

Questions received

LED Responses

- 1) Can companies from Outside USA can apply for this? (like, from India or Canada)**
Yes.
- 2) Do we need to come over there for meetings?**
Yes, regular in-person strategy discussions are considered key to ensuring the development and success of the strategic plan.
- 3) Can we perform the tasks (related to RFP) outside USA? (like, from India or Canada)**
Yes.
- 4) Can we submit the proposals via email?**
No, see Section 1.7 of the RFP. The proposal must be received in hard copy (printed) versions by the RFP coordinator on or before the date and time specified in the schedule of events. FAX or e-mail submissions shall not be acceptable.
- 5) What are the budget parameters for this RFP?**
The budget for FY2020 is approximately \$4,354,910 million.
- 6) Can you provide a budget range or a not to exceed budget number for the program or each Component?**
The currently projected FY2020 marketing budget is approximately \$4,354,910 million. Budgets for each component will vary.
- 7) Regarding Component #1: At any time of business hours, if LED request a meeting, it must happen within an hour. Meaning, a senior-level decision maker should be "on call" to LED during business hours, correct?**
Yes.
- 8) How long has the incumbent LED Marketing & Communication contractor(s) worked on the program?**
Approximately 5 years.
- 9) Is LED open to prime companies outside of Louisiana submitting a proposal?**
Yes.
- 10) For shipping proposal via FedEx, can we use the courier delivery address without the cubicle number or would we need to use another address? If so, what would that address be?**

Yes, you can use the courier delivery address without the cubicle number.

- 11) OpportunityLouisiana.com is an [ASP.NET](#) site. Is the desire to keep this or build a new site with a new CMS?**

We are open to exploring keeping this site with updates and new developments or building a new site with a new CMS. We expect our partner for component two to bring the most efficient and effective solution(s) to the table to meet our determined needs.

- 12) Other than OpportunityLouisiana.com, what websites are included in "Component 2: Website and Digital Communication Tools"?**

See Attachment II, page 56 of RFP.

- 13) Does the media personnel need to be located in Baton Rouge, or can they be available for teleconference?**

See Section 1.8.1—They can be available through video conferencing, teleconference or web-based media; but company must provide certification that company can provide substantially the same services through telephone conferencing, video conferencing and/or web-based media at Proposer's cost.

- 14) Please clarify the following regarding subcontracting under RFP section 1.2.4 (page 28):**

- A. Can a Proposer be a prime on one proposal also be a subcontractor on another proposal?**

No. A Proposer shall not be a prime on one proposal and be a subcontractor on another separate proposal.

- B. Can a FastStart client be a prime or subcontractor?**

Yes, but the Proposer should identify itself as a FastStart client in the proposal. The client must not have any conflict of interest with the work and must recuse or disqualify itself from working on anything that does or appears to create a conflict of interest, and must notify LED of any such conflict.

- 15) Would LED please confirm there are no formatting requirements or page limits for the proposal? If there are page limits, please confirm that financial statements and resumes do not count against the page limits.**

There are no formatting requirements or page limits.

- 16) RFP section 1.24 (page 28) states that the information required of the Proposer under the terms of this RFP shall also be required for each subcontractor. Please clarify the following:**

- A. Are Proposers required to submit forms such as Attachments I and III for each subcontractor?**

No

B. Is client and billing information per RFP section 1.9.3.1 required for subcontractors?

Yes

C. Are financial statements required for subcontractors?

Yes

D. Are teaming agreements or letters of commitment required in the proposal? If so, may they be included in an appendix for the Technical Proposal?

Yes and Yes

E. Are any other items required for subcontractors?

Please provide all items for the subcontractor as is needed for the Prime Contractor.

17) RFP section 1.9.4 (page 14) requires Proposers to submit financial statements. Would it be acceptable for financial statements to be included in an appendix for the Technical Proposal?

Yes, see also Section 1.13, "Only information which is in the nature of legitimate trade secrets or non-published financial data shall be deemed proprietary or confidential. Any material within a proposal identified as such must be clearly marked in the proposal and will be handled in accordance with the Louisiana Public Records Act, R.S. 44: 1-44 and applicable rules and regulations. Any proposal marked as confidential or proprietary in its entirety shall be rejected without further consideration or recourse." Financial Statements may be submitted in a separate sealed envelope marked "Confidential – Financial Statements".

18) RFP section 1.8.1 (page 10) states that Proposers shall certify the staffing requirements and response time requirements for each Component for which it wishes to be considered. Please clarify how Proposers are required to certify this in the proposal.

There is no required format in how you choose to present this information.

19) Technical Proposal

A. RFP section 2.2.2 states that projects for Component 2 will be executed under the contract by a Task Order from LED. Please clarify the following:

i. Will a single task order for all activities be issued, or will separate task orders be issued for each activity (a-t on pages 43-45)?

Ideally a separate task order would not be issued for each activity. Grouping of activities that make sense for completion of task order will be discussed with the prime contractor. We would make a joint decision on the best way to task order the work for efficiency and effectiveness.

ii. Should the project work plan submitted in the proposal separate the scope of work into multiple task orders?

The project work plan submitted should not be specific to LED, but instead be a sample of a project work plan done for others clients or a from project work that you might use when first working with a new client. There is not a

preferred way to divide the scope of work at this time. LED recommends the proposer present it in the way the proposer believes is best. Should the contractor be selected during the onboarding process we will determine how and if the scope of work should be divided into multiple task orders. Task orders will only be executed upon a signed contract.

B. RFP section 2.2.2 (page 45) states that the Component 2 contractor will provide planning and execution support of an email marketing program including design, layout, proofing and deployment. Please clarify the following:

i. What e-blast platform will LED be using?

See Attachment II, page 56 of RFP.

ii. What types of e-blasts are sent out, and how often?

This currently varies greatly and we look to the prime contractor of this component to help us determine the best strategy for e-blasts, including type and timing, that best meet the needs defined during the strategic planning process. To get a sense of what currently goes out, please sign-up for the e-blast on the website.

iii. Are any emails automated? If so what is the subject matter?

This currently varies greatly and we look to the prime contractor of this component to help us determine the best strategy for e-blasts, including type and timing, that best meet the needs defined during the strategic planning process. To get a sense of what currently goes out, please sign-up for the e-blast on the website.

20) Please clarify the following questions regarding the social media management scope of work under Component 2:

A. Please provide a list of all social media accounts under Component 2.

Including but not limited to: LED Twitter, Facebook, YouTube, LinkedIn; LED Small Business Twitter; Louisiana Job Connection Facebook, Twitter, LinkedIn; Louisiana Business Connections LinkedIn; LED FastStart LinkedIn; Louisiana Entertainment Facebook, Twitter; Come Home, Louisiana Facebook, Twitter, Instagram

B. Will the prime for Component 2 make ad/boost buys for social media?

No, this prime contractor would work closely with the media buying agency from component 3 to perform social media ad buys.

C. Will custom video or photography be required for Component 2, or will custom video and photography be supplied by LED?

Yes, custom video and photography will be required for Component 2. The prime contractor and LED will determine, together, who is to provide this based on the project parameters.

21) **RFP section 2.1 states that the contractor selected for Component 2 will be the lead agency for the enhancement, development, design, integration and support for LED websites, including but not limited to the LED main website (<http://www.OpportunityLouisiana.com>), the LED Entertainment website (<https://louisianaentertainment.gov/>), and the Louisiana Job Connection website (<https://louisianajobconnection.com>), including related portals, content management tools, future websites, web applications and databases, as well as targeted digital communication tools (e.g., mobile apps, social media). Please clarify the following:**

A. Would LED please confirm that the 3 websites listed above and the related portals, tools, applications, and databases are the only websites/URLs under the scope of this contract?

Within Louisiana Job Connection is also Louisiana Business Connection. There are also what we consider Choose websites, which are up for discussion on how to handle more efficiently and effectively.

B. Please confirm that the technical environment specified in RFP Attachment II (page 56) is the same for all existing websites.

Louisiana Job Connection and Louisiana Business Connection have specialized technical environments that LED would not expect the provider for component 2 to manage and handle. LED expects the prime contractor for component 2 to help evaluate and determine the best technical environment for these two sites, which will likely be via a subcontractor LED work together to determine.

C. How often are the websites updated with content? Are the sites updated by LED staff or by the Agency of Record?

For OpportunityLouisiana.com and LouisianaEntertainment.gov updates are currently agency of record. However, LED anticipate hiring a position to do this internally moving forward. LED expect to have these website updates to be managed internally for the agency of record to support in more strategic areas. For LJC and LBC, these sites are not updated regularly but are currently mostly updated via the technical provider.

D. Regarding the Technical Environment in RFP Attachment II (page 56): For each website under the contract, would LED please specify on which platform the website is running and where each website is hosted?

Please refer to information provided in Attachment II (page 56).

E. Please clarify the following regarding Outsourcing of Key Internal Controls under RFP section 1.9.10 (page 22):

i. Have SOC audits historically been required for contractors performing services similar to those under Component 2?

This is a new requirement to ensure safety and security of all sites.

ii. For small businesses certified under the Hudson Initiative, would LED consider alternative certifications or audits?

Possibly, if it can be demonstrated to have the same effectiveness.

- 22) Cost Proposal Regarding Attachment III for Component 2 on RFP page 58: Several positions typically involved in web development work are not listed. For example, positions such as Database Administrator and Server Administrator are omitted. As these are essential positions for the Component 2 scope of work, how should they be accounted for in the cost worksheet? Should Proposers add positions to the worksheet?**

Please account for the work in the closest position available on the cost worksheet or under the supervisory role for which these positions fall.

- A. How should consortia submit rates using Attachment III? For example, if a Proposer is a prime with several subcontractors, should blended rates covering all organizations be submitted using a single Attachment III, or should separate attachments be provided for the prime and each subcontractor?**

The Proposer shall submit Attachment III with one rate for the services in the Component being proposed. The rate proposed shall be all-inclusive.

- 23) Regarding the consumer research – Can you please elaborate and give a bit more specific information on what will be needed for this?**

LED expects a research based approach to the strategy of Department marketing and communications plan. LED also expects the provider of this to present the best way to accomplish the necessary research.

- 24) Can component two be broken up into 2 part – Website and Digital/Social and a company apply for just the digital/social portion?**

No, but company can partner with another company to jointly submit. The two companies would need to determine between them which would present as the prime contractor and which would be a subcontractor.

- 25) Do you need actual resumes of each person working on the account or just detailed profiles?**

We want to see the experience of the person(s) working on the account. Resumes tend to be the best way to review that information.

- 26) In section 1.9.3.2 How detail of time frames do you need? Can you be specific on what is being requested?**

A description of proposer's ability and process to meet deadlines and timelines and to move at the speed of business.

- 27) 1.9.4 For the financials what documents and date ranges preferred? Do you mean audited by an accountant?**

Copies of its most current financial statement, preferably audited by an accountant.

- 28) 1.9.6 – Do you need all staff of agency? I assume so just confirming**
Yes
- 29) Since the agency is covering the upfront cost of all media can you give an idea of monthly media invoice.**
This will be determined during the planning process of developing a media strategic plan to meet the needs of the agency. It varies based on the plan.
- 30) What need is driving this out-of-cycle review?**
Upon hiring a new Executive Director of Marketing and Communications, after thoughtful consideration, LED made the decision to go out to bid.
- 31) If you deem Presentations & Discussions applicable, when will participating agencies be notified and what will be the expected content of the presentation?**
We anticipate no later than Friday, August, 30, 2019.
- 32) Can you share budgets for each of the past two years for each component?**
The current agency of record held the contract for all components in the last RFP, therefore the budget has not been broken down by component. The budgets for each component will be determined during final contract discussions.
- 33) Can you share the budget for the current fiscal year and expected remaining amounts (since mid-cycle review)?**
The budget for FY2020 is approximately \$4,354,910 million.
- 34) Please provide annual agency income earned from all sources (fees, commissions, hourly charges, etc.) for each component over the last contract period.**
This may be available via a public records request to LED's custodian of records at LEDpublicrecords@la.gov
- 35) Can we please receive a copy of all current contracts for primary and sub-contractors for each component, or is this available online?**
This may be available via a public records request to LED's custodian of records.
- 36) Can you please specify who (names and role) is on the evaluation committee? And of that committee, are all members reviewing every component? Or is it divided in another fashion?**
The makeup of the evaluation committee has not been finally determined. The same evaluation committee will review all components.
- 37) Component 1: Strategic Development/Brand Identity Questions**
A. Can you please provide a link or PDFs of research/testing conducted during the last contract period?
None was conducted.

B. What aspects of your current campaign and marketing efforts do you believe are working well? Where do you feel that you need the most improvement?

We expect to review and determine these with the prime contractors determined through this process to best drive the next agency strategic plan. We believe this determination is a joint effort with expertise in all areas being beneficial to the discussion.

C. LED wants to change/improve perceptions and raise awareness about the State as a desirable place to do business. What metrics would constitute outstanding performance from your perspective?

We expect to review and determine these with the prime contractors determined through this process to best drive the next agency strategic plan. We believe this determination is a joint effort with expertise in all areas being beneficial to the discussion.

38) Component 2: Website and Digital Communications Tools Questions

A. What is the full list of websites for LED that the agency would be responsible for? OpportunityLouisiana.com is the primary site, are there others that are part of this contract?

LouisianaEntertainment.gov and LouisianaJobConnection.com. Within Louisiana Job Connection is also Louisiana Business Connection. There are also what we consider Choose websites, which are up for discussion on how to handle more efficiently and effectively.

B. It doesn't appear that LED is seeking a complete overhaul or redesign at this time of the website, but rather an analysis and recommendations (of every aspect) along with routine website maintenance and updates? (2.2.2 a-e, page 43).

This is up for discussion based on analysis with the new prime contractor for this area. An overhaul or redesign could be in that decision matrix.

C. Is the awarded contractor responsible for all website management or does LED have staff that maintain certain aspects of the site? If the latter, please advise which roles LED has on-staff.

For OpportunityLouisiana.com and LouisianaEntertainment.gov updates are currently agency of record. However, we anticipate hiring a position to do this internally moving forward. We expect to have these website updates to be managed internally for the agency of record to support in more strategic areas. For LJC and LBC, these sites are not updated regularly but are currently mostly updated via the technical provider.

D. What is LED currently paying annually for the website content management system (CMS) and hosting? What can you tell us about the pricing structure?

This is up for discussion with a new prime contractor. Together these run approximately \$45,000 annually.

E. With respect to your email marketing program, what is the frequency of emails?

This currently varies greatly and we look to the prime contractor of this component to help us determine the best strategy for e-blasts, including type and timing, that best meet the needs defined during the strategic planning process. To get a sense of what currently goes out, please sign-up for the e-blast on the website.

F. Do you have a preferred form of communication for making website maintenance requests? Email, phone, a ticketing system? Do you have a system that you like?

We anticipated revamping this system once the internal person for LED is hired, as well as working with the prime contractor for this component to determine the most effective and efficient process.

39) Component 3 Media Buying Questions

A. Can you please share the existing target audience and medium analysis or share a link where it is available?

Target audiences vary by tactic and need, these include C-Suite, local small business, international, local and regional partners, officials. Any analysis will be something that we accomplish once the contract is in place.

B. You mention international markets, how would you prioritize these?

This would be determined via ongoing strategic planning meetings to ensure we are always addressing the needed markets at the right time.

C. What is your current media commission structure?

12%

40) Component 4 Public Relations/External Communications Questions

A. Can you please rank the importance/emphasis of media relations by percent: Louisiana statewide; regional (southeast), national and international?

This would be something we do as a part of the strategic planning process. It also can vary across the year based on needs and occurrences.

B. Which international markets/regions are most significant to you – Canada, Central/South America/Europe/Elsewhere?

This would be something we do as a part of the strategic planning process. It also can vary across the year based on needs and occurrences

C. How many events do you anticipate executing each year? Are they all in state or are any out of state?

In FY19 we executed approximately 40 events. The event locations vary.

D. Is influencer marketing a desired component of your PR plan, and are you working with any specifically that you might be able to share?

Not currently.

41) Regarding Attachment II, the Cost Worksheet – We do not use rates and hours to develop pricing. Because of this – we will not be able to fill out the attachment in the way you ask. Will this be a disqualifying problem?

Assuming you are referring to Attachment III, which is the Cost Worksheet, this is the standard way to compare the costs of agencies and is a requirement to provide. All items under each component are mandatory and must be included in the proposal. Should it not be provided, the proposal will be disqualified.

42) Under 1.9.5 Approach & Methodology section, it asks submitters to present sample innovative concepts for review. Is this asking for spec concepts for the project or already completed innovative concepts for other clients to review?

Already completed innovate concepts from other clients to review.

43) Why has the Louisiana Department of Economic Development (LED) decided to place these services up for bid?

Upon hiring a new Executive Director of Marketing and Communications, after thoughtful consideration, LED made the decision to go out to bid.

44) What business goals or state vision are you looking to achieve?

For goals and objective specific to the RFP, see section 1.3 of the RFP. With regard, generally, to the agency, Louisiana Economic Development is responsible for strengthening the state's business environment and creating a more vibrant Louisiana economy. Vision: Louisiana consistently outperforms the South and the U.S. in creating jobs and economic opportunities for its citizens. Mission: Cultivate jobs and economic opportunity for the people of Louisiana through nine integrated economic development strategies:

- Strategically improve state economic competitiveness*
- Engage with local partners to enhance community competitiveness*
- Forge partnerships to enhance regional economic development assets*
- Expand and retain in-state businesses*
- Execute a strong business recruitment program*
- Cultivate small business, innovation and entrepreneurship*
- Enhance workforce development solutions*
- Promote Louisiana's robust business advantages*
- Attract foreign direct investments and grow international trade*

With dedicated and knowledgeable professionals committed to Louisiana's economic future, LED strives to help businesses find the resources they need to make relocation and expansion a successful, profitable endeavor.

45) Who is your existing agency(ies)? Is your existing agency(ies) participating in the review?

BBR Creative. The review committee will only be LED employees.

46) What are your areas of satisfaction and dissatisfaction with this existing partnership(s)?

We have had a good partnership with the existing partner and are looking to partners to help us develop an integrated strategic plan to support the vision, mission, and goals of the department.

47) Which key members from LED are leading the decision-making process in your search for an agency partner?

The evaluation committee has not been finally determined.

48) What size budget have you identified for the services outlined in this RFP? How does this budget break-down across the four components outlined?

The currently projected FY2020 marketing budget is approximately \$4,354,910 million.

Maximum budgets for each component will be included in each contract. Budgets for each component will vary.

49) What strategic research have you already performed regarding the LED brand? This will inform the strategic research plan we would provide with our branding services. Can you share this research?

Past research has been done and is available either via a public records request or during the onboarding process with new partners. However, we encourage the new agency of record to conduct any needed research to support the plans to meet the agreed upon goals.

50) What marketing channels have you used in the past? What's been successful? Not successful?

This has varied depending on the tactic and goal to be met. Some channels used in the past include, email, various forms of media, social media, events, etc. All of this is up for discussion during the onboarding and strategic planning process.

51) Regarding your email marketing program, how many segments do you currently actively communicate with? What is your communications cadence?

This currently varies greatly and we look to the prime contractor of this component to help us determine the best strategy for e-blasts, including type and timing, that best meet the needs defined during the strategic planning process. To get a sense of what currently goes out, please sign-up for the e-blast on the website.

52) We see on your website you've listed your key industries. (Advanced Manufacturing, Aerospace, Agribusiness, Automotive, Energy, Entertainment, Process Industries, Software Development, Water Management.) Will these be your key industries moving forward? Can you identify which are priority? Any new targeted industries?

Yes, these will stay the same. There are different priorities based on time of year and what is going on within the state and department. All of this is for discussion during onboarding and to support the development of the strategic plan.

53) Do you have a plan in place to address site consultants as prospects?

Yes.

54) Does Louisiana offer specific tax breaks or other incentives to prospective businesses?

Yes. Please check out our website for all incentive information.

55) Are Business Acquisition & Talent Acquisition the same or separate entities? If the same, is talent acquisition an important remit for LED? What industries are you focusing on for talent acquisition?

It depends based on the specific goal/target. Ultimately once a company determines to locate and/or grow in Louisiana we must support the ability to staff.

56) Understanding business acquisitions for a state is a long process, how are you measuring success currently? Can you share specific KPIs?

This varies greatly based on industry, business target and expectation of the path to completion. We look to our agency partners to support the development of key KPI's on how the strategic marketing and communications plan can support the goals of the department.

57) How does location factor into your evaluation? Is it mandatory for the awarded proposer to be based in Louisiana? If not, what would drive the selection of an out of state partner? We've seen RFP processes for tourism where out-of-area agencies are automatically discounted by 10-20% in the grading process. Does your process have any such aspect?

Companies from outside Louisiana can be considered, but the company must provide certification that company can provide substantially the same services through telephone conferencing, video conferencing and/or web-based media. Please see Part 3 in the RFP for more details on how the evaluation of proposals is handled.

58) On page 10 of the RFP, you state that the Proposer should "provide key account personnel who are available for quick project turnaround, and for in-person meetings and senior-level decision making within one hour of LED request; the Proposer must certify that it has or will establish an office based in Louisiana for the entire term of the contract, or certify that it can provide substantially the same services through telephone conferencing, video conferencing, and/or web-based media at proposer's cost."

A. Is LED open to this availability being provided through Skype or other video/ conferencing services?

The answer is quoted in the question. The Proposer must certify that it has or will establish an office based in Louisiana for the entire term of the contract, or certify that it can provide substantially the same services through telephone conferencing, video conferencing, and/or web-based media at proposer's cost.

B. Is LED open to the Proposer hosting assigned personnel via a field office in Louisiana? Is a Louisiana office a requirement?

The answer is quoted in the question. The Proposer must certify that it has or will establish an office based in Louisiana for the entire term of the contract, or certify that it can provide substantially the same services through telephone conferencing, video conferencing, and/or web-based media at proposer's cost.

- 59) Section 1.9.5 Approach and Methodology, Point 6. Requests that the Proposer should "Present sample innovative concepts for review." Are you requesting speculative work here or might you be looking for the Proposer to share examples of previous work in response to this question?**

Already completed innovate concepts from other clients to review.

- 60) What are LED's key social channels? Does LED have a current social marketing plan? Is community management a part of the scope of work?**

Including but not limited to: LED Twitter, Facebook, YouTube, LinkedIn; LED Small Business Twitter; Louisiana Job Connection Facebook, Twitter, LinkedIn; Louisiana Business Connections LinkedIn; LED FastStart LinkedIn; Louisiana Entertainment Facebook, Twitter; Come Home, Louisiana Facebook, Twitter, Instagram.

There are some social marketing plans in place but not a comprehensive plan.

Community management will be a discussion to potentially be included in the scope of work.

- 61) Does LED consider SEO part of the Website and Digital Communication Tools component or the Media Buying component?**

Website and Digital tools, but is up for discussion with the prime contractors for these components.

- 62) In the RFP, LED refers to website and digital support needed for three specific websites. In addition, there is mention of needed support around the design and build of new website(s) including content management systems. Do you anticipate a full redesign of any of the listed websites? Or will support be focused on maintenance and updates to creative assets? What additional websites do you anticipate needing to build within this contract period?**

This is all up for discussion during onboarding and within the development of the strategic plan to support the needs of the department.

- 63) Please share the media budget for the last 3 fiscal years, and the projected budget for this new fiscal year.**

The media budget has been approximately \$1.3 million for the last 3 years. The current projected FY2020 marketing budget is approximately \$4,354,910 million. Maximum budgets for each component will be included in each contract. Budgets for each component will vary.

64) Are there separate goals for domestic and international business operations? If so, please outline those goals and the results achieved towards them for the last FY?

There are various goals for the department which include domestic and international business. Results vary based on tactic. The discussion of goals and results needed will be a part of the onboarding and strategic planning process. We anticipate working together with the prime contractor(s) to set these in motion.

65) What is the current year's media mix allocation (%) across print, digital, social media, etc. for the domestic and international campaigns?

The current media mix is not relevant at this time as we want to build a percentage allocation based on the strategic plan developed with the agreed upon goals in mind.

66) Is PPC (AdWords) and paid social media ads included within the scope of Component 3: Media Buying?

Yes.

67) What type of CRM system are you currently using/or what type of system are you currently using to track leads?

Our business development team utilizes Salesforce. All technical components in marketing are in Attachment II on page 56.

68) Who is/are the current agencies handling each of the four Components listed in the RFP? And how long have they worked on the account?

BBR Creative. For at least 5 years.

69) What is the agency compensation (commission) for the Media Buying component for each of the last 3 fiscal years?

12%

70) Has the LED ever had a contract of this kind in place? If so, is there an incumbent?

Yes.

71) In the scope of work it states that the contractor must be available within one hour of a meeting request. Can you confirm whether or not webinars or conference calls would be an appropriate method of meeting in response to the meeting request (in lieu of in person meetings)?

The Proposer must certify that it has or will establish an office based in Louisiana for the entire term of the contract, or certify that it can provide substantially the same services through telephone conferencing, video conferencing, and/or web-based media at proposer's cost.

72) Section 1.9.3.1 - Many of our project examples are under an NDA with our clients. Can we provide a generalized summary of what we are doing for a

client in their specific industry? Or is there another preferred way to communicate our expertise?

We look to you to determine the best way to communicate your expertise. This is not something we can determine.

- 73) Section 1.9.8 - Component 2 - Would infrastructure management, database management, back-end development, etc. tasks be included in the "Interactive Developer" role? Not sure where those roles fit in based on the project services.**

Please account for the work in the closest position available on the cost worksheet or under the supervisory role for which these positions fall.

- 74) Section 2.1.2 - The main LED website, Louisiana Job Connection, and LED Entertainment are mentioned as current websites. How many others exist today, and if possible, can those be listed?**

Within Louisiana Job Connection is also Louisiana Business Connection. There are also what we consider Choose websites, which are up for discussion on how to handle more efficiently and effectively.

- 75) Section 2.2.2-1-a - Mobile-optimized sites are mentioned. Which of the current sites are mobile-optimized? Is there a current plan to modify or re-develop non-optimized sites?**

All sites are mobile-optimized. All web is up for discussion during the onboarding and strategic planning process.

- 76) Are there any known security issues with current LED websites?**

No.

- 77) Which websites are actively being worked on?**

All our websites are actively managed on a daily basis. There are no websites currently in redevelopment.

- 78) Section 2.2.2-1-g - Are there specific monthly web statistics that are required? Is a copy of the current report available?**

A monthly report of statistics will be required to support the understanding of meeting determined KPIs, goals, and objectives. What those are will be determined during the onboarding and strategic planning process. Current reports can be requested via the public records request process.

- 79) Section 2.2.2-1-h - Are all LED sites hosted in the same technical environment listed in Attachment II?**

Yes.

- 80) Section 2.2.2-1-i,j,k - Is there a current plan for ADA, GDPR, and e-privacy compliance defined? If so, can that be shared?**

No current plans are available.

- 81) Are the current websites ADA, GDPR, and e-privacy compliant? If not, what is the timeline to have this done?**
No. The timeline to ensure this is complete will be determined via the onboarding and strategic planning process.
- 82) Section 2.2.2-1-l - It is mentioned that 98% of web access requests addressed within 250ms, and the servers should be able to maintain a load of 200 web connections per minute.**
A. Do the existing sites conform to this specification today?
Yes.
B. Is a copy of the mentioned monthly report that summarizes the metrics available?
Yes. Current reports can be requested via the public records request process.
- 83) Are there any requirements around website backups (on-site/off-site, frequency, etc.)?**
Please see the SLA criteria on page 44-45 in the RFP.
- 84) Section 2.2.2-1-q - Are there any new websites on the roadmap at the moment?**
No.
- 85) Section 2.2.2-1-r - E-readers are mentioned as a platform for digital communication tools. Are there any plans in the immediate future to use such devices?**
This is up for discussion and review during the onboarding and strategic planning process.
- 86) Section 2.2.2-1-s - What, if any, tools are currently being utilized for social media management/strategy?**
Hootsuite and Buffer.
- 87) Section 2.2.2-2 - How often has mission critical support been requested/necessitated over the past year?**
Regularly, depending on what is occurring with opportunities, events, media, etc. On average at least monthly and at most weekly.
- 88) Section 2.2.2-1-o - The coding standards seem to be a bit dated and have some conflicts. Can these be clarified? Are there specific versions of the browsers listed that should be supported?**
This is all up for discussion and review during the onboarding and strategic planning process. Since we operate across the globe we need to be sure to have the ability for cross browser compatibility with all listed.
- 89) Attachment II - Are the existing servers load-balanced/redundant?**

No.

- 90) Are there designated maintenance windows to perform website deployments and/or server updates? If not, how are upgrades performed at the moment?**
Yes there are.
- 91) Section 1.6 - Schedule of Events - LED has identified September 4, 2019 as a presentation and discussion event if the agency deems it applicable.**
A. How do we go about scheduling that meeting?
You will be notified to set this up once proposals are reviewed.
B. Are we allowed to present our POV and/or preliminary strategies during this event?
Yes.
- 92) Section 1.8.1 - Mandatory Qualifications - Where should the team members CVs go in the Proposal? We are not clear.**
There is not a designated preferred spot. This should be included to showcase your expertise and who will be working on the account. How you choose to present this information is up to you.
- 93) Component One - Can you please describe scenarios where an hour-response time is necessary for this component?**
This depends on the occurrence. We are customer service focused for our stakeholders. If they need something that the marketing team, including agency of record, needs done, we provide as quickly as needed. Some of the times these are very quick turnarounds.
- 94) Do you envision a brand refresh or a brand update?**
This is up for discussion during the onboarding and strategic planning process.
- 95) Can you describe what internal LED resources and roles we should expect to collaborate with on a regular basis?**
The entire marketing team and all internal designated stakeholders for various areas including but not limited to, the Office of the Secretary, Business Development, International, Small Business, Business Expansion and Retention, Finance, etc.
- 96) Will you be able to supply your target customer personas?**
Generally yes.
- 97) How are timelines for project tasks determined by LED?**
Based on the needs of the project.
- 98) What major projects would the hired agency be immediately tasked with in the first 90 days?**
This will be determined during the onboarding process. The first and major project will be to develop a strategic plan to follow.

- 99) Would you be able to share your most up to date 5-year strategic plan?**
We do not have a 5-year strategic marketing and communications plan.
- 100) From a strategic standpoint, are you targeting certain verticals?**
All strategic opportunities will be determined via onboarding with a strategic planning process.
- 101) When fulfilling design production requests, can you shed light on the typical process? What is the typical turnaround time for design requests? Do these requests come from the media agency partner or from someone else?**
We would work with the agency of record to establish a process that works for all parties involved. Each timeline varies by project and need. Creative requests will come from various parties.
- 102) How many sub-brands will be under Agency management? Can you provide a list of these sub-brands or a complete brand system architecture?**
A full brand architecture needs to be developed. Some of the sub-brands include, but are not limited to: LED FastStart, Louisiana Job Connection, Louisiana Business Connection, Louisiana Entertainment, Small Business, LRDC, Louisiana Growth Network, Veteran's First Business Initiative.
- 103) Will the Component One Agency be able to interface with the Component Two team to ensure a cohesive brand experience across all touchpoints and channels?**
Yes. And it is expected.
- 104) Will the Component One Agency be responsible for experiential and on-premise activations. What budget is typically tapped for experiential, if any?**
No. This is in Component Four.
- 105) Will the agency be given existing brand and comms guidelines by which we must adhere, or will Agency be responsible for re-establishing these parameters?**
We have some existing guidelines however they are all up for discussion with the new agency.
- 106) RE: Interactive Designer: "Creates overall look and feel of interactive communication products using text, data, graphics, sound, animation and other digital/visual effects." Will this designer be responsible for UX/UI design for interactive web and application platforms?**
Yes.
- 107) Will this designer be responsible for VFX/motion graphics?**
Yes.

108) Re: production services: does LED have a list of selected print and production vendors, or will Agency be responsible for selecting and managing these vendors?

Both. LED has several print and production vendors we work with regularly. Because the Agency is responsible for all work and budgets responsible for that work, the expectation is for the Agency to manage these vendors.

109) Would you please confirm the target audience? C-Suite decision-makers or others?

Target audiences vary by tactic and need, these include C-Suite, local small business, international, local and regional partners, officials. Any analysis will be something that we accomplish once the contract is in place.

110) What size company is the target?

There is not one specific size.

111) Are there any specific markets being targeted?

Yes.

112) In regards to "Place and coordinate tracking research" – is there a current tracker in place or is this new?

The current agency handles all tracking. We would anticipate the agency to set this up again.

113) Are there existing benchmarks or KPIs that are key to your year over year performance?

Not currently but expect these to be developed with the development of a strategic plan.

114) How is LA's position in national rankings tracked by LED?

We have a Business Intelligence and State Economic Competitiveness divisions that support these tracking's.

115) How are you evaluating state economic competitiveness in key areas (e.g., research and innovation assets) to assess Louisiana's position, any challenges and/or potential opportunities?

We have a division of State Economic Competitiveness that supports the department in these areas. During the onboarding process discussions with this division will be critical to providing this information to develop the strategic plan.

116) In your opinion, which states are incentivizing economic development best?

It varies based on industry and specific benefit areas. Competitor discussions and research will be a part of onboarding and the development of the strategic planning process.

117) Who are your top competitors?

Competitor discussions and research will be a part of onboarding and the development of the strategic planning process.

118) How will we track diversified job growth?

Determining all tracking opportunities, including job growth, will be a part of onboarding and the development of the strategic planning process.

119) Component Two

A. As digital strategy and digital communications are directly related to Component One, is there a potential scenario where digital strategy and digital communications are the responsibility of the Component One Agency? This could provide higher levels of efficiency and effectiveness.

We anticipate cross over in all components with Component One agency as we anticipate they will be leading the overall strategy for LED.

B. Does this Component include full social media and community management? If so, what tools and human resources are you currently leveraging for this effort?

Yes for full social media management. Community management is up for discussion based on the chosen agency and final contract. We currently have various people and tools supporting this effort. We are looking to develop a streamlined, comprehensive approach for social media.

C. Are LED's web properties presently GDPR compliant?

No.

D. What major projects would the hired agency be immediately tasked with in the first 90 days?

This will be determined during the onboarding process. The first and major project will be to develop a strategic plan to follow.

120) Component Three - Is LED open for media companies outside of Louisiana to bid on this RFP?

Yes, but company must provide certification that company can provide substantially the same services through telephone conferencing, video conferencing and/or web-based media.

121) Section 1.9.3.1 - Many of our project examples are under an NDA with our clients. Can we provide a generalized summary of what we are doing for a client in their specific industry? Or is there another preferred way to communicate our expertise?

We look to you to determine the best way to communicate your expertise. This is not something we can determine.

122) Section 1.9.6 - Proposed Staff Qualifications - How do we handle freelance talent that might be partially allocated to LED. Are CVs and references required?

Yes.

123) Section 1.9.8 - Cost Proposal and Components –

- A. If TSE has different roles and/or titles for team members than listed or on Attachment III, can we deviate from this role/title and cost construct?**

Please account for the work in the closest position available on the cost worksheet or under the supervisory role for which these positions fall.

- B. There are some key roles/titles that are required for this work. Are we limited to role and rate construct as outlined in each Component?**

Please account for the work in the closest position available on the cost worksheet or under the supervisory role for which these positions fall.

- C. Between Component One and Three, what were the non-working and working media percentage targets that you are determined to achieve?**

The current media mix is not relevant at this time as we want to build a percentage allocation based on the strategic plan developed with the agreed upon goals in mind.

- D. What was the total allocated budget for each Component for the last 3 years?**

The current agency of record held the contract for all components in the last RFP and the components are different than the past two years. The budgets for each component will be determined during final contract discussions.

124) Section 1.24 - Does the definition of subcontractor include freelancers, or only firms?

Yes, freelancers will need subcontracts with the prime contractor to perform LED work.

125) Section 1.32.1 - Does LED require insurance documents for the Proposal?

No. Insurance documents do not need to be submitted with the proposal. The successful proposer must submit required insurance documents.

126) Section 1.34 –

- A. Would you please share the total budget for all Components? Currently, the maximum budget amount is TBD**

The budget for FY2020 is approximately \$4,354,910 million.

- B. If not all Components, would you please share the maximum amount of the Contract specific to Component One and Two? If not the amount, would you please share Component One and Two percentages of total budget?**

Maximum budgets for each component will be included in each contract. Budgets for each component will vary.

127) Other

- A. According to the current strategic plan, what are the top target (preferably measurable) outcomes to which the LED marketing department is held accountable?**

There is not a current marketing and communication strategic plan.

- B. Please describe successful strategies the marketing team is currently using to assist the business development team with their pipeline.**

It varies based on industry and specific benefit areas. Successful strategies will be a part of onboarding and the development of the strategic planning process.

- C. When forming the integrated marketing strategy, will the Agency be allowed to work with members beyond the marketing team (say business development team) to optimize the plan?**

Yes.

- D. For the proposal, what is the preferred format? Word Document, Powerpoint, etc?**

There is not a preferred format.

- E. For our strategy, POV, and concept presentations, what is the preferred format? Word Document, Powerpoint, etc.?**

There is not a preferred format.

- F. When you state " Present sample innovative concepts for review," are these samples from past work, or new concepts specific to LED?**

Samples from past work.

- 128) If we choose to use a subcontractor for any elements of Components One or Two, what information does LED require about a potential subcontractor?**

See Section 1.24—The same information that is required for the Prime contractor.

- 129) 1.9.4 Company Background and Experience (p. 14): We assume that financial statements (audited, if available) are requested for the prime contractor only, which holds primary responsibility for the contract. Is this understanding correct? Please clarify.**

See Section 1.24—The same information that is required for the Prime contractor is required for the subcontractor.

- 130) 1.9.6 Proposed Staff Qualifications, Item 1 (p. 17) Item 1 under "Personnel and Achievements" requests a corporate structure and organization, including an organization chart.**

- A. How will the corporate structure requested here differ from the corporate or organizational structure requested in 1.9.4, Company Background and Experience? Or does LED desire that we repeat the previous information? Please clarify.**

Section 1.9.4 is general company. Section 1.9.6 is specifically for those working on the LED account.

- B. Is the corporate structure and organization requested under 1.9.6 for the prime only, or for each team member as well? Please clarify.**

Each team member working on the LED account.

- 131) 1.9.6 Proposed Staff Qualifications, Items 2 and 3 (p. 17) - In the subsection "Personnel and Achievements," we assume that Item 2 requests an integrated presentation of ALL the personnel being put forward for LED's consideration from the unified project team (including subcontractors), separated by function. By contrast, Item 3 is a more detailed look at the subset of those**

personnel who are designated as Key. Is this understanding correct? Please confirm or clarify.

This is correct.

132) 1.9.10 Outsourcing of Key Internal Controls (p. 22):

A. What specific element(s) of scope under Component 2 make it the only technical area susceptible to a potential SSAE/SOC audit?

All web elements.

B. Does this audit requirement apply to the prime contractor only, or also to other team members?

To anyone working on the LED account.

133) 1.11 Technical and Cost Proposals (page 23): Based on this section, it appears that a separately bound cost proposal (as described in Section 1.9.8) is desired. Should we therefore assume that the certification statement (1.9.9) and SSAE/SOC information (1.9.10) will also be included in the cost proposal? If not, where? Please clarify.

The cost proposal is to be bound separately. The certification statement and SSAE/SOC information can be provided in the technical proposal.

134) 1.13 Confidential Information (pp. 23-24) Given the competitive sensitivity of cost information, is it permissible to mark the entire cost proposal as proprietary and confidential?

Yes, but subject to the Louisiana Public Records Act, La. R.S. 44.1 et al.

135) 2.2 Tasks and Services (pp. 42-48) This section includes a detailed list of tasks for each component. This scope list is not specifically referenced in the proposal instructions under Section 1.9. Does LED desire that we offer a narrative for each one of the specific tasks enumerated in 2.2 for the applicable component(s)? If so, under which heading in the proposal? (For instance, Approach and Methodology?) Please clarify.

LED expects the full scope of services to be addressed in the best way the proposer feels will showcase this information.

136) Will the winning vendor of Component 2 get to choose the web CMS (Content Management System) it will they have to use one specified otherwise by LED?

The current CMS is already in place. Discussions to change will be joint with the Agency and LED and any decision will be finalized by LED.

137) Will LED appoint a lead to work with each component's point of contact to coordinate all efforts and ensure consistent brand communication and goals?

Yes.

138) What's generally been the frequency of meetings where LED meets with the Contractor(s) to discuss direction and/or new strategy?

Monthly. With weekly status calls.

- 139) Can you provide more details on Accounting requirements?**
All billings for the component the contractor is responsible for must be billed through the agency. LED cannot be billed directly for anything except from the agency of record.
- 140) What are some of the existing digital communication tools that the winning vendor will need to support? Are their technical specifications listed in the Technical Environment section of the RFP?**
See Attachment II on page 56.
- 141) Will Component 2 also include software design and development support?**
Possibly.
- 142) How many projects on average can the Contractor expect for Component 2?**
This will be determined based on the strategic plan developed.
- 143) Will there be overlap in support for other Component areas? For instance, will the Contractor for Component 2 be required to provide creative for Component 1?**
Yes. We expect all winning agencies to work together for all components for a comprehensive strategic plan to be integrated and executed.
- 144) Can the winning Contractors determine which Contractor is responsible for the execution of deliverables as they see fit?**
The winning contractor for each component will be responsible for the deliverables laid out for that component in the contract.
- 145) Is your current Contractor bidding on the RFP?**
Unknown at this time.
- 146) "Present sample innovative concepts for review": Is LED looking for sample concepts spec work to be covered under the awarded contract? If so, how many samples are desired?**
Already completed innovate concepts from other clients to review. The number of samples presented should showcase your ability in this area. There is not a specified requested number.
- 147) 1.9.8 Cost Proposal Component 1: Strategic Direction/Brand Identity - Under the services, the Brand Strategist and Creative Strategist roles are missing. Should we write it in?**
Please account for the work in the closest position available on the cost worksheet or under the supervisory role for which these positions fall.
- 148) Component 4: Public Relations/External Communications - Under the services, the Public Relations Strategist and Communication Strategist roles are missing. Should we write it in?**

Please account for the work in the closest position available on the cost worksheet or under the supervisory role for which these positions fall.

- 149) 1.9.10 Outsourcing of Key Internal Controls - Will SOC audits be a mandate under this contract? Costs to conduct such audits and implementations of results can be extremely cost prohibited for Hudson Certified business or entities with billing under \$10 million dollars.**

LED may make a written request for an independent SOC 2 or 3 audit no more than once every twelve (12) months.

- 150) 1.13 Confidential Information, Trade Secrets, and Proprietary Information Can client's and company's financial data be placed on a separate sealed envelope to protect entities' financial confidentiality?**

Yes, but subject to the limitations set forth by the Louisiana Public Records Act, La. R.S. 44.1, et al.

- 151) 1.32.6 Verification of Coverage - Does a certificate of insurance need to be submitted with the initial RFP response or only needs to be presented upon contract award?**

No. Insurance documents do not need to be submitted with the proposal. The successful proposer must submit required insurance documents.

- 152) 2.1 Scope of Work**

- A. "The contracts being awarded will be non-exclusive" Does this mean that even though a firm is awarded any of the four individual components, LED is not obligated to procure its services?**

This means that upon award, a prime contractor may subcontract with another company (not identified through the RFP process) to provide services with LED upon approval.

- B. In the event, LED seek services from firms not awarded the contract during this RFP process, who will be in charge of managing such vendor for scope monitoring and a financial standpoint?**

The prime contractor(s) and LED will jointly determine any subcontractors to be hired after the prime contracts are awarded. The prime contractor will be charged with managing subcontractors with oversight by LED.

- 153) 2.2.4 Component 4: Public Relations/External Communication - "Projects will be compensated based on the flat fee regardless of hourly time accrued." Does this include public relation services associated with crisis communication management? Typically this type of services are billed at a premium hourly rate as the nature of the issue and length of the engagement cannot be predicted.**

This will be determined via contract negotiations based on what will be the provided set-up for crisis communication.

154) Part 3: Evaluation - Does the total available points (10) for Hudson Certified entities will be awarded even if the subcontractor, not the prime is Hudson certified?

The 10 available points for Hudson Certified entities are only available if the primary Proposer (who would be the prime contractor upon award of the RFP) is Hudson Certified. If only the subcontractor is Hudson certified, then the subcontractor will receive points based on the anticipated dollar value (indicated in the proposal) of the subcontract for the contract term.

155) Potential Account Value What is the approximate contract value for each of the components under this solicitation?

The currently projected FY2020 marketing budget is approximately \$4,354,910 million.. Maximum budgets for each component will be included in each contract. Budgets for each component will vary.

156) Component 1: Strategic Development/Brand Identity

A. Focus groups allowed?

Yes.

B. What type of writing samples would you like to see? Blogs? Press Releases? Internal copy? External copy?

Whatever you believe is relevant and can showcase your capabilities.

C. What file types would you like for all graphics?

All that are relevant and available.

D. Are there any other associations/sub-brands not listed?

Some of the sub-brands include, but are not limited to: LED FastStart, Louisiana Job Connection, Louisiana Business Connection, Louisiana Entertainment, Small Business, LRDC, Louisiana Growth Network, Veteran's First Business Initiative.

E. Would each entity need its own "plans"?

This will be determined during the onboarding and strategic planning process.

F. How important is the national and international outreach?

Very important.

157) Component 2: Public Relations/External Communications

A. Local or National media/influencer importance?

This would be determined via the onboarding and strategic planning process.

B. What kind of special events?

Various events and opportunities to support the strategic plan.

C. What type of writing samples would you like to see? Blogs? Press Releases? Internal copy? External copy?

Whatever you believe is relevant and can showcase your capabilities.

158) Cost Provisions - Do travel costs pertain to special events?

Yes.

159) 1.11 – Technical and Cost Proposals - One proposal (with 6 copies) have been requested per component. In Section 1.11 Technical and Cost Proposals, you request 1 Original (with 6 copies) of the technical proposal and the cost proposal. Can you please explain what exactly you are requesting here?
One (1) original and six (6) copies of the technical and cost proposals.

160) 1.25 Written or Oral Discussions/Presentations

A. Will there be someone present specifically to document these proceedings?

The committee will be present.

B. Who comprises the evaluation team?

The evaluation committee has not been finalized.

C. How will a TASK ORDER be requested?

Via the main point of contact for each contractor.

D. Please assign a number 1-10 of importance (usage) to each: state, national, and international external communications/public relations programs.

This would be determined via the onboarding and strategic planning process.

E. Do you have an estimate on the amount of media tours/events that will need to be planned/implemented?

This would be determined via the onboarding and strategic planning process.

F. Are there any points allotted for a proposer with EDWOSB status?

No.

G. Is there a preset budget for each Component?

The currently projected FY2020 marketing budget is approximately \$4,354,910 million. Maximum budgets for each component will be included in each contract. Budgets for each component will vary.