. Submittal Requirements

A selection committee will review and score all proposals. The following information, in addition to the requirements, terms and conditions identified throughout this RFP Document, will be considered as part of the Selection process **and are listed in order of relative importance.**

- A. Strategic Thinking and Execution
- B. Organization and Experience
- C. Work Plan for 2014 and 2015 – Advertising Agency Services & Creative Development
- D. Work Plan for 2014 and 2015 – Media Services/Purchase
- E. Work Plan for 2014 and 2015 – Tourism Public Relations National
- F. Work Plan for 2014 and 2015 – Tourism Public Relations In State
- G. Work Plan for 2014 and 2015 – Business Development Public Relations.
- H. BUDGET 2014 and 2015

Submittal Requirements

I. Strategic Thinking and Execution

- A. Submit at least three (3) case histories by proposed team members for each of the following areas your company is interested in providing services for as required under this RFP:
 - 1) Media services/purchase including strategy and executions for tourism and for business development;
 - (2) Tourism national public relations;
 - (3) Tourism in state of Connecticut public relations;
 - (4) Advertising agency services including overall brand support and creative development for tourism and for business development;
 - (5) Business development national public relations.
- B. Case histories should be from within the past three years demonstrating the strategic thinking process and execution of the resulting plan.
- C. Media services/purchase and advertising agency services case histories must include a minimum of two examples for tourism and one for business development.
- D. Discuss how these case histories:
 - 1. Are strategically analogous to Connecticut;
 - 2. Relate to the services requested in this proposal;
 - 3. Demonstrate experience working with other vendors in an integrated marketing team environment;

4. Maximized the budget with which you were working.
5. The presentation should focus on the strategic goals and results of the project, and should include a statement of the marketing communication objectives, a description of the contractor's solution, samples of creative or links to online examples, and an analysis of the results.

2. Organization and Experience

- a) Demonstrate organization, financial responsibility and experience.
- b) Brief business history - Provide the organizational history of your company including years in business, location and offices, and form of business (sole proprietor, partnership, corporation, etc.).
- c) Prior two (2) years financial statements for contractor and subcontractors. This information should be placed in a sealed envelope and marked "Confidential" and mailed directly to
- d) Statement from contractor and subcontractor's accountants demonstrating current financial solvency.
- e) List tourism, consumer targeted and/or economic development projects that your team members have handled. Furnish a client list, type of projects and services performed, and indicate the dates your company performed these services.
- f) Samples of relevant work: Furnish samples of materials and links to relevant online materials produced by your company and proposed team members, including press releases and press kits; also provide the names of the individuals and their current position with the firm which developed samples submitted
- g) Unique/differentiating capabilities: Provide a short description explaining what makes your company unique and of any special procedures, technologies, capabilities, strategic inputs, branding, analytics, online and integrated marketing, usability, competencies, etc.
- h) National Public Relations Services
 - i. Demonstrate that you have national level travel and tourism experience
 - ii. Provide a list of company billings for the past three years demonstrating that at least 40% of the total public relations billings were for national travel and tourism public relations services and at least 20% of the total public relations billings were for travel and tourism public relations services for state or country destinations. Approximate dollar values or a dollar range is acceptable.
- i) List three national level media contacts (editors, journalists, travel writers) as references that your company works with on a regular basis. Include contact names, telephone numbers, email address and physical addresses.
- j) Three (3) Client References for whom your company has performed similar services in the past five years as required in this proposal. Include name of company, contact name, telephone number, email address, and description of work provided
- k) Should proposers wish this information to be considered confidential, **this information should be clearly marked on your document "Confidential"**. This information will not be made viewable to the public and will only be reviewed by the evaluation committee.

- l) DAS Set Aside Certificate if applicable.

3. Work Plans FY 2014 and FY 2015 for Each Project Area

- a. Outline the Scope of Services as it pertains to the major areas of strategic marketing plan, development, advertising collateral, and public relations services.
- b. Present the Plan of Operations by explaining how you plan to approach the account and manage the services and activities required. Plan will be evaluated based on balance, integration, conciseness, capabilities, plans, outlines, approach, completeness, clarity, resources, understanding of project, and subcontractors chosen.
- c. Explain the Plan for contract management and client approach including providing samples of account management tools, client status reports, FTP site and results summary.
- d. Provide a list of the individuals (including subcontractors) who will be involved in providing the services. Provide names, titles, contact information, current resume, professional designations and prior account experience with specific years of service for accounts of the COT's size and type. Provide the percentage of their time that they will spend on the COT account and their work location.
- e. Provide samples of work performed within the past three years by key individuals proposed to work on the account.
- f. Oral Presentation/s – Present information requested in advance and respond to questions during interviews and demonstrate performance of your team, capabilities, methods, resources, understanding of project and managerial personnel.

4. VALUE

- a. Form RFP-16 Attachment 2 Price Schedule
 - i. Proposers shall present a list of services (tasks) offered along with hourly rates for each service (task). Hourly rates for position titles will not be accepted.
 - ii. Pricing submitted must be net pricing. Costs for travel, meals, hotels and/or other miscellaneous expenses are not reimbursable unless with prior approval by the State.
 - iii. Proposers should clearly mark this list of services (tasks) as the "Price Schedule".
 - iv. Payment is net 45 days (net 30 days for CT Certified Small and Minority Businesses only). Pre-payment and/or retainers may be negotiated as needed.
- b. Form RFP-16 Attachment 3 Proposed Budget Spreadsheet
 - i. Submit a two year proposed budget not to exceed \$9.6 million per fiscal year using the attached spreadsheet, noting contractor and subcontractor anticipated billings broken out by monthly service fee, special program elements, and out-of-pocket expenses. Include in the \$9.6 million per year maximum budget allocations for business development marketing not to exceed \$2.4 million per fiscal year and for tourism marketing not to exceed \$7.2 million per fiscal year. Enter \$0 for services your company is NOT bidding on. All spaces must be filled in.

Index of Abbreviations/Definitions

Abbreviations:

DAS	Department of Administrative Services
RFP	Request for Proposal
DECD	Department of Economic and Community Development
COT	Connecticut Office of Tourism

ATTACHMENT 1 - SAMPLE CONTRACT

This RFP is not a contract and, alone, shall not be interpreted as such. Rather, this RFP only serves as the instrument through which proposals are solicited. The State will pursue negotiations with the proposer whose proposal scores highest. If, for whatever reason, DAS and the initial proposer fail to reach consensus on the issues relative to a contract, then DAS may commence contract negotiations with other proposers. DAS may decide at any time to suspend the current RFP process and start the RFP process again.

Attachment 1 to this RFP is a draft contract and it is included in this RFP for informational purposes only in order to show some contract provisions that the State of Connecticut requires. It is not intended to, and will not, be the specific contract that the State and the successful vendor(s) will sign. After DAS selects a vendor, DAS will deliver a draft contract to the vendor for consideration and negotiation. The contract that DAS and the successful vendor will sign may vary from Attachment 1. The contract may include a liquidated damages clause at the discretion of the State.