



# Addendum No. Six

**Date: September 12, 2023**

**RFP No: FY24-805-06 Graphic Design, Public Relations,  
Marketing, and Advertising Services**

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This Addendum #6 to the Request for Proposals for Graphic Design, Public Relations, Marketing, and Advertising Services contains the following clarifications and changes to the RFP Document:

- Responses to questions submitted in writing.

## **QUESTIONS SUBMITTED IN WRITING**

**Question 1:** Will the City accept and consider a Proposal from a company that is based outside of the United States? Will the City accept and consider a Proposal from a Respondent based outside of New Hampshire? Can an out-of-state Respondent register with the City directly?

**Response:** The Contractor must be licensed to do business in the State of New Hampshire by registration with the New Hampshire Secretary of State prior to the execution of the Agreement.

**Question 2:** Will the Contractor be required to attend in-person meetings at the Airport?

**Response:** The Contractor will be expected to be available to meet in-person from time to time.

**Question 3:** Can the Contractor perform tasks under the RFP and Agreement while outside of the United States?

**Response:** Please see the responses to Questions 1 and 2, above.

**Question 4:** Will the City accept and consider Proposals that are submitted via e-mail?

**Response:** Hard copies are required and must be submitted pursuant to the requirements of Section 4.3 of the RFP. If a Respondent wishes to submit an electronic version of the Proposal ***in addition to the hard copies***, they may do so.

**Question 5:** Are you currently working with an agency for any or all of the service categories in this RFP? If so, for which categories? Will your current agency(ies) be responding to this RFP?

**Response:** Yes, there is a company under a current agreement providing and/or coordinating services requested under this RFP. The incumbent company may provide a Proposal.

**Question 6:** What can we learn from the incumbent/previous agency, such as what they have done right or wrong?

**Response:** Performance of prior contractors is unrelated to the current procurement process.

**Question 7:** What is the anticipated budget for this project? If possible, please provide ballpark figures or expectations around budget allocation for agency fees and production and media expenses.

**Response:** The final budget has not yet been determined and will be partially based on the fees proposed by the Respondents to the RFP.

**Question 8:** What is the media budget, production budget, and fee? What do you envision the annual advertising and marketing spend to be going forward?

**Response:** Please see the response to Question 7, above. Budgets, spending, and fees will be discussed with the Contractor following the execution of the Agreement.

**Question 9:** Is there a DBE goal or requirement for this RFP?

**Response:** The Airport's overall DBE goal is 5.6%. There is no specific DBE requirement for this RFP, however, Respondents are encouraged to meet or exceed this goal.

**Question 10:** The RFP describes, "...supporting the Airport's comprehensive marketing, advertising and public relations programs" and lists different possible projects. Can you elaborate on the Airport's high-level objectives/goals in the upcoming year(s)? What specific communications goals/milestones are you looking to achieve with agency support?

**Response:** As the Airport continues to recover from the impacts of the Covid-19 Pandemic, our needs and challenges are largely focused on restoring and enhancing air service and the growth of the Airport's business, while simultaneously maintaining low operating costs. Short-term and long-term goals will either be discussed during the interview process, if one is required, or shared with the Contractor following the execution of the Agreement.

**Question 11:** What's the most recent strategic plan (or roadmap) for growth that you're able to share?

**Response:** Strategic plans will be shared with the Contractor following the execution of the Agreement.

**Question 12:** Do you have specific research/data on MHT travelers? Demographics? Catchment area?

**Response:** Yes, specific research/data details will be shared with the Contractor following the execution of the Agreement. For general information, please see the Statistics page on our website at: <https://www.flymanchester.com/about-the-airport/statistics/>.

**Question 13:** Can you provide information on what the Airport has spent for advertising and marketing in recent years? Can you break out media spend and any other significant expenditures by percentage of the annual budget?

**Response:** Past budgets may not be reflective of the anticipated budget for this RFP and are subject to change. For reference only, the average annual combined budget for graphic design, public relations, marketing, and advertising over the last three fiscal years was approximately \$700,000.00 to \$1,000,000.00.

**Question 14:** Since the introduction of the ASIP in 2021, how many new airlines/routes have you been successful in establishing?

**Response:** Since 2021 Spirit Airlines, Avelo Airlines, and Atlas Air have begun operating at the Airport.

**Question 15:** How do you envision measuring the success of the marketing partner's efforts? What does a "win" look like? What metrics would you use to evaluate the effectiveness of the advertising and marketing efforts? What would your typical review and approval processes be for marketing, advertising, and public relations work? What metrics does MHT currently track to measure progress toward achieving your goals? What metrics do you feel you should be tracking that you're not currently?

**Response:** Such processes will either be discussed during the interview process, if one is required, or with the Contractor following the execution of the Agreement.

**Question 16:** The RFP specifically mentions "turnkey" graphic design and printing services in addition to media buying services. Can you clarify what is meant by "turnkey?"

**Response:** Provision of "turnkey" services refers to the Respondent's ability to prepare and deliver final products (e.g. presentations), possibly within a tight timeframe and need for a quick turnaround.

**Question 17:** Would the Contractor manage your social media accounts or is this done internally?

**Response:** The Airport's social media accounts are primarily handled in-house, however, Contractor will be expected to assist with related paid advertising and graphic design, and occasionally act as backup for our in-house team and assist with managing said accounts, as needed.

**Question 18:** Why is the Airport looking to engage an agency at this time?

**Response:** The incumbent's current agreement has expired, and the City of Manchester's procurement code requires that a new agreement be established through a competitive procurement process.

**Question 19:** Section 4.2 of the RFP limits proposals to, "fifty (50) single-sided pages [...]." Is the limiting factor the number of pages with content?

**Response:** The only items excluded from counting towards the fifty (50), single-sided page-limit are the Letter of Submittal, audited financials, required certifications (including the Addendum Acknowledgement Form), and response to the inquiry stated in Addendum #4 to the RFP. As a further reminder, anything submitted beyond page 50 will not be considered as part of the Proposal.

**Question 20:** Is the budget range listed on Prosal an annual budget range?

**Response:** No budget range was referenced in the Proposal. Please see the response to Question 13, above.

**Question 21:** Could you share any pain points you have experienced with technology, marketing deliverables and reporting?

**Response:** The City's prior experiences in these areas are unrelated to the current procurement process.

**Question 22:** What current systems are being utilized? Are there specific new and emerging technologies you've used to date?

**Response:** Current systems and technologies will be discussed either during the interview process, if one is required, or with the Contractor following the execution of the Agreement.

**Question 23:** Is AI currently being leveraged? If yes, is it possible to share feedback on it?

**Response:** We are not currently using AI technology, but it should be a consideration for future endeavors.

**Question 24:** On reputation management, have there been any substantial negative reviews?

**Response:** There is no discussion of "reputation management" in this RFP.

**Question 25:** What financial information is required? What format are you seeking?

**Response:** Respondents shall provide a current audited financial statement pursuant to Section 4.1(b)(i) of the RFP. No specific format is required.

If a Respondent does not have a current audited financial statement, then an executed certification that such a statement does not exist, and an unqualified opinion from an independent auditor will suffice.

**Question 26:** Do you have any major construction/renovation projects kicking off in the near future?

**Response:** There are no major projects currently anticipated that will impact this procurement process.

**Question 27:** What is/are MHT's most urgent needs/challenges? What are MHTs primary short-term and long-term goals?

**Response:** Please see response to Question 10, above.

**Question 28:** What, if any, prior research on the MHT brand, audience, and market (including competition) exists that will be shared with the selected agency(ies), and when was it completed?

**Response:** Please see the response to Question 12, above.

**Question 29:** Which airports do you consider your primary competitive set? Which airports do you consider aspirational competitors (or models)? Are there any examples of other airport campaigns you see as being successful, and why?

**Response:** This information will be shared with the Contractor following the execution of the Agreement.

**Question 30:** You recently won Travel + Leisure’s #1 favorite Domestic Airport by readers. Why do you feel you won this over your competitors?

**Response:** This information is not applicable to this stage of the procurement process and may be discussed with the Contractor following the execution of the Agreement.

**Question 31:** What is the makeup of your internal marketing/communications team, and how many people do you have on staff?

**Response:** The internal marketing/communications team generally consists of the Airport Director, the Airport Deputy Director, and the Airport Marketing and Public Relations Specialist.

**Question 32:** Of all service categories listed in Section II of the RFP—marketing, advertising, and public relations—what percentage (%) of total assignments do you expect to fall in each category in Year 1 of this contract?

**Response:** The types of assignments varies depending on Airport operations, community relations, and service development efforts.

**Question 33:** The RFP notes that “The Contractor will assist with the design, development, and production of materials to support the Airport’s comprehensive marketing, advertising, and public relations programs.” Does MHT currently have a comprehensive plan that will be provided to the selected agency?

**Response:** Airport plans will be shared with the Contractor following the execution of the Agreement. However, the Contractor will be expected to assist in creating additional marketing and communications plans.

**Question 34:** What has been the most successful paid campaign effort(s) over the past few years? How did you define success? What has been the most successful public relations effort(s) over the past few years? How did you define success? What promotional efforts and/or marketing campaigns, if any, have not panned out as MHT would have hoped?

**Response:** This will either be discussed during the interview process, if one is required, or with the Contractor following the execution of the Agreement.

**Question 35:** What is MHT’s current relationship with media, including local, regional, national, and trade?

**Response:** We maintain an excellent working relationship with local and regional media and trade organizations.

**Question 36:** Are there strategic communications and crisis comms plans in place (or would the agency be expected to develop?)

**Response:** Such plans are in place and will be shared with, and potentially modified by, the Contractor.

**Question 37:** Regarding crisis communications, are there issues that have proved continually sensitive and/or are there particular potential ones on the horizon?

**Response:** Any such issues will either be discussed during the interview process, if one is required, or with the Contractor following the execution of the Agreement.

**Question 38:** Roughly how many press releases will the agency be expected to write/develop over the course of the year?

**Response:** This amount is indeterminable. Generally, press releases are handled in-house, however, Contractor is anticipated to occasionally assist as needed.

**Question 39:** It is not indicated in the RFP, but will the selected agency be responsible for media monitoring, clip reports? If yes, would the selected firm have access to current measurement tools or would the firm be expected to pay for the subscription to the preferred tool?

**Response:** Any such services will either be discussed during the interview process, if one is required, or with the Contractor following the execution of the Agreement.

**Question 40:** How many people do you estimate would need media training? Would media trainings take place on-site/in-person or via Zoom, or either/or option? FYI, we see “trainings” as separate from prepping for a specific interview.

**Response:** Any such services will either be discussed during the interview process, if one is required, or with the Contractor following the execution of the Agreement.

**Question 41:** Are there any requirements or expectations around the translation of creative assets into languages other than English that must be included in this SOW? If so, please expand on as much known detail as possible – e.g., how many, which languages, and critical assets to translate.

**Response:** There is potentially a need for some translation. Any such services will either be discussed during the interview process, if one is required, or with the Contractor following the execution of the Agreement.

**Question 42:** At what point does MHT expect to contact references in the bid process?

**Response:** References will be contacted between the date of submittal of the Proposals and the date the Intent to Award is issued.

**Question 43:** Section 4.2 says that pages counting towards the 50-page total include answers “through Section 4.1(C)” – which includes forms. Can you please clarify if any of the Section 4.1(C) “Required References” count towards the total?

**Response:** The certifications required under Section 4.1(c) of the RFP do not count toward the page limit.



**Question 44:** Which markets do you feel represent your biggest area of opportunity?

**Response:** This will be discussed with the Contractor following the execution of the Agreement.

**Question 45:** Is media buying inclusive of drafting and proposing media placement? Do you expect to see an outline of proposed placement costs and breakdown of expenses (labor vs. media) contained within the response?

**Response:** Yes. The requested information regarding fee structure can be found in Section 4.1(b)(iv) of the RFP. It is up to each Respondent to determine how to respond to the request listed in that section.

**Question 46:** Are there certain technologies you've identified that you want, or would like your marketing partner, to explore?

**Response:** This will either be discussed during the interview process, if one is required, or with the Contractor following the execution of the Agreement.

**Question 47:** Could you provide examples of current travel industry initiatives and what would be required of your marketing partner for these?

**Response:** This information will either be discussed during the interview process, if one is required, or shared with the Contractor following the execution of the Agreement.

**Question 48:** Regarding the customer relationship management item, is a software solution, such as a CRM, expected as part of the Contractor's proposal?

**Response:** No, there is no expectation of a software solution as part of this proposal, however, this may be addressed with the Contractor in the future.

**Question 49:** Could you provide an example of a current air service presentation and what would be required of your marketing partner for these?

**Response:** This information will either be discussed during the interview process, if one is required, or shared with the Contractor following the execution of the Agreement.

**Question 50:** Could you expand on the industry liaison item? What are some of the specific tasks or outcomes related to this?

**Response:** The Contractor may serve as a communication/information conduit between the Airport and the Airport's industry partners.

**Question 51:** Do you wish to see the total recommended spend for all the services on an annual basis, or a menu of anticipated costs for each element of the service? Or an estimate of hours for each service matched to the hourly rates the Contractor would provide as described in the document?

**Response:** Please see the response to Question 45, above.

**Question 52:** Do you have any recommendations for proposing pricing on complex projects such as web design and developments, where costs may vary widely depending on anticipated functionality?

**Response:** Not at this time. Please also see the response to Question 45, above.

**Question 53:** Could we review a copy of the agreement referenced in Exhibit B but not attached?

**Response:** Please see the Sample Agreement provided in Addendum #5. The final Agreement will be negotiated with the successful Respondent.

**Question 54:** We haven't seen a copy of the presentation from Aug. 16 posted yet. Could we receive a copy?

**Response:** This is available on the procurement page of the MHT website as the "Pre-Proposal Presentation – Marketing RFP and Sign-In Sheet".

**Question 55:** What markets are you currently buying media in and what is the spend in each?

**Response:** Please see the responses to Questions 7, 8, and 13, above.

**Question 56:** Which of your existing programs that fall within the scope of this proposal do you consider most successful?

**Response:** The success of prior and current programs will be discussed either during the interview process, if one is required, or with the Contractor following the execution of the Agreement.

**Question 57:** In regard to Section 4.1(b)(iii), can your team more clearly define "the objectives of this RFP"?

**Response:** The objectives of this RFP are outlined throughout the RFP document, and particularly highlighted under the scope of work detailed in Section II of the RFP.

**Question 58:** Can you share any additional detail regarding your specific expectations in response to this section of the RFP (e.g., focus on unique agency approach, expanding on capabilities, providing original thinking, etc.)?

**Response:** Any additional details to be provided in a Proposal must be determined by each individual Respondent.

**Question 59:** In Section 4.3 of the RFP, there is a request for one hard copy original and five additional hard copies. Based on past experience it has been sufficient to provide the original hard copy with the notarization, and additional copies of the presentation with printed copies of the notarized pages, can you please confirm this suffices the requirement?

**Response:** Original notarized pages must be provided in the single original hard copy, the remaining hard copies may include copies (non-original) of the notarized certificates.

**Question 60:** If possible can you provide clarity on the following: On pages 19-25 of the document, the title at the top of each page is listed as, 'Solicitation FY23-805-28 Terminal Food and Beverage Concessions: Terminal Spaces #2085 and #2124' as opposed to the title of, 'Solicitation FY24- 805-06 Graphic Design, Public Relations, Marketing, and Advertising Services' which is listed on pages 2-18, do we have approval to execute the fulfillment of these pages despite the inconsistent titles for the proposal submission? Or should we await updated documents before completing?

**Response:** Please see the updated certificates provided in Addendum #5.



**Question 61:** Regarding the Addenda Acknowledgement Form, does it need to be signed and returned on the day it is posted or incorporated as a part of our RFP submission?

**Response:** The signed Addenda Acknowledgement should be included with the Proposal.

**Question 62:** Section 4.2 of the RFP mentions that 4.1(c) does count toward the page limit, but it then says “required certifications” do not count toward the page limit. Since section 4.1(c) is “required certifications,” can you clarify whether or not it counts toward the page limit?

**Response:** Please see the response to Question 43, above.

**Question 63:** During the meeting about the RFP you indicated that the airport expects its new agency to build a new website for the airport in the next five years. Can you please explain how you want the new website to differ from the existing website? What objectives for the website do you have that the current website is not meeting? What will be the approximate budget for building the new website? Will these funds have to come from the annual marketing budget, or will they be sourced from a separate fund?

**Response:** Details regarding any potential modification to the website will be discussed either during the interview process, if one is required, or with the Contractor following the execution of the Agreement.

**Question 64:** Please tell us how the terminal advertising is sold now.

**Response:** Terminal advertising is currently sold through a third-party contract.

**Question 65:** What is the total gross revenue from the advertising sales?

**Response:** Historic revenue information will be shared, as needed, with the Contractor following the execution of the Agreement.

**Question 66:** How are the advertising units produced and installed now?

**Response:** Please see response to Question 64, above.

**Question 67:** Will you expect the agency to manage the production and installation of the advertising as well as the sales?

**Response:** Production and installation of advertising is currently managed by an outside contractor. As stated in Addendum #4 to the RFP, the City is considering shifting these responsibilities at a later date, the details of which will be discussed and coordinated with the Contractor following the execution of the Agreement, at the appropriate time.

**Question 68:** When you ask about operating an information booth/kiosk, are you planning to have the agency operate the existing information booth at the airport? If not, what else are you planning?

**Response:** The information booth is operated by Granite State Ambassadors. We do not anticipate a change in operation at this time. However, we are interested in potentially coordinating with the Contractor to determine the best way to develop, operate, and maintain the information booth in a manner that is guest-friendly and promotes the Airport and the state of New Hampshire.

**Question 69:** If the City does in fact choose to shift the advertising responsibilities as stated in Addendum #4 to the RFP, is there a guaranteed minimum term for these services awarded to the Contractor?

**Response:** Not at this time. We are merely contemplating this possibility. Any terms related to such services would be negotiated with the Contractor at the appropriate time.

**Question 70:** Is there a preference for in-state bidders and would you consider out-of-state applicants?

**Response:** Please see the responses to Questions 1 and 2, above.

**Question 71:** What's the area of the scope of work where you need the most assistance or urgency to begin to work?

**Response:** Please see the response to Questions 10, above.

**Question 72:** Which documents could alternatively satisfy the Audited Financial Statements should we not count with one by the deadline?

**Response:** If a Respondent does not have a current audited financial statement, then an executed certification that such a statement does not exist, and an unqualified opinion from an independent auditor will suffice.

**Question 73:** Will any members of your team be involved in the campaign production process (creative direction, writing, design, etc.)?

**Response:** Yes.

**Question 74:** What were the most recent projects of the scope of work developed by your previous vendor? Can you share their name?

**Response:** Please see the response to Question 6, above.

**Question 75:** Do you have a strategy in place, or would we be starting from scratch?

**Response:** Please see the responses to Question 11 and 36, above.

**Question 76:** What are some milestones or achievements you would like to aim for or track through these projects?

**Response:** Please see the responses to Question 10 and 15, above.

**Question 77:** Are there currently any brands or similar campaigns that you'd want to emulate?

**Response:** This information will be shared with the Contractor following the execution of the Agreement. Respondents are encouraged to propose campaigns that Respondents believe to be good models for MHT to emulate.

**Question 78:** When was the last time your organization has undergone user/customer experience analysis, strategic communications plan, and/or story and messaging updates?

**Response:** This information will be shared with the Contractor following the execution of the Agreement.