



Purchasing Services
SVC 1073
4202 East Fowler Avenue
Tampa, Florida 33620
(813) 974-2481

Web Address: <http://www.usf.edu/business-finance/purchasing/staff-procedures/index.aspx>

January 3, 2018

Invitation to Negotiate No.

18-14-MH

Entitled:

**Marketing and Consulting Services
for the USF System**

Opening Date:

January 17, 2018 at 3:00 p.m.

Addendum No. 1

Review the following changes/additions/clarifications to Invitation to Negotiate (ITN) No. 18-14-MH Marketing and Consulting Services for the USF System to be addressed in submitted proposals:

For clarification, here is an outline of the University of South Florida, Communications & Marketing performance goals for the 2018 calendar year;

1. Develop a strategic marketing platform that will effectively promote the University of South Florida System to all key constituent groups
 - a. Recommend a tag line for the campaign
 - b. Develop five to six pillars upon which the campaign will rest. For example:
 - i. Student Success
 - ii. Research Achievements
 - iii. Innovation and Creativity
 - iv. College of Medicine downtown Tampa project
 - v. Faculty Achievements
 - vi. International Influence

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2. Seek to influence USF's Reputational Score in key ranking systems in order to improve USF overall rankings
 - a. US News & World Report Ranking of National Universities & Colleges
 - b. Times Higher Education Reputation Rankings
 - c. Times Higher Education World University Rankings
 - d. QS World University Rankings
 - e. Kiplinger "Best College Values"
3. Launch the campaign
 - a. Schedule roll-out of various campaign elements; for example
 - i. Introduce brand theme 2-15-18
 - ii. Traditional advertising
 - iii. Social Media Activities
 1. Paid/Promoted Social
 - a. Facebook
 - b. Mashable
 - c. TED
 - d. IZEA
 2. Organic social
 - a. Create an editorial calendar that aligns with campaign pillars
 - b. Create video, photography and story-telling elements for
 - iv. Ongoing Public Relations around research & innovation at USF
 - v. Other activities;
 1. Out-of-Home
 2. NPR
 3. PBS
 4. Airport Dioramas
 5. USF Football half-time promotional ad
 6. Other ideas

Below are the USF responses (in red) to the vendor questions related to ITN 18-14-MH.

Questions submitted by Seven Outsource, received on 12/14/17

1. Whether companies from Outside USA can apply for this? (like, from India or Canada) **USF will consider all qualified vendors.**
2. Whether we need to come over there for meetings? **Because this is a system-wide initiative, it's likely that meetings will be held in Tampa, St. Petersburg and Sarasota-Manatee.**
3. Can we perform the tasks (related to RFP) outside USA? (like, from India or Canada) **Yes, but we would prefer that you work with a local vendor whenever possible.**
4. Can we submit the proposals via email? **No, as stated in the opening note to vendors see below.**

OPENING NOTE TO VENDORS

Vendor's response to this **Invitation to Negotiate** shall be delivered to the **Purchasing and Property Services, University of South Florida, 4202 East Fowler Avenue SVC 1073, Tampa, Florida 33620-9000**, no later than **3:00 P.M. on January 17, 2018** according to the official clock located in the University's Purchasing Department. No other time-keeping source will be considered for this purpose. The University shall not extend or waive this time requirement for any reason whatsoever. Responses to the Invitation to Negotiate that arrive after **3:00 P.M. on January 17, 2018** will be rejected in the University's sole discretion. These proposals will be returned unopened to the Vendor. **Proposals and/or amendments will not be accepted at any time via facsimile or electronic mail. At 3:00 P.M. on January 17, 2018, all timely ITN Proposals received will be opened and recorded.**

If the Vendor elects to mail/ship its ITN Proposal package, the Vendor must allow sufficient time to ensure the University's proper receipt of the proposal package by the time specified above. **Regardless of the form of delivery,**

it is solely the responsibility of the Vendor to ensure that the ITN Proposal package arrives at the University's Purchasing Department no later than 3:00 P.M. on January 17, 2018.

ITN Proposals will be accepted up to, and no proposals may be withdrawn after, the deadline for proposals submission time and date shown above.

ITN Proposals must be delivered in sealed envelopes/packages clearly marked:
ITN Proposal No. 18-14-MH.

Questions submitted by Lucid Prints, received on 12/14/17.

5. What forms of marketing does the current strategy consist of? **USF currently does media relations, traditional print advertising, out-of-home advertising and digital advertising.**
6. Are analytics and reports available from each form of marketing? **No**
7. What is the current marketing budget? **There is no current marketing budget. Through this process we hope to create a marketing and communications budget to help us move forward.**
8. Will the current agency be bidding on this contract? **We have no current agency of record**
9. Are any of the current branding and marketing elements available for our review (aside from the USF System Strategic Plan & Supporting Information document)? **Yes this information is available upon request, submit requests via email to Michael Hernandez mahernandez@usf.edu .**
10. Is the national brand research study report available for our review? **Yes this information is available upon request, submit requests via email to Michael Hernandez mahernandez@usf.edu**
11. Will a new website need to be developed or strictly updates to the current? E.g. replacing branding, auditing and implementing SEO, etc.? **A new website will need to be developed by University Communications and Marketing. We seek the ongoing assessment and recommendations of best practices for our overall web presence.**
12. What type of videos (page 19 Brand Strategy Part 2) will be needed and how will they be distributed? E.g. commercials shot and edited for TV spots, faculty/student/alumni interviews for the website, webspots for social media, etc.
 - a. **One :30 second brand video will be needed for broadcast television. Other videos will be needed as determined by the marketing & communications plan we seek to develop through this process.**
13. Page 59 Item 56 specifies the term will be negotiated, are there any preferences on what terms are usually used? Some institutions start with one year and will review then choose whether to renew after that year whereas others start off with a three year term before review. **The initial contract period will run through June 30, 2019. Extensions will be negotiated during the ITN process.**
14. What is the budget for print marketing? E.g. billboards, magazines, etc. **Not determined.**
15. What is the budget for digital marketing? E.g. PPC campaign, social media ads, social media influencers, etc. **Not determined.**
16. What is the budget for print and promo materials? E.g. brochures, softgoods, etc. **Not determined.**

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17. What is the budget for media buys? E.g. TV and radio spots **Not determined.**
18. What is the budget for the agency? **The initial budget is \$250,000 but determining the ongoing agency budget will be part of the ITN process.**
19. Does location of the agency have an impact on eligibility? We are located in Palm Beach County but are more than able to provide services on-site as needed. **No**

Questions submitted by FKQ Advertising & Marketing, received on 12/18/2017

20. What is the anticipated total budget for year one of the contract? **Not determined.**
21. What was the marketing budget in 2017? **We do not have an established budget.**
22. Do you have a current agency of record? **No**
 - If so, why are you issuing an RFP?
 - Who is the current agency?
23. As a private company the confidentiality of our financial documents is important to us. Is it possible to submit our P&L or balance sheet in a sealed envelope that will not be shared publicly? **Yes.**
24. On page 18 you list the evaluation criteria; can you quantify how each will be weighted? **We do not weight the individual criteria, but will consider each as part of the entire criteria as it relates to each vendor.**
25. On page 20 of the RFP for Tab D you request the vendors' proposal to accomplish the Scope of Work described on pages 17-19. Is this meant to include spec creative or just approach, protocols and processes? **Approach, protocols and processes. Spec creative is welcome but not required.**
26. On page 20 of the RFP for Tab D you request a Campaign Schedule to develop and execute the Branding Strategies described in the Scope of Work on pages 18-19. Is this meant to be a work flow/project management schedule or are you looking for spec media plans and communication flowcharts? **Initially, this will be a work flow/project management schedule, but we will need a detailed media plan once a campaign direction has been determined.**
27. On page 20 of the RFP for Tab D you request a total cost breakdown. Is this for agency fees to execute the services requested or are you also looking for total costs inclusive of media, production etc. **We are looking for your cost structure for account service, creative, production services, etc.**

Questions submitted by iHeart Media Strategic Partnerships, received on 12/19/2017

28. Can you please let me know who the incumbent is for this solicitation? **There is no incumbent.**

Questions submitted by LPK, received on 12/20/2017

29. Per Pre-Award evaluation -

Pre-Award Evaluation: C] have a license in good standing at the time of the bid opening and such license shall have been active for the past five (5) consecutive years with written evidence given ensuring that license is held in the name of the principal or major stockholder of the bidding contractor.

30. LPK has been in business for over 35 years working with client nationally and globally. We do hold a license with the State of Florida, however it has not been valid for 5 consecutive years. Based on this information are we still able to bid on this ITN? **No. this is a stated qualification for consideration.**
31. Has a budget been determined for this ITN? **The initial budget is \$250,000**
32. Can you elaborate on the Brand Strategy Part 2 – Creative. Are you seeking costs associated with each of the potential tools or are those to demonstrate potential application vehicles to apply the new creative identity system? **We are seeking your recommendation on where and how best to spend our marketing dollars**
33. Can you elaborate on the Brand Strategy Part 3 – The Launch deliverable. Are you seeking deliverables and budgets for each of the listed activities or are these more for demonstration purposes of what might come out of the marketing plan? **Because we do not have a marketing and communications plan today, the plan created by the agency selected should include budget recommendations for activities selected for implementation of the new plan.**

Questions submitted by Art Unlimited USA, received on 12/20/2017

34. I am wondering about the statement in Availability of Funds: The University's performance and obligation to pay under this contract is contingent upon an annual appropriation by the Legislature Does this mean that if the state decides to cut funding, the University is under no obligation to pay the vendor for work already completed? **No, the university will pay vendors for work that has been completed.**

Questions submitted by Vistra Communications, LLC, received on 12/21/2017

35. Page 17, "Scope of Work" third paragraph it states, "Existing Research will deliver the information and the emotion that will drive development of effective brand messaging": Can you describe the content and location of this research, will this data be updated and if/when would it be provided? **A detailed report is available on request, submit requests via email to Michael Hernandez mahernandez@usf.edu .**
36. Page 19, "Brand Strategy Part 3" it states, "Agency responsibility may be limited to deliverables only." Does this mean the contractor is only supplying ads files and not overseeing media placement? Can you clarify? **We may choose to do some creative work in-house, but the selected agency will still be responsible for media placements and managing media schedules, flows, deadlines, etc.**
37. Page 19, "Brand Strategy Part 4" it states collected data will be measured against previous year's data : Will this data be collected every three months and provided by USF or will the contractor be required to collect this data? **We will expect the selected agency to provide the data.**
38. General: What is the anticipated period of performance? **Initial contract to extend through June 30, 2019.**
39. General: Are the Board of Trustees and Strategic Planning Committee members inclusive of their associated business prohibited from competing on this ITN? **They are excluded from participating**

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40. Page 7, Section II, "13 Qualifications for Vendors": Can the requirement to be licensed to "do business in the State of Florida" be met by showing proof of a current business license issued by a Florida county?
Refer to the ITN document, item 13 on page 7 first paragraph.

Item 13:

Pre-Award Evaluation: To be considered for award, the entity bidding this project shall: A] have been regularly engaged in this type of business for a minimum of five (5) years from the opening date of this Invitation to Negotiate; B] be licensed to do business in the State of Florida if applicable; and, C] have a license in good standing at the time of the bid opening and such license shall have been active for the past five (5) consecutive years with written evidence given ensuring that license is held in the name of the principal or major stockholder of the bidding contractor.

41. "Bidders Affirmation and Declaration", Page 25: Is the SPURS License Number the Supplier Number assigned by USF to all registered vendors? No. this is a License number that is issued by the Florida Department of Management Services. If a vendor does not have a SPURS # N/A is an acceptable response.

Questions submitted by JAY Marketing & Communications, received on 12/22/2017

42. On page 18 of the ITN, it states "Existing research will deliver the information and the emotion that will drive development of effective brand messaging." Is the expectation that you will provide your partner with existing research to base the brand strategy, or will we be expected to conduct our own / additional research? Research completed by USF will be provided on request. It will be your determination whether additional research is beneficial.
43. What are your target recruitment regions outside of Florida? What markets would you like to reach? What are your goals for recruitment outside of Florida? What are your success metrics? We are looking to the agency selected to help us determine target markets.
44. Is there a higher education system that you view as a benchmark? What higher education system do you view as successful? University of Florida, NC State, Duke, University of Texas, Kansas.
45. What level of emphasis is being placed on the vendor being a Florida based business in the decision-making criteria? This is one of many factors.
46. What level of emphasis is being placed on the vendor or their subcontractors being an SBE in the decision-making criteria? This is one of many factors.
47. Is there any benefit to identifying your subcontract partners in the initial response to the ITN, particularly if the subcontractors are CBE's operating in Florida? This would be helpful, but again, is one of many factors.
48. Regarding the qualification of vendors section in the ITN, are there any qualifications that will be weighted more than others and what is that criteria? Proven experience and creativity.
49. Regarding the qualification of vendors section of the ITN, is there a preferred market for past performance and is there grading criteria for the types of past performance provided by interested vendors? Experience in Higher Education will be preferred.

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50. Can you provide additional information on the size and scope of the work to be performed so vendors can provide a specific response to question 6 under the qualifications of vendors? **We are seeking assistance in developing a marketing and communications plan appropriate for the USF System. Until that plan is developed, we can't provide additional information about the scope of work to be performed.**
51. In what instance will preference not be given to vendors who have higher education experience? **Higher education experience is important, but creativity and effectiveness will outweigh uninspired work in higher Ed..**
52. In what instance will preference not be given to vendors who have experience in the Florida market? **Florida experience is preferred, but all vendors are welcome to participate.**
53. What will be the preferred means of communication with references provided? **Telephone and email.**
54. For the technology required in the Brand Strategy Part 4 - Measurement and Analysis, can the vendor use an already developed technology that meets the technical requirements to satisfy this part or does the System expect the vendor to develop a new technology? **Yes, it is acceptable for the vendor to use an already developed technology to aid with measurement and analysis should it prove to be sufficient.**
55. Will the Vendor be required to provide a cost estimate for all four Brand Parts in the initial ITN response? **Yes.**
56. Please further define "accessibility and expertise of the proposed assigned personnel." **Tell us the background and experience of your proposed account team.**
57. Is there an incumbent? **No.**
58. What are the major differences between the 2010 Strategic Plan and the 2016 Plan? **They are both posted on the USF Website. Vendors may read them and determine the differences.**
<http://www.usf.edu/ods/documents/strategicplans/usf-strategic-plan-2013-2018.pdf>
59. How has the Puerto Rico/Caribbean hurricane disaster impacted your system? Is there a plan to address the influx of potential students now relocated to Southern Florida? **This is not part of the marketing and communications request.**
60. Is there a subset of marketing goals for each individual campus in the system? **Those goals will be determined during the marketing and communications planning process we are seeking to create with the help of the agency selected through this ITN process.**
61. What level of spend do you anticipate? **Undetermined. We will be seeking recommendations from the awarded vendor.**

Questions submitted by Stamats, received on 12/22/2017

62. Have the individual System institutions conducted recent research (when, with which audiences) regarding their brand perceptions and equity in their current brand expression? **Yes. Those research**

reports are available on request, submit requests via email to Michael Hernandez mahernandez@usf.edu .

Questions submitted by The Cohl Group LLC, received on 12/22/2017

63. The ITN calls for a firm to “assist in the implementation of a comprehensive marketing and communications plan.” Does a comprehensive marketing and communications plan exist currently? If so, is this plan available to proposers? **It does not exist.**
64. Are there preferred dates for beginning and completion of this project? **This is the beginning of a long-term marketing and communications program.**
65. Can proposers see detailed results of the brand research study? **It is available on request, submit requests via email to Michael Hernandez mahernandez@usf.edu .**
66. Who will key system contacts be for this project? **Joe Hice will be the key system contact. Other contacts will be engaged as needed.**
67. What internal resources are available to implement project results? **Undetermined at this time.**
68. Is there an existing brand program? **No.**
69. The ITN references “target recruitment regions outside of Florida” (p. 17). What are these target recruitment regions? **We are looking to the agency selected to help us determine this.**

Questions submitted by Creative Boss, received on 12/22/2017

70. Is there an opportunity to meet the proper parties before or during bid evaluation so I can present the plan to the evaluation committee? **All proposals will be reviewed and agencies invited to present based on their responses to the initial ITN**
71. Do we have to include a profit and loss statement? For which year specifically? **Follow the guidelines in the ITN document.**
72. "The initial response must be a clear and easy to understand explanation of the products, services, benefits, and prices offered and should include information as to how all specifications will be met." -- So just to clarify, this is the basis of what we are to provide in our bid? What we do, our products and services, and how we will fulfill them? **We want you to describe your processes. How do you propose working with us? Who will lead your team? How will you implement recommendations made as part of the marketing and communications plan developed during the initial phases of the request.**
73. Have you ever accepted, along with a formal bid, a video to play for the committee? **We will consider a video as part of your ITN presentation.**
74. USF SYSTEM - This plan located -> <http://www.usf.edu/system/documents/usf-system-strategic-plan.pdf> is what we are building our detailed marketing campaign for? I just wanted to clarify that it is for the overall University and not defined by a specific department within the University. **The ITN is for marketing and communications processes for the entire USF System.**

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75. Budget constraints - What are the budget limitations? How long is this proposed contract to remain in effect, Can I create a one-year marketing execution plan? **We expect the initial contract to extend to July 30 2019. Extensions will be negotiated as part of the ITN process.**

Questions submitted by Gatesman, received on 12/22/2017

Section II: Special Conditions

Number of Proposals Submitted:

76. Question: Is there a page limit to the response? **No.**
77. Question: Can the response be in Word or PowerPoint? **USF preference and normal practice is for responses to be hard copy pdf, with an identical electronic copy. As stated in item 20 of the ITN.**

Section III: ITN Specifications

Background and Planning:

“The USF SYSTEM has low levels of brand awareness in target recruitment regions outside of Florida”

78. Question: What are the regions and what are the awareness levels? **Research is available on request, submit requests via email to Michael Hernandez mahernandez@usf.edu .**

“The SYSTEM has a wealth of strengths on which to build on, such as research opportunities, academic rigor and access to learning, athletics programs, USF Health, community partnerships and its location in the heart of Tampa.”

79. Question: Has there been any branding work around the athletics programs?
- If so, what and when? **No, but USF Athletics is part of the USF System and should be considered in your response to the ITN**
80. Question: Has there been any branding work around USF Health?
- If so, what and when? **No, but USF Health is part of the USF System and should be considered in your response to the ITN**

Work and Requirements

Scope of Work

“...firm to create a dynamic, holistic Brand Strategy Plan – that articulates a brand identity for the USF System and positions the brand in the marketplace...”

81. Does the USF SYSTEM have a current brand position? **We are the USF Bulls.**
- If yes, what is it and is the task to optimize the current one or create a new brand positioning? **We seek to strengthen the awareness of USF.**
 - If no, are there any equities that must be included when developing a new one? **We are the USF Bulls.**
82. Have you done attitude and awareness research on the SYSTEM?
- If yes, can you share key take-aways of highest performing attitudes? **Research is available on request, Submit requests via email to Michael Hernandez mahernandez@usf.edu .**

“Existing research will deliver the information and the emotion that will drive development of effective brand messaging.”

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83. What kind of research is this referring to? **National research is available on request, submit requests via email to Michael Hernandez mahernandez@usf.edu .**
84. Are you open to additional marketplace, target or brand affirmation research if deemed necessary? **Yes.**

“Among numerous mission-critical questions the Brand Plan should address are...”

85. Question: What are your existing social channels? How active are they? Who manages them? How often are they updated? **We are seeking your recommendations on social media activities and how it fits into a larger marketing and communications plan.**

Evaluation Criteria:

“Preference may be given to vendors that have experience in Florida market”

86. How much weight will be given to literal “boots on the ground” in Florida versus the other 6 evaluation criteria? **The Evaluation Criteria will be viewed as a whole on a vendor by vendor basis. USF has not weighted the criteria.**

Branding Strategies:

87. Question: Are media, social and PR planning, buying and execution a part of this RFP?
- a. If so, can you share previous budgets? **All are part of developing a comprehensive marketing and communications plan. We are looking to you for recommendations on how to allocate spending in each category.**

Other

Conflicts:

88. Would you consider vendors who currently work for another Florida university as a conflict of interest? **The structure of the marketing and communications team you propose would help determine if there was a conflict. If you could show that the USF Team is totally independent of any other Florida university team, there would not appear to be a conflict. This would have to be part of the ITN negotiation process.**
- a. If yes, which ones?

Questions submitted by Spark, received on 12/22/2017

89. Will full access to the brand perception study be granted to the awarded agency (raw data)? **It is available on request.**
90. From which audience(s) is the brand perception research based on? (students, parents, employees, etc.)? **All of the above.**
91. Is there additional consumer research available in regards to the application process (ex: key information sources, decision making influencers, secondary audiences, etc?) **Not at this point**
92. Are there particular geographies that are critical to USF that can be shared? (what areas/audiences do we need to retain share of market and what areas/audiences do we need to grow?) **We want the agency selected to help us determine this.**
93. Can you share any details regarding the specific perception challenges that the new brand strategy will need to address? **The research that is available on request provides information about our concerns. Submit requests via email to Michael Hernandez mahernandez@usf.edu .**

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94. Does the university have current initiatives they are investing in that need to work in conjunction with the brand identity (e.g., investing \$x in research center over next 5 years, sports teams, etc.)? **We are starting from scratch.**

Questions submitted by Chappell Roberts, received on 12/22/2017

95. Do you have quantifiable goals and business objectives for the brand and this work? **We will seek your help in developing our goals and objectives.**
96. What do you see as the USF System's biggest challenge in the near future? **There are many challenges. We are seeking your input in developing a marketing and communications plan that will help us address all of them.**
97. Are there any budget allocations in place for Parts 1-4 referenced in the scope of work? **The initial budget is \$250,000. A long-term budget will be created as part of the development of the implementation plan for the USF System Brand.**
98. What are the expected timelines for Parts 1-4 referenced in the scope of work? Is there an expected date to launch the campaign? **This is a long-term process, but we would expect to begin the implementation of a formal marketing and communications plan in July 2018.**
99. Page 7, section 11 references the proposal tabulation. Can you provide insight/criteria on how the responses will be scored? **Each criteria will be viewed as part of the whole criteria on a vendor by vendor basis.**
100. Beyond the brand awareness study that was conducted in 2017, what additional research will be available to the winning bidder with respect to stakeholder groups, audience segments, current student perceptions, satisfaction, etc.? **That is the most pertinent research available and is the only research we will provide.**
101. Scoping Parts 2-4 is dependent upon the outcomes of Part 1. Is it appropriate to provide broad scope and budget allocations for Parts 2-4, since they are so strongly linked to the result of Part 1? **Yes, Broad scope and budget suggestions are preferred.**
102. For Tab B – Vendor's financial viability documentation, is there specific documentation that you are looking for beyond the balance sheet and profit/loss statement? **No.**
103. Under Tab D, the ITN asks for: "Description – resources available to the vendor." Can we assume that this is about our agency staff and capabilities? **Yes.**
104. Is payment by visa p-card required? If not, on the Minority Vendor & Visa P-Card Certification form, how should we proceed if we are a minority vendor, but we do not accept payment by visa p-card at this time? **Payment will be negotiated as part of the ITN.**
105. On the Bidder's Affirmation form on page 25, should we leave any line items blank that we currently do not have (i.e. SPURS License No. and State of Florida Contractors License Name and No.), or are these licenses required? **This is a License number that is issued by the Florida Department of Management Services. If a vendor does not have a SPURS # N/A is an acceptable response.**

Questions submitted by Shepard Agency, received on 12/22/2017

106. What is the budget for the scope of work listed in the ITN? **The initial budget is \$250,000 but determining the ongoing agency budget will be part of the ITN process.**
107. What are the target recruitment regions outside of Florida that USF focuses on? **We are looking to the agency selected to help us determine target markets.**

- 108. Who are USF's in-state competitors? **We are looking for the agency of record to help determine with a competitive analysis.**
- 109. Are there other system brands (in-state or out-of-state) that USF admires, favors, or believes "are getting it right?" **Kansas, Duke, NC State, UF, Texas.**
- 110. The ITN mentions a national brand research study and its key findings—is it possible for us to receive a copy of the brand research? **Yes, the study is available upon request, submit requests via email to Michael Hernandez mahernandez@usf.edu.**
- 111. The ITN reads as though website redesign and development is not part of the scope of work, however, it does list "website updates; optimized SEO." Can you clarify what updates for the website would be? **Website development will be handled by University Communications and Marketing. However, we seek the ongoing assessment and recommendations of best practices for our overall web presence.**
- 112. Understanding that we need to give a timeline as part of our response, does the System have a preferred launch date or specific event that we need to consider in our timelines? i.e. New system brand is expected to roll out in advance of 2018-2019 school year. **This is a long-term process, but we would expect to begin the implementation of a formal marketing and communications plan in July 2018.**
- 113. Brand Strategies 3 & 4 read as though selected respondent will be responsible for ongoing implementation and management of deliverables, however, the ITN lists that the terms of the agreement will be negotiated with the selected vendor. In order to put pricing around requested deliverables, should respondents price Brand Strategies 3 & 4 (Execution & Implementation and Measurement & Analysis) within a 12-month timeline? Knowing the length of time that selected vendor is expected to own responsibilities of deliverables will also influence what deliverables we actually recommend. **This is a long-term process, but we would expect to begin the implementation of a formal marketing and communications plan in July 2018, with the initial contract in place until June 30, 2019. Extensions may be negotiated as part of the ITN process.**
- 114. Do you have a budget or a budget range for the work outlined in this ITN? **The initial budget is \$250,000 but determining the ongoing agency budget will be part of the ITN process.**
- 115. What is required for the vendor's financial viability documentation? **Vendor's most recent Profit Loss report and or balance sheet should suffice.**
- 116. Do you currently work with an agency? If so, what is the name of the agency? **No.**
- 117. Do you have a projected timeline for each phase? If so, what is it? **This is a long-term process, but we would expect to begin the implementation of a formal marketing and communications plan in July 2018.**
- 118. Is the evaluation criteria weighted by percentages? If so, could you provide the breakdown? **The criteria is not weighted.**

Note: Please note receipt of this addendum by signing and returning with your proposal response

Authorized Signature & Date

Print Name

Company Name