



**Addendum Date: February 27, 2023**

**ADDENDUM 1 TO RFP NO. 23-03  
for  
HAWAII TOURISM DESTINATION BRAND MANAGEMENT & MARKETING  
SERVICES FOR THE UNITED STATES MARKET**

STATE OF HAWAII  
DEPARTMENT OF BUSINESS, ECONOMIC DEVELOPMENT & TOURISM  
HAWAII TOURISM AUTHORITY

**This Addendum includes:**

- Replaces Mr. Marc Togashi as Procurement Officer and appoints Ms. Tracey Fermahin as Procurement Officer effective 2/27/23.
- RFP 23-03 Hawaii Tourism Destination Brand Management & Marketing Services for the United States Market Pre-Proposal Conference PowerPoint.
- RFP 23-03 Hawaii Tourism Destination Brand Management & Marketing Services for the United States Market answers to written questions submitted via HiePro and asked at the Pre-Proposal Conference.

This addendum will only answer unique questions that were not already addressed in the RFP.

*Note: A new version of the RFP is not forthcoming. All changes are documented in the Addendum(s). Applicants must refer to the Addendum(s) to know of the changes.*

**APPOINTMENT OF NEW PROCUREMENT**

The title page (page 1) is amended to remove Mr. Marc Togashi as Procurement Officer and replaces him with Ms. Tracey Fermahin effective 2/27/23.

**PRE-PROPOSAL CONFERENCE POWERPOINT**

The Pre-Proposal Conference PowerPoint is attached to and made a part of this addendum. If there is conflicting information in the PowerPoint the RFP document shall be the definitive, and final source of the correct information.

Please note that on the "Points of Contact" slide that the Procurement Officer has been replaced by this same addendum as stated above and that Ms. Tracey Fermahin is the Procurement Officer effective 2/27/23.

## QUESTIONS AND ANSWERS

*Note: Not all questions submitted have been answered in this addendum, but those answers are forthcoming via another addendum by March 8, 2023.*

- 1. Are media costs included in your budget?**
  - a. Yes. The funds made available by the HTA via this procurement should cover all costs, including media costs.
  
- 2. Is the HTA open to local start-ups applying?**
  - a. Yes, this procurement is open to everyone. The State encourages all bidders to offer. Competition is in the best interest of the State.
  
- 3. Are any existing technology or program providers that must be accounted for, or used in the final product?**
  - a. No. However, offerors should detail any technology or program providers they are planning to use as a part of their Brand Marketing Plan, including in the Subcontractor References forms. Offerors may bid on this and other HTA procurements.
  
- 4. Do you require an office presence in Hawai'i?**
  - a. Yes. See Sections 3.1.3 and 3.2.4.
  
- 5. Will more than one offeror be accepted?**
  - a. Yes, multiple offerors' proposals will be accepted so long as they meet the deadline and are determined to be acceptable or potentially acceptable upon submission. However, this is a procurement for a single award. Therefore, only one winner will be awarded.
  
- 6. Are small teams considered or is there a standard team size you look for to execute the work?**
  - a. All team sizes will be considered. See Section 3.1.3 for Organizational Capacity requirements.
  
- 7. Is there an end date for the current brand/marketing campaign?**
  - a. The end date for the current HTUSA Contract is March 31, 2023.
  
- 8. Will the list of attendees to this pre-proposal conference be made available?**
  - a. No.
  
- 9. What percentage of growth were you seeing in terms of Average Daily Visitor Spend, Total Visitor Expenditures, Multi-Island Visitors and Average Islands visited in previous periods?**
  - a. See Section 2.1 and the HTA Research site referenced in Section 1.10.

- 10. Can you provide percentage growth of the KPI indicators in previous periods?**
  - a. See Section 2.1 and the HTA Research site referenced in Section 1.10.
  
- 11. The prior RFP had an extensive Global Support Services section with lots of website upgrades required. Does this RFP anticipate/require the Offeror to revamp websites?**
  - a. No. The HTA will procure separately for any upgrades as deemed appropriate by the HTA to GoHawaii.com. Offerors may bid on this and other HTA procurements.
  
- 12. Is HTA open to working with an agency outside of Hawai‘i?**
  - a. Yes.
  
- 13. For an office in Hawai‘i, can an intent to open an office suffice?**
  - a. Yes. See Sections 3.1.3 and 3.2.4.
  
- 14. What are some of the major issues, challenges, applicants have experienced through the RFP processes?**
  - a. Make sure to meet the deadlines outlined in the RFP Schedule in Section 1.4 as well as proposal requirements in Section 3 of RFP 23-03.
  
- 15. How does HTA envision the selected contractor for this procurement as well as the Destination Stewardship procurement will work together?**
  - a. Holistic destination management or stewardship is HTA’s philosophy. Therefore, the expectation of any HTA contractor is to work in alignment with and under the direction of the HTA in that direction as outlined in the HTA Strategic Plan.
  
- 16. Will assets (such as images) be available from your website, gallery, videos, content, etc. be made available to leverage as assets for new/organic or paid marketing campaigns?**
  - a. Yes. See Section 1.10 and Exhibit A regarding HTA Brand Assets/Knowledge Bank.
  
- 17. If an agency is willing to set up a Hawai‘i office, but did not have one at the time of bidding, would that agency qualify for this opportunity?**
  - a. Yes. See Sections 3.1.3 and 3.2.4.
  
- 18. Is HTA open to creating new branded websites or niche specific sites for lead generation, to answer questions or offer incentives to potential visitors from the mainland?**
  - a. HTA is open to this idea. Please articulate your ideas in your Brand Marketing Plans, including the Long-Term Vision and Roadmap for consideration.

- 19. Will the State provide the willing proposal with a mailing list for connecting local businesses?**
- a. The HTA does not maintain a local business database. However, the HTA does have professional contacts, and is willing to facilitate introductions as needed/appropriate once the contract is awarded.
- 20. What should the successful contractor expect in terms of HTA's (and its other contractors') role in directing the brand development and creative content in support of the brand?**
- a. Brand development and creative content in alignment with the brand ultimately requires approval and/or direction from the HTA, namely the Chief Brand Officer, subject to approval by the HTA Board of Directors.
- 21. Can you share any information as to how the annual budget figures were calculated?**
- a. Each contract period is funded by a separate and respective fiscal year. It is understood that the Head of Purchasing Agency (HOPA) or designee must notify Contractor on a timely basis if funds are not available for continuation of the contract for each succeeding fiscal period. The fixed price amount for the initial two-years and six months term of this multiterm contract funds is available to pay for the initial period covering 2023. Availability of funds to HTA for any fiscal year (July 1 to June 30), shall initially be subject to the passage of a budget appropriation of public funds by the Legislature, and subsequently to the approval of an allotment of the budgeted funds by the Governor, through the Director of the Department of Budget & Finance, State of Hawai'i, and final allocation and approval by the HTA Board of Directors.
- 22. Does it matter what island the office is located on?**
- a. No, so long as it follows the requirements in Sections 3.1.3 and 3.2.4.
- 23. Will there be any workforce that would transition from the incumbent to the new contractor?**
- a. That is not for HTA to opine on.
- 24. Are there existing campaigns or business relationships that will need to be continued with the new contractor or are you wanting every campaign to be new, and every relationship started from scratch without transferring information to the new contractor?**
- a. We are open either way and would facilitate any connections, as necessary.
- 25. What websites will be required to maintain or develop, and which websites will analytical information be allowed to view?**
- a. HTA website development and maintenance will be procured via a separate procurement. The creation of US content will be supported by this scope of work but the website itself will be maintained separately.

- 26. In the PowerPoint deck shown during the pre-proposal conference, the slide entitled "Evaluation Committee" said that the evaluation committee will include at least three (3) State Employees as well as key stakeholders and industry experts" which is different from what the RFP states [p. 28, section 4.3, 2nd paragraph, 1st sentence], "... at least 3 qualified State employees...". Question: Which is the official position?**
- a. Section 4.3 of RFP 23-03 and HAR §3-122-45.01: An evaluation committee of at least three (3) qualified State employees approved by the Procurement Officer shall evaluate proposals for the contract.
- 27. Will the evaluation committee include any people who served on the evaluation committee(s) in the previous two HTUSA RFPs? [Page 28, Section 4.3, 2nd paragraph, 1st sentence]**
- a. Evaluation committee member identities are kept confidential during the RFP process.
- 28. Would you want the contractor to provide our key Account Lead point person to work at HTA? Or would you prefer this individual to be in a separate office locally?**
- a. The Offeror and its staff should have a separate office as outlined in Sections 3.1.3 and 3.2.4. Offeror's staff are welcome to the HTA office to have meetings, collaborate, check in, etc. at any time.
- 29. What role, if any, would the new agency play in crisis communications regarding public health emergencies, natural disasters, or other similar events?**
- a. Mainly communicating with industry partners as well as directly with visitors. It is a supportive role, and all crisis communications are directed by the HTA and its staff.
- 30. What restrictions, if any, does the Hawai'i Tourism Authority have regarding political lobbying?**
- a. During the term of the awarded contract, the awarded contractor and any of the contractor's officers, employees and directors shall act: (1) in a manner consistent with achieving the legitimate government interest of the State of Hawai'i as determined by HTA through the approved ANNUAL BMP PLAN, HTA Strategic Plan, and the CONTRACTOR'S responsibilities set forth in this CONTRACT; and (2) in a manner which shall not be intended to nor cause disruption, harassment or otherwise prevent the achievement of HTA duties, responsibilities, goals and objectives in carrying out its stated statutory duties under Chapter 201B of the Hawai'i Revised Statutes. Further, HTA Policies and Decisions. The awarded contractor will acknowledge and agree that contractor's role is not to advocate against or criticize to others any policy decision made by the HTA. However, no portion of this CONTRACT shall be read to prohibit any individual or entity from reporting to any person or entity what such individual or entity believes in good faith to be misconduct, illegality, or a violation of a law, rule, or regulation of the State of Hawai'i or the United States. The awarded contractor acknowledges and

agrees that the HTA has a legitimate right and need to prohibit CONTRACTOR, as its contractor, from advocating against and criticizing to others any policy decision made by the HTA. Without limiting the generality of the foregoing, CONTRACTOR further agrees to, and to cause its officers, employees and/or directors (1) to support the HTA and advocate its policies, programs, and goals furthering the marketing and promotion of Hawaii as a visitor destination for business and leisure;(2) to refrain from taking any actions to, and from using or expending any Public Funds provided by the HTA or other monies available to CONTRACTOR (a) to lobby, advocate against, engender support, or take any official action in opposition to the policies, programs, decisions, and actions of the HTA; (b) to compete by itself or through any Subcontractor or affiliate with the HTA or Hawai'i as a visitor destination, unless otherwise provided herein; and (c) to interfere with the HTA's business relationships with third parties; and (3) to take appropriate steps to discipline any of its directors, officers and employees who participate in any action that violates this Section 11 or any of contractor's own internal policies and procedures.

- 31. Could you let us know if you have a local preference or are you open to a Canadian agency that has done similar work with clients across the United States, with some currently being the States of California, Colorado, and Wyoming? Specifically, we have marketed Canada to the United States for the Government of Canada with our contract managed from the Canadian Embassy in DC.**
  - a. We are open to all offerors, and we encourage competition via this procurement.
  
- 32. What is more important: bringing in specific kinds of travelers to the island or a greater volume in general?**
  - a. See section 2.2 for more information on this question.
  
- 33. How do you balance the substantially different needs/ sentiments of all the islands when it comes to tourism?**
  - a. It begins with the overall brand which is built based on information we gather as part of the resident sentiment survey, Destination Management Action Plans, etc.
  
- 34. Will this new campaign have extensive local visibility (are we driving local support for the external message?)**
  - a. No, the focus of this scope is on the US Market and should be focused on the US consumer audience. Resident facing messaging and in destination marketing will be done via other contracts.
  
- 35. Regarding Ownership Rights – as a Startup, this opportunity would enable us to develop a revenue generating global solution for hospitality small businesses. Can exceptions be negotiated? Hawaii will help us develop software, hardware, and networks that can be scaled globally, section 2.7 appears to limit our flexibility in using this development to help others.**
  - a. We stand by Section 2.7 and would not negotiate this point.

36. **On Feb 1st, 2023 Civil Beat publish an article indicating the Honolulu City Council was considering changes to HTA. How could these potential changes affect this contract? <https://www.civilbeat.org/2023/02/the-end-of-the-hawaii-tourism-authority-lawmakers-may-pull-the-plug/>**
- a. The Honolulu City Council has no jurisdiction over HTA.
37. **Is there a preference for how program specific resources should be accounted for in the budget? Is List all on Admin staff, and reference program or list in Program and refer in Admin staff with monies accounted for on the Program level or Admin level?**
- a. Please use the budget worksheets (Attachments 2 for 2023, Attachment 6 and 7 for 2024, and Attachments 11 and 12 for 2025) that are part of the procurement. You will find clarification on what constitutes administrative expenses versus program expenses there.
38. **Is the term 'direct routes' being used to mean 'non-stop routes' ? [Page 36, Exhibit A, Section D. Strategies 2. Travel Trade, 3rd bullet]**
- a. Yes, HTA means non-stop routes.
39. **Can HTA provide Hawai'i culture subject matter experts to assist in user interviews, content creation, and validation of relevant data/experiences/interfaces?**
- a. No, it is expected that offerors build their teams with the requisite skills, knowledge, etc.
40. **Does the HTA have technical resources like local servers, office space, or vehicles the offeror could lease?**
- a. No.
41. **Does the HTA or State have an approved list of resources involved in DMAP, and will this RFP guarantee access to those resources?**
- a. HTA does not have an approved list of resources per se. HTA will support and provide access to any resources it has available to support the awarded contractor of this procurement.
42. **For Calendar Year 2024 and 2025 can respondents provide annual budget numbers vs. monthly detail budgets since this will most likely change as market conditions require? If not for both years, then at least 2025. [Page 20, Section 3.1, 2nd, and 3rd paragraphs on BMP Budget Plans]**
- a. Please use the budget worksheets Attachments 6 & 7 for 2024 and Attachment 11 & 12 for 2025 that are part of the procurement. Monthly budgets are required. The budgets you prepare as part of this procurement may be amended once under contract at the discretion and prior written approval of HTA as market conditions change.
43. **How should GoHawaii.com and its related app be leveraged in the Offeror's proposal?**



- a. The offerors should leverage these platforms and any additional ideas as part of a comprehensive ecosystem/strategy to drive visitor engagement with Hawai'i. The how is left to the offeror to articulate.
- 44. What relevant State or HTA data sources or APIs does the Offeror have access to?**
- a. See Section 1.10 for a list of helpful websites. Section 2.1 may also help. Lastly, the HTA Research page has a ton of information available.
- 45. BMPs for incremental funding - can they address only supplemental activities paid by the incremental funding or do you require the restatement of the entire BMP for that period with the incremental activities included? [Pages 19-20, Section 3.1.3, last paragraph on p. 19 to top of page 20]**
- a. The BMPs for incremental funding can address only supplemental or additional activities and do not require the Offeror to restate the entire Base BMP. Offerors should do their best to articulate how the base and incremental BMPs interact, build on and are comprehensive regarding the overall strategy and roadmap.
- 46. You confirmed on the pre-proposal call that HTA has a separate contractor for gohawaii.com and that we are to work with that contractor on U.S. initiatives. When does that website contract expire, and will you be putting it out to bid? [Page 17, Section D.7 Strategies. Gohawaii digital platforms; entire paragraph]**
- a. The current contract for this currently is set to end March 31, 2023. The HTA will issue a procurement for the continuation of this and other related services.
- 47. Are offerors required to submit request for subcontractor approval as part of our RFP response, or only if awarded the contract? [Page 2, Section 3.1.3, last paragraph requiring prior HTA written approval to subcontract]**
- a. Offerors should submit form Attachment 5, 10, and 15 for the respective year as part of their submittal for all sub-contractors you intend to engage if awarded.
- 48. How important is it that the agency you select have an existing presence in Hawaii or are you open to the agency opening and staffing an office once the contract is awarded?**
- a. We are open to all offerors.
- 49. Who is the existing agency that you use, and will they be participating in this RFP?**
- a. The incumbent is the Hawai'i Visitors and Convention Bureau. We are not aware if they intend to offer at the time this addendum was issued.
- 50. Is there a mandate to award this work to a non-profit entity in Hawaii?**
- a. No.
- 51. Is this the same contract and scope of work that was cancelled with CNHA?**
- a. No, this procurement is not the same as HTA RFP 22-01.
- 52. Is this a mandatory agency review based on the length of relationship with the**



**current agency/partner?**

- a. The HTA does not understand this question.

**53. Are you primarily looking for a marketing/advertising agency - or specifically for a service provider that you can outsource DMO functions like trade relations, meetings and incentives and also oversee marketing?**

- a. The latter but it would not preclude any offeror from creating a team who can meet all the requirements of the procurement.

**54. Can you provide more details on what your expectations are to see included in Brand Marketing plans (Section 3.12 items 7-12)?**

- a. Please see Exhibit A of the RFP.

**55. If there are separate contractors for RFP 23-03 and RFP 23-08, what flexibility exists to ensure that the contractors are equipped to support the goals of both RFPs?**

- a. HTA is not sure specifically what flexibility this question references, but it is understood by the HTA that our work should be collectively aligned to the HTA strategic plan and its goals, objectives, and measures. Obviously, if changes to work plans, timelines, etc. are required they would follow the applicable rules and laws governing the work and this procurement.

**56. What measures have been taken to ensure that the contractors from both RFP 23-03 and 23-08 will be complementary and limit any potential for counterintuitive directions?**

- a. All work is supervised, directed, and approved by HTA Staff. Both internal and external coordination and communication across our various contractors and internally with staff will work to mitigate as best as possible counterintuitive directions. The cooperation of all HTA contractors and staff is the bedrock of this approach. Further, measures to effectuate this begin with constant communication with HTA Staff, monthly reporting, mid-year, and year-end evaluations also help to ensure we are moving in the same direction. If something were to arise it will be addressed by HTA.

**57. What criteria will be used to evaluate the requests for optional incremental funding subject to section 2.4 (assuming the maximum amount of funds is made available)?**

- a. The criteria are outlined in Section 4.2 will be used to evaluate proposals.

**58. We understand that Marc Togashi is leaving HTA prior to the end of this solicitation. Will he remain the Procurement Officer for the entire solicitation period?**

- a. No, Mr. Togashi will not serve beyond the end of his employment. Ms. Tracey Fermahin has been designated as the procurement officer as communicated in this addendum effective February 27, 2023.

**59. Who will be the Procurement Officer since Mr. Togashi will be leaving? [Pages 1 & 15, cover (signature at bottom) and section/paragraph 2.12 Point of Contact, first sentence]**

- a.** Ms. Tracey Fermahin has been designated as the procurement officer as communicated in this addendum effective February 27, 2023.