



**NH Division of Parks & Recreation & Cannon  
Mountain Ski Area  
Advertising Agency Services  
Request for Proposals**

Issue Date: **Friday, May 6, 2022**

Title: Advertising Agency Services

Issuing Agency: State of New Hampshire  
**Department of Natural and Cultural Resources  
Division of Parks and Recreation**  
172 Pembroke Rd.  
Concord, NH 03301

Period of Contract: Date of Approval from Governor & Council through June 30, 2025  
(with an option to extend through June 30, 2027)

Proposal Deadline: Monday, June 6, 2022 at 2:00 p.m.  
*\*Proposal must be received at DNCR no later than 2:00 p.m.*  
**Proposals postmarked prior to, but received after deadline,  
will not be accepted.**

All inquiries for information should be directed to:

Greg Keeler, Cannon Mountain Director of Marketing & Sales  
Email: [gregory.j.keeler@dncr.nh.gov](mailto:gregory.j.keeler@dncr.nh.gov)

If proposals are mailed, send directly to issuing agency shown above and send an additional copy to Greg Keeler, Cannon Mountain, 260 Tramway Drive, Franconia, NH 03580. If proposals are hand-delivered, deliver to receptionist at DNCR office, 172 Pembroke Rd., Concord, NH 03301.



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## 1. Purpose

The purpose and intent of this Request for Proposals (RFP) is to enter into a contract for a period of three years (Upon Governor & Council Approval, July 1, 2022 - June 30, 2025) with an option to renew through June 30, 2027, upon agreement of both parties and the Governor and Executive Council.

## 2. Project Overview

The NH Department of Natural & Cultural Resources, Division of Parks and Recreation, is soliciting proposals for marketing and merchandising services. Historically, the marketing services have been provided for NH State Parks under the Division of Travel and Tourism marketing contract for entire the State of NH and marketing services for Cannon Mountain Ski Area have been provided under a separate contract with an independent vendor. The selected vendor will have the responsibility providing marketing services covering the entire park system under strategies that create synergies across all venues while recognizing the scale and specific needs of marketing a ski area. A more detailed description including scope of work is provided in "Scope of Work and Contract Information.

The total budget for marketing services is \$480,500 and is divided between two accounts:

- Parks Account: \$200,000 per year for NH State Parks.
- Ski Account: \$280,500 per year for Cannon Mountain Ski Area.

Budgets will be primarily dedicated to marketing, marketing services, branding, promotions and merchandising for both NH State Parks and Cannon Mountain Ski Area. Any vendor/agency fees will also be included in the total budget for each. The budgets for NH State Parks and Cannon Mountain will each be managed independently from on another.

The Selected Vendor will provide strategic direction to ensure New Hampshire's brand is properly conveyed across all programs and channels, creating a strategic framework for contracted partners, including public relations and content development vendors. By law, promotion of state park facilities must be coordinated with the state's general tourism promotion efforts through the Division of Travel and Tourism Development.

The Selected Vendor will have demonstrated an ability to meet business goals, as well as a proven ability to create groundbreaking work.

The Selected Vendor must appreciate the opportunities and challenges related to working with highly visible government entities that are tasked with continually representing and improving New Hampshire's outdoor economic vitality.



The Selected Vendor will engage in both strategic planning and day-to-day program execution.

**Vision:** The Division of Parks and Recreation preserves, protects, and stewards New Hampshire’s natural, recreational, and historic sites. New Hampshire’s state parks are valued and recognized as a critical contributor to New Hampshire’s economy and unique quality of life. These diverse and special places of natural and cultural significance are premiere destinations for families and individuals of all ages and abilities, where exploration, adventure, learning, and fun create experiences and memories that last a lifetime.

The Division’s management is innovative and dynamic, emphasizing outstanding customer service, meeting diverse needs, and developing strong partnerships with other public and private entities. The State Parks are valued and recognized as a critical contributor to New Hampshire’s unique quality of life.

Cannon Mountain operates within the Division of Parks and Recreation as a four-season recreational destination offering full ski area services in winter and diverse outdoor experiences in spring, summer, and fall, including the operation of Cannon’s Aerial Tramway. Cannon Mountain also manages Echo Lake Beach, the Cannon RV Park and serves as a popular hub for hiking within Franconia Notch State Park. Cannon Mountain is a vital economic driver for the Franconia Notch Region and plays an important role in the regional tourism industry.

NH State Parks, including Cannon Mountain, are self-funded. All operating funds are raised through fees and marketing for both has an important revenue generating component as well as a public service mission component.

### 3 Definitions

- 3.1 “Selected Vendor” refers to the Offeror under this Request for Proposals (RFP) with which the Department of Natural and Cultural Resources negotiates a contract. The terms in this RFP referring to “Selected Vendor” represent contract terms that will be a part of the final contract.
- 3.2 “Offeror” refers to any individual, corporation, partnership or agency that responds in writing to this RFP.
- 3.3 “State” refers to the State of New Hampshire; “DNCR” refers to the Department of Natural and Cultural Resources.
- 3.4 The “Contract” is the resulting contract entered into between DNCR and the successful Offeror.



## 4 Scope of Work

**Items listed in 4.1 – 4.6 represent work to be completed for both NH State Parks and Cannon Mountain. Items listed in 4.7 are specific to NH State Parks and are in addition to items 4.1 – 4.6. Items listed in 4.8 are specific to Cannon Mountain and are in addition to items 4.1 – 4.6.**

The State of NH Department of Natural & Cultural Resources (DNCR), Division of Parks and Recreation is seeking proposals from qualified marketing and communications professionals specializing in parks and recreation, hospitality, and/or community-based promotion to promote NH State Parks as well as Cannon Mountain Ski Area's products and services. The Offeror should have a minimum of three years of experience in ski area marketing but have no current ski area client in the same market area as Cannon. Additionally, the Offeror should have demonstrated experience in tourism-based destination marketing.

The scope of work includes strategic planning, creative content, media planning and buying, search, digital. Cannon Mt Ski Area web hosting, web maintenance, and all production (NH State Park's Website is managed under a separate contract.) Deliverables will be provided exclusively for DNCR to promote the State Parks, including Cannon Mountain Ski Area, as an outdoor recreation destination, as well as promoting workforce recruitment/retention and visitor communication for New Hampshire State Parks and Cannon Mountain Ski Area.

### 4.1 Administration/Management

- 4.1.1 Dedicated daily account management team with in-depth attention to organizing, planning, supervising, and reviewing all projects and budgets.
- 4.1.2 Dedicated creative and production staff focused specifically on the accounts.
- 4.1.3 Participate in planning and budget review meetings to ensure direction and budget adherence.
- 4.1.4 Development of specific reports that may include Campaign Reports, Weekly Status, Budget Updates, etc.
- 4.1.5 The Selected Vendor must provide creative planning, media planning, media calendars, job estimates, monthly budget and reconciliation updates, detailed monthly billings, and reports quantifying the effectiveness of promotional programs.



4.1.6 The Selected Vendor will solicit external partner and sponsor relationships to generate additional funding to leverage NH State Parks' and Cannon Mountain's marketing dollars and advertising/marketing efforts; The Contractor will continue to manage the Cannon Mountain Lodging Partner program as part of this effort.

#### 4.2 **Strategic Planning**

- 4.2.1 Prepare strategic plans, conduct market research, facilitate strategic planning sessions, and engage in consumer studies.
- 4.2.2 Solicit input via strategic planning sessions with key stakeholders.
- 4.2.3 Determine and report Key Performance Indicators (KPIs).
- 4.2.4 Assist DNCR staff in sharing the plan, including presentations, participation in select meetings and hard copy materials.

#### 4.3 **Creative Development, Marketing and PR**

- 4.3.1 Create and deliver brand via paid, owned, and earned channels. Creative must promote the NH State Parks and Cannon Mountain Ski Area attributes and workforce recruitment/retention.
- 4.3.2 The Selected Vendor must propose strategies to expand promotional efforts effectively in new markets and continue to develop traditional markets.
- 4.3.3 The Selected Vendor will provide public relations/publicity support in coordination with NH State Parks and Cannon Mountain.
- 4.3.4 The Selected Vendor may employ qualified sub-contractors as needed. Special emphasis will be given to New Hampshire businesses and businesses with tourism, recreation and ski area experience.

#### 4.4 **Asset Management**

- 4.4.1 Manage and inventory photography/video assets; assets will be used in all creative execution, public relations, and overseas marketing.
- 4.4.2 Make recommendations for new photography/video assets to added, as needed and as budget allows; and oversee their creation/purchase.
- 4.4.3 Manage and make available all creative assets including logos, brand work and any other deliverables created on behalf of NH State Parks



and Cannon Mountain.

4.4.4 The Selected Vendor will not provide printing services either directly or via sub-contract. The State's Bureau of Graphic Services will provide printing services through a competitive bid process. The Selected Vendor shall provide design and printing specifications and may represent the State for proofs with NH State Parks or Cannon Mountain approval.

#### 4.5 **Media Planning and Buying**

4.5.1 Strategic planning of annual media calendar including paid and trade advertising.

4.5.2 Media buying, execution and reporting on results.

4.5.3 Coordinate cooperative marketing campaigns to support overall strategy.

4.5.4 Implement tracking mechanisms to measure KPIs.

4.5.5 Provide ongoing counsel relative to consumer media consumption habits.

4.5.6 Assist New Hampshire State Parks and Cannon Mountain Ski Area with planning, production and participation at select trade shows and events.

4.5.7 Develop marketing and sales materials, as well as destination training presentations.

4.5.8 Media costs are at net and need to be paid prior to requesting State reimbursement.

#### 4.6 **Digital Media**

4.6.1 Develop creative strategy across digital, social, and mobile channels.

#### 4.7 **NH State Parks Specific Scope Items**

4.7.1 The Selected Vendor will develop and implement a strategic plan to promote and increase sales of its "NH Park's Plate" license plate program.

4.7.2 The Selected Vendor will provide expertise in outdoor recreation consumer marketing, as well as and international markets, to enhance and expand current target markets.

4.7.3 The Selected Vendor will participate in industry events (when requested) such



as Camping and outdoor recreation shows and other industry-related trade shows.

#### 4.8 Cannon Mountain Specific Scope Items

- 4.8.1 The Selected Vendor will provide expertise in the snowsports/ski school trade and consumer marketing, as well as domestic and international markets, to enhance and expand current target markets. Cannon Mountain wants to work on increasing its family and first-time skiers and riders market share.
- 4.8.2 The Selected Vendor will participate in industry events (when requested) such as Ski NH Media Events, Boston Snowsports Expo and other industry-related trade shows. The contractor will be responsible for managing all aspects and execution of the Boston Snowsports Expo/Snowbound Festival as well as any other similar trade shows/industry events. The Contractor may subscribe to industry organizations to be able to compare Cannon with other areas in New Hampshire, the Northeast and across the country.
- 4.8.3 The Contractor must develop a strategy to position Cannon Mountain uniquely apart from other ski areas/attractions in order to protect and increase its market share.
- 4.8.4 Cost of placement of media will be net to Cannon Mountain and it is expected that the Contractor will negotiate added value. Lift tickets may be used as part of negotiation, upon approval by the Cannon Mountain marketing representative.
- 4.8.5 Manage and update the existing websites, connecting users to the brand and advertising campaigns.
  - 4.8.5.1 *Websites include: [www.cannonmt.com](http://www.cannonmt.com) & [whitemountainsuperpass.com](http://whitemountainsuperpass.com)*
  - 4.8.5.2 Implement and maximize content management solutions across Cannon's portfolio of websites, mobile and social media channels.

### 5 Proposal Requirements

#### 5.1 Technical Proposal

- 5.1.1 Complete "Contractor Data Sheet" (Attachment A).
- 5.1.2 A written one-page introductory statement including:
  - Experience in providing services as described in Section 4.





- Expertise of participating personnel including, but not limited to, those identified in Attachment A.
- Describe the Offeror's ability to absorb the proposed Contract into its current volume of work.

5.1.3 Demonstrate the Offeror's financial capability to provide the work described in Section 4: Scope of Work. Audited financial statements, or satisfactory alternate proof of financial stability will be required prior to award of contract.

5.1.3.1 An Offeror, if requested, must be prepared to present evidence of financial standing necessary to satisfactorily meet the requirements set forth in the proposal.

5.1.4 Provide resumes/portfolios of individuals or subcontractors performing major duties and functions under the proposed contract; include role, responsibility, and qualifications.

5.1.5 Provide at least four recent client references, of which at least two (2) shall be tourism related. Include contract/service dates and contact information.

5.1.6 Describe approach to accomplishing Section 4: Scope of Work including Strategy, Tactics, and Budget.

5.1.7 A written description of research capabilities and proposed tracking system to measure effectiveness of proposed programs.

5.1.8 Explain previous contracted services provided to State.

PLEASE NOTE: Creative executions are not required within the written proposal. Finalists selected for oral presentations may be asked to present creative ideas at that time.

## 5.2 Cost Proposal

5.2.1 Offerors are required to complete Attachment B: Proposed Costs and/or Fees.

5.2.1.1 As a high-profile account, NH Parks is committed to maximizing the effectiveness and efficiency of its advertising investment.

## 5.3 Proposal Submission

5.3.1 In order to be considered for selection, Offeror must submit a complete written response to this RFP. One (1) original and six (6) copies of each proposal, plus



an electronic version must be submitted to BEA. No other distribution of the written proposal shall be made by the Offeror. Offerors may be required to make creative presentations, if requested.

- 5.3.2 All information requested must be submitted. Failure to submit this information at time of bid will render the proposal non-compliant and will result in a disqualification.
- 5.3.3 Each copy of the proposal must be in a single volume. Proposals must be prepared simply and economically, providing a straightforward, concise description of capabilities to satisfy the requirements of the RFP. Emphasis should be on completeness and clarity of content. The State is not responsible for the cost of proposals.
- 5.3.4 The original copy must remain at NH DNCR, available for public inspection/disclosure, subsequent to awarding of the contract. Information considered confidential or proprietary may be marked as such by the submitting party. However, such determinations are not conclusive on NH DNCR and NH DNCR shall be subject to the provisions and requirements of RSA chapter 91-A (the New Hampshire right-to-know law) when determining what documents are subject to public inspection/disclosure pursuant to a right-to-know request.

#### 5.4 Finalist Oral Presentations

Offerors who submit a written proposal in response to this RFP may be selected to give a creative presentation. NH State Parks will schedule the time and location of these presentations.

## 6 Evaluation and Award Criteria

- 6.1 All proposals will be evaluated for responsiveness to the RFP by a Selection Committee made up of representatives of NH State Parks and Cannon Mt. Ski Area.
- 6.2 All written proposals will be evaluated and scored on the basis of the following criteria (Attachment D), which will be accorded the relative weight indicated in parentheses:
  - Experience and Qualifications (30%)
  - Strategy, Tactics, Budget (50%)
  - Agency Fee Cost Proposal (20%)
  - **Grand Total (100%)**
- 6.3 Offeror(s) deemed to be best qualified among the written proposals will be identified on the basis of evaluation factors stated in Section 6.2.
- 6.4 Identified Offeror(s) will be selected to provide a creative presentation to further



evaluate Offeror’s capabilities. These presentations will be graded on a 50-point scale, outlined in the Proposal Score Sheet (Attachment D). NH State Parks will notify finalists at least 10 days prior to creative presentation to schedule times and determine location.

- 6.5 The Selected Contractor will be notified in writing. NH State Parks and the Selected Contractor shall negotiate a contract containing the terms in the RFP/proposal. If NH State Parks is unable to negotiate a satisfactory contract with the first Selected Contractor, NH State Parks may undertake negotiations with the next recommended Offeror.
- 6.6 The proposed Contract must be approved by the Governor and Executive Council. This process takes approximately four to six weeks after the execution of Contract. The Contract approved by the Governor and Executive Council will be effective July 1, 2022.

<p>6.7 <b>Proposed Timetable</b>          Request for Proposals Issued          Deadline for Questions          Responses to Questions  <b>Written Proposal Deadline</b>          Invitations to Present          Oral Presentations          Award Announcement          Contractual Process          Governor &amp; Council Approval Process          Contract Effective</p>	<p>Friday, May 6, 2022          Monday, May 16, 2022          Friday, May 23, 2022  <b>Monday, June 6, 2022</b>          Friday, June 10, 2022          Friday, June 17, 2022          Tuesday, June 21, 2022          June 2022          July 2022          Upon Governor &amp; Council Approval 2022</p>
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**7 Conditions**

All Offerors must be willing to adhere to the following conditions and must positively state so in the proposal.

- 7.1 **Ownership of Subsequent Products:** Any product, whether acceptable or unacceptable, developed under a contract awarded as a result of this RFP is to be the sole property of the State of New Hampshire unless stated otherwise in the contract.
- 7.2 **Conformance With Statutes:** Any contract awarded as a result of this RFP must be in full conformance with statutory requirements of the State of New Hampshire.
- 7.3 **Amending or Canceling:** The State reserves the right to amend or cancel this RFP, prior to the due date if it is in the best interest of the State, or to correct inaccuracies resulting from clerical errors.
- 7.4 **Rejection for Misrepresentation:** The State reserves the right to reject the proposal of any vendor for misrepresentation.



- 7.5 Contract Format: The successful contractor will be required to sign or provide the following documentation:
- Service Contract Form – Form P-37 (Attachment E)
  - Certificate of Authority. This document is required of the Contractor to certify by vote of the corporation’s board that the person who signs the contract has been authorized to do so. The Contractor is required to provide this document on corporate letterhead, signed by the Chairman of the Board or similarly authorized person.
  - Certificate of Good Standing document is required for all contracts exceeding (30) days. They are issued by the New Hampshire Secretary of State’s office certifying that the corporation, partnership, or trade name has been registered to do business in New Hampshire. Certificates of Good Standing shall be current and are renewable annually by April 1<sup>st</sup>.
  - Comprehensive general liability insurance against all claims of bodily injury, death, or property damage in amounts not less than \$1,000,000 per occurrence and \$2,000,000 aggregate, and special cause of loss coverage form covering all property in an amount not less than 80% of the whole replacement value of the property (Section 14 Insurance of the State Service Contract Form P-37 (Attachment E)).
- 7.6 Speaking on behalf of the State of New Hampshire/ NH State Parks: Contractor is not authorized to represent the State’s position to the public or media and must be authorized to provide information by NH State Parks & Cannon Mt. Ski Area.
- 7.7 The Contractor may “subcontract” services. Proposals that include subcontracting services must include information identifying the subcontractor(s) and demonstrate the subcontractor(s)’ qualifications to perform the services, and a letter from the proposed subcontractor(s) stating their intent to subcontract on this project. The prime contractor will be responsible for all services provided by, and obligations of its subcontractor(s). All communications, departmental direction, invoices and payments will be processed through the prime contractor. All data generated as a result of this contract is the exclusive property of NH State Parks.
- 7.8 Contractor is to provide NH State Parks with ninety (90) days written notice of any proposed changes to sub-contractor.
- 7.9 The resulting Contract may be modified only by written amendment, which has been executed and approved by the appropriate parties from the State and Contractor.
- 7.10 The State may terminate the Contract without cause by giving the Contractor sixty (60) days written notice before the effective termination date.
- 7.11 If for any reason, the Contractor fails to make a delivery date, the Contractor shall be assessed Liquidated Damages of \$1,000.00 per week, or portion thereof,



until the production, revision or delivery date is met. If the Contractor foresees an event beyond its reasonable and normal control and properly notifies NH State Parks of such event in writing, NH State Parks may allow the Contractor to exceed a production, revision order or delivery date with no Liquidated Damages assessed.