



STATE OF NEW HAMPSHIRE  
DEPARTMENT of RESOURCES and ECONOMIC DEVELOPMENT  
DIVISION of TRAVEL and TOURISM DEVELOPMENT  
172 Pembroke Road P.O. Box 1856 Concord, New Hampshire 03302-1856

GEORGE M. BALD  
Commissioner

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**NEW HAMPSHIRE CALL CENTER, DATABASE MANAGEMENT, AND MAIL  
FULFILLMENT SERVICES REQUEST FOR PROPOSALS**

Issue Date: January 23, 2012

Title: New Hampshire Call Center, Database Management, and Mail Fulfillment Services

Issuing Agency: State of New Hampshire  
Department of Resources and Economic Development  
**Division of Travel & Tourism Development**  
172 Pembroke Road  
PO Box 1856  
Concord, NH 03302-1856

Period of Contract: July 1, 2012 through June 30, 2014 with one, two year option to renew (through June 30, 2016) upon written consent of both parties, and approval by the Governor and Executive Council.

Proposal Deadline: Monday, February 13, 2012 at 2pm  
*\*Proposals will not be accepted at DRED after 2pm.*

**ALL PROPOSALS MUST BE LABELED: "PROPOSAL – CALL CENTER, DATABASE  
MANAGEMENT, AND MAIL FULFILLMENT SERVICES"**

Any questions or clarification on the RFP should be directed to Tai Freligh via email by 3pm on January 30, 2012. Responses will be shared with bidders and also posted on [www.visitnh.gov/rfp](http://www.visitnh.gov/rfp) on February 6, 2012.

Tai Freligh, Communications Manager  
Email: [tai.freligh@dred.state.nh.us](mailto:tai.freligh@dred.state.nh.us)

If proposals are mailed, send directly to issuing agency shown above. If proposals are hand-delivered, deliver to receptionist at DRED office, 172 Pembroke Road, Concord.

1. PURPOSE

Pursuant to New Hampshire state law, the New Hampshire Division of Travel and Tourism Development (DTTD) is soliciting competitive proposals to contract services for inbound telemarketing, database management, fulfillment, warehousing, inventory management and other related services for its travel marketing programs for a contract period of July 1, 2012 through June 30, 2014 with one, two year option to renew (through June 30, 2016) upon written consent of both parties, and approval by the Governor and Executive Council.

The Contractor shall be responsible for capturing inquiries to the 800 line, DTTD website, travelinformation.com and other sources; coding each inquiry by date, source, type and state; reporting to DTTD on activities; fulfilling each inquiry and processing standard and customized database reports and sorts. In addition, questions may be added to the telephone script or to business reply cards. Contractor will be responsible for inputting question responses into the database.

The Contractor will come under the direction of DTTD's Communications Manager, responsible for all telemarketing and fulfillment programs.

2. BACKGROUND INFORMATION

2.1 Travel and Tourism is the state's second largest industry, employing approximately 60,500 full and part time individuals and is a significant revenue producer for New Hampshire businesses and state government. DTTD undertakes aggressive marketing to attract visitors to the state. Through its electronic and print promotional activities as well as its public relations efforts, (domestically and abroad) we invite potential visitors to order the Official New Hampshire Visitors Guide. All promotional activities are coded for tracking purposes. Requests are received via an 800 number and through our [www.visitnh.gov](http://www.visitnh.gov) website, Reader Response cards and calls directly into DTTD. They are also generated from marketing partners in Germany, Canada, UK and France.

All inquiries are fulfilled through the Call/Fulfillment Center. Information on each inquiry is entered into a centralized database at the Call/Fulfillment Center and is accessible to DTTD. Fulfillment literature is stored on the Contractor's premises and sent out in a timely fashion to each inquirer. A variety of reports are generated on a regular basis to allow us to determine the effectiveness of each marketing campaign and to continuously track timeliness of mailings and per cent of undeliverable mailings. A close working relationship between the Call/Fulfillment Center and DTTD is essential as well as with, our advertising agency, print publications contractor and our web developer.

DTTD's marketing campaigns are year-round with emphasis on Spring, Summer, Fall and Winter. Public relations efforts are continuous throughout the year. All marketing and public relations promote the 1-800-FUN-IN-NH number and the website [www.visitnh.gov](http://www.visitnh.gov).

### 3. GENERAL TERMS AND DEFINITIONS

#### 3.1 Terms

a. The State of New Hampshire (State), Division of Travel & Tourism Development, a division of the Department of Resources and Economic Development (DRED), has issued and is responsible for this RFP. DRED will enter into the resulting contract on behalf of the State, upon approval by the Governor and Executive Council ("G&C").

b. 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 DTTD. Contractor is to provide DTTD with 90 days written notice of any proposed changes to sub-contractor.

#### 3.2 Definitions

a. "Offeror" refers to any individual, corporation, partnership, or agency that responds in writing, to the Request For Proposal (RFP).

b. "Contractor" refers to the Offeror under this RFP with which the Division of Travel and Tourism Development (DTTD) negotiates a contract. The terms of this RFP referring to "Contractor" represent contract terms that will be a part of the final contract.

c. The "Contract" is the resulting contract entered into between DRED and the successful Offeror.

d. A "subcontractor" refers to a person who is awarded a portion of an existing contract by the Contractor.

4. SCOPE OF SERVICES

4.1 Receipt and Handling of Inquiries

a. The Contractor shall be responsible for Call Center, Database Management, Mail Fulfillment, Warehousing, and Inventory Management Services for DTTD and DRED as fully described as follows.

b. DTTD shall provide the Contractor with a fiscal year media plan that the Contractor shall be familiar with in order to anticipate call and fulfillment volumes. This media plan provides details on dates of activity, publication names, ad types (newspaper, magazine, TV etc), and the manner in which the inquiry will be received (phone, reader service email, label, Business Response Cards etc).

c. Inquiries for New Hampshire travel and tourism information are generated via its 800 number FUN-IN-NH, with dedicated source codes to track specific media activity; via the online order form at [www.visitnh.gov](http://www.visitnh.gov); via email and hard-copy labels from publishers offering reader service; and business reply cards.

d. DTTD shall have the right of ownership of 800-FUN-IN-NH (800-386-4664) phone number beyond contract terms. The Contractor claims no right of ownership of and in 800-FUN-IN-NH (800-386-4664).

4.2 Staffing

a. The Contractor shall provide live, toll-free operator response to all DTTD phone inquiries 24 hours a day, 365 days a year for both the USA and Canada.

b. The Contractor is required to provide uninterrupted service in the case of power outages, system failures and natural disasters, and provide a contingency plan to address this requirement.

c. The Contractor shall provide live, courteous and knowledgeable operator response in English, and preferably French-Canadian. Operators shall have a general knowledge of New Hampshire and Offeror shall submit details on training plans.

d. DTTD reserves the right to visit the Offeror's call and fulfillment centers to observe call handling, processing, and fulfillment practices and to provide training information about NH.

e. The Contractor shall provide trained staff to input hard-copy inquiries into database from labels, business reply cards and other sources. The Contractor shall be responsible for ensuring the BRC's are processed within a 48 hour period.

f. The Contractor's DTTD account supervisors/managers must be available to attend semi-annual meetings with DTTD's other agencies to create additional synergies between all partners involved with DTTD's marketing programs.

g. A dedicated account service representative must be assigned to the DTTD tourism account for daily communication via phone, fax and email.

#### 4.3 Process and Handling

a. The Contractor shall create input screen/s in consultation with DTTD to capture name, address (including 5 US digit zip+4 codes and Canadian postal codes); email address; date of proposed visit; and source codes (supplied by DTTD). Contractor shall have the ability to capture other information as requested. DTTD may change script seasonally, or at any time, with notice.

b. The Contractor will interface with DTTD Web-based order forms.

c. The Contractor is required to incorporate a US zip and Canadian postal code check into all call procedures, and Offerors must provide details of other address verification and hygiene programs they have in place and the point in the order process such systems are deployed.

d. Inquiries that have a Canadian, German or UK address will be entered into a database and fulfilled by Contractor or may be forwarded by email on a daily basis to an agreed upon subcontractor for fulfillment. Additionally, if subcontractor is utilized, Contractor will receive monthly reports from the subcontractor which include details of fulfillments they have undertaken directly. These leads shall be entered into DTTD's database, but not fulfilled, and data included in monthly and annual reports.

e. Contractor may receive inquiries from international countries other than those mentioned above. These will typically come from the online order form for the Guidebook on [www.visitnh.gov](http://www.visitnh.gov). DTTD shall provide Contractor with a list of international countries authorized for fulfillment. All other international countries not on the list are excluded and not authorized for fulfillment. In the event inquiries from an excluded country increase significantly, Contractor shall seek guidance from DTTD as to commencing fulfillment to the country. Contractor will be responsible for all phases of inquiry, database management, fulfillment and reporting for these other international inquiries.

f. Inquiries received in the aforementioned methods will be fulfilled with the Official New Hampshire Visitors Guide. The estimated number of annual requests is approximately 100,000.

g. Calls requiring any additional information or clarification other than the fulfillment of a Guidebook, shall be either referred to DTTD (603-271-2665 or [www.visitnh.gov](http://www.visitnh.gov)) , or referred to any additional sources as instructed by DTTD.

h. Offeror shall provide a breakdown of the costs involved for complete and incomplete calls in the USA and Canada. “Incomplete” calls being defined as any call that was referred, information only, wrong number or hang up.

i. Contractor shall provide a weekly “bad address” report listing and detailing the reasons for non-fulfillment and the percentage the bad addresses are of total requests received for the period.

#### 4.4 Standards

a. Offeror is required to meet or exceed telemarketing industry standards including but not limited to, ensuring that the call abandonment rate does not exceed 10% and that a minimum of 80% of all calls are answered within (10) seconds. DTTD reserves the right to request reports that document achievement of performance objectives.

b. Call Center, Fulfillment, and Reporting standards will be negotiated with the successful Offeror. Penalties may be assessed for non-compliance with standards.

#### 4.5 Database Management

a. Proposal shall provide a detailed plan, including costs and timeframes, to transfer and upload DTTD’s current database. The current database is SQL with all information uploaded in a CSV format. If contractor’s database format is different from SQL, then cost to implement the new format shall be included in the detailed plan.

b. Technical specifications for the database file format will be made in consultation with DTTD. All data collected by the Contractor as part of the contract will be organized and indexed in a format mutually agreed upon by DTTD and the Contractor for submission to DTTD at the completion of the contract. All computerized records will include complete documentation on data storage and retrieval procedures. All data used in statistical analysis will be made accessible in formats clearly demonstrating support of data summaries presented to DTTD.

- c. Database shall remain the exclusive property of DTTD during and beyond the terms of the contract, and use by other parties is forbidden except with written consent from DTTD.
- d. Contractor must back up DTTD databases every 24 hours. Back-up databases must be stored at an off-site location.
- e. Contractor will deliver a copy of the current database to DTTD using a requested format one time per week. Delivery shall not be later than three (3) business days following each Sunday.
- f. The Contractor will provide remote access for DTTD to its data, reports and inventory.
- g. Contractor may be asked to provide on a monthly basis a CD to DTTD of at least 20 actual phone calls upon request.
- h. The Contractor will correct reported errors in ascription to counts within five (5) business days.
- i. On occasion, DTTD will require the Contractor to access the database, and using specified criteria, select records and produce lists. Requests will be on ad hoc basis and Contractor must have the capability to complete such projects within five working days of each request and to produce the specified lists from any and all databases created. The cost of these reports may be in programming cost per hour.
- j. Contractor shall append database records with Designated Market Assignment (DMA).
- k. The ability to supply address verification (eg AVS, NCOA, and ACS) to the database files is mandatory.
- l. At least once a year, or upon request, contractor will be asked to verify approximately 1,500-2,000 business listings by logging into the online [www.visitnh.gov](http://www.visitnh.gov) database. Each property in the database must be called up to 3 times during verification in order to confirm the business information is accurate for print in the Official New Hampshire Visitors Guide and on the [www.visitnh.gov](http://www.visitnh.gov) website.

#### 4.6 Fulfillment

- a. Outgoing mail shall be processed through software that is at a minimum, Address Verification System, Coding Accuracy Support System (CASS) and Presort Accuracy Verification Equipment (PAVE), or similar, approved. All outgoing mail should receive maximum bar coding discounts as a result of using this software.

b. The Official New Hampshire Visitors Guide shall be fulfilled as follows:

- Delivered each March/April from the printer in the quantity of approximately 100,000 (subject to change).
- Exact size and weight of the Guidebook have not been determined, but the fulfillment facilities should be prepared to handle up to 32 standard size pallets (48" deep, 40" wide, 48" high).
- Copies shipped to individuals will be double-strapped in bundles of approximately 25 copies, secured on skids.
- Copies shipped bulk will be in cartons of approximately 50 copies, secured on skids.

c. Warehouse premises must be clean, dry, secure and available for inspection prior to the commencement of the contract and at additional times throughout the period of the contract. Contractor will include evidence of current insurance for contents as described in *Section 8.6 d* of this RFP.

d. Contractor shall zip-sort requests, apply label, address, 5+4 zip code and bar code, and mail within two (2) working days of receipt of request. Guidebooks are bulk mailed, as determined by USPS weight regulations, except if inquirer indicates date of travel within a month, when they are shipped first-class mail. Contractor is responsible for all permits and obtaining best possible postage discounts.

e. On occasion, the Contractor will undertake special mailings on behalf of DTTD to selected addresses from its database which may include multiple pieces and require insertion into envelopes.

f. The Offeror shall provide the option of "rush orders" for inbound USA telemarketing calls. Two options shall be provided: first class and overnight delivery.

- First class mailings will be prepared for inquiries indicating travel intention within one month, as determined by the scripted question, and must be processed by the next business day.
- Overnight delivery shall be at cost to the caller, payable by credit card. Overnight requests must be shipped on the day of the call. The Contractor shall be responsible for collection of the fees.

g. All domestic mailings shall be prepared in accordance with US Postal Service regulations, and all mail will be delivered by the Contractor to the appropriate US Postal Office. All U.S. mail will have a New Hampshire postmark. DTTD shall be reimbursed for any returns that have an incorrect or incomplete mailing address.

h. International mailings shall be screened to ensure they are on the eligible country list provided by DTTD and shall be mailed in accordance with international mail or courier regulations. DTTD shall not pay for any fulfillment sent to a country not listed on its eligible country list.

i. The Contractor is required to secure the most cost effective and timely manner for delivering fulfillment literature for domestic and international mailings.

j. Requests for multiple copies of the Guidebook (more than two) shall be referred to DTTD for approval.

#### 4.7 Reports

a. The Contractor shall be required to generate computerized inventory and fulfillment activity reports on a weekly basis, or more frequently if requested which must include opening balance of books in stock; quantities shipped bulk, first class and foreign; total sent per month; quantity ordered but not shipped (ie “in process”), closing balance; along with funds expended/available in the postage account. These reports should show weekly activity, monthly activity, year to date activity, and comparison to previous year activity.

b. The Contractor shall receive monthly reports from the subcontractors in Canada, Germany and the UK as mentioned above should subcontractors be used. Fulfillment activity from these foreign reports shall be sent by the 5<sup>th</sup> of each month to the Contractor and DTTD, and shall be incorporated into the Contractor’s monthly reports.

c. The Contractor shall provide monthly and cumulative year-to-date reports of:

- Inquiries detailed by source (eg publication name), type (eg phone), state/country and date, and combinations thereof as directed by DTTD.
- Bulk shipments for any multiple orders of literature showing quantity, address, shipping date, method and cost.
- Special reports for ad hoc projects such as direct mail campaigns and projects involving multiple cooperative partners.
- Postage and courier expenditures.

- o Expenses to include telephone usage (including incomplete calls), data input, handling/processing, postage (including returns to be credited), programming, storage, emailing to subcontractors, meetings and account services, and all other costs as requested by DTTD.

d. On occasion the Contractor will be required to provide more timely reports, on a daily or weekly basis.

e. Reports are due by the 10<sup>th</sup> of each month.

f. Reports shall include back-up receipts showing expenses incurred for telephone usage, bulk mail, first class mail, couriers, and expenditures incurred by the international subcontractors.

#### 4.8 Program Development

a. The Contractor shall work with DTTD to enhance the database-driven Customer Relationship Marketing (CRM) Program that will utilize state of the art electronic and email strategies to ascertain customers' travel interests and record them in DTTD's database in a searchable format.

b. The Contractor agrees to provide recommendations when requested by DTTD for improving productivity, process, or efficiencies of, DTTD mail, email, or CRM marketing.

#### 4.9 Transition

a. The Contractor shall pay to move inventory from current vendor's fulfillment location to new Contractor's fulfillment location, should the current vendor be replaced.

b. Any remaining balance of the pre-paid postage account shall be credited towards the total amount due on the final invoice of the contract.

c. The contractor shall agree to continue providing any part or all services in accordance with the terms and conditions, requirements and specifications of the contract for a period not to exceed sixty (60) calendar days after expiration, termination or cancellation date of the contract for a price not to exceed those prices set forth in the contract.

5. GENERAL REQUIREMENTS

5.1 Copies and Distribution of Proposal

In order to be considered for selection, Offerors must submit a complete written response to this RFP by the deadline of 2:00 pm, on Monday, February 13, 2012. One (1) original and five (5) copies of each written proposal, as well as an electronic copy on CD, must be submitted to DTTD. No other distribution of the written proposal shall be made by the Offeror.

5.2 Organization and Experience

a. Organizational structure, staff size by department, current client list, and names and resumes of principals and proposed account team;

b. In-house telemarketing operation, including information on operator training programs; the average operator staffing levels during the periods 8 am to 4 pm, 4 pm to midnight, and midnight to 8 am; plans for handling short-term phone spikes; the average length of employment of telemarketing operators; total number of active operator stations; a description of the telemarketing system hardware and software used including phone and data backup capabilities; and any multi-lingual services, particularly French-Canadian;

c. Database management systems with specific emphasis on technical systems relative to telemarketing input screens, data capture, programming, security, backup, address hygiene and verification, relational database design, and database reports and analysis;

d. Fulfillment services with specific emphasis on warehouse and inventory management, bulk postage and shipping, turn around time, addressing systems, pick-and-pack, and bar code order verification;

e. Plans to commence services for DTTD with specific emphasis on transfer of database and toll-free phone numbers, operator training and development of all technical systems relative to telemarketing input screens, data capture, shipping and inventory control systems.

f. Ability to maintain uninterrupted service in the event of power loss, equipment failure or natural disasters.

g. Quality assurance program in place that samples calls and follows up to confirm efficient handling and caller satisfaction. In addition the contractor must provide DTTD with the ability for call center operators to monitor calls for quality assurance and accuracy.

- 5.3 Oral Presentation: Offerors may be required to make oral presentations, if requested.
- 5.4 Financial Standing: An Offeror, if requested, must be prepared to present evidence of financial standing necessary to satisfactorily meet the requirements set forth in the proposal.

## 6 SPECIFIC REQUIREMENTS

### 6.1 Proposal Submissions

- a. All information requested must be submitted. Failure to submit this information at time of bid will render your proposal non-compliant and will result in a disqualification.
- b. Offeror shall provide a thorough description of its plans and approach for accomplishing the requirements of *Section 4: Scope of Services*.
- c. The proposal shall include all pricing information relative to performing the scope of services described in this RFP and as requested in Exhibit C. No payment can be made on a cost-plus-a-percentage basis (net only). Response shall include proposed manner of payment or payment/terms. Payments shall not be more frequent than monthly. The State of New Hampshire will not be responsible for expenses incurred in preparing this proposal and such costs associated with it should not be included.
- d. Proposals should be as thorough and detailed as possible so that the DTTD may properly evaluate Offeror capabilities to provide the required services.
- e. Each copy of the proposal must be in a single volume. Proposals must be prepared simply and economically, providing straightforward, concise description of capabilities to satisfy the requirements of the RFP. Emphasis should be on completeness and clarity of content.
- f. The original copy must remain at DTTD, available for public inspection and 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 DTTD and DTTD 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.

- g. Proposals shall be signed by an authorized representative of the Offeror.
- h. Proposals must include the Contractor Data Sheet (Exhibit A) and Cost of Services Worksheet (Exhibit C).
- i. Offeror must provide samples of data collection in a presentation form (report) including, but not limited to, graphs, charts and tables etc. Sample data presented by Offeror to DTTD shall remain the property of DTTD.

7. EVALUATION AND AWARD CRITERIA

- 7.1 General Information: All proposals will be evaluated for responsiveness to the RFP by a Selection Committee made up of representatives of DRED and the tourism industry.
- 7.2 Criteria: Proposals shall be evaluated using the following criteria:
  - a. Experience (20%)
  - b. Capability (20%)
  - c. Financial Plan (30%)
  - d. Customer Service (30%)
  - e. Grand Total (100%)**
- 7.3 Award of Contracts: Offeror(s) deemed to be best suited among those submitting written proposals will be identified on the basis of evaluation factors stated in the Request For Proposal. Offeror(s) may be asked to make oral presentations.

The Selection Committee will make a recommendation for selection of a Contractor to the Commissioner of DRED. The selected Contractor will be notified in writing. DRED and the selected Contractor shall negotiate a contract containing the terms in the RFP. If DRED is unable to negotiate a satisfactory contract with the first selected Contractor, DRED may undertake negotiations with the next recommended Offeror.

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, 2011.

7.4 Proposed Timetable:

Issue legal notice/RFP distribution	Monday, January 23, 2012
Clarifying questions time deadline	Monday, January 30, 2012, 3:00 PM
Answers emailed/posted to website	Monday, February 6, 2012
Written Proposals Deadline	Monday, February 13, 2012, 2:00 PM
Screening Committee Review	Tuesday, February 21, 2012
Oral Presentations (if necessary)	Monday, February 27, 2012
Commissioner's approval	Monday, March 5, 2012
Companies notified	Monday, March 6, 2012
Contract Negotiations	March, 2012
Contract to Governor and Council	April, 2012
Contract start date	July 1, 2012

Note: DTTD reserves the right to adjust this schedule as it deems necessary, at its sole discretion.

8 CONDITIONS

- 8.1 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.
- 8.2 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.
- 8.3 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.
- 8.4 Rejection for Misrepresentation: The State reserves the right to reject the proposal of any vendor for misrepresentation.
- 8.5 Conflict of Interest: DTTD reserves the right to request additional information from any Offeror on potential conflicts of interest and to limit or prohibit the participation of any Offeror due to conflict of interest as may be determined by the sole discretion of DTTD.
- 8.6 Contract Format: The successful Contractor will be required to become an approved vendor through the online application (<https://admin.state.nh.us/purchasing/vendorregistration>) and sign or provide the following documentation:

- a. Service Contract Form – Form P-37 (Attachment B).

b. Certificate of Authority/Vote. This document is only required if the Contractor is a corporation as it certifies 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.

c. Certificate of Good Standing. This document is required for all contracts exceeding thirty (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>.

d. General liability insurance against all claims of bodily injury, death, or property damage in amounts not less than US\$250,000 per claim and US\$2,000,000 per incident, and fire and extended coverage insurance covering all DTTD property in amounts of not less than 80% of the whole replacement value of the property.