



City of Boston  
Mayor Martin J. Walsh

# CITY OF BOSTON



## **Visit Boston**

A Request for Consulting Services to Shape and Execute a Branding and Marketing Campaign to Attract Tourists to Boston

REQUEST FOR PROPOSALS EV00008455  
**RESPONSE DEADLINE: October 5, 2020, 4:00 PM EST**

*Martin J. Walsh, Mayor*  
*John Barros, Chief of Economic Development*  
*Kate Davis, Director of Tourism, Sports, and Entertainment*

September 21, 2020

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**REQUEST FOR PROPOSALS**

**Visit Boston**

A Request for Consulting Services to Shape and Execute a Branding and Marketing Campaign for Greater Boston Travel  
(EV00008455)

**CONTACT INFORMATION**

**Kate Davis**  
**kate.davis@boston.gov**

The City of Boston, acting by and through its Chief of Economic Development, requests proposals for firms or consultants who can design and build Boston's brand, increase awareness and active promotion, and drive visits to our City from diverse local and national visitors, as particularly set forth in the Request for Proposals. The RFP will be available on the City's procurement website and Supplier Portal via [boston.gov/procurement](http://boston.gov/procurement), on or after 9:00 AM, Boston local time, on September 21, 2020. The RFP will remain available until the submission deadline on October 5, 2020 at 4:00 PM Boston local time.

Responding to this RFP is voluntary. All costs associated with responding to this RFP, including any interviews/demonstrations, will be the sole responsibility of the vendor participating in the RFP response.

The attention of all proposers is directed to the provisions of the Request for Proposals and contract documents, specifically to the requirements for insurance as may be applicable.

Offerors must proposals through the City of Boston's Supplier Portal [boston.gov/procurement](http://boston.gov/procurement). Under no circumstance shall any price information be included with a Technical Proposal.

**Applications shall be submitted on or before 4:00 PM, Boston local time, on Monday, October 5, 2020.**

**The Official shall reject late proposals. Failure to submit separate sealed price and technical proposals shall result in disqualification of the entire proposal.**

The Official shall not open the proposals publicly, but shall open the technical proposals in the presence of one or more witnesses within twenty-four (24) hours of the above deadline for submission of proposals. The Official may open price proposals later and in any case shall open the price proposals to avoid disclosure to the individuals evaluating the technical proposals.

The term of the contract shall be through the end of December 2020.

The City reserves the right to reject any and all proposals, or any part or parts thereof, and to award a contract as the Official deems to be in the best interests of

the City. This contract shall be subject to the availability of an appropriation therefore, if sufficient funds are not appropriated for the contract in any fiscal year, the Official shall cancel the contract. The maximum time for acceptance of a proposal and the issuance of a written notification of award shall be one hundred eighty (180) days. The award of this contract shall be subject to the approval of the Mayor of Boston.

**John Barros**  
**Chief of Economic Development**

**RFP for Visit Boston:**

**A Request for Consulting Services to Shape and Execute a Branding and Marketing Campaign for Greater Boston Travel**

**I. INTRODUCTION**

The coronavirus pandemic has dramatically changed the landscape of Boston. As we plan to build back stronger and more equitably, the Arts, Culture, and Tourism industry is a critical component to the future success of the City of Boston. To meet our objectives, we are seeking a consulting engagement to assist in assembling a local tourism campaign to draw diverse tourists to take advantage of all that Boston has to offer as we re-emerge safely through recovery and reopening.

Boston has taken a cautious approach to the COVID-19 pandemic and has worked closely with the Commonwealth to manage the situation. As one of the United States's initial COVID-19 hot spots, on March 10, 2020 Governor Baker declared a State of Emergency in the Commonwealth of Massachusetts and issued a Stay at Home Advisory and the closure of all non-essential businesses on March 23, 2020. The Commonwealth moved to a 4-phased re-opening approach on May 18, 2020, with lodging opening in Phase 2 on June 8 and museums, cultural and historical facilities opening in Phase 3 on July 3, extended to July 13 in Boston.

The City's re-opening guidance for these industries can be found below:

- Restaurants  
<https://www.boston.gov/sites/default/files/file/2020/08/Boston%20Restaurant%20Operations%20Recommendations%20Draft%2008102020%20Final%20%20%284%29.pdf>
- Lodging  
<https://www.boston.gov/sites/default/files/file/2020/07/Boston%20Lodging%20Operational%20Recommendations%2007222020%20Final%20Draft%20%288%29%20%281%29.pdf>
- Museums, Cultural and Historical Facilities, and Guided Tours  
<https://www.boston.gov/sites/default/files/file/2020/07/Boston%20Museums%20and%20Cultural%20and%20Historical%20Facilities%20Operational%20Recommendations%20FINAL%2007082020%20%281%29.pdf>

Prioritizing Lives, Livelihoods, and Equity has been the guiding framework for re-opening and recovery in Boston. To ensure we were appropriately providing guidance and assistance to critical industries, analysis showed that Arts, Culture

and Tourism were vital to our recovery. While contributing 4.83% to the Gross City Product (GCP), the categories of Arts, Entertainment, and Recreation (2.4%) and Accommodation and Food Services (8.0%) made up 10.4% of the City's jobs--comparable to the 11.2% of jobs created by the finance, insurance, and real estate (FIRE) industries.

Furthermore, the impact of our arts and tourism jobs provides critical economic advantage to the City of Boston-- these industries provide the cultural vibrancy and quality of life that make Boston unique and are why organizations and individuals choose to locate here. These sectors provide approximately 3 times the jobs in Boston compared to the nation overall, and create more jobs than either educational institutions or medical institutions.

Maintaining Boston's economic and competitive advantage depends on a strong recovery in our Arts, Culture, and Tourism industry by showing all that Boston-- both downtown and in our neighborhoods-- has to offer in a way that is appealing and inviting to diverse groups of people locally and across the United States.

## **II. ABOUT BOSTON**

Boston is Massachusetts's capital city and the largest city in the New England Region, with a population of nearly 700,000. Prior to the coronavirus pandemic, we annually hosted over 19 million domestic and 1.7 million international visitors. With our rich history, diverse neighborhoods, and legacy of arts, culture, and education, Boston has something for everyone.

There are a variety of free walks and trails throughout the City of Boston, including the Freedom Trail, Black Heritage Trail, Boston Women's Heritage Trail, and others. The City has a wealth of museums, with everything from the Museum of Fine Arts to the Old State House, Institute of Contemporary Art to Museum of African American History. Boston offers world-class dining and shopping options as well as local, artisan, and ethnic favorites. We have a number of places for residents and visitors to watch plays, films, and concerts. With the recent success of Boston professional teams, there's much to experience in the City of Champions. The Office of Food Access helps to oversee almost 30 farmers markets in Boston. It's no secret Boston is rich with history. From the American Revolution to the site of the very first public school, it's a city with stories to tell.

As we pursue this engagement, we want to make sure that we are intentionally welcoming people from diverse backgrounds to Boston. A recent study showed that of Black people surveyed 54% indicated that Boston was unwelcoming to people of color, the highest of

any city in the survey.<sup>1</sup> Mayor Walsh has taken critical steps to move Boston forward, including a recent declaration of racism as a public health crisis and announcing the City's first ever Chief of Equity, charged with ensuring that equity in the foundation of our policy decisions. *A successful branding and marketing campaign will seek to overcome this long standing stigma and show that Boston is welcoming to diverse travelers.* In order to do this, a successful campaign would examine the ways in which we communicate about the offerings of the city, and highlight attractions and events that speak to the experiences of people of color in Boston, from the founding of the city to the present day.

### **Key Facts About Boston**

#### **International travel and tourism**

- In 2018, international visits to Boston totaled 2.54 million, with overseas visitors representing 1.70 million of those visits. China was the top overseas visitor market. Visitors from China have grown dramatically, up 164% since 2013 and 623% since 2008. Following China, top overseas visitors came from the UK, Brazil, France, Germany and India. For CY 2019 we expect to see 2.62 million international visitors (GBCVB).
- Logan Airport in 2019 is the 15th busiest airport in the U.S., up from 17th in 2015, [according to OAG](#). Logan is **on track to become 1 of the 10 busiest airports in the U.S.** by 2022. Passengers are growing at a rate of 5% annually, compared to 3% across the U.S.
- In 2018, Logan served nearly 41 million passengers, a 6.6% increase over 2017, and is forecasted to exceed 42.5 million passengers in 2019. Through September 2019, year to date domestic passengers have increased by 2.3% and international passengers have increased by 11.1%. Tourism-related travel currently accounts for 45% of domestic and overseas passengers at Logan.
- Logan has direct flights to 76 domestic markets and 56 international destinations in 39 countries. Recently added connections include Hong Kong, Bogata, Sao Paulo, Vancouver, London Stansted.
- Conde Nast customers in 2019 [ranked Boston](#) the 3rd best city in the U.S. to visit.
- In 2019, Greater Boston is expected to see 22.5 million visitors, including 2.6 million international visitors. In 2020 visitors are forecasted to grow 5% to 23.6 million with domestic visitors growing to 20.9 million and international visitors growing to 2.7 million (Greater Boston Convention & Visitors Bureau).
- Between 2019 and 2022, approximately 5,000 new hotel rooms are expected to be added in Greater Boston. Over a third of the rooms are planned for the South Boston Waterfront, while The Hub on Causeway (North Station) continues to undergo transformative projects. East Boston, Cambridge, Somerville, Everett, and Chelsea are also key areas of new hotel development.

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<sup>1</sup> Johnson, Akilah, et. al. "Boston. Racism. Image. Reality." Boston Globe. 10 December 2017. <https://apps.bostonglobe.com/spotlight/boston-racism-image-reality/series/image/>.

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- The Ray Flynn Cruiseport has been growing cruise ship traffic: The Port of Boston cruise terminal served 402,346 passengers in 2019, an increase of 3% compared to 2018.

### Venture capital startup investment ([Martin Prosperity Institute](#)):

- Boston-area VC investment [increased](#) by 41% in 2018 over 2017
- As of August 2018, Greater Boston was [on pace](#) to surpass New York City in total VC investment for the year
- In 2016, Boston ranked **#4 for total VC investment**, at \$6+ billion, after San Francisco, New York City, and Silicon Valley
- Boston is **#3** for startup investment per capita (**#1** on the East Coast)
- **#3** for share of total VC deals in the U.S., at 6.7%

### Reducing inequality

- Greater Boston ranks as the 2nd-best metro city for [black women's "livability,"](#) measuring outcomes in health, education, and economics.
- Massachusetts is currently the state with the 2nd-highest minimum wage, at \$12.75/hour, [and in 2023](#) is on track to equal the nation's highest minimum wage at **\$15/hour**
- The City of Boston currently requires vendors working on contracts worth at least \$25,000 to pay their employees a **living wage** of at least **\$15.69/hour**; certain positions [will soon be required](#) to be paid the state-set prevailing wage of roughly **\$20/hour**
- A [Boston Foundation report](#) found Boston to be the **#1** city for economic mobility overall and **#1** for African-Americans.
- Income inequality (as defined by the ratio between incomes at the 95th and 20th percentiles) fell by 17% in Boston between 2014 and 2016, according to [the Brookings Institute](#). In this period, Boston fell from 1st place to 7th place in the national inequality rankings. The reason for Boston's success was that income at the 20th percentile increased in that period by 19%.
- Richard Florida ranks metro [Boston 15th](#) overall in his "New Urban Crisis" index for unequal opportunity, 21st for "segregation-inequality" and 34th for "economic segregation." He [does not rank Boston in the top 10](#) among core cities, although he claims 2017 data puts Boston at [6th nationally](#) in income inequality (by GINI coefficient).
- The City of Boston/BPDA's [Neighborhood Jobs Trust](#) (funded by linkage) sponsored 3,000 residents in high-quality job training programs from 2014-2017. Graduates earn an average of \$15.23/hour, with 72% receiving benefits. Mayor Walsh's new initiative, [Boston Hires](#), has set a goal of placing 20,000 low-income residents in good jobs by 2022.

### Competitiveness rankings

- Inc. [ranked Boston](#) the 14th best city for startups in its 2020 Surge Cities list.



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- Startup Genome in 2019 [ranked Boston](#) the **5th best city in the world** for technology startups, and 3rd best in the U.S.
- Glassdoor measured [Boston's job market](#) as **the fastest-growing in the nation** from August 2018 to August 2019, growing by 8.5%.
- A.T. Kearney's [2019 Global Cities report](#) ranks Boston the **#5 global city** in the U.S., citing long-term potential in personal well-being, innovation, economics, and governance; the report ranks Boston **#7 in the world** for future economic potential.
- Boston had more [\\$500M+ tech startup "exits"](#) than any metro (or country) in the world outside the Bay Area (not even counting life science and energy)
- Boston saw the 5th most venture capital investment in the world from 2015-2017, and the [3rd most in the world](#) on a per capita basis (Center for American Entrepreneurship)
- The U.S. Chamber of Commerce Foundation [ranked Boston](#) the **#1 U.S. city** for supporting entrepreneurial growth and innovation in 2016 and 2017.
- Movinga [ranked](#) Boston **#1 Best City in the World to Find a Job** in 2018.
- Indeed.com [ranked](#) Boston the **#3 U.S. city for job seekers in 2018**, and #1 on the East Coast. "The rise of Minneapolis and Boston is notable, as neither cracked the top 25 last year." Rather than having one standout quality, Boston ranked highly across all categories: job market, salaries, work/life balance, and job security/advancement.
- The Economist's "Hotspots 2025" ranks Boston 19th out of 120 global cities for competitiveness based on ability to attract capital, businesses, talent, and visitors
- In 2016, [KPMG ranked](#) Boston 23rd for most favorable "total tax index" out of 51 large international cities
- In its 2016 business climate rankings, [CNBC ranked](#) Massachusetts #20 out of 50 states, including: #2 for workforce, #1 for education, #3 for technology and innovation, and top 20 for economy, quality of life, and business friendliness

### III. SCOPE OF SERVICES

The City of Boston seeks to partner with a consultant, firm, agency, or organization (hereafter, consultant) who can design and build Boston's brand, increase awareness and active promotion, and drive visits to our City from diverse local and national visitors. Given the wide range of needed expertise anticipated, we welcome proposals to create partnerships and join with complimentary organizations and vendors to provide a comprehensive proposal.

The engagement will focus on the following core areas and deliverables:

1. **Strategic Planning and Account Management Services:** The consultant will partner with a destination marketing organization or similar entity and would be tasked with outlining the plan for a branding and tourism campaign for Boston. The consultant would be acting as a partner with the City of Boston to design and implement the strategy for driving visits to Boston with clear demonstration and

technical infrastructure to manage, track, and report all aspects of this campaign with all subgroups within the tourism and meetings industry. Some deliverables under this task would be:

- a. Provide an experienced point of contact to serve as the primary contact for the City to facilitate and manage the project.
  - b. Based on budget parameters, agreed upon goals, research trends, and Boston's unique attributes, the consulting team will develop a marketing strategy for Boston for Fall 2020. This strategy should position Boston to attract leisure travelers as well as convention and meeting travelers and should foster an environment that is welcoming to diverse travelers, specifically, people of color from other parts of the United States.
  - c. Keep the City of Boston updated on industry insights, trends, and innovations to ensure that the plan continues to evolve with reopening guidance and standards through Fall 2020.
  - d. Maintain regular status reports and meetings with the City of Boston to review ongoing progress.
  - e. Manage and track project budgets, timelines, and reports.
  - f. Attend all meetings and collaborative discussions with the City of Boston, stakeholders, and partners as requested.
2. **Creative Services:** The consultant would review existing Boston branding and update the overall messaging and collateral to evolve the look and feel, tone and voice, and overall messaging to provide a clear, coordinated effort to attract a diverse audience to Boston's attractions. Deliverables under this task would include:
- a. Creating the overall brand, including logos, fonts, color palettes, and associated marks for use across multiple platforms. Establish brand guidelines and create a formal standards outline that can be shared with internal and external stakeholders. Create a cascade of collateral and templates for print and digital materials that utilize the new brand.
  - b. Develop all of the creative channels that will be needed to support the recommended strategy in Objective 1. We anticipate this will include a range of mediums including, but not limited to, TV, radio, print, digital media, paid social media, website mastheads, video, and direct marketing. The team should provide the creative strategy, copywriting, content development, and design for all mediums.
  - c. Ensure that all marketing materials are in alignment with the City of Boston's strategy, values, and protocol.
3. **Media Services and Campaign Execution:** In addition to creating the strategic planning and the creative design, the consultant should provide the media strategy and execution of the campaign. Implementation deliverables include:
- a. Based on the available budget, and agreed upon parameters, trends, and innovations in the media space, the consultant will develop and recommend the most effective and efficient media strategy to reach our target audience and achieve our goals.

- b. Perform all media planning and buying functions, including research, negotiations, contracts, placement, monitoring metrics, and taking advantage of any opportunities to maximize the value of the campaign.
- c. Review, assess, and proactively communicate media opportunities and changes that may impact the course of the plan.
- d. Review, track, and manage all media invoices to ensure adherence to contracts and resolution of any billing discrepancies. Immediately alert the City of Boston to any major divergences and the proposed solutions with managing the situation.
- e. Vet media opportunities directly to the City’s attention, providing formal recommendations on the value of the opportunity and whether to pursue.
- f. Assist with the creation, naming and placement of tracking pixels on designated digital advertisements and other media.
- g. Provide comprehensive media reporting on a quarterly and annual basis, including agreed upon key performance indicators (KPIs) and how the consultant recommends we should adjust our plans based on the results.

The official term of the contract will be until December 31, 2020, although the City expects the majority of the work to occur during the first months of the contract period.

#### **IV. RFP TIMELINE**

Below is our timeline for selection. Given the nature of the public health crisis, this is an accelerated timeline, and it may need to be further amended.

	<b>DATE</b>
RFP Released	September 21, 2020
Deadline to submit questions regarding the RFP <i>Via email <b>only</b> to Kate.Davis@boston.gov</i>	5:00 p.m. EST September 24, 2020
Consolidated Q&A posted by the City	By 4:00 p.m. EST September 29, 2020
<b>Deadline for Submission</b> <i>Submitted via the City's procurement website and Supplier Portal (<a href="http://boston.gov/procurement">http://boston.gov/procurement</a>); proposals must be received prior to the deadline and can't be submitted via email.</i>	4:00 p.m. EST October 5, 2020
Interviews (if needed)	Week of October 5, 2020

Consultant Selected and Work Begins	Week of October 12, 2020
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## V. PROPOSAL FORMAT

Vendors are strongly advised to read this section in its entirety and follow the proposal guidelines to avoid disqualification. Please note that the City will NOT be able to consider proposals that are submitted late or that do not follow these instructions. Please also note that the City ONLY accepts proposals through the City's Supplier Portal.

### ***How to Submit a Proposal***

Proposers responding to this RFP should immediately register as a bidder in the City's Supplier Portal (via [boston.gov/procurement](https://boston.gov/procurement)). Proposals should be uploaded to the Supplier Portal prior to 4:00pm on **September XX, 2020**. Instructions for submitting proposals through the Supplier Portal are included in Exhibit C.

Responses to this RFP through the Supplier Portal will comprise two separate components. One PDF to be uploaded should include your Price Proposal and be named accordingly; one PDF to be uploaded should include your Technical Proposal and be named accordingly. The Technical Proposal is every element of your response except anything having to do with price. Those proposals are described below.

### ***What to Submit and the Proposals Format***

To respond to this RFP, a group needs to provide both a Price Proposal and a Technical Proposal.

#### *I. Price Proposal*

The Price Proposal will list a proposed fixed cost for performing each of the three objectives of this contract. The City anticipates that such proposed fixed costs will be based on the hourly costs of your team combined with your estimate of approximately how many hours your team will need to deliver this comprehensive plan for Visit Boston, but the City seeks fixed cost pricing for each of the objectives of the contract.

Please use the Price Proposal Template in Exhibit A for your submission.

#### *II. Technical Proposal*

Please submit a separate document entitled "Technical Proposal" that does not include any pricing information. The Technical Proposal should detail how the respondent plans to deliver on the scope of services detailed above. Please submit a written proposal that includes a section responding to each of the following:

1. Introduction and Executive Summary. **On the cover or first page of your proposal, please provide contact information**, including name, title, address,

email, and phone number. Please provide a brief introduction highlighting why you would be a good partner for the City of Boston on this project.

2. Organizational Experience and Ability. Describe your organization's experience providing similar services, including: strategic planning, creative development, and marketing execution.

Describe your organization's history, structure, strategy, and work. Focus on your ability to be a good partner on this project. Please list any relevant awards your team has received and note if your firm has a City of Boston or Commonwealth of Massachusetts MWBE designation.

3. A two to three-page narrative outlining the firm's strengths and distinguishing skills or capabilities as they might relate to this travel and tourism work.
4. A three to seven page narrative describing how the consultant would approach this scope of work. Please note that although we have done our best to outline a scope, we acknowledge that the assistance we need is complex and that we are in uncharted territory. In that spirit, we welcome additional feedback or refinements to this scope that would help improve the City's desired outcomes.
5. A representative selection of social media ads, direct response material, collateral, and website development created for current and past clients. Charts, graphs and other graphics are highly encouraged.
6. Standard City Contract Forms Acknowledgment. By submitting a proposal, you acknowledge that, if selected, you will enter into a contract with the City using the City's Standard Terms and Conditions and other City standard contract documents attached as Exhibit D for your reference.

## **VI. HOW WE WILL CHOOSE A PARTNER**

The City will choose the responsive and responsible consultant whose Proposal is deemed most advantageous to the City taking into consideration the evaluation criteria and Price Proposal. The City will choose the partner that best meets the City's needs and may not necessarily make an award to the lowest price proposer.

**Minimum Qualifications:** All Proposals received by the City will first be reviewed to determine whether the Proposal meets the following minimum criteria:

- Did the proposer submit a proposal electronically via the City's Supplier Portal?
- Did the proposer submit a complete Technical Proposal?

- Did the proposer submit a complete Price Proposal?

**Comparative Evaluation Criteria**

When considering the Technical Proposals, the City will favor those respondents who have:

- Extensive and successful experience providing similar services;
- A strong technical proposal that clearly addresses all the needs outlined in the Scope of Services;
- A Staffing Plan with team details, that ensures the work will get done quickly and well; and
- Completion of high quality projects with similar objectives to this project.

Considerations of the proposals will include an evaluation of:

- A proven track record of establishing original brand identity and rebranding, marketing strategy, strategic positioning and messaging, account management, media planning, integrated creative campaign development, and content marketing across all channels;
- Ability to use metrics to drive results and increase conversions to additional trips to Boston;
- Background and understanding of the travel, convention, and tourism industries;
- Experience working with municipal planning process, knowledge of governance structures, and experience coordinating across city programs and functions;
- Experience conducting large scale public outreach processes that engage diverse stakeholders and partners throughout various phases of the work;
- Data and analysis skills needed to help inform decision making;
- Ability to develop content and/or manage public media and messaging campaigns the supports the objectives of this effort; and
- Demonstrated cultural competency and a team that includes consultants of color as lead members on this project.

Specifically, Technical Proposals will be evaluated according to the comparative evaluation criteria set forth in Exhibit B. The City reserves the right to interview proposers (including by phone or video conference) and to conduct reference checks, and may use information obtained in the evaluation.

We welcome groups responding collaboratively to this RFP. If you do submit a joint proposal, please make it clear the role you would expect each group to serve in this project.

The City reserves the right to not select any respondent. Additionally, although the City intends to select a single proposal, the City reserves the right to award separate contracts to partners to perform each of the objectives in the scope of work, subject to the agreement of proposers.



## VII. CITY STANDARD TERMS AND CONDITIONS AND RFP RULES

- 6.1. The City will procure these services under M.G. L. Chapter 30B, section 8, and, to the extent possible under the COVID-19 emergency, M.G.L. c. 30B.
- 6.2. Proposals must be successfully received no later than the Submission Deadline following the instructions in Exhibit C. Technical Proposals must be clearly separated from Price Proposals and contain NO pricing information.
- 6.3. Questions regarding the RFP process must be sent by e-mail to Kate Davis, Director, Mayor's Office of Tourism, Sports, and Entertainment, at [kate.davis@boston.gov](mailto:kate.davis@boston.gov), by the deadline indicated in Section IV, Timeline, of the RFP. Responses to pertinent questions will be distributed in writing to each person on record as receiving an RFP. Any other communication to City personnel regarding the RFP is prohibited.
- 6.4. Any supplemental amendments to the RFP will be posted on the supplier portal and distributed in writing to each person on record as having received an RFP, and will become part of the RFP requirements.
- 6.5. The City accepts no financial responsibility for costs incurred by any proposer in responding to this RFP.
- 6.6. By submitting a proposal, a proposer represents that they have fully informed themselves regarding all RFP conditions, purpose of the contract, and a working knowledge of City property exposures.
- 6.7. The submission of a proposal constitutes agreement by the proposer that, if the proposer is given a notice of contract award within 30 days of RFP opening, the proposer will deliver an executed contract within 10 calendar days.
- 6.8. After the opening of proposal, a proposer may not change any provision of their proposal, although the Official may waive minor deviations that do not impact substance.
- 6.9. The City is under no obligation to proceed with this RFP and may cancel the RFP at any time with or without the substitution of another. The City reserves the right to reject in whole or in part any or all Proposals, when the City determines that the rejection serves the best interests of the City. The City may waive minor informalities in the Proposal or allow the Vendor to correct them.
- 6.10. The City may allow a Vendor to withdraw the Vendor's unopened Proposal prior to the submission deadline using the Supplier Portal. A Vendor that seeks to correct or modify its Proposal may do so by withdrawing the initial submission using the Supplier



Portal and then submitting a modified Proposal using the Supplier Portal prior to the submission deadline.

6.11 The City is a tax-exempt organization. However, should any part of the Contract be subject to taxes, unless otherwise specified in this RFP, the Vendor shall include and be responsible for paying all taxes that are applicable.

6.12 The City will contract with one Contractor who will be solely responsible for contractual performance and who shall be the sole point of contact for the City with regard to Contract matters. In the event the Contractor utilizes one or more Subcontractors, the Contractor will assume all responsibility for performance of services by the Subcontractor(s). The City must be named as a third party beneficiary in all subcontracts. A list of all Subcontractors proposed to take part in the performance of the Contract shall be provided to the City for approval prior to Contract execution.

6.13 The Contractor and any Subcontractor(s) agree not to use the City of Boston name or seal, or that of any other City Agency or Department in advertising, trade literature, or press releases without the prior approval of the City.

6.14 In addition to the City of Boston's Standard Contract, Forms CM-10 and CM-11, and any applicable supplemental terms and conditions that are part of this RFP, the Contract will include, without limitation, City required forms and certifications, including the City's CORI Compliance Certification, Living Wage form, Wage Theft Form, Contractor Certification, and Certificate of Authority. These forms are attached hereto as Exhibit D. The submitted Proposal, along with the RFP, will also be part of the Contract between the City and the Contractor.

6.15 The official term of the contract will be through December 31, 2020, although the City expects the majority of the work to occur during the first months of the contract period.

6.16 Proposals shall be confidential until the completion of the evaluations, or until the time for acceptance specified in the RFP, whichever is earlier. Thereafter, proposals will be public record. Do not submit confidential information in your Proposal.

***We appreciate your interest in this opportunity, and we encourage you to apply.***

## Exhibit A - Price Proposal Template and Funding Agreement

### City of Boston: Price Proposal Template

Please submit a Price Proposal separately from your Technical Proposal, as described below. The Price Proposal Template is provided as a guide to the proposer and is required to be completed and submitted with the Price Proposal. Offerors are encouraged to submit any other additional documentation that clearly demonstrates the cost components of their proposal, such as total estimated hours that various team members are estimated to need to perform the work associated with each contract objective. This information will help the City understand and evaluate the costs to provide services for this contract.

Please enter the total price for the full scope of work for the project (Objectives I, II, and III). In addition to the attachment of this form, when submitting electronically through the Supplier Portal, please list the total price on the price line. More detailed instructions for electronic submission are available in Exhibit C and at [boston.gov/departments/procurement/how-use-supplier-portal](http://boston.gov/departments/procurement/how-use-supplier-portal).

Please note:

- The price you propose should be inclusive of any taxes, travel expenses, or other costs you anticipate incurring to deliver the services. No additional charges, including travel lodging, subsistence, miscellaneous (ad-hoc) expenses and other expenses, will be allowed.
- Any taxes due will be assumed to be included in your price of services. The City is exempt from federal excise taxes (Federal Exemption No. A-108-328) and from Massachusetts sales and use taxes (Certificate No. E-046-001-380). Exemption certificates will be provided, if requested, following the award.
- The deliverables provided in this Proposal will be considered a best and final offer.
- You will bear the onus of any errors made in pricing the services (e.g., omitting a component of the services).
- **The Price Proposal MUST be submitted separately from the remainder of the proposal. No price information may be included in the Technical Proposal.**

ITEMS AS DESCRIBED IN YOUR TECHNICAL PROPOSAL	TOTAL PRICE
Objective I: Strategic Planning and Account Management Services	
Objective II: Creative Development	
Objective III: Marketing and Execution	
Total Project Cost	

**The undersigned certifies under penalties of perjury that this bid or proposal has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club, or other organization, entity, or group of individuals.**

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**(Signature of individual submitting bid or proposal - may be typed for electronic submission)**

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**(Name of business)**

**Eligible uses under the CRF include:**

- Expenses for technical assistance to local authorities or other entities on mitigation of COVID-19-related threats to public health and safety.
- Economic Support

**The parties hereby agree as follows:**

As required by federal law, the City of Boston proposed uses of the funds provided as payment in response to this request will be used only to cover those costs that-

- a. are necessary expenditures incurred due to the public health emergency with respect to the Coronavirus Disease 2019 (COVID-19);
- b. were not accounted for in the budget most recently approved as of March 27, 2020,; and
- c. were incurred during the period that begins on March 1, 2020, and ends on December 30, 2020.

**Funding Administration Requirements:**

Keep records sufficient to demonstrate that the amount of Fund payments to the government has been used in accordance with section 601(d) of the Social Security Act and provide all contracts, purchase orders, invoices, to validate payment.

Fund payments for any expenses eligible under section 601(d) of the Social Security Act outlined in the Guidance. Fund payments are not required to be used as the source of funding of last resort.

Fund payments are considered to be federal financial assistance subject to the Single Audit Act (31U.S.C. §§ 7501-7507) and the related provisions of the Uniform Guidance, 2 C.F.R. § 200.303 regarding internal controls, §§ 200.330 through 200.332 regarding subrecipient monitoring and management, and subpart F regarding audit requirements.

Fund payments are subject to the following requirements in the Uniform Guidance (2 C.F.R. Part 200): 2 C.F.R. § 200.303 regarding internal controls, 2 C.F.R. §§ 200.330 through 200.332 regarding subrecipient monitoring and management, and subpart F regarding audit requirements.

The Treasury Department would seek to recoup the funds from the City of Boston that received the payment directly from the Treasury Department. State, territorial, local, and Tribal governments receiving funds from the Treasury should ensure that funds transferred to other entities, whether pursuant to a grant program 10 or

otherwise, are used in accordance with section 601(d) of the Social Security Act as implemented in the Guidance.

**Exhibit B - Comparative Evaluation Criteria**

Comparative Evaluation Criteria

Note: no single evaluation item is determinative or disqualifying.

Evaluation Item	Highly Advantageous	Advantageous	Not Advantageous
Organizational Experience and Ability	The operator has over 10 years of experience developing accurate and highly actionable creative marketing campaigns, and communications campaigns to diverse audiences in the travel and tourism industries.	The operator has over 5 years of experience developing accurate and actionable creative marketing campaigns, and communications campaigns to diverse audiences in the travel and tourism industries.	The operator has fewer than 5 years of experience developing creative marketing campaigns, and communications campaigns to diverse audiences in the travel and tourism industries. .
Quality of Scope of Services	Sets forth a strong, viable, detailed plan to design and execute a travel and tourism campaign for Boston in a COVID-19 reopening and recovery environment. The brand evolves Boston's recognition as a place that is welcoming to diverse audiences. Plan demonstrates focus on equity and inclusion. Proposal is comprehensive, clear and easy to understand.	Sets forth a viable, detailed plan design and execute a travel and tourism campaign for Boston in a COVID-19 reopening and recovery environment. The brand evolves Boston's recognition as a place that is welcoming to diverse audiences. Plan demonstrates focus on equity and inclusion. Proposal is somewhat comprehensive, clear and easy to understand.	Does not set forth a viable, detailed plan to design and execute a travel and tourism campaign for Boston in a COVID-19 reopening and recovery environment. The brand does not evolve Boston's recognition as a place that is welcoming to diverse audiences. Plans do not adequately focus on equity and inclusion. Proposal is not comprehensive, clear or easy to understand.
Quality of Staffing Plan	Sets forth a strong, viable, detailed staffing plan that displays an ability to complete all services described in the scope of services. The project team is diverse in skills and experience and includes members with demonstrated cultural competency and	Sets forth a viable, detailed staffing plan that displays an ability to complete all services described in the scope of services. The project team is somewhat diverse and includes members with some experience with cultural competency and includes consultants of color on the project	Does not set forth a viable, detailed staffing plan that displays an ability to complete all services described in the scope of services. The project team is not diverse and does not include members with demonstrated cultural competency and does not include consultants

**CITY of BOSTON**

	includes consultants of color on the project leadership team.	leadership team. .	of color on the project leadership team.
References & Examples of Similar Work	The examples of past work provided by Offeror align with this project and are highly relevant to this project. Offeror's past experience demonstrates experience in at least two of the following: creating a strategic plan for travel and tourism; developing creative resources; and executing a marketing strategy. Offeror's past experience demonstrates significant familiarity working with government and community-based organizations to execute comprehensive strategy, analysis, and communication through equity and inclusion.	The examples of past work provided by Offeror are relevant to this project. Offeror's past experience demonstrates experience in at least one of the following: creating a strategic plan for travel and tourism; developing creative resources; and executing a marketing strategy. Offeror's past experience demonstrates familiarity working with government and community-based organizations to execute comprehensive strategy, analysis, and communication through equity and inclusion.	The examples of past work provided by Offeror are not relevant to this project. Offeror's past experience demonstrates little or no experience in the following: creating a strategic plan for travel and tourism; developing creative resources; and executing a marketing strategy. Offeror's past experience demonstrates little or no familiarity working with government and community-based organizations to execute comprehensive strategy, analysis, and communication through equity and inclusion.

## Exhibit C - Instructions for City of Boston Supplier Portal

### Registering as a Bidder

If you do not have an existing account, to register as a bidder follow the instructions at: [boston.gov/departments/771/how-use-supplier-portal](https://boston.gov/departments/771/how-use-supplier-portal)

### Submitting Your Proposal

Proposals can be submitted electronically through the City of Boston Supplier Portal under Event ID number EV00008455, accessible from [boston.gov/procurement](https://boston.gov/procurement).

**NOTE: Leave enough lead time before the submission deadline to successfully complete the electronic submission process.**

You must omit pricing information from the Technical Proposal and submit Price Proposals separately from the Technical Proposal as follows:

Technical NON-PRICE PROPOSAL: In the section of Event ID number EV0000455 labeled “Step 1: Answer General Event Questions,” you will find a question specific to uploading your Technical Non-Price Proposal. **Ensure that no pricing information is included in this file.**

Note: File uploads are limited to a 59-character file name length.

PRICE PROPOSAL: In the section of Event ID EV00008455 labeled “Step 2: Enter Bid Responses,” under Line 1 labeled “Visit Boston” enter the total bid amount. Then, upload the signed Price Proposal in (Exhibit A of this RFP) the Comments and Attachments link icon to the far right of the line. The Price Information will remain sealed and separated from the Technical Proposal until the qualitative evaluation has been completed.

**DO NOT ATTACH Price Proposal in the Event Header Attachments Section.**

### Assistance Using the Supplier Portal

Assistance using the Supplier Portal is available via [vendor.questions@cityofboston.gov](mailto:vendor.questions@cityofboston.gov) or 617-961-1058. Please do your best to contact Vendor Support at least 24 hours prior to the



deadline with any questions, and use this contact only for Supplier Portal technical questions.

**Exhibit D - City of Boston Contract Documents**

The following documents are provided for proposers' reference. They do not need to be completed as part of your proposal, but any proposer selected to partner with the City will be required to complete these forms as part of its contract with the City.

Form CM10:	Standard Contract Document
Form CM11:	Standard Contract General Conditions
Form CM-06:	Certificate of Authority
Form CM-09:	Contractor Certification
CM Form 15A:	CORI Compliance
CM Form 15B:	CORI Compliance Standards
CM Form 16:	Wage Theft Prevention
Form LW-2	Vendors Living Wage Affidavit
Form LW-8:	Vendors Living Wage Affidavit
IRS Form W 9	<i>*required if you have never contracted with the City of Boston before</i>