



**STATE OF NEW HAMPSHIRE
DEPARTMENT OF BUSINESS AND ECONOMIC AFFAIRS
New Hampshire Tourism Development Strategy
RFP DBEA 2022-19**

SECTION 1 – Overview and Schedule

A. Executive Summary

Through this Request for Proposals (RFP) the NH Department of Business and Economic Affairs' (BEA), Division of Travel and Tourism Development (DTTD) seeks a qualified vendor to develop a single plan in two parts:

- 1) a five-year statewide tourism development strategy
- 2) an aligned implementation plan

The New Hampshire Tourism Development Strategy (Strategy) will set state priorities, provide strategic guidance with decision-making, and create a blueprint around which the tourism industry can partner with DTTD to drive sustainable growth in the state's critical tourism and hospitality sector. The Strategy will recognize the changing character of tourism and will represent a modern approach and vision that is based in deep collaboration between the State and the industry. The strategy will also associate New Hampshire's tourism development strategies with broader initiatives within state economic development goals, such as workforce and business recruitment. This collaboration will work to advance the traditional goals of growth and will seek to accomplish those goals recognizing the fragile nature of the state's number one tourism asset: its natural resources.

The Strategy will provide an assessment of tourism assets and audiences, examine existing tourism partnerships, programs and policies, and identify emerging tourism challenges and opportunities. In addition, it will set forth a new vision for the organizational structure of this new collaboration and how it can support industry goals to encourage tourism spending and visitation growth. The Strategy will synthesize both the existing state tourism goals and strategies that are beneficial for the state, as well as identify new tourism goals and strategies to position New Hampshire for the future. And finally, by setting forth a new set of goals and outcome measurements, the Strategy will enable DTTD to more effectively quantify and communicate tourism's benefits beyond traditional measures.

DTTD's mission is to promote New Hampshire as a domestic and international travel destination in order to increase visitation and travel expenditures, business activity, and employment throughout the state. As the second largest industry in New Hampshire, tourism is an important economic engine for New Hampshire, employing approximately 45,000-58,000. In 2021, there were an estimated 14 million visitors and direct expenditure of approximately \$6.4 billion.

B. Schedule

The following table provides a Schedule of Events for this RFP through contract finalization and approval. The Agency reserves the right to amend this Schedule at its sole discretion and at any time through a published Addendum.

EVENT	DATE	LOCAL TIME
RFP Released to Proposers (Advertisement)	June 29, 2022	
Proposer Inquiry Period Ends	July 6, 2022	10:00 AM
Final Agency Responses to Proposer Inquiries	July 8, 2022	5:00 PM
Proposers Submit Proposals	July 27, 2022	5:00 PM
Proposer Oral Presentations and Interviews (if applicable)		TBD
Estimated Notification of Selection and Begin Contract Negotiations	August 9, 2022	

SECTION 2 - Description of Agency/Program Issuing the Request for Proposals

The Department of Business and Economic Affairs' mission is "to steward New Hampshire's economy and quality of life." Our vision is "an economy that provides prosperity balanced with the state's grandeur." To accomplish this, BEA leads policy and development initiatives across multiple economic platforms including: workforce support, business development support, international relations, business recruitment and expansion, tourism industry support, marketing, and outdoor recreation advancement.

DTTD has two functions, one to oversee a variety of marketing activities, including advertising, publication development, cooperative marketing initiatives, public relations, tradeshow, and consumer events. Secondly, the division provides support and resources to the tourism industry through policy and business support.

SECTION 3 – Proposed Scope of Work

The selected vendor will be responsible for the following:

- Assess the current state of New Hampshire tourism, identifying both challenges and opportunities. DTTD research will be made available, but additional research is expected as part of this proposal.
- Review applicability of the seven current tourism regions of New Hampshire, including their specific strengths, weaknesses, challenges, and opportunities using regional gatherings to hear directly from local businesses, municipal organizations, governments, and residents.
- Engage regional stakeholders, tourism industry business owners and representatives, residents, and visitors in visioning discussions about tourism management strategies, sustainable practices, and current best practices.

- Perform analysis of New Hampshire’s tourism assets. Evaluate the strength of these tourism products when compared to competitors. Match marketing assets to actual assets, identify any gaps. Identify and assess gaps in the tourism infrastructure and potential new or enhanced tourism demand generators and strategies to enhance existing attractions, events, or destinations.
- Perform analysis of current tourism visitation and audience. Recommend actions to increase visitor flow and spending, as well as identify tourism segments for new growth (leisure, sports, business, meetings, groups, etc.) and visitor diversity.
- Assess the usefulness and impact of existing programs and their effect on industry collaboration and partnerships. Identify potential changes or new programs to further generate collaboration and improve the “organizational infrastructure” of the State’s tourism support ecosystem.
- Develop new strategic approaches to industry growth and measuring success in an environment that depends heavily on the ability to sustain the underlying natural assets of New Hampshire.
- Identify strategies to give competitive edge for New Hampshire tourism compared to other states New Hampshire competes with.
- Illuminate ways the state’s tourism industry to drive broad economic benefit through growth of jobs, business earnings and state and local tax revenues, and identify how to expand these benefits.
- Support long-term resilience of the New Hampshire tourism economy.
- Identify strategies for generating benefits beyond economic impact, including stronger partnerships/collaborations, vibrant communities, and a stronger tourism ecosystem.
- Develop new and more relevant success measurements that embody the approach envisioned for the Tourism Development Strategy.
- Must conduct a highly inclusive process, for engaging key stakeholders in developing and implementing a statewide strategic plan, incorporating consistent communication with stakeholders throughout the planning process.
- Provide a final Five-Year New Hampshire Tourism Development Strategy that includes all of the above and provides a timeline and a clear direction for implementation.
- Develop an implementation plan for the Division of Travel and Tourism Development for the Five-Year New Hampshire Tourism Development Strategy.
- Provide final report by the end of 2022 or beginning of 2023.

SECTION 4 – Process for Submitting a Proposal

A. Proposal Submission, Deadline, and Location Instructions

Proposals submitted in response to this RFP must be received by BEA, no later than the time and date specified in the Schedule section, herein. Proposals must be submitted electronically. Proposals must be addressed to:

Brittany Littlefield, Business & Grant Administrator
Brittany.L.Littlefield@livefree.nh.gov

Proposal email subject line must be: **New Hampshire Tourism Development Strategy**

Unless waived as a non-material deviation in accordance with Section 6B, late submissions will not be accepted and will be returned to the proposers unopened. Delivery of the Proposals shall be at the Proposer's expense. The time of receipt shall be considered when a Proposal has been officially documented by the Agency, in accordance with its established policies, as having been received at the location designated above. The Agency accepts no responsibility for mislabeled mail or mail that is not delivered or undeliverable for whatever reason. Any damage that may occur due to shipping shall be the Proposer's responsibility.

All Proposals submitted in response to this RFP must consist of at least:

- a) One electronic copy of the Proposal with all Confidential Information fully redacted, as provided for in Section 7E of this RFP.

Proposers who are ineligible to bid on proposals, bids or quotes issued by the Department of Administrative Services, Division of Procurement and Support Services pursuant to the provisions of RSA 21-I:11-c shall not be considered eligible for an award under this proposal.

B. Proposal Inquiries

All inquiries concerning this RFP, including but not limited to, requests for clarifications, questions, and any changes to the RFP, shall be submitted via email to the following RFP designated Points of Contact:

TO: Brittany Littlefield, Brittany.L.Littlefield@livefree.nh.gov

CC: Amy Bassett, Amy.O.Bassett@livefree.nh.gov

Inquiries must be received by the Agency's RFP Points of Contact no later than the conclusion of the Proposer Inquiry Period (see Schedule of Events section, herein). Inquiries received later than the conclusion of the Proposer Inquiry Period shall not be considered properly submitted and may not be considered.

The Agency intends to issue official responses to properly submitted inquiries on or before the date specified in the Schedule section, herein; however, this date is subject to change at the Agency's discretion. The Agency may consolidate and/or paraphrase questions for sufficiency and clarity. The Agency may, at its discretion, amend this RFP on its own initiative or in response to issues raised by inquiries, as it deems appropriate. Oral statements, representations, clarifications, or modifications concerning the RFP shall not be binding upon the Agency. Official responses by the Agency will be made only in writing by the process described above. Vendors shall be responsible for reviewing the most updated information related to this RFP before submitting a proposal.

C. Restriction of Contact with Agency Employees

From the date of release of this RFP until an award is made and announced regarding the selection of a Proposer, all communication with personnel employed by or under contract with the Agency regarding this RFP is forbidden unless first approved by the RFP Points of Contact listed in the Proposal Inquiries section, herein. Agency employees have been directed not to hold conferences and/or discussions concerning this RFP with any potential contractor during the selection process, unless otherwise authorized by the RFP Points of Contact. Proposers may be disqualified for violating this restriction on communications.

D. Validity of Proposal

Proposals must be valid for one hundred and eighty (180) days following the deadline for submission of Proposals in Schedule of Events, or until the Effective Date of any resulting Contract, whichever is later.

SECTION 5 - Content and Requirements for a Proposal

Proposals shall follow the below format and provide the required information set forth below:

Organization and Experience

- Complete “Contractor Data Sheet” (Attachment A).
- A written one-page introductory statement including:
 - Experience in providing services as described in Section 3.
 - Expertise of participating personnel including, but not limited to, those identified in Attachment A and a description of training and development programs that ensure all personnel assigned to contract are capable and qualified.
- Proposals must address strategy, tactics, and budget of each item listed in Section 3: Scope of Work.
- Demonstrate the Offeror’s financial capability to provide the work described in Section 3: Scope of Work.
- Provide relevant case studies.
- Provide resumes/portfolios of individuals or subcontractors performing major duties and functions under the proposed contract; include role, responsibility, and qualifications.
- Financial Terms - Complete “Rates and Fees Schedule” (Attachment B).
- An oral presentation of proposed strategy, methodologies, and execution (if requested).
- Provide at least four recent client references; include contract/service dates and contact information.

SECTION 6 – Evaluation of Proposals

A. Criteria for Evaluation and Scoring

Each responsive Proposal will be evaluated and considered with regard to the following criteria: All written proposals will be evaluated and scored on a 100 point basis on the following criteria, which will be accorded the relative weight indicated in parentheses:

Technical

- Experience and Qualifications of key staff and subcontractors (30 points)
- Overall strategy and approach, methodology (30 points)
- Creativity/Innovation (20 points)
- Budget Approach/Cost Effectiveness (20 points)
- Grand Total (100 points)**

B. Planned Evaluations

The Agency plans to use the following process:

- Initial screening to ensure that the Proposals are in compliance with submission requirements;
- Preliminary evaluation of the Proposals;
- Oral interviews and Product Demonstrations (if necessary);
- Final Evaluation of Technical Proposals and scoring;
- Final Evaluation of [other categories] and scoring (If Applicable);
- Review of budget approach/cost effectiveness and final scoring;
- Best and Final Offer (BAFO) if appropriate; and
- Select the highest scoring Proposer (s) and begin contract negotiation.

C. Initial Screening

The Agency will conduct an initial screening step to verify Proposer compliance with the technical submission requirements set forth in the RFP and the minimum content set forth in Section 5 of this RFP. The Agency may waive or offer a limited opportunity to cure immaterial deviations from the RFP requirements if it is determined to be in the best interest of the State.

D. Preliminary Technical Scoring of Proposals

The Agency will establish an evaluation team to initially score the Technical Proposals. This evaluation team will review the technical proposals and give a preliminary score to the technical proposals under the guidelines set forth in Section 6. Should a Proposer fail to achieve 50 Points in the preliminary scoring, it will receive no further consideration from the evaluation team.

E. Oral Interviews and Product Demonstrations

If the Agency determines that it is appropriate, proposers may be invited to oral interviews and/or product demonstrations including demonstrations of any proposed automated systems or technology components. The Agency retains the sole discretion to determine whether to conduct oral interviews,

with which proposers; and the number of interviews. Proposers are advised that the Agency may decide to conduct interviews with less than all responsive proposers.

The purpose of oral interviews and product demonstrations is to clarify and expound upon information provided in the written Proposals. Proposers are prohibited from altering the basic substance of their Proposals during the oral interviews and product demonstrations. The Agency may ask the Proposer to provide written clarifications of elements in their Technical Proposal regardless of whether it intends to conduct Oral Interviews.

Information gained from oral interviews and product demonstrations will be used to refine technical review scores assigned from the initial review of the Proposals.

F. Final Technical Scoring of Proposals

Following Oral Interviews, Product Demonstrations, Reference Checks (if appropriate) and/or review of written clarifications of proposals requested by the Agency, the evaluation team will determine a final score for each Technical Proposal.

G. Final Selection

The Agency will conduct a final selection based on the final evaluation of the initial proposals or, if requested, as a result of the Best and Final Offer and begin contract negotiations with the selected Proposer(s).

H. Rights of the Agency in Accepting and Evaluating Proposals

The Agency reserves the right to:

- Make independent investigations in evaluating Proposals;
- Request additional information to clarify elements of a Proposal;
- Waive minor or immaterial deviations from the RFP requirements, if determined to be in the best interest of the State;
- Omit any planned evaluation step if, in the Agency's view, the step is not needed;
- At its sole discretion, reject any and all Proposals at any time; and
- Open contract discussions with the second highest scoring Proposer and so on, if the Agency is unable to reach an agreement on Contract terms with the higher scoring Proposer(s).

SECTION 7 – Terms and Conditions Related To The RFP Process

A. RFP Addendum

The Agency reserves the right to amend this RFP at its discretion, prior to the Proposal submission deadline. In the event of an addendum to this RFP, the Agency, at its sole discretion, may extend the Proposal submission deadline, as it deems appropriate.

B. Non-Collusion

The Proposer's signature on a Proposal submitted in response to this RFP guarantees that the prices, terms and conditions, and Work quoted have been established without collusion with other Proposers and without effort to preclude the Agency from obtaining the best possible competitive Proposal.

C. Property of the Agency

All material received in response to this RFP shall become the property of the State and will not be returned to the proposer. Upon Contract award, the State reserves the right to use any information presented in any Proposal.

D. Confidentiality of a Proposal

Unless necessary for the approval of a contract, the substance of a proposal must remain confidential until the Effective Date of any Contract resulting from this RFP. A Proposer's disclosure or distribution of Proposals other than to the Agency will be grounds for disqualification.

E. Public Disclosure

Pursuant to RSA 21-G:37, all responses to this RFP shall be considered confidential until the award of a contract. At the time of receipt of proposals, the Agency will post the number of responses received with no further information. No later than five (5) business days prior to submission of a contract to the Department of Administrative Services pursuant to this RFP, the Agency will post the name, rank or score of each proposer. In the event that the contract does not require Governor & Executive Council approval, the Agency shall disclose the rank or score of the Proposals at least 5 business days before final approval of the contract.

The content of each Proposer's Proposal shall become public information upon the award of any resulting Contract. Any information submitted as part of a response to this request for proposal (RFP) may be subject to public disclosure under RSA 91-A. In addition, in accordance with RSA 9-F:1, any contract entered into as a result of this RFP will be made accessible to the public online via the website Transparent NH (<http://www.nh.gov/transparentnh/>). However, business financial information and proprietary information such as trade secrets, business and financials models and forecasts, and proprietary formulas may be exempt from public disclosure under RSA 91-A:5, IV. If you believe any information being submitted in response to this request for proposal, bid or information should be kept confidential as financial or proprietary information; you must specifically identify that information in a letter to the agency, and must mark/stamp each page of the materials that you claim must be exempt from disclosure as "CONFIDENTIAL". A designation by the Proposer of information it believes exempt does not have the effect of making such information exempt. The Agency will determine the information it believes is properly exempted from disclosure. Marking of the entire Proposal or entire sections of the Proposal (e.g. pricing) as confidential will neither be accepted nor honored. Notwithstanding any provision of this RFP to the contrary, Proposer

pricing will be subject to disclosure upon approval of the contract. The Agency will endeavor to maintain the confidentiality of portions of the Proposal that are clearly and properly marked confidential.

If a request is made to the Agency to view portions of a Proposal that the Proposer has properly and clearly marked confidential, the Agency will notify the Proposer of the request and of the date the Agency plans to release the records. By submitting a Proposal, Proposers agree that unless the Proposer obtains a court order, at its sole expense, enjoining the release of the requested information, the Agency may release the requested information on the date specified in the Agency's notice without any liability to the Proposers.

F. Non-Commitment

Notwithstanding any other provision of this RFP, this RFP does not commit the Agency to award a Contract. The Agency reserves the right, at its sole discretion, to reject any and all Proposals, or any portions thereof, at any time; to cancel this RFP; and to solicit new Proposals under a new acquisition process.

G. Proposal Preparation Cost

By submitting a Proposal, a Proposer agrees that in no event shall the Agency be either responsible for or held liable for any costs incurred by a Proposer in the preparation of or in connection with the Proposal, or for Work performed prior to the Effective Date of a resulting Contract.

H. Ethical Requirements

From the time this RFP is published until a contract is awarded, no bidder shall offer or give, directly or indirectly, any gift, expense reimbursement, or honorarium, as defined by RSA 15-B, to any elected official, public official, public employee, constitutional official, or family member of any such official or employee who will or has selected, evaluated, or awarded an RFP, or similar submission. Any bidder that violates RSA 21-G:38 shall be subject to prosecution for an offense under RSA 640:2. Any bidder who has been convicted of an offense based on conduct in violation of this section, which has not been annulled, or who is subject to a pending criminal charge for such an offense, shall be disqualified from bidding on the RFP, or similar request for submission and every such bidder shall be disqualified from bidding on any RFP or similar request for submission issued by any state agency. A bidder that was disqualified under this section because of a pending criminal charge which is subsequently dismissed, results in an acquittal, or is annulled, may notify the department of administrative services, which shall note that information on the list maintained on the state's internal intranet system, except in the case of annulment, the information, shall be deleted from the list.

I. Challenges on Form or Process of the RFP

Any challenges regarding the validity or legality of the form and procedures of this RFP, including but not limited to the evaluation and scoring of Proposals, shall be brought to the attention of the Agency at least ten (10) business days prior to the Proposal Submission Deadline. By submitting a proposal, the Proposer is deemed to have waived any challenges to the agency's authority to conduct this procurement and the form and procedures of this RFP.

SECTION 8 – Contract Terms and Award

A. Non-Exclusive Contract

Any resulting Contract from this RFP will be a non-exclusive Contract. The State reserves the right, at its discretion, to retain other Contractors to provide any of the Services or Deliverables identified under this procurement or make an award by item, part or portion of an item, group of items, or total Proposal.

B. Award

If the State decides to award a contract as a result of this RFP process, any award is contingent upon approval of the Contract by Governor and Executive Council of the State of New Hampshire and upon continued appropriation of funding for the contract.

C. Standard Contract Terms

The Agency will require the successful bidder to execute a Not to Exceed Contract using the Standard Terms and Conditions of the State of New Hampshire which is included as Attachment C.

The Term of the Contract will be from the date of the Governor and Executive approval through June 30, 2023.

To the extent that a Proposer believes that exceptions to the standard form contract will be necessary for the Proposer to enter into the Agreement, the Proposer should note those issues during the Proposer Inquiry Period. The Agency will review requested exceptions and accept, reject or note that it is open to negotiation of the proposed exception at its sole discretion. If the Agency accepts a Proposer's exception the Agency will, at the conclusion of the inquiry period, provide notice to all potential proposers of the exceptions which have been accepted and indicate that exception is available to all potential proposers. Any exceptions to the standard form contract that are not raised during the proposer inquiry period are waived. In no event is a Proposer to submit its own standard contract terms and conditions as a replacement for the State's terms in response to this solicitation.