



Jerrick Hernandez <jhernandez@guamopa.com>

OPA-PA-25-002: In the Appeal of Glimpses of Guam, Inc.

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Wed, May 7, 2025 at 1:12 PM

To: Jerrick Hernandez <jhernandez@guamopa.com>

Cc: djberman@pacificlawyers.law, Charles McDonald <charles@mcdonald.law>, guam@mcdonald.law

Hafa Adai Mr. Hernandez,

Please see attached documents for filing in the above matter. The documents include the following:

1. *Appellant Glimpses of Guam, Inc.'s Motion and Memorandum Brief in Support of Summary Judgment*
2. *Appellant's Declaration of Counsel Re: Department of Revenue and Taxation Public Records of Corporations*

Please confirm your receipt of this email and its attachments. Thank you.

Regards,

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2 attachments



Appellant Glimpses of Guam Inc's Motion and Memorandum Brief in Support of Summary Judgment.pdf
6253K



Appellant's Declaration of Counsel Re DRT Public Records of Corporations.pdf
533K

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Attorneys for Appellant:
GLIMPSES OF GUAM, INC.

**BEFORE THE PUBLIC AUDITOR
PROCUREMENT APPEALS
TERRITORY OF GUAM**

IN THE APPEAL OF

GLIMPSES OF GUAM, INC.,

Appellant.

Appeal No.: OPA-PA-25-002

**APPELLANT GLIMPSES OF GUAM, INC.'S
MOTION AND MEMORANDUM BRIEF IN
SUPPORT OF SUMMARY JUDGMENT**

COMES NOW Appellant GLIMPSES OF GUAM, INC. (hereinafter "Glimpses"), by and through counsel undersigned, hereby respectfully moves the Office of Public Accountability ("OPA") to grant Glimpses' Motion for Summary Judgment based on Guam Rule of Civil Procedure 56.

I. INTRODUCTION

This is a simple case. Glimpses is a local Guam corporation which submitted a bid on a Request for Proposal ("RFP") from the Guam Visitors Bureau ("GVB") for a contract to perform marketing and advertising services for GVB. Another bidder named Manhita or "The Manhita Team" (herein "Manhita") was evaluated as the number 1 bidder. Manhita was evaluated based on its partners or team that included SKIFT, Big Fish Creative Inc. and RIMS. Although RIMS submitted no bid individually, only RIMS was awarded the contract from GVB.

II. STATEMENT OF UNDISPUTED MATERIAL FACTS

Appeal Information

A. Purchasing Agency: Guam Visitors Bureau

B. Procurement No.: GVB RFP 2025-002 Integrated Communications, Advertising and Event Support Service

C. Decision being appealed was made on March 21, 2025, by Gerald S.A. Perez, Deputy General Manager, which was received by undersigned counsel on March 24, 2025. See GVB1202-1206, GVB First Supplemental Submission of Procurement Record. A copy of said Decision Denying Protest is submitted herewith as Exhibit "7".

D. Appeal is made from the Decision Denying Protest and Award.

E. Names of competing Bidders, Offerors, or Contractors known to Appellant: "The Manhita Team"; Galaide; and Greenlight.

F. On March 21, 2025, "The Manhita Team" bid was first disclosed.

G. On March 24, 2025, Decision Denying Protest was served on Glimpses. GVB1202-1206, Exhibit "7".

Statement Supporting the Appeal

1. Background

On December 27, 2024, GVB issued RFP 2025-002.

On January 17, 2025, "The Manhita Team" submitted its bid. See Exhibit "1", a true and accurate copy of The Manhita Team bid, submitted herewith at GVB0697 through GVB0786 (excerpt of first 7 pages). Likewise, on January 17, 2025, Glimpses also timely submitted its bid.

On January 17, 2025, GVB evaluation of four (4) bidders was completed and The Manhita Team was ranked number 1 with 271 points. See Exhibit "2", GVB Evaluations of four (4) bidders, GVB0243, GVB0255, GVB0256, GVB0265, GVB0266, GVB0275 and GVB0276, submitted herewith.

On January 21, 2025, GVB sent Notice of Intent to Award to Glimpses and advised that Ruders Integrated Marketing Strategies ("RIMS") shall be awarded the new contract. *See* Exhibit "3", GVB Notice of Intent to Award, GVB0283-0294, submitted herewith.

On January 27, 2025, Glimpses served its Sunshine Law and FOIA Request for all documents that included "1. The bid submissions of RIMS ... correspondence and documents of all kind and nature related to bid submissions for GVB RFP No. 2025-002." *See* Exhibit "4", GVB0308-0310, submitted herewith.

On February 1, 2025, GVB refused to produce and concealed "The Manhita Team" bid, but produced that part of the procurement record that they elected and preferred to show to Glimpses.

On February 24, 2025, GVB Notice to Glimpses was issued that the Award was necessary without delay to protect the substantial interests of Guam. *See* Exhibit "5", GVB0925-1187, Excerpts submitted herewith. However, this GVB Notice failed to "inform the protestant of its right to administrative and judicial review" as required by 5 GCA § 5425(c).

On March 11, 2025, Glimpses filed its Notice of Procurement Appeal to the Office of Public Accountability ("OPA"). *See* GVB1188-1201. Therein, at p. 3, Glimpses invoked the automatic stay of 5 GCA § 5425(g).

On March 21, 2025, GVB signed its Procurement Record. *See* GVB Procurement Record cover sheet, Exhibit "6", submitted herewith. Glimpses then received for the first time disclosure of "The Manhita Team" bid. *See* Exhibit "1". But, no individual bid was submitted by RIMS. Therein, Glimpses learned for the first time that on March 4, 2025, GVB acted, without notice to the public, to allegedly execute a contract solely with RIMS. *See* Decision Denying Protest, Exhibit "7" (GVB1202-1206) at ¶14, p. 3; *also*, Contract of RIMS/GVB at GVB0669-0688.

On March 24, 2025, service was made on Glimpses of the GVB Decision Denying Protest. *See* Exhibit "7".

In the GVB evaluation, "The Manhita Team" was ranked first with 271 points, and Glimpses was ranked third with 220 points. *See* Exhibit "2". However, only RIMS received a contract from GVB, not "The Manhita Team." *See* RIMS/GVB Contract at GVB0669-0688.

A. No Individual Bid of RIMS Was Ever Submitted in Response to the RFP

Based on the disclosure of the GVB Procurement Record, the OPA may see that "The Manhita Team" submitted a comprehensive bid for the award of the contract. *See* Manhita Bid at Exhibit "1". Fourteen (14) times "The Manhita Team" is specifically named in their bid submission. Exhibit "1". However, GVB has no intention and, according to its documents, has not awarded or executed any contract with "The Manhita Team." To the contrary, only RIMS has been awarded the contract. GVB0669-0688.

The latest reports and documents from DRT show that no such "Manhita Team" was incorporated, is not a filed partnership and nor a dba of any actual companies associated with the "Team"; that are, Big Fish Creative, Inc., Ruder Integrated Management Services, Inc. ("RIMS") and SKIFT.

Instead, the DRT documents available to the public reveal that corporation papers do exist for an entirely separate "Manhita Guam LLC" (2012) and "Manhita Corporation" (1998), which are duly authorized and established corporations. *See* Exhibits "8" and "9", respectively, submitted with Appellant's Declaration of Counsel at ¶¶4-5. Comparison of these Manhita corporation records from DRT disclose no connection with the "Manhita Team" that submitted its bid for this RFP. Decl. of Counsel at ¶7. "Manhita Guam LLC" was organized on August 8, 2012, for the purpose of "coin-operated ..." laundry facilities (Ex. "8"); and, "Manhita Corporation" was

1
2 formed on March 27, 1997, to engage in operation of a "bar and restaurant." See Exhibit
3 "9", DRT filed Manhita Articles of Incorporation. Review of DRT filings supports the
4 thesis that The Manhita Team is not only an illusion, but also a misrepresentation of
5 other duly registered and existing Guam corporations with no legal connection to this
6 "Manhita Team."

7 GVB has only one factual basis in the procurement record to conclude, as it did,
8 that: "Big Fish and RIMS partnered" and "... a formal partnership, formed to respond
9 to the ICAESS RFP" See Decision Denying Protest at pg. 2, ln. 18, Exhibit "7". The
10 Partnership Agreement between only RIMS and Big Fish Creative, excluding SKIFT,
11 was produced. See Exhibit "10", Partnership Agreement at GVB0662-0667. But no
12 assignment or delegation exists in the partnership agreement of Big Fish Creative and
13 SKIFT's rights to the GVB contract. GVB surprisingly and erroneously called the
14 prevailing bid as "RIMS' submission ...". See GVB Decision at pg. 3, ln. 18-19; also, p. 4,
15 ln. 3 ("RIMS/Manhita submission" and "Skift"), at Exhibit "7". GVB can only make a
16 case that "The Manhita Team" is a collaboration of three (3) separate entities; and as
17 such, the award can only be to "The Manhita Team".

18 The bid documents that Manhita filed, and what GVB recognized, and was
19 received, is "The Manhita Team" bid. This is confirmed in the Evaluation sheets. See
20 Evaluations at GVB0243, GVB0255, GVB0256, GVB0265, GVB0266, GVB0275 and
21 GVB0276, Exhibit "2". Specifically, the actual evaluations of GVB were graded only on
22 the understanding and express finding that "Manhita" or "The Manhita Group" was
23 the bidder on the RFP. At no time was RIMS evaluated as a sole bidder. In a final
24 analysis, it appears this Manhita group represented themselves as a joint venture entity
25 while taking the name "Manhita" from other duly registered existing DRT corporations.

26 No stretch can be made that "The Manhita Team" may call itself a fictitious
27 name, subsidiary, alter ego, or dba of RIMS. To the contrary, it is clear that Big Fish
28 Creative Inc. and SKIFT are significant and major partners in this bid. Because this

1
2 "Team" is not a dba, or a duly licensed and registered partnership that requires
3 identification and a government filing and approval to create such fictitious entity, the
4 bid is a misrepresentation of other individual corporations, or a party that was awarded
5 the contract; i.e. RIMS. *See* Contract at GVB0669-0688. The non-bidder RIMS has been
6 individually awarded the sole contract for the marketing services required by the RFP.

7 GVB is not allowed to accept, select and award a public contract to an individual
8 party who was not evaluated and submitted no timely individual bid in response to the
9 RFP of GVB.

10 Guam Procurement Law provides that the award of the contract is "to the lowest
11 responsible bidder whose bid meets the requirements and criteria set forth in the
12 Invitation for Bids[.]" 5 GCA § 5211(g). *Accord* 2 GAR § 3109(n)(1) ("the award goes to
13 the lowest responsible and responsive bidder"). Nothing in the plain language of this
14 procurement provision indicates that an individual corporation who fails to submit its
15 own bid may be awarded a contract because it was a part of a team who submitted a
16 bid. The government must evaluate the bids properly as they were submitted and based
17 on legitimate criteria — this does not authorize the government to award them to only a
18 subset of the offering team. *See, e.g., J&G Construction Appeal*, OPA-PA-07-005, Decision
19 at 5 (discussing distinctions between responsive and responsible); *L.G. Ganacias*, CV
20 1787-00 (discussing that the evaluator of bid offerings should have knowledge of the
21 product which is the subject of the bids).

22 Under Guam law, a responsible bidder means "a person who has the capability
23 in all respects to perform fully the contract requirements, and the integrity and
24 reliability which will assure good faith performance." 5 GCA § 5201(f). A responsive
25 bidder means "a person who has submitted a bid which conforms in all material
26 respects to the invitation for Bids." 5 GCA § 5201(g); *see also In the Appeal of J&G*
27 *Construction, supra*. (discussing that a bid is nonconforming if it fails to exactly comply
28 with the requirements of the invitation, that not all nonconforming bids are

1 nonresponsive, and that questions of responsiveness are determined "in the bid
2 envelope" on the facts available at the time of bid opening). Here, "the bid envelope"
3 explains that it is from "Manhita" – and the evaluations recognize only "Manhita" as
4 the bidder. Again, the law does not say a responsive bidder can be merely one part of a
5 team who submitted a conforming bid. Had the Legislature intended such a result, it
6 would have been easy to add it to the statute's plain terms.
7

8 Likewise, 5 GCA § 5216(e) provides that:

9 (e) Award. Award shall be made to the offeror determined in
10 writing by the head of the purchasing agency or a designee of such
11 officer to be best qualified based on the evaluation factors set forth
12 in the Request for Proposals, and negotiation of compensation
13 determined to be fair and reasonable. If compensation cannot be
14 agreed upon with the best qualified offeror, the negotiations will be
15 formally terminated with the selected offeror. If proposals were
16 submitted by one or more other offerors determined to be qualified,
17 negotiations may be conducted with such other offeror or offerors,
18 in the order of their respective qualification ranking, and the
19 contract may be awarded to the offeror then ranked as best
20 qualified if the amount of compensation is determined to be fair
21 and reasonable. (emphasis added)

22 The above text, under any reasonable interpretation, limits the award to the
23 actual offeror / bidder itself, not an individual entity that was part of a team offer or an
24 entity that itself did not make a proposal and receive a qualification ranking. This plain
25 conclusion is supported by Federal procurement law and interpretation by courts. For
26 example, in a very similar Federal procurement case, the Court of Claims in *Mil-Tech*
27 *Systems* found that a non-bidding entity cannot simply buy a procurement award for a
28 contract:

25 After submitting the low bid for a government contract, the bidder
26 sold all of its stock to another corporation for nominal
27 consideration but continued to exist as a wholly-owned subsidiary
28 of the acquiring corporation. The contract, if awarded, would have
been performed by the bidder. The government found the bidder
ineligible for the contract award because the bidder's sale of its

1 stock amounted to a prohibited sale of a bid to a non-bidding
2 entity. The bidder filed suit for declaratory and injunctive relief.
3 The court denied the bidder's claim and awarded summary
4 judgment to the government. The court held that, although no
5 statute or regulation prohibited transfer of a bid, the government's
6 decision was both authorized and rational. In so holding, the court
7 found that the decision of the government's contracting officer was
8 consistent with decisions of the General Accounting Office
9 disallowing the transfer of a bid in conjunction with the sale to a
 non-bidding entity of assets of negligible or insubstantial value for
 nominal consideration. The court found that, under the
 circumstances, an award to the bidder would have subverted the
 integrity of the procurement process. (emphasis added)

10 *Mil-Tech Systems, Inc. v. United States*, 6 Cl. Ct. 26, 27 (1984).

11 By analogy, the Federal Assignment of Contracts Act, 41 U.S.C. § 6305, prohibits
12 the transfer of a government contract to another entity unless the government consents
13 to the transfer or the transfer that occurs "by operation of law" (e.g., through a merger).
14 *See Tuftco Corp. v. U.S.*, 614 F.2d 740, 745 (Ct. Cl. 1980). Formal consent for a transfer of
15 a contract is obtained through the novation process involving government review and
16 approval, which is governed by FAR Subpart 42.12. Agencies may not award a contract
17 with the intent to transfer the contract to another entity. *See, e.g., Acepex Mgmt. Corp., B-*
18 *283080 et al.*, October 4, 1999, 99-2 CPD ¶ 77. Specifically here, there has been no merger,
19 no novation, nor permissible transfer from Manhita to RIMS in this case.

20 Finally, Guam law provides a procedure for addressing mistakes in bidding and
21 awarding. For example, "all decisions to permit the correction or withdrawal of bids, or
22 to cancel awards or contracts based on bid mistakes, shall be supported by a written
23 determination made by the Chief Procurement Officer, the Director of Public Works or
24 head of a purchasing agency." 5 GCA § 5211(f). But, in this case, there has been no
25 statement as to a mistake over why the offeror is not the same entity awarded the
26 contract nor has any proper correction of such a mistake occurred here.

B. GVB's Purported Notice of a Public State of Emergency and Necessity to Protect Substantial Interests of Guam Dated February 24, 2025 Violates 5 GCA § 5425(c) and Is Void

GVB alleges that a February 24, 2025 Notice of Determination of Award Without Delay has sheltered GVB from compliance with 5 GCA § 5425(g) (Automatic Stay). See Exhibit "5". However, GVB has failed to comply with the Guam Procurement Code in several respects.

First, GVB must comply with 5 GCA § 5425(c) Decision (2) and "inform the protestant of its right to administrative and judicial review". Here, the Decision Denying Protest served on March 24, 2025 (Exhibit "7") is utterly devoid and omits any statutorily required language that informs Glimpses of its rights to protest and appeal. Likewise, GVB's notice dated February 24, 2025 omits the critical and statutorily required notice of appeal within two (2) days rights. See GVB Notice at GVB0925-1187, Exhibit "5" (Excerpts).

Second, GVB failed to issue its Decision Denying Protest first – that is the statutory order – required by the code. At Section 5425(c), the Decision is required prior to the use and invocation of Section 5425(g)(2) and (3). The reason is clear. A protestant must be informed of their right to administrative and judicial appellate review within the extremely short period of two (2) days after receipt of Notice of Determination of Award Without Delay.¹

¹ The protestant can of course always appeal an agency decision "to the Public Auditor within fifteen (15) days after receipt by the protestant of the notice of decision." See *Pac. Data Sys., Inc. v. Guam Dep't of Educ.*, 2024 Guam 4, ¶21, citing 5 GCA § 5425(e). A protestant can challenge a procurement on "any phase of solicitation or award including, but not limited to, specifications preparation, bid solicitation, award, or disclosure of information marked confidential in the bid or offer." See *DFS Guam L.P. v. A.B. Won Pat Int'l Airport Auth., Guam*, 2020 Guam 20, ¶ 84, citing 2 GAR Div. 4 § 9101(c)(2). It is possible that many different events that spring from the same solicitation can trigger a protest. *Id.* citing *Guam Imaging*, 2004 Guam 15 ¶ 28 (citing 26 GAR § 16901(c)(2)). Sometimes, the announcement of an award can reveal new facts that form a basis for a protest. See *DFS Guam L.P. v. A.B. Won Pat Int'l Airport Auth., Guam*, 2020 Guam 20, ¶ 88. A challenge to the failure to legally implement the automatic stay survives the signing of a contract because the agency acts at its peril by going forward into a contract improperly, and will be subject on appeal to the reviewer's power to restore the status quo. *Id.* at 149.

Third, § 5425(g)(3) is dependent on § 5425(c)(2). Without the Decision and statutorily required information given to a protestant of the right to administrative review, the protestant cannot know that he has merely two (2) days to challenge a finding of an alleged state of emergency or substantial interests of Guam.² In this case, the override of the automatic stay was arbitrary, capricious and an abuse of agency discretion. See Exhibit "5". This is because the only thing attached to justify the Notice was a consultant's findings of what was advisable to procure. *Id.* GVB made no serious attempt to consider the effect on the procurement system integrity when it overrode the automatic stay. See *URS Fed. Servs., Inc. v. United States*, 102 Fed. Cl. 664, 673-74 (2011).

III. STATEMENT OF ISSUES TO BE DECIDED BY THE OPA

1. Does RIMS have the sole and individual right to receive the contract from GVB without submission of an individual bid?

2. Is the contract between GVB and RIMS void as a result of the failures of GVB to offer the contract to The Manhita Team and RIMS failure to timely submit a bid?

3. Is the exception to automatic stay improperly invoked when no notice of the right to appeal is distributed?

IV. SUMMARY JUDGMENT STANDARD

Summary Judgment is appropriate if the movant shows that there is no genuine issue as to any material fact and that the movant is entitled to judgment as a matter of law in cases involving Guam Procurement disputes. See *Takecare Ins. Co. v. Terr. Guam*, 2020 Guam Trial Order Lexis 198; *DFS Guam L.P. v. A.B. Won Pat Int'l Airport*, 2020 Guam 20, 2020 Guam Lexis 21; also, Guam R. Civ. P. 56(a); see also *Gov't of Guam v. Gutierrez*, 2015 Guam 8 ¶¶ 25-26.

If the non-moving party "fails to make a showing sufficient to establish the existence of an element essential to the party's case, and on which the party will bear

² *Techconsulting, LLC v. United States*, 129 Fed. Cl. 208, 215 (2016). The automatic stay provision cannot function, as intended, if potential bid protestors do not know how long they have to file before they lose their right to an automatic stay.

the burden of proof at trial," then summary judgment is required. *Kim v. Hong*, 1997 Guam 11 ¶ 8. When deciding a motion for summary judgment, "the court must draw inferences and view the evidence in a light most favorable to the non-moving party." *Gutierrez*, 2015 Guam 8 ¶ 26. If the moving party demonstrates that there are no genuine issues of material fact, the non-movant cannot merely rely on the allegations contained in the pleading and must produce some significant probative evidence to support the pleading. *Bank of Guam v. Flores*, 2004 Guam ¶ 7. The court's "ultimate inquiry is to determine whether the 'specific facts' set by the nonmoving party, coupled with undisputed background or contextual facts, are such that a rational or reasonable jury might return a verdict in its favor on that evidence." *Id.* The Guam Supreme Court has held that a defending moving party may satisfy its moving burden "by showing there is an absence of evidence" to support a claim. *Guam Sanko Transportation, Inc. v. Pacific Modair Corporation*, 2012 Guam 2 ¶ 7. It may also satisfy its burden by "producing evidence negating an essential element" or claim. *Id.*

CONCLUSION

Glimpses submits that summary judgment should be granted without necessity of further hearing and is appropriate to invalidate the contract awarded solely to RIMS. A re-bid of this procurement is required so that a level playing field of individual bidders that may include Glimpses, Big Fish Creative Inc., SKIFT and RIMS is allowed and taken under full consideration in the GVB evaluations.

DATED this 7 day of May, 2025.

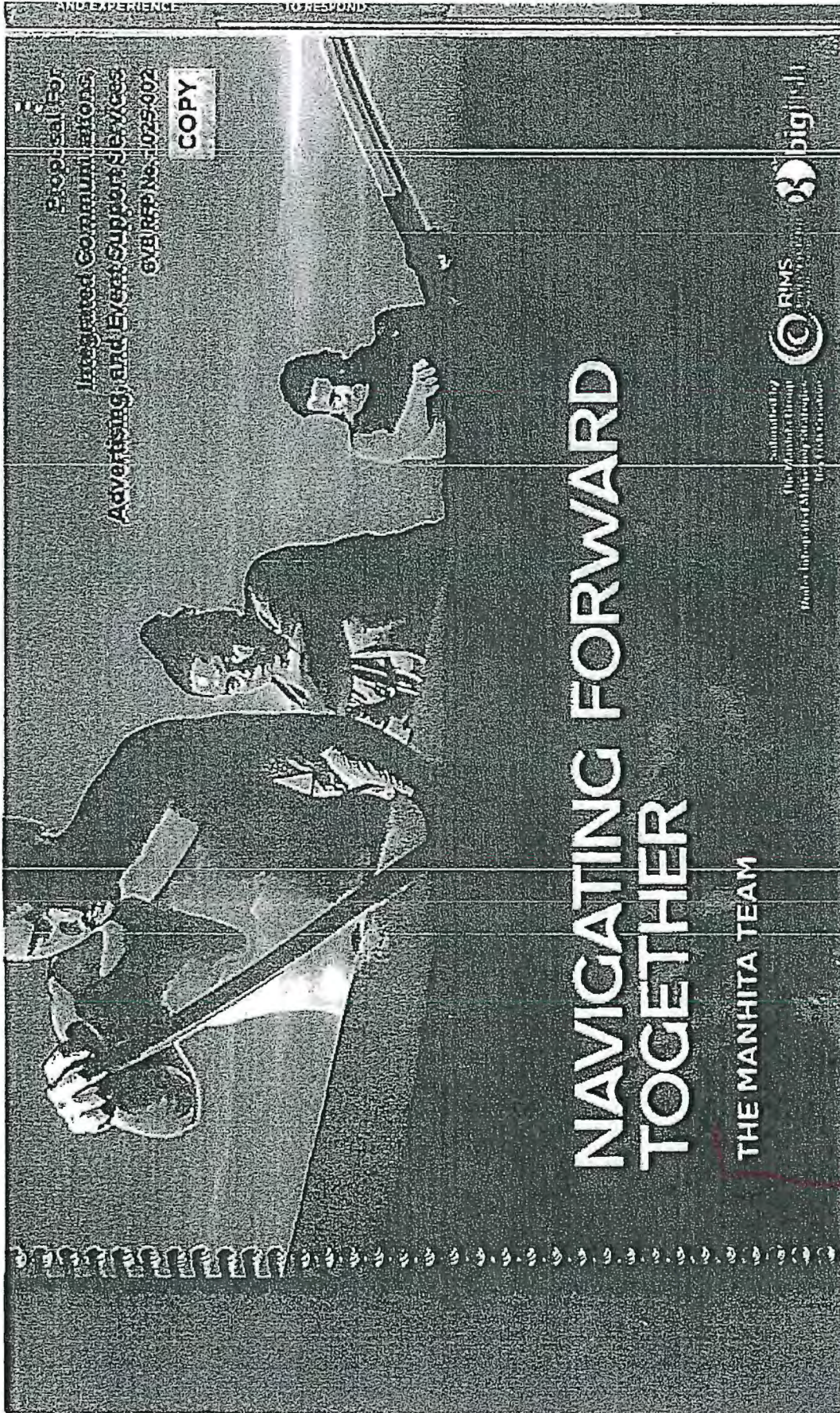
Respectfully submitted,

BERMAN LAW FIRM
Attorneys for Appellant
GLIMPSES OF GUAM, INC.

By:


DANIEL J. BERMAN

Exhibit “1”



GVB0697

EXHIBIT
1



This document and all contents herein are proprietary and confidential. The concepts, ideas, images/photos, designs, and graphics presented in this RFP are the sole property of Ruder Integrated Marketing Strategies (RIMS), the RFP Creative (RFP-C), and their community partners and may not be used without their written approval.

Cover Letter

January 17, 2025

Dr. Gerald S. A. Perez
Acting President and CEO

Guam Visitors Bureau
401 Pale San Vitores Road
Tumon, Guam 96913

RE: The Manhita Team's RFP Response for Integrated Communications, Advertising, and Event Support Services [GVB RFP No. 2025-002]

Hafa Adai, Dr. Perez,

Enclosed is the Ruder Integrated Marketing Strategies (RIMS) response to GVB's Integrated Communications, Advertising, and Event Support Services (GVB RFP No. 2025-002). We are once again partnering with the team from Big Fish Creative on this pursuit. The Manhita Team of Ruder Integrated Marketing Strategies (RIMS) and Big Fish Creative, Inc. proudly served the Guam Visitors Bureau for 10 years (2015-2020) as its Local Community Brand Building Support Services contractor. This partnership has provided a unique perspective and set of skills that are difficult to match. We are proud to have worked closely with the GVB team during that decade to further develop and expand the Guam Brand locally and internationally and we stand ready to work alongside you and your team to reposition Guam as a premier destination in the Asia-Pacific region. Additionally, we have also teamed with the global tourism strategists from SKIFT. Led by Oliver Martin, a pre-eminent global tourism authority, the SKIFT team will assist us with strategic oversight of the brand development process.

"Manhita" describes our unified and collaborative approach to supporting GVB's important task of executing Guam's Tourism Recovery Plan. Similarly, the concept of "Manhita" will be recommended throughout the plan to foster a strong strategy of collaboration among the tourism industry to share knowledge, talent, and resources for Guam's benefit. Together, we are stronger, and a strong tourism economy benefits us all. With GVB's important recovery work ahead, we believe that together – as an island, community, industry, and team – we will be most successful (stronger).

We have read and understand the RFP in its entirety and agree to all terms in the outlined scope of work. We understand that GVB seeks the services of a professional team to provide fully integrated communications, branding, advertising, event management and public relations services with an emphasis on strengthening Guam's brand identity. Our team possesses the capabilities, resources and personnel necessary to confidently support GVB for the duration of this contract. Our goal is

that the Manhita RFP response will demonstrate to you and the evaluation committee that we have the depth of experience, creative vision, and administrative capabilities in place to be part of your strong tourism recovery team. We take great pride in managing campaigns and events that are On Scope, On Time and On Budget.

Selecting a trusted local partner will provide efficiencies with both cost as well as community engagement. Ruder Integrated Marketing Strategies (RIMS), owned and managed in Guam, is the lead agency for this partnership. As a locally owned and operated entity, I respectfully request to invoke the local procurement preference clause under section 3.23 Local and Veteran Procurement Preference when selecting the contractor for this RFP. In this response, we include a copy of our Guam business license and confirm that we have no pending legal issues with the government or other private companies. Work for this project will be done out of our office at Suite 207 of the Guam Finance Center in Dededo, Guam.

Si Yu'os Mo'ase' for the opportunity to present our proposal. We look forward to sharing our vision with you.

Sincerely,



Steve Ruder
President and Principal,
Ruder Integrated Marketing
Strategies (RIMS)



Jenieve Sablan Ooka
Principal and Managing Director,
Big Fish Creative, Inc.

Evaluation Criteria

Proposals will be reviewed and evaluated on the detailed information provided and the qualifications to perform the services in the RFP. The table illustrates the evaluation criteria weighting of the RFP. It also identifies pages throughout the RFP response where evaluators can locate specific relevant information.

WEIGHT	CRITERIA	POINTS
PQS 4-21	QUALIFICATIONS AND EXPERIENCE <ul style="list-style-type: none"> Describe the qualifications and ability of the Offeror to perform the Scope of Services set forth in this document. Identify the team members and any other key staff personnel to be involved in this project, including their resumes and the roles of each who will perform the services pursuant to this RFP. Provide sufficient detail to support their degrees or levels of expertise, job performance, and ability to perform the work contemplated. 	80 pts
PQS 24-37	DEMONSTRATED CAPABILITY AND CAPACITY TO RESPOND <ul style="list-style-type: none"> Prospective offerors must demonstrate that they possess the capacity and capability to respond to the broad range of projects, challenges and opportunities that need innovative solutions. Include a minimum of three (3) examples of similar successful projects to include, but not limited to Project Name, Project Summary, Place, Name of the Organization for whom your firm provided the work. Receipt of Past Performance Questionnaires from references, preferably from those project references. 	8 pts
PQS 64-77	QUALITY AND RESPONSIVENESS <ul style="list-style-type: none"> Proof of the license to do business in Guam and statement of no pending legal issues with the government or other private companies. Affidavits (attached) notarized in the state or territory of the offeror's principal place of establishment. At a minimum the Offeror shall provide: <ul style="list-style-type: none"> (a) Name and address of offeror (b) Age of Offeror's business (c) List of all subcontractors for this project. 	8 pts
PQS 38-42	PLAN OF PERFORMANCE <ul style="list-style-type: none"> Branding/Image Building Test Scenario - Summer Event (including Travel to Guam) 	40 pts
GRAND TOTAL		136 pts

The following is a Confidential Bidder's Guide to the RFP.

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Integrated Communications, Advertising, and Event Support Services

Executive Summary

Håla Adan: The recovery of Guam's tourism economy can be best approached like paddling a canoe. As a team, everyone "comes together" to work swiftly and in tandem, ensuring its leader to direct and steer the vessel. With The Guam Visitors Bureau (GVB) at the helm, the entirety of Guam's residents, the tourism industry, and the community must come together as a team to help one another, support efforts to decrease suffering, decline in tourism dollars, and improve the Guam product. It is a shared journey to ensure the Guam product and strategy we can navigate through any conditions and stages we can navigate through any conditions and stages we can navigate through any conditions. The more we work together, the more we can learn about our strengths and cover more distance.

There is much to the story of our Manilla team. When we joined forces in FY2017, we had to learn how to utilize our resources and skills for the benefit of GVB. We believe in the mission at hand and the importance of the work we have accomplished together. After servicing GVB for nearly 10 years, we are confident in our strengths of working together and inspiring our community to get excited again about tourism. In addition to the Håla Adan and Big Fish collaboration, we will be working with SKIFT, the globally recognized tourism strategy and branding experts, to support the GVB contract. SKIFT is well-informed about Guam's tourism industry and the challenges it faces. SKIFT will assist the program by bringing a global perspective to our uniquely local challenges while offering world-class counsel on many other tourism practices and trends.

In this RFP response document, you will see that the record is the foundation of what we propose. A spirit of collaboration and teamwork will be required from the bureau and the community. Supporting, collaborating, motivating, and communicating with stakeholders will

be a big part of the Recovery plan. We will rely on these same stakeholders to take GVB's important messages to their teams and share them through their networks.

As a first step, we recommend repelling the Håla Adan Budget Program as the core of GVB's community outreach and engagement plan. This first and most important step is to establish name recognition, will repel the important message that tourism needs its residents and businesses to play an active role for it to be successful. The program will remain everyone of tourism's responsibility because in the community, much like paddling a canoe, the team must work together so everyone has a chance to win.

As formally in this process, this Manilla team agrees to all the listed tasks and items as required in this Communications Services RFP.

Supporting Guam's Short-Term Recovery Plan

We applied GVB for its collaborative approach in developing the short-term plan. Team Manilla is a strong proponent of collaborative efforts. We believe that every resident is a tourism stakeholder and has a responsibility to support Guam's top industry. Through the spirit of working together - Manilla - the island will strategically utilize resources, expertise, and human energy to make the plan a reality. Throughout this response document, the Manilla team will continue to stress the importance of welcoming stakeholders with diverse knowledge and experience in and out of tourism to support the movement to bring tourism back to its glory days before the pandemic, when more than 15 million visitors landed on Guam's shores. With this

new and refreshed spirit of working together, GVB can capitalize on having talent and additional resources to support its efforts locally and in the source markets. There is so much to be done, with the island's recovery, Guam needs all the support it can get from within the community and the travel and tourism industries.

The plan outlined four immediate actions and initiatives to avoid further decline in arrivals to include improvements to the destination. GVB has identified the need for investments in improving the Guam product to improve traveler experiences, which will be a bright spot to show the island's commitment to improvements. Second, Guam needs to increase its capacity from its source markets to offer more opportunities for visitors to travel to Guam. Third, an increase in marketing activities and a return of Guam events is a top marketing tool to attract travelers looking for unique experiences. Lastly, GVB noted the need to re-engage the community in supporting tourism.

In the pages ahead, the Manilla team outlines pathways to support the short-term goals while providing sound campaigns that will instill on a consistent strategic marketing and communications plan to put Guam back on top of the list of destinations to travel to in 2025. We include an annual campaign umbrella that focuses on a return to the Only on Guam Experiences that offer interaction with the island's culture and heritage and firsthand experience with the Håla Adan Spirit.

A Summer 2025 campaign is also outlined to inspire the industry as a whole to participate. GVB will take the lead in conceptualizing an events-based campaign to welcome visitors in waves throughout the summer. With weekly events offered throughout the island and

Guam's tourism district, Guam will enrich visitors with many unique experiences found only in Guam. The summer campaign will create an environment of fun and carefree moments in nature, enjoyed with music, and made memorable by food and drinks. Most of all, it will benefit all tourism stakeholders and GVB members who participate.

Supporting Tourism in the Long Term

The Manilla Team has been busy, and developing the Guam Brand alongside GVB, and we believe our in-depth knowledge of the island makes us uniquely qualified to plan and execute Guam campaigns locally and in the source markets. To appeal to the value budget and luxury segments, Guam has the opportunity to welcome a wider group of visitors by turning island experiences to appeal to those markets. By working closely with GVB, we can craft concepts and campaigns that are specific and sustainable.

The Manilla Team will manage GVB's marketing and communications programs with the same professionalism, depth of knowledge, attention to detail, and excellence that GVB has come to trust and rely upon. In 2025, we stand ready to support GVB's short-term, urgent tactical plans with strategic urgency and through strong messaging and execution of marketing and branding campaigns to bolster Guam's visibility in the market and launch a community campaign to engage our community. Ultimately, our collective goal will be to decrease the further decline in arrivals through Guam's recovery period and increase awareness and support locally for Guam's number one industry and GVB's efforts.

We have listed specific details in this response for how we plan to support those important initiatives and goals. As your marketing and brand partners, we are poised to begin work on long-term planning to support GVB's objectives for a long-term strategic plan.

- Support the new strategic plan that aims to identify realistic new source markets and evaluate Guam's competitive positioning
- Reimagine Guam emphasizing its unique selling points, highlight Guam's unique tourist attractions and experiences, feature Guam's unique Chamorro culture, and present Guam's unique position of "Where America's Day Begins"

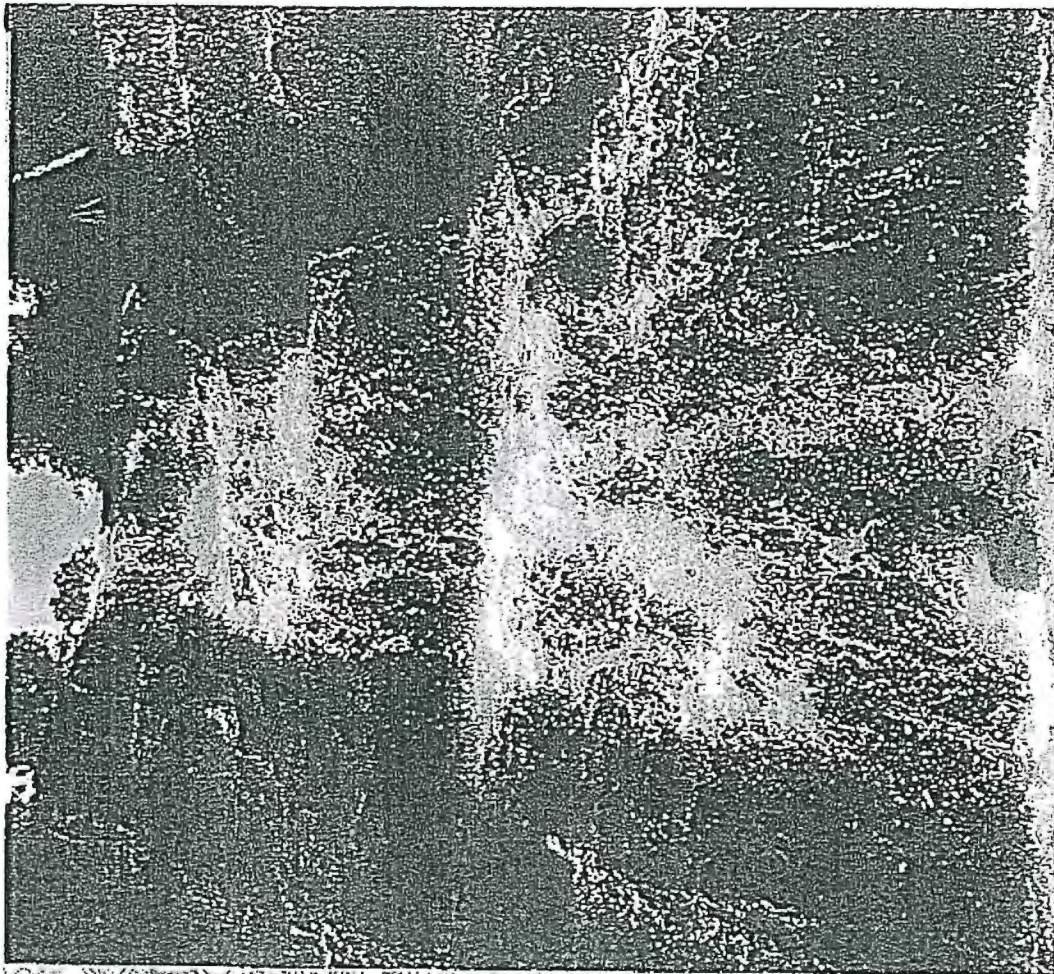
The timeline throughout this response offer a return to authenticity in the Guam experience. We present the initial need for a collaborative effort, where a

stakeholder, are working together to position Guam and support GVB and the industry's success. Second, we agree with altering every Guam visitor unique Guam experiences where they can connect with the island. We must return to warm interactions with our visitors - new or returning - to wow them with the Guam experience that can't be found elsewhere. Lastly, this can be accomplished by delivering those unique experiences through our warm Hafa Adia spirit, which encompasses the island's culture, history, traditions, and most of all, the hospitality of its people. We will work to re-engage our community not to become something different but to return to what is inherently and authentically Guam.

The Manilla Team is ready and available immediately to get to work to action the ideas outlined in this document and support GVB's path ahead.



Integrated Communications, Advertising, and Event Support Services



4

Qualifications and Experience

CHOOSING THE MANHITA TEAM

This document and all contents herein are proprietary and confidential. The concepts, ideas, images/photos, designs, and graphics presented in this RFP are the sole property of Ruder Integrated Marketing Strategies (RIMS), Big Fish Creative (BFC) and their community partners and may not be used without their written approval.

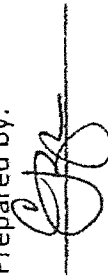
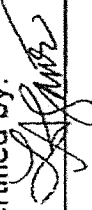
Exhibit “2”

EVALUATION OF PROPOSALS

Maximum # of Points x 3 evaluators	Criteria	MANHITA	GALAIDE	GLIMPSES	GREENLIGHT
150	A. QUALIFICATIONS AND EXPERIENCE (50 points)	136	132	114	110
15	B. DEMONSTRATED CAPABILITY AND CAPACITY TO RESPOND (5 points)	15	13	11	11
15	C. QUALITY AND RESPONSIVENESS (5 points)	13	13	15	12
120	D. PLAN OF PERFORMANCE - APPROACH AND STRATEGY (40 points)	107	103	80	82
300	TOTAL SCORE:	271	261	220	215
RANKING ORDER:		1	2	3	4

Prepared by:

Certified by:




NAME OF OFFEROR: The Manhita Group

EVALUATOR SIGNATURE: [Signature]
DATE: 01/17/2025

You may use a pencil during evaluations and scoring, but please write final points and total in pen:

EVALUATION OF PROPOSAL (WRITTEN)			
MAXIMUM NO. OF POINTS	EVALUATION CRITERIA	SCORING RANGE	TOTAL SCORE
50	QUALIFICATIONS AND EXPERIENCE: All proposals submitted in response to this opportunity shall contain a Statement of Qualifications, which shall: <ul style="list-style-type: none"> A.1 Describe the qualifications and ability of the Offeror to perform the Scope of Services set forth in this document. A.2 Identify the team members and any other key staff personnel to be involved in this project, including their resumes and the roles of each who will perform the services pursuant to this RFP. A.3 Provide sufficient detail to support their degrees or levels of expertise, job performance, and ability to perform the work contemplated. 	1-50	48
5	DEMONSTRATED CAPABILITY AND CAPACITY TO RESPOND. <ul style="list-style-type: none"> B.1 Prospective offerors must demonstrate that they possess the capacity and capability to respond to the broad range of projects, challenges and opportunities that need innovative solutions. B.2 Include a minimum of three (3) examples of similar successful projects to include but not limited to Project Name, Project Summary, Place, Name of the Organization for your firm provided the work. B.3 Receipt of Past Performance Questionnaires from references, preferably from those project references in Section B.2 above. 	1-5	5
5	QUALITY AND RESPONSIVENESS. The quality and responsiveness of an Offeror's proposal is subject but not limited to the following: <ul style="list-style-type: none"> C.1. Proof of the license to do business in Guam and statement of no pending legal issues with the government or other private companies. C.2. Affidavits (attached) notarized in the state or territory of the offeror's principal place of establishment. C.3. At a minimum the Offeror shall provide: 	1-5	4



	(a) Name and address of offeror (b) Age of Offeror's business (c) List of all subcontractors for this project.		
40	PLAN OF PERFORMANCE -- APPROACH AND STRATEGY. To evaluate the agency's qualifications and abilities to perform the services required in this RFP, the agency shall include a detailed communication plan and event management addressing the requirements below. Price, cost data and compensation shall not be included in this plan: D.1. Branding/Image Building (20 points) (a) Explain proposed strategic approach to change, alter or reinforce Guam's image (if necessary). (b) Demonstrate year-round plan for branding consistency. (c) Provide suggested creative art board, visual displays, ad layouts to support brand image and communication plan. (d) Illustrate, through a pie chart, the media mix addressing frequency, reach and message for each market segment. D.2. Test Scenario – Summer Event Enticing Travel to Guam (20 points) (a) Explain proposed positioning and communications plan for summer season travel to Guam in 2025. (b) Present campaign objectives and desired target market segments. (c) Present campaign creative images and suggested communication plan necessary to reach objectives. (d) Illustrate, through a pie chart, the media mix addressing frequency, reach and message for each market segment. D.3. Proposed subcontractors (if any) it would engage to affect a full turn-key service.	1-40	35
100	TOTAL EVALUATION SCORE:		92

NOTES/COMMENTS *[please write your comments down, for the President's review and consideration].*



GVB RFP 2025-002
Integrated Communications, Advertising and Event Support Services

EVALUATOR: Nadine Leon Guerrero

Page 1 of 2

NAME OF OFFEROR: Manhita

EVALUATOR SIGNATURE: [Signature]
DATE: 1/17/25

You may use a pencil during evaluations and scoring, but please write final points and total in pen:

EVALUATION OF PROPOSAL (WRITTEN)			
MAXIMUM NO. OF POINTS	EVALUATION CRITERIA	SCORING RANGE	TOTAL SCORE
50	QUALIFICATIONS AND EXPERIENCE: All proposals submitted in response to this opportunity shall contain a Statement of Qualifications, which shall: A.1 Describe the qualifications and ability of the Offeror to perform the Scope of Services set forth in this document. A.2 Identify the team members and any other key staff personnel to be involved in this project, including their resumes and the roles of each who will perform the services pursuant to this RFP. A.3 Provide sufficient detail to support their degrees or levels of expertise, job performance, and ability to perform the work contemplated.	1-50	40
5	DEMONSTRATED CAPABILITY AND CAPACITY TO RESPOND. B.1 Prospective offerors must demonstrate that they possess the capacity and capability to respond to the broad range of projects, challenges and opportunities that need innovative solutions. B.2 Include a minimum of three (3) examples of similar successful projects to include but not limited to Project Name, Project Summary, Place, Name of the Organization for your firm provided the work. B.3 Receipt of Past Performance Questionnaires from references, preferably from those project references in Section B.2 above.	1-5	5
5	QUALITY AND RESPONSIVENESS. The quality and responsiveness of an Offeror's proposal is subject but not limited to the following: C.1. Proof of the license to do business in Guam and statement of no pending legal issues with the government or other private companies. C.2. Affidavits (attached) notarized in the state or territory of the offeror's principal place of establishment. C.3. At a minimum the Offeror shall provide:	1-5	1



	(a) Name and address of offeror (b) Age of Offeror's business (c) List of all subcontractors for this project.		4
40	PLAN OF PERFORMANCE – APPROACH AND STRATEGY. To evaluate the agency's qualifications and abilities to perform the services required in this RFP, the agency shall include a detailed communication plan and event management addressing the requirements below. Price, cost data and compensation shall not be included in this plan: D.1. Branding/Image Building (20 points) (a) Explain proposed strategic approach to change, alter or reinforce Guam's image (if necessary). (b) Demonstrate year-round plan for branding consistency. (c) Provide suggested creative art board, visual displays, ad layouts to support brand image and communication plan. (d) Illustrate, through a pie chart, the media mix addressing frequency, reach and message for each market segment. D.2. Test Scenario – Summer Event Enticing Travel to Guam (20 points) (a) Explain proposed positioning and communications plan for summer season travel to Guam in 2025. (b) Present campaign objectives and desired target market segments. (c) Present campaign creative images and suggested communication plan necessary to reach objectives. (d) Illustrate, through a pie chart, the media mix addressing frequency, reach and message for each market segment. D.3. Proposed subcontractors (if any) it would engage to affect a full turn-key service.	1-40	35
100	TOTAL EVALUATION SCORE:		84

NOTES/COMMENTS (please write your comments down, for the President's review and consideration).

40
 5
 4
 35
 84





NAME OF OFFEROR: Manhita Group

EVALUATOR SIGNATURE: [Signature]

DATE: 1/17/2025

You may use a pencil during evaluations and scoring, but please write final points and total in pen.

EVALUATION OF PROPOSAL (WRITTEN)			
MAXIMUM NO. OF POINTS	EVALUATION CRITERIA	SCORING RANGE	TOTAL SCORE
50	QUALIFICATIONS AND EXPERIENCE: All proposals submitted in response to this opportunity shall contain a Statement of Qualifications, which shall: A.1 Describe the qualifications and ability of the Offeror to perform the Scope of Services set forth in this document. A.2 Identify the team members and any other key staff personnel to be involved in this project, including their resumes and the roles of each who will perform the services pursuant to this RFP. A.3 Provide sufficient detail to support their degrees or levels of expertise, job performance, and ability to perform the work contemplated.	1-50	48
5	DEMONSTRATED CAPABILITY AND CAPACITY TO RESPOND. B.1 Prospective offerors must demonstrate that they possess the capacity and capability to respond to the broad range of projects, challenges and opportunities that need innovative solutions. B.2 Include a minimum of three (3) examples of similar successful projects to include but not limited to Project Name, Project Summary, Place, Name of the Organization for your firm provided the work. B.3 Receipt of Past Performance Questionnaires from references, preferably from those project references in Section B.2 above.	1-5	5
5	QUALITY AND RESPONSIVENESS. The quality and responsiveness of an Offeror's proposal is subject but not limited to the following: C.1. Proof of the license to do business in Guam and statement of no pending legal issues with the government or other private companies. C.2. Affidavits (attached) notarized in the state or territory of the offeror's principal place of establishment. C.3. At a minimum the Offeror shall provide:	1-5	5



	(a) Name and address of offeror (b) Age of Offeror's business (c) List of all subcontractors for this project.		
40	PLAN OF PERFORMANCE – APPROACH AND STRATEGY. To evaluate the agency's qualifications and abilities to perform the services required in this RFP, the agency shall include a detailed communication plan and event management addressing the requirements below. Price, cost data and compensation shall not be included in this plan: D.1. Branding/Image Building (20 points) (a) Explain proposed strategic approach to change, alter or reinforce Guam's image (if necessary). (b) Demonstrate year-round plan for branding consistency. (c) Provide suggested creative art board, visual displays, ad layouts to support brand image and communication plan. (d) Illustrate, through a pie chart, the media mix addressing frequency, reach and message for each market segment. D.2. Test Scenario – Summer Event Enticing Travel to Guam (20 points) (a) Explain proposed positioning and communications plan for summer season travel to Guam in 2025. (b) Present campaign objectives and desired target market segments. (c) Present campaign creative images and suggested communication plan necessary to reach objectives. (d) Illustrate, through a pie chart, the media mix addressing frequency, reach and message for each market segment. D.3. Proposed subcontractors (if any) it would engage to affect a full turn-key service.	1-40	37
100	TOTAL EVALUATION SCORE:		95

NOTES/COMMENTS [please write your comments down, for the President's review and consideration].



GVB RFP #2025-002
Integrated Communications, Advertising and Event Support Services
Evaluation Summary

Date: January 17, 2025
Time: 2:00 p.m.

Location: GVB Mini Conference Room

Evaluation Team: Dee Hernandez / Nadine Leon Guerrero / Kraig Camacho

- A. Review and evaluation of submission(s):
- B. Conflict of Interest Disclosures. Acknowledged and signed by each evaluator.
- C. Administrative Review. Completed by Chris Lizama during evaluations and shared with each evaluator. No significant issues from any offeror.
- D. Proposal and contents provided to each evaluator.
- E. Points of discussion for the President and CEO's review: No additional points for discussion raised. Scored tallied and compiled for certification by Leonore Delas Alas, Acting CFO/Controller.
- F. Forwarded to Acting President and CEO for review and approval.

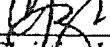
Submitted by: 
Christine Lizama
Contracts & Procurement Administrator

Exhibit “3”

1/21/25, 9:14 AM

Guam Visitors Bureau Mail - Notice of Intent to Award to RIMS



GVB Procurement Office <procurement@visitguam.org>

Notice of Intent to Award to RIMS

1 message

GVB Procurement Office <procurement@visitguam.org>

Tue, Jan 21, 2025 at 9:14 AM

To: Steve Ruder <steveruder@rimsguam.com>

Bcc: GVB Procurement Office <procurement@visitguam.org>

THIS IS BEING SENT TO YOU ON BEHALF OF THE GVB ACTING PRESIDENT AND CEO:

Hafa adai: Kindly refer to the attached letter from Gerry Perez. Dee Hernandez will be off-island this week; however, Mr. Perez would like to initiate negotiations with you at 2pm on Thursday, January 23, 2025. Kindly confirm your availability by reply to this email.

Thank you.

GVB Procurement Office



GUAM VISITORS BUREAU

401 Pale San Vitores Road | Tumon, Guam 96913 | (671) 646-5278
procurement@visitguam.org | guamvisitorsbureau.com

RIMS - NOIA to RIMS 012125 emailed 012125.pdf
99K





January 21, 2025

Stephen C. Ruder
President and CEO
Ruder Integrated Marketing Strategies (RIMS)
674 Harmon Loop Road, Suite 207
Dededo, Guam 96929

Subj: Notice of Intent to Award to Ruder Integrated Marketing Strategies (RIMS)
Re: GVB RFP 2025-002 Integrated Communications, Advertising and Event Support Services

Hafa adai Mr. Ruder: *STC*


The Guam Visitors Bureau is pleased with the professionalism and talent exhibited in the proposal submitted for this service. This is notice of intent to award Ruder Integrated Marketing Strategies (RIMS) to provide Integrated Communications, Advertising and Event Support Services for the Bureau.

It is GVB's intent to award and commence negotiations as indicated in Section 3.9 of the RFP. A copy of the administrative review and evaluation tally sheet is attached.

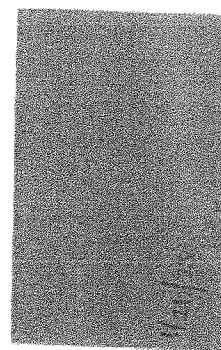
Please provide us with your acknowledgement of this Notice along with your price offer for this service. We will be contacting you to discuss GVB's needs and begin negotiations as provided for in the RFP. Once we have come to a mutual agreement, GVB will issue the Notice of Award and provide you with the final contract for your review and signature. Upon receipt of all contract signatures, we will issue the Notice to Proceed along with a copy of the contract for your records.

Your contact for this project is Director of Destination Development Dee Hernandez. She can be reached at (671) 646-5278 x494.

Senseramente,


GERALD S.A. PEREZ
Acting President and CEO

attachments



GUAM VISITORS BUREAU | SETBISION BISITAN GUÅHAN
401 Pale San Vitores Road | Tumon, Guam 96913 | (671) 646-5278 | (671) 646-8861 fax
guamvisitorsbureau.com | visitguam.com | info@visitguam.com



GVB0284

Submitted: 17-Jan-25

Time on Record:

11:20 a.m.

Offeror: Ruder Integrated Marketing Strategies (RIMS)

Contact #:

671-635-1126

Name: Stephen C. Ruder

Email:

steверuder@rimsguam.com

Title: President

Address:

674 Harmon Loop Road, Suite 207

Dededo, Guam 96929

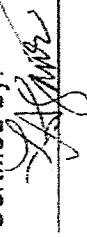
RFP CHECKLIST/SUBMISSION REQUIREMENTS		RFP PAGE	✓	Page	Notes
RFP Cover Sheet		Pg. 2	✓		signed by Stephen Ruder
Section 1.3 RFP Submission Criteria		Pg. 14			
A	Each Offeror shall submit five (5) complete sets of the written proposal: one (1) marked "ORIGINAL" and four (4) marked "COPY."	14	✓		
B	An official authorized to legally bind the Offeror to all RFP provisions contained herein shall sign the proposal cover sheet (see page 2) and a cover letter that agrees to accept and abide by the terms of this RFP. Submittals will be considered incomplete if they do not bear the signature of an agent of the Offeror who is in a position to contractually bind the Offeror.	14	✓	pg 1	signed by Stephen Ruder for RIMS and Jenevieve Sablan Ooka for Big Fish Creative Inc. as the Manhita Team.
C	Terms and conditions differing from those set forth in this RFP may be cause for disqualification of the proposal.	14			None stated
D	Offeror must designate those portions of their proposal, if any, they believe contain trade secrets or proprietary data which Offeror wants to keep confidential.	14			None stated
E	Offeror must organize proposal into sections that follow the format of this RFP, with tabs separating each section. A point-by-point response to all numbered sections, subsections and appendices is required. If no explanation or clarification is required in the Offeror's response to a specific subsection, the Offeror shall indicate so in the point-by-point response or utilize a blanket response for the entire section with the following statement: "(Offeror's Name) understands and will comply."	15	✓		Table of Contents; paginated; color coded
Section 2.2: Evaluation Criteria and Scale		PP 21-23			
A. QUALIFICATIONS AND EXPERIENCE (40 pts): All proposals submitted in response to this opportunity shall contain a Statement of Qualifications, which shall:		21	✓	pgs 4-21	
A.1	Describe the qualifications and ability of the Offeror to perform the Scope of Services set forth in this document.	21	✓		
A.2	Identify the team members and any other key staff personnel to be involved in this project.	21	✓		
A.3	Provide sufficient detail to support their degrees or levels of expertise, job performance, and ability to perform the work contemplated.	21	✓		
A.4	Provide the name and resume of the person or persons who will be performing the services pursuant to this RFP.	22	✓		
A.5	Include resumes of principals, key staff, and any other employees who will be directly involved in performing the work.	22	✓		
DEMONSTRATED CAPABILITY AND CAPACITY TO RESPOND (5 pts).		Pg. 22	✓	pgs 24-37	

EVALUATION OF PROPOSALS					
Maximum # of Points x 3 evaluators	Criteria	MANHITA	GALAIDE	GLIMPSES	GREENLIGHT
150	A. QUALIFICATIONS AND EXPERIENCE (50 points)	136	132	114	110
15	B. DEMONSTRATED CAPABILITY AND CAPACITY TO RESPOND (5 points)	15	13	11	11
15	C. QUALITY AND RESPONSIVENESS (5 points)	13	13	15	12
120	D. PLAN OF PERFORMANCE - APPROACH AND STRATEGY (40 points)	107	103	80	82
300	TOTAL SCORE:	271	261	220	215
RANKING ORDER:		1	2	3	4

Prepared by:



Certified by:



1/21/25, 9:15 AM

Guam Visitors Bureau Mail - Notice of Intent to Award to RIMS



GVB Procurement Office <procurement@visitguam.org>

Notice of Intent to Award to RIMS

1 message

GVB Procurement Office <procurement@visitguam.org>

Tue, Jan 21, 2025 at 9:14 AM

To: Monica Okada Guzman <monicaguzman@galaidegroup.com>

Bcc: GVB Procurement Office <procurement@visitguam.org>

THIS IS BEING SENT ON BEHALF OF THE GVB ACTING PRESIDENT AND CEO:

Hafa adai: Please refer to the attached letter from the GVB Acting President and CEO.

Thank you.

GVB Procurement Office



GUAM VISITORS BUREAU

401 Pale San Vitores Road | Tumon, Guam 96913 | (671) 646-5278

procurement@visitguam.org | guamvisitorsbureau.com



GALAIDE - NOIA to RIMS emailed 012125.pdf

95K



January 21, 2025

Monica Guzman
Managing Director
Galaide Group LLC
2nd Floor, Janet Bldg.
135 Chalan Santo Papa
Hagatna, Guam 96932

Subj: Notice of Intent to Award to Ruder Integrated Marketing Strategies (RIMS)
Re: GVB RFP 2025-002 Integrated Communications, Advertising and Event Support Services

Hafa adai Ms. Guzman:

Thank you for submitting a proposal GVB RFP 2025-002 Integrated Communications, Advertising and Event Support Services. The evaluation committee has completed its work and reviewed all proposals submitted by interested offerors.

GVB has elected to pursue a contract with Ruder Integrated Marketing Strategies (RIMS), but we are truly grateful for the time and effort you put in to submitting your proposal. Attached for your review is the Administrative Review and Evaluation Summary.

We hope that as other opportunities arise, you continue to engage in the process and submit a proposal.

If you have any questions or concerns, please feel free to contact our office at (671) 646-5278.

Si Yu'os Ma'åse'

GERALD S.A. PEREZ
Acting President and CEO

attachments

GUAM VISITORS BUREAU | SETBISION BISITAN GUÅHAN
401 Pale San Vitores Road | Tumon, Guam 96913 | (671) 646-5278 | (671) 646-8861 fax
guamvisitorsbureau.com | visitguam.com | info@visitguam.com



GVB0288

Submitted: 17-Jan-25

Time on Record:

10:25 a.m.

Offeror: Galaide Group LLC

Contact #:

671-646-3448

Name: Monica Guzman

Email:

monicaguzman@galaidegroup.com

Title: Managing Director

Address:

135 Chalan Santo Papa, 2nd Fl, Janet Bldg.

Hagatna, Guam 96932

RFP CHECKLIST/SUBMISSION REQUIREMENTS		RFP PAGE	✓	Page	Notes
RFP Cover Sheet		Pg. 2	✓		signed by Monica Guzman
Section 1.3	RFP Submission Criteria	Pg. 14			
A	Each Offeror shall submit five (5) complete sets of the written proposal: one (1) marked "ORIGINAL" and four (4) marked "COPY."	14	✓		
B	An official authorized to legally bind the Offeror to all RFP provisions contained herein shall sign the proposal cover sheet (see page 2) and a cover letter that agrees to accept and abide by the terms of this RFP. Submittals will be considered incomplete if they do not bear the signature of an agent of the Offeror who is in a position to contractually bind the Offeror.	14	✓	pg 5	signed by Monica Guzman
C	Terms and conditions differing from those set forth in this RFP may be cause for disqualification of the proposal.	14			none stated
D	Offeror must designate those portions of their proposal, if any, they believe contain trade secrets or proprietary data which Offeror wants to keep confidential.	14			none stated
E	Offeror must organize proposal into sections that follow the format of this RFP, with tabs separating each section. A point-by-point response to all numbered sections, subsections and appendices is required. If no explanation or clarification is required in the Offeror's response to a specific subsection, the Offeror shall indicate so in the point-by-point response or utilize a blanket response for the entire section with the following statement: "(Offeror's Name) understands and will comply."	15	✓		Table of contents, tabs and pagination do not correspond.
Section 2.2: Evaluation Criteria and Scale		PP 21-23	✓		see pages 15-32
A. QUALIFICATIONS AND EXPERIENCE (40 pts): All proposals submitted in response to this opportunity shall contain a Statement of Qualifications, which shall:		21			
A.1	Describe the qualifications and ability of the Offeror to perform the Scope of Services set forth in this document.	21			
A.2	Identify the team members and any other key staff personnel to be involved in this project.	21			
A.3	Provide sufficient detail to support their degrees or levels of expertise, job performance, and ability to perform the work contemplated.	21			
A.4	Provide the name and resume of the person or persons who will be performing the services pursuant to this RFP.	22			
A.5	Include resumes of principals, key staff, and any other employees who will be directly involved in performing the work.	22			
B. DEMONSTRATED CAPABILITY AND CAPACITY TO RESPOND (5 pts).		Pg. 22	✓		see pages 32-45

EVALUATION OF PROPOSALS

Maximum # of Points x 3 evaluators	Criteria	MANHITA	GALAIDE	GLIMPSES	GREENLIGHT
150	A. QUALIFICATIONS AND EXPERIENCE (50 points)	136	132	114	110
15	B. DEMONSTRATED CAPABILITY AND CAPACITY TO RESPOND (5 points)	15	13	11	11
15	C. QUALITY AND RESPONSIVENESS (5 points)	13	13	15	12
120	D. PLAN OF PERFORMANCE - APPROACH AND STRATEGY (40 points)	107	103	80	82
300	TOTAL SCORE:	271	261	220	215
RANKING ORDER:		1	2	3	4

Prepared by:

Certified by:

1/21/25, 9:16 AM

Guam Visitors Bureau Mail - Notice of Intent to Award to RIMS



GVB Procurement Office <procurement@visitguam.org>

Notice of Intent to Award to RIMS

1 message

GVB Procurement Office <procurement@visitguam.org>

To: "Marcos W. Fong" <managingdirector@glimpsesofguam.com>

Cc: Sharleen Marchesseault <dir_agency@glimpsesofguam.com>

Tue, Jan 21, 2025 at 9:14 AM

THIS IS BEING SENT ON BEHALF OF THE GVB ACTING PRESIDENT AND CEO:

Hafa adai. Please refer to the attached letter from the GVB Acting President and CEO.

Thank you.

GVB Procurement Office



GUAM VISITORS BUREAU

401 Pale San Vitores Road | Tumon, Guam 96913 | (671) 646-5278

procurement@visitguam.org | guamvisitorsbureau.com



GLIMPSES - NOIA to RIMS emailed 012125.pdf

99K



January 21, 2025

Marcos W. Fong
Managing Director
Glimpses of Guam, Inc.
161 US Army Juan C. Fejeran Street
Barrigada Heights, GU 96913

Subj: Notice of Intent to Award to Ruder Integrated Marketing Strategies (RIMS)
Re: GVB RFP 2025-002 Integrated Communications, Advertising and Event Support Services

Hafa adai Mr. Fong:

Thank you for submitting a proposal GVB RFP 2025-002 Integrated Communications, Advertising and Event Support Services. The evaluation committee has completed its work and reviewed all proposals submitted by interested offerors.

GVB has elected to pursue a contract with Ruder Integrated Marketing Strategies (RIMS), but we are truly grateful for the time and effort you put in to submitting your proposal. Attached for your review is the Administrative Review and Evaluation Summary.

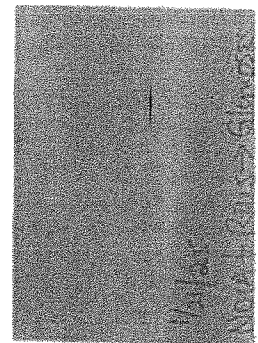
We hope that as other opportunities arise, you continue to engage in the process and submit a proposal.

If you have any questions or concerns, please feel free to contact our office at (671) 646-5278.

Si Yu'os Ma'åse'

GERALD S.A. PEREZ
Acting President and CEO

attachments



GUAM VISITORS BUREAU | SETBISIÓN BISITAN GUÅHAN
401 Pale San Vitores Road | Tumon, Guam 96913 | (671) 646-5278 | (671) 646-8861 fax
guamvisitorsbureau.com | visitguam.com | info@visitguam.com



GVB0292

Submitted: 17-Jan-25

Time on Record:

11:45 a.m.

Offeror: Glimpses of Guam, Inc.

Contact #:

671-649-0883

Name: Marcos W. Fong

Email: managingdirector@glimpsesofguam.com

Title: Managing Director

Address: 161 US Army Juan C Fejeran Street

Barrigada Heights, GU 96913

RFP CHECKLIST/SUBMISSION REQUIREMENTS		RFP PAGE	✓	Page	Notes
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Section 1.3 RFP Submission Criteria		Pg. 14			
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B	An official authorized to legally bind the Offeror to all RFP provisions contained herein shall sign the proposal cover sheet (see page 2) and a cover letter that agrees to accept and abide by the terms of this RFP. Submittals will be considered incomplete if they do not bear the signature of an agent of the Offeror who is in a position to contractually bind the Offeror.	14	✓		Signed by Marcos, Managing Director and Vicky Fong, General Manager.
C	Terms and conditions differing from those set forth in this RFP may be cause for disqualification of the proposal.	14			None stated
D	Offeror must designate those portions of their proposal, if any, they believe contain trade secrets or proprietary data which Offeror wants to keep confidential.	14			None stated
E	Offeror must organize proposal into sections that follow the format of this RFP, with tabs separating each section. A point-by-point response to all numbered sections, subsections and appendices is required. If no explanation or clarification is required in the Offeror's response to a specific subsection, the Offeror shall indicate so in the point-by-point response or utilize a blanket response for the entire section with the following statement: "(Offeror's Name) understands and will comply."	15	✓		Coverletter lists table of contents as A,B,C and D. Tabs are numbered: 1-2-3-4.
Section 2.2: Evaluation Criteria and Scale		PP 21-23			
A. QUALIFICATIONS AND EXPERIENCE (40 pts): All proposals submitted in response to this opportunity shall contain a Statement of Qualifications, which shall:		21	✓		TAB 1
A.1	Describe the qualifications and ability of the Offeror to perform the Scope of Services set forth in this document.	21	✓		See Tab 1, pgs 2-3 of 38
A.2	Identify the team members and any other key staff personnel to be involved in this project.	21	✓		See Tab 1, pgs 4-9 of 38
A.3	Provide sufficient detail to support their degrees or levels of expertise, job performance, and ability to perform the work contemplated.	21	✓		See Tab 1, pgs 10-23 of 38
A.4	Provide the name and resume of the person or persons who will be performing the services pursuant to this RFP.	22	✓		Resumes start on pg 24
A.5	Include resumes of principals, key staff, and any other employees who will be directly involved in performing the work.	22	✓		Resumes start on pg 24
B. DEMONSTRATED CAPABILITY AND CAPACITY TO RESPOND (5 pts).		Pg. 22	✓		TAB 2

EVALUATION OF PROPOSALS					
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300	TOTAL SCORE:	271	261	220	215
RANKING ORDER:		1	2	3	4

Prepared by:

Certified by:

Exhibit “4”



Glimpses Advertising

January 27, 2025

VIA HAND DELIVERY; AND, CERTIFIED MAIL, RETURN RECEIPT REQUESTED

Gerald S.A. Perez
Acting President and CEO
Guam Visitors Bureau
401 Pale San Vitores Road
Tumon, Guam 96913

Re: **Sunshine Law and Freedom of Information Act Request for Documents
GVB RFP 2025-002 Integrated Communications, Adver and Event Svcs
Request of Glimpses of Guam, Inc.
Notice of Rejection/Award January 21, 2025**

To Whom It May Concern and CEO Perez:

This is a Freedom of Information Act and Sunshine Law Request.

Your response is due within four (4) days. 5 G.C.A. §10111. I request that both you and the Guam Visitors Bureau produce a copy of every document, record, letter, notes, e-mail or any other writing that constitutes the bid submission of RIMS (Ruder Integrated Marketing Strategies) with reference to GVB RFP No. 2025-002.

I request among other documents:

1. The bid submissions of RIMS (Ruder Integrated Marketing Strategies) correspondence and documents of all kind and nature related to bid submissions for GVB RFP No. 2025-002;
2. Any correspondence to and from Guam Visitors Bureau and RIMS (Ruder Integrated Marketing Strategies).
3. The entire procurement record for GVB RFP No. 2025-002.



VISION PASSION SOLUTION

GVB0308

Gerald Perez
CEO
Guam Visitors Bureau
January 27, 2025
Page 2

Failure to cooperate and produce the required documents may expose you to civil liability for not complying with the law. 5 G.C.A. §10112 (\$1,000.00 fine payable by the employee, not the Government). Failure to provide the documents requested could be considered criminal, which creates a inherent conflict of interest that would prevent the Attorney General from intervening on your behalf. 5 G.C.A. §10112(c).

Unless I receive the requested documents pursuant to applicable law on or before Friday, January 31, 2025, we will assume that you are unwilling to comply with the law unless and until ordered to do so by a court of law under the threat of contempt or criminal sanction. If the request is not satisfied, we will be constrained to file an expedited proceeding with the court to seek an *in camera* review of our Petition. In addition to a civil fine, we will request that our costs of court and attorneys' fees be awarded to us and against you for having to take this drastic and unnecessary measure. 5 G.C.A. §10112(d).

Please be governed accordingly.

Very truly yours,



Marcos Rong

Cc: Glimpses of Guam Legal Counsel
GVB Board of Directors c/o Chairperson

GVB0309



Glimpses of Guam inc.

8



GERAUD S.A. PEREZ
ACTING PRESIDENT AND CEO
GUAM VISITORS BUREAU
401 PALE SAN VITORES ROAD
TUMON, GU 96913

GVB0310

Exhibit “5”



Copy

February 24, 2025

Marcos Fong
Managing Director
Glimpses of Guam, Inc.
161 US Army Juan C. Fejeran Street
Barrigada Heights, Guam 96913

Daniel J Berman, Esq.
Berman Law Firm
Suite 503, Bank of Guam Building
111 Chalan Santo Papa
Hagatna, Guam 96910

VIA: Hand Delivery

SUBJ: GVB RFP 2025-002; Notice of Determination of Award without Delay

Dear Sirs:

This is to notify Glimpses of Guam, Inc. that the Guam Visitors Bureau has determined that the award of the contract for GVB RFP 2025-002 without delay is necessary to protect substantial interests of Guam.

Sincerely,


GERALD S.A. PEREZ
GVB Acting President and CEO

Encls: GVB RFP 2025-002 Determination of Substantial Interest

Print Name: JULIO ACERO

signature: 

Date: 2/24/25

Time: 355 PM



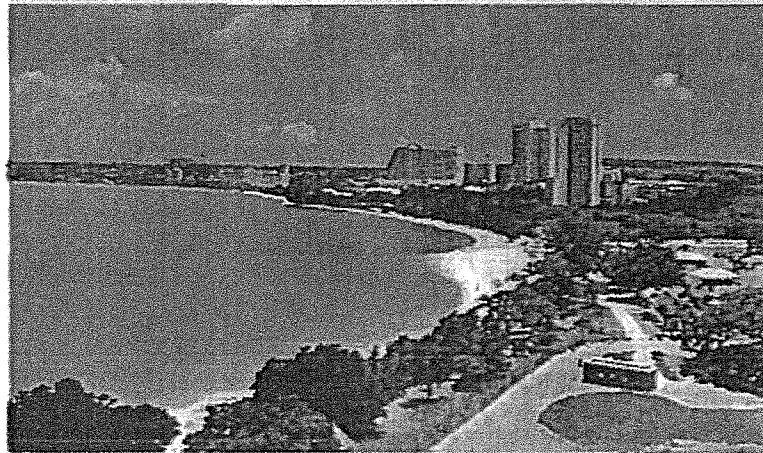
GUAM VISITORS BUREAU | SETBISIÓN BISITAN GUÁHAN

401 Pale San Vitores Road | Tumon, Guam 96913 | (671) 646-5278 | (671) 646-8861 fax
guamvisitorsbureau.com | visitguam.com | info@visitguam.com



GVB0925

Update – Tourism Recovery Plan for the Government of Guam



Bureau of Statistics and Plans
Government of Guam
December 2024

PKF hospitality LLC | 245 Park Avenue | New York, USA
T: +1 (916) 217 2216 E: baron.ahmoo@pkfhospitality.com

www.pkfhospitality.com

Managing Directors: Ms. Channing Henry, Mr. Baron Ahmoo

PKF hospitality LLC is a member firm of the PKF International Limited family of legally independent firms and does not accept any responsibility or liability for the actions or inactions of any individual member or correspondent firm or firms.

● Background and Executive Summary

The Bureau of Statistics and Plans of the Government of Guam, based in Hagåtña, Guam, is currently developing Guam's Tourism Recovery plan for Guam and seeking to reestablish its position as a world class global tourism destination following the COVID-19 pandemic.

Through an RFP process led by the Government of Guam, PKF was selected to provide the Tourism Recovery Plan in several phases, broken down by the following sections – Outreach and Stakeholder Engagement, a Tourism Market Study, Tourism and Destination Marketing, and a Repositioning and Development Strategy. The attached report focuses on Phase 1 – the Tourism Market Study of Guam.

Guam is located in Micronesia, a sub region of Oceania that is composed of 607 islands, southeast of Japan and Korea. The island has been home to the Chamorro people and culture for over 4,000 years. Alongside that cultural legacy, and in more recent times, the island has become home to the Anderson Air Force Base, one of the largest American Military bases in the region.

Tourism was the largest contributor to GDP on the island prior to the pandemic and remains the largest private sector employer. The Guam Visitors Bureau (GVB) has not updated its 2020 plan since its publication in 2014.

In 2023, Guam recorded 656K visitor arrivals, a decrease of 50% since 2013. In 2021, arrivals took a sharp decline as a result of pandemic-related travel restrictions. The most recent record from 2024 fiscal year (October-July) reported passenger arrivals at 775K at the Guam International Airport (GUM), trending upwards since the pandemic but not quite meeting 2019 numbers.

In 2023, the hotel market in Guam registered a weighted average room occupancy of approximately 65%. In that same year, the average room rate (without VAT and breakfast) on the Island was USD 199. Prior to the pandemic, the hotel market performed at a 90% occupancy in 2019 and an average daily rate of USD 213, marking a significant decline in performance attributed to pandemic-induced diminished travel.

Japanese and Korean visitation has decreased since 2013, changing the makeup of Guam's feeder markets. In 2013, Japanese arrivals totaled about 893K, and South Korean arrivals totaled about 246K. In 2023, Japanese arrivals totaled about 136.7K, representing a decline of 85% during the 10-year period from 2013 to 2023, while the number of Korean arrivals declined in the same period by 51%.

Visitation from all of Guam's major feeder markets declined with the onset of the pandemic. The US domestic market, being the first feeder market to relax travel restrictions to Guam in 2021, accounted for 63% of arrivals, the highest percentage in 30 years. This gradually decreased to just 13% in 2023. The majority of US travel has been historically categorized as government or military related, presenting a relatively inelastic source of travelers as the segments provide consistency when compared to the segments of leisure and business.

The three largest feeder markets for Guam – Japan, South Korea, and Taiwan – and their respective travelers, presented a glimpse into their travel values and perception of Guam as a destination through surveys. All parties claimed the ability to travel safely and securely as the most important travel goal, while accrediting Guam's beautiful scenery and nature as a motivating factor in desire to visit the Island.

Although categorized as comparable, the destination set of Hawaii, Commonwealth of the Northern Mariana Islands (CNMI), Okinawa, Fiji and Taiwan showed extreme competition, providing distinct advantages compared to Guam and perhaps contributing to the Island's slow post-pandemic recovery. However, our research suggests that Guam has a compelling tourism story to tell, and with correctly emphasized selling points, the Island can re-enter the competitive market. It is advised that benefits of location, natural topography, and the most unique Chamorro culture with their strong and vibrant traditions, and cuisine are highlighted.

PKF found that Fiji, in particular, was an interesting comparison given its position as another popular remote island destination within the Asia Pacific Region where tourism serves as a key economic driver. Similar to Guam, Fiji is heavily dependent on its three largest regional feeder markets: Australia, New Zealand, and the US. The flight time from Fiji to Australia and New Zealand is similar in length to those from Guam to Japan, South Korea and Taiwan. But while geographically and sizably comparable to Guam, Fiji has positioned itself as a more high end destination with luxury resort properties and a longer average length of stay. Research of tourism development in Fiji has been mixed but does provide some insight as to the framework and resources Guam would require in order to augment its tourism recovery.

After an analysis of Guam's tourism market, the island's positioning has become clear: a sun and beach experience that highlights natural beauty, culture, and recreational activities, uniquely positioned as a US entity in Micronesia.

To build upon the current tourism product and maximize the island's natural assets, there are numerous Unique Selling Points (USPs) that can be developed further, including: cultural, eco-friendly, branding, adventure, marine, and wellness initiatives.

As Guam moves forward with its tourism plan and develops into the market envisioned by stakeholders, there are key success factors that include policy, planning, coordination, commitment, and above all, resources, which will be necessary to develop the island's USPs.

Based on our analysis, PKF has the following long term recommendations to accelerate the recovery of tourism

- Improve the regulatory framework
- Create an industry governance model
- Improve communication between the public and private sector
- Reduce bureaucracy faced by the industry's small businesses
- Provide a renewed, organized emphasis on CHamorro culture and traditions
- Become the standard for sustainable tourism
- Invest in increasing flights to Guam

PKF has also made additional short-term recommendations that have been constructed to complement the long-term strategies and make an immediate positive impact on the industry and its stakeholders:

- A structured public/private placement (bond issuance) that will fund programs that provide desperately needed resources for the industry
- An organized campaign to promote Guam's unique topography and location
- The creation of a "lighthouse" tourism project
- Full adoption of current industry best practices in ESG (environmental, social and governance)
- Creation of interactive opportunities between tourists and local communities
- A coordinated and strategic investment in digital marketing

PKF's recommendations are not new to the stakeholder in the tourism industry. However, through this research, PKF was surprised by the lack of urgency and priority that tourism receives despite its position as one of the top economic drivers of the local Guamanian economy. Though the Territory remains a unique island destination to those seeking to visit, the lack of coordination and investment puts Guam's tourism brand at risk. Now, more than ever, a united strategic and tactical response is needed to ensure Guam remains an attractive option to the global traveler.



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Annexes

#

Title

- 1 Outreach and Stakeholder Engagement
- 2 Terms and Conditions

Abbreviations and Acronyms

Page 1 of 1

Acronyms

ADR	Average Daily Rate
BSP	Bureau of Statistics and Plans
CAGR	Compound Annual Growth Rate
CNMI	Commonwealth of the Northern Mariana Islands
DMOs	Destination Management Organizations
DOC	Department of Commerce
EDA	Economic Development Administration
FIT	Free Independent Travel
GMTA	Guam Mass Transit Authority
GRTA	Guam Regional Transit Authority
HANMI	Hotel Association of the Northern Mariana Islands
IVS	International Visitor Survey
MICE	Meetings, Incentives, Conferences and Exhibitions
MVA	Marianas Visitors Authority
NTOs	National Tourism Organizations
OTA	Online Travel Agency
PPP	Public-Private Partnership
REVPAR	Revenue Per Available Room
RFP	Request for Proposal
TAF	Tourist Attraction Fund
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNWTO	The World Tourism Organization
USPs	Unique Selling Points
VWP	Visa Waiver Program
WTTC	World Travel and Tourism Council

Symbols/signs

\$	US dollars
%	percent

1 Introduction

1.1 Project

The Bureau of Statistics and Plans (BSP) received funds through Federal Award No. 07-79-07663 from the Economic Development Administration (EDA) of the U.S. Department of Commerce (DOC) to develop Guam's Tourism Recovery Plan.

BSP determined it does not have adequate personnel or resources to perform the services contemplated in this agreement and it is in the best interests of BSP to have such services performed under a contract; BSP there upon issued a Request for Proposal (RFP) BSP RFP-BSP-2021-005 soliciting contractual services for the BSP to Develop Guam's Tourism Recovery Plan.

1.2 Assignment

Bureau Of Statistics and Plans awarded the contract to provide Professional Services for the Development of Guam's Tourism Recovery Plan with writing (e-mail) dated 17th May 2022. An update of this data was revised in December of 2024

The Services as contained in the Scope of Services of the RFP is shown below.

Tourism Market Study (Phase 1)

Tourism and Destination Marketing Assessment (Phase 2)

Repositioning and Development Strategy (Phase 3)

Outreach and Stakeholder Engagement

Guam's Opportunity Zones

The audit of legal terms, in particular the ownership, building, corporate and fiscal terms, is not subject of this assignment. PKF has and will prepare the aforementioned reports on the basis of the *General Terms and Conditions of Doing Business*. When preparing the attached study, we have acted in our position as an expert to the best of our knowledge. However, we cannot guarantee the actual occurrence of any of the forecasted or estimated results.

The tourism plan is exclusively prepared for the client's use. If they are forwarded to any third party, the above mentioned *General Terms and Conditions of Doing Business* shall also apply vis-à-vis this third party. The report (or parts of it) may only be published after the consultant's prior written approval.

MEMORANDUM TO FILE

DATE February 18, 2025

TO Procurement File

SUBJ Substantial Interest Determination

RE GVB RFP 2025-002 Integrated Communications, Advertising and Event Support Services Protest filed by Glimpses of Guam

Introduction

This is a determination that award of the contract for GVB RFP 2025-002 without delay to RIMS is necessary to protect substantial interests of Guam

GVB as the Key Tourism Driver for Guam

The Guam Visitors Bureau (GVB) is tasked with several responsibilities related to promoting and developing Guam's tourism industry. These include

- Promoting and marketing Guam as a tourist destination
- Encouraging local resident interest in the tourism industry
- Promoting local culture and locally made products
- Collecting, producing, and distributing visitor industry data
- Developing and implementing Guam's tourism strategic and marketing plans
- To efficiently and effectively promote and develop Guam as a safe and satisfying destination for visitors and to derive maximum benefits for the people of Guam

Guam has a substantial interest in its tourism industry, which generates hundreds of millions of dollars of gross island product, thousands of jobs, and tens of millions of dollars in tax revenues

Challenges facing Guam's Tourism Industry

Currently, Guam is experiencing significant challenges in its recovery from slack tourism sector performance after the COVID-19 pandemic and persistence of weak source market currencies. At GVB's November 7, 2024 Board Meeting, the following was reported for visitor arrivals:

- In fiscal year 2023 (ending September 30, 2023), Guam recorded 602,594 total visitor arrivals
- For the 2024 fiscal year (October to July), Guam's airport reported 775,000 passenger arrivals



- The Guam Visitors Bureau had forecasted approximately 900,000 visitors for fiscal year 2024, which would represent about 55.6% of pre-COVID numbers

At a board meeting on October 24, 2024 Governor Lou Leon Guerrero provided a tourism study finding issues facing the industry.¹ Among the notable issues the following were provided in the report

- **Lack of a Unique "Must-See" Element:** Guam is seen as similar to other tropical destinations and doesn't have a compelling, unique attraction that makes it stand out.
- **Local Culture and Dining Not Top-of-Mind:** Travelers don't immediately associate Guam with its local Chamorro culture or cuisine. This represents a missed opportunity to differentiate Guam from other destinations.
- **Mixed Perceptions of Guam's U.S. Territory Status:** While some see the U.S. connection as a guarantee of safety, others are turned off by it, preferring destinations that feel less Americanized or have a stronger local identity. Some travelers expressed a dislike for America, so Guam being a U.S. territory makes them less inclined to visit.
- **Limited Activities and Attractions:** Some potential visitors feel that Guam needs more diverse content and tourist attractions beyond just swimming and shopping. They are looking for unique experiences, local souvenir shops, museums, cultural sites, and activities in the surrounding towns.
- **Replaceable Beauty:** Some perceive Guam's beauty as "normal" and not outstanding, making it easily replaceable with other destinations. There's a feeling that Guam lacks a unique selling point that makes it a must-visit location.
- **Small Island Perception:** Some feel Guam is so small that you can see everything in one day.

The report also provided these recommendations to address Guam's tourism problems.

1. Enhance Guam's Unique Identity and Cultural Appeal:

- **Promote Chamorro Culture:** Develop and actively promote authentic cultural experiences that go beyond typical tourist activities. This could include
 - Cultural village tours and demonstrations
 - Interactive workshops on Chamorro crafts, dance, language, and history
 - Partnerships with local artisans and cultural practitioners
 - Highlighting historical sites and their significance
- **Showcase Local Cuisine:** Elevate Guam's culinary scene by
 - Promoting local Chamorro dishes and restaurants
 - Organizing food festivals and cooking classes featuring local ingredients and techniques
- Creating culinary tours that explore Guam's diverse food offerings

¹ See Guam Tourism Recovery -- Focus Group Highlights (Attached)

- Supporting local farmers and producers to ensure the availability of fresh local ingredients.

2. Address Perceptions Related to U.S. Territory Status:

- **Emphasize Guam's Unique Blend of Cultures:** Highlight the fusion of Chamorro, American, and other cultural influences that make Guam unique. This could involve:
 - Marketing campaigns that showcase Guam's diverse cultural heritage.
 - Promoting events and festivals that celebrate Guam's multicultural identity.
- **Focus on Safety and Security:** For travelers who value the U.S. connection for safety reasons, emphasize Guam's security and stability as a U.S. territory.
- **Target Travelers Seeking American Experiences:** Market Guam to travelers specifically interested in experiencing American culture in a tropical setting.

3. Diversify Activities and Attractions:

- **Develop a Wider Range of Activities:** Offer more than just swimming and shopping. Consider:
 - Developing adventure tourism activities like hiking, diving, and water sports.
 - Creating cultural and historical tours of Guam's villages and landmarks.
 - Offering opportunities for visitors to interact with local residents.
- **Promote Local Shopping:** Support and promote local souvenir shops and businesses that offer authentic Guam products.

4. Combat the Perception of "Replaceable Beauty" and Small Size:

- **Highlight Unique Natural Features:** Showcase Guam's unique natural landscapes, such as its beaches, reefs, and forests.
- **Develop Themed Itineraries:** Create suggested itineraries that encourage visitors to explore different parts of the island and experience its diverse offerings over several days.
- **Promote Day Trips and Excursions:** Offer opportunities for visitors to explore neighboring islands or engage in unique activities off the coast of Guam.

5. Address Price Sensitivity:

- **Offer Value-Added Packages:** Create packages that combine accommodations, activities, and meals at a discounted price.
- **Promote Affordable Options:** Highlight affordable accommodations, dining options, and activities to attract budget-conscious travelers.
- **Target Markets Less Sensitive to Exchange Rates:** Focus marketing efforts on regions with stronger currencies or travelers less concerned about exchange rate fluctuations.

6. Improve Communication and Promotion:

- **Develop Targeted Marketing Campaigns:** Create marketing campaigns that specifically address the concerns and interests of travelers in Japan, South Korea, and Taiwan.
- **Utilize Digital Marketing:** Use social media and online channels to showcase Guam's unique attractions and cultural experiences.
- **Partner with Travel Agencies and Influencers:** Collaborate with travel agencies and influencers to promote Guam as a desirable travel destination.
- **Promote Guam Cuisine in Key Markets:** Introduce Guam cuisine to Japan, South Korea, and Taiwan through restaurants and food events.



The Bureau's use of communications, marketing and events management vendors to drive arrivals

The Bureau has for a long time used events to promote Guam's tourism offering and generate visitor arrivals. Because of the challenges facing the tourism industry, GVB determined that it would be necessary to up-game its strategic marketing vendor. Selection of an appropriate vendor is key.

On December 26, 2024, the Bureau canceled for convenience its contract with its events management vendor, Glimpses of Guam, Inc. (Glimpses), pursuant to its Agreement with the company. In the termination letter, GVB stated that the purpose of seeking new offerors was to engage a firm capable of planning, developing, and executing uniquely designed signature events to attract visitors and enhance Guam's destination appeal.

On December 27th, 2024, GVB Issued RFP 2025-002 For Integrated Communications, Advertising and Event Support Services. With the introduction of the Tourism Recovery Plan and increased directives from the Governor and the Board of Directors, it was necessary to revise and expand the scope of work to meet the challenges ahead. This is clearly seen in the design of RFP 2025-002, which is intended to respond to recommendations found in the Report provided by the Governor.

RFP2021-003	RFP 2025-002
Intent 1.0	Intent 1.0
- focus on recovery	- focus on the CHamoru culture
- Education of residents on health and safety measures	- Tourism development through events
- Information to source markets on health and safety measures	- Strategic brand positioning
- Education of general public on the benefits of tourism	- Involve local communities to build pride and ensure events align
	- Digital marketing and storytelling to increase Guam's digital footprint and showcase Guam's culture

On January 17, 2025, bid submissions were closed. On January 21, 2025, a selection panel recommended award to RIMS. The contract that is contemplated is less than \$450,000.

Following a comprehensive evaluation, Ruder Integrated Marketing Strategies, Inc. (RIMS) emerged as the highest-rated offeror. Their proposal was not only complete but also visually compelling, reflecting the level of professionalism and strategic expertise necessary to support GVB's efforts in revitalizing Guam's tourism industry. Despite their recent

experience with GVB. Glimpses' proposal lacked the level of professional attention expected from a firm responsible for assisting GVB to spearhead strategic tourism initiatives.

On the whole, RIMS was chosen because of its successful track record with past events and it has demonstrably more resources to respond to GVB's needs.² RIMS has a partnership agreement with Big Fish Creative, Inc., a branding/marketing firm, and will leverage SKIFT,³ a global tourism intelligence platform, in a venture called *Manhita* to help GVB spur recovery of Guam's tourism sector. As compared to Glimpses, RIMS' response to the solicitation provides advantages over Glimpses as shown by its ability to provide strategic recommendations and expedite communications, advertising and events support services that GVB believes will greatly increase the trajectory of Guam's tourism industry recovery.

RIMS is clearly the superior offering.

Award of GVB RFP 2025-002 without delay is necessary to protect substantial interests of Guam:

On February 4, 2025, Glimpses protested the award to RIMS. The protest is based on two contentions. First, Glimpses believes that the scope of the work in RFP 2025-002 is identical to the scope of its cancelled contract. In other words, Glimpses is protesting that after cancellation for convenience, a procurement for the type of work it had formerly done was conducted. This is an improper basis for a protest, which is only permissible for the method of source selection, solicitation, or award of contract. The contract for RFP 2025-002 has yet to be awarded. Nevertheless, it is noteworthy that the method of source selection and solicitation were known since the date of the issuance of the RFP (Dec. 27, 2025) and Glimpses' protest on those bases are untimely.

Glimpses' second protest basis is its contention about the specifications which it claims are ambiguous and unfair. Again, Glimpses knew of the specifications since Dec. 27 but never asked for clarification or had questions about the specifications. Glimpses' protest is untimely.

Conclusion:

Glimpses' response to the solicitation was inferior, its protest untimely and without merit but stays the award of the contract to RIMS. Given the economic impact of tourism—where each tourism-related job is sustained by approximately 70-75 visitors and supports an estimated 20,000 jobs—GVB cannot afford further setbacks. Owing to the need to give immediate effort to effect a recovery with a superior vendor, it is abundantly clear that award of a contract to RIMS is necessary to protect substantial interests of Guam, that is, its tourism industry.

² Glimpses may have strained working capital. GVB immediately reimburses costs on projects, but Glimpses' subvendors have complained of late payments.

³ Information about SKIFT is available here: <https://skift.com/about/>



By

Christine Lizama

Contracts & Procurement Administrator

Date 2/19/25

Concur:

Gerald S.A. Perez

Acting General Manager

Guam Visitors Bureau

Date 2/19/25

Concur:

for

Douglas Moylan GVB 25-0067

Attorney General of Guam

Date 02/20/25

END OF SUBSTANTIAL INTEREST DETERMINATION

GUAM VISITORS BUREAU | SETBISION BISITAN GUAHAN

401 Pde San Vitores Road | Tumon, Guam 96913 | (671) 646-5278 | (671) 646-8861 fax

guamvisitorsbureau.com | visitguam.com | info@visitguam.com



GVB1036

Exhibit “6”

PROCUREMENT RECORD

GVB RFP 2025-002

**IN THE APPEAL OF:
GLIMPSES OF GUAM, INC.**

CASE NO. OPA-PA-25-002

APPELLANT



BERMAN LAW FIRM
Attorneys at Law

MAR 21 2025

Time Received: 4:06 pm
Received By: CP

RECEIVED
OFFICE OF PUBLIC ACCOUNTANTS
PROCUREMENT APPEALS

DATE: 3/21/2025

TIME: 3:50 PM 5/11/25 MP

FILE NO. 25-002

McDONALD LAW OFFICE, LLC
173 Aspinall Avenue, Suite 207A
Hagatna, Guam 96910
Telephone: (671) 588-8866
Facsimile: 671-472-9616
Email: guam@mcdonald.law

Attorneys for Purchasing Agency
Guam Visitors Bureau

BEFORE THE OFFICE OF PUBLIC ACCOUNTABILITY
PROCUREMENT APPEAL

IN THE APPEAL OF

GLIMPSES OF GUAM, INC.,

Appellant.

Appeal No. OPA-PA-25-002


AGENCY SUBMISSION OF
PROCUREMENT RECORD

COMES NOW, Appellee, GUAM VISITORS BUREAU ("GVB") by and through its legal counsel, McDonald Law Office, LLC by Charles H. McDonald II and submits the procurement record pursuant to 2 GAR, Div. 4 § 12104(c)(3).

DATED this 21st day of March, 2025.

McDONALD LAW OFFICE, LLC
Attorneys for Purchasing Agency
Guam Visitors Bureau

By:


CHARLES H. MCDONALD II

BERMAN LAW FIRM
Attorneys at Law

MAR 21 2025

Time Received: 4:06 pm


Received By: 

Exhibit “7”



BERMAN LAW FIRM
ATTORNEYS AT LAW

MAR 24 2025

Time Received: 10:37am
Received By: [Signature]

LETTER OF TRANSMITTAL

DATE: March 21, 2025

ATTENTION: Mr. Daniel J. Berman, Esq. CONTACT NO.: 671-477-2778

COMPANY: Berman Law Firm

PHYSICAL ADDRESS: 111 Chalan Santo Papa, Hagåtña, Guam 96910

REGARDING: Decision Denying Protest for GVB RFP No. 2025-002

DESCRIPTION OF ITEMS TRANSMITTED HEREWITH:

Quantity	DATE	DESCRIPTION
1	March 21, 2025	Decision Denying Protest for GVB RFP No. 2025-002

THESE ITEMS ARE TRANSMITTED (as checked below):

<input type="checkbox"/> For Approval	<input type="checkbox"/> Approved as Submitted	<input type="checkbox"/> Resubmit	Copies for Approval
<input type="checkbox"/> For Your Use	<input type="checkbox"/> Approved as Noted	<input type="checkbox"/> Submit	1 Copies for Distribution
<input type="checkbox"/> As Requested	<input type="checkbox"/> Returned for Corrections	<input type="checkbox"/> Return	Corrected

REMARKS

None.

Received
By:

Sign Name Here

Sent
By:

[Signature]
Régine Biscoe Lee

President & CEO
Guam Visitors Bureau

Date:
Time:

Print Name Here



If enclosures are not as noted, please notify us immediately.



BEFORE THE GUAM VISITORS BUREAU

IN THE PROTEST OF

GLIMPSES OF GUAM, INC.

Protestant.

GVB RFP NO. 2025-002

DECISION DENYING PROTEST

This is the Guam Visitors Bureau's Decision Denying Glimpses of Guam Inc.'s Protest of Method, Solicitation and Award ("Glimpses Protest"). The facts and bases for GVB's decision denying Glimpses' Protest follow:

1. Guam faces significant challenges in its recovery from slack tourism sector performance after the Covid pandemic. At its Oct. 24, 2024 Board Meeting, Gov. Lourdes A. Leon Guerrero presented a report that showed Guam's tourism industry needed improvement and challenged GVB to work with industry to turn tourism around before it was too late. At its Nov. 7, 2024 Board Meeting, GVB forecasted FY2025 to attain to only 55.6% of pre-Covid arrivals.

2. Glimpses was awarded a contract by GVB for RFP 2021-003 for Project Support Services (the "PSS RFP") on Nov. 29, 2023. The PSS RFP centered on the Bureau's tourism focus during the Covid pandemic through education of residents on health and safety measures, providing information to source markets on Guam's health and safety measures, and education of the general public on the benefits of tourism. The PSS Contract was terminated for convenience on December 26, 2024.

3. On December 27, 2024, GVB issued RFP 2025-002 for Integrated Communications, Advertising and Event Support Services (the "ICAESS RFP"). The ICAESS RFP was specifically intended to allow Guam to pivot from pandemic-era market conditions to adapt and evolve to meet the industry's post-Covid challenges. Differing markedly with the PSS RFP, the ICAESS RFP's focus is CHamoru culture, and centers on tourism development through events,

1 strategic brand positioning, involvement of local communities to build pride and ensure events
2 align, and digital marketing and storytelling to increase Guam's digital footprint and showcase
3 Guam's culture.
4

5 4. Beginning on Dec. 27, 2025, several prospective bidders for the ICAESS RFP requested
6 copies of the RFP. Glimpses obtained the ICAESS RFP packet on Jan. 3, 2025 and, accordingly,
7 had knowledge of its contents on that date.
8

9 5. Two amendments were made to the ICAESS RFP. The deadline for submission of
10 questions for clarification of the ICAESS RFP was Jan. 2, 2025. Only Ruder Integrated
11 Marketing Strategies ("RIMS") and Big Fish Creative, Inc. ("Big Fish") timely submitted
12 questions to GVB, which GVB answered. Galaide Group, LLC ("Galaide") submitted questions
13 after the end of the business day deadline which GVB did not answer. Glimpses submitted no
14 questions.
15

16 6. With the second amendment, bid submissions for the ICAESS RFP were made due Jan.
17 17, 2025. Responses of note; Big Fish and RIMS partnered and submitted their proposal as
18 coming from the Manhita Group, a formal partnership, formed to respond to the ICAESS RFP,
19 while Galaide and Glimpses submitted their own individual proposals as did the Greenlight Group
20 ("Greenlight").
21

22 7. Bids responding to the ICAESS RFP were opened on Jan. 17, 2025, with Galaide,
23 Glimpses, RIMS and Greenlight's submissions being evaluated by GVB's Director of Destination
24 Development, Director of Global Marketing, and Senior Destination Specialist. These evaluators
25 ranked the submissions and scored them as follows: First – Manhita, 271; Second – Galaide, 261;
26 Third – Glimpses, 220; Fourth – Greenlight, 215.
27
28

1
2 8. GVB notified all bidders of its intent to award the ICAESS contract to RIMS on Jan. 21,
3 2025.

4 9. On Jan. 27, 2025, Glimpses FOIA'd the ICAESS RFP procurement record and was given
5 access to it on Jan. 31, 2025.

6 10. On Feb. 4, 2025, Glimpses protested GVB's method, solicitation or award of the ICAESS
7 RFP stating the grounds that follow below.

8 11. A determination was made by GVB on Feb. 19, 2025, and on Feb. 20, 2025, the
9 designated Deputy Attorney General concurred that, award of the contract for the ICAESS RFP
10 without delay was necessary to protect the substantial interest of Guam.

11 12. GVB notified Glimpses on Feb. 24, 2025 that award of the contract for the ICAESS RFP
12 was necessary without delay to protect the substantial interest of Guam.

13 13. Glimpses failed to appeal GVB's determination of substantial interest in accordance with
14 5 GCA § 5425 (g).

15 14. GVB executed the ICAESS contract with RIMS on Mar. 4, 2025.

16 15. Glimpses' main complaint in its Protest is that RIMS/Manhita was a lesser qualified
17 bidder. Three evaluators analyzed bid submissions and found that RIMS' submission was
18 responsive and superior to Galaide's submission, which was ranked second, and superior to
19 Glimpses' submission as well. Driven by business necessity arising from industry conditions and
20 the Governor's imploring action to turn the industry around; these evaluators' scores took account
21 of the competing bidders' qualifications and experience, demonstrated capability and capacity to
22 respond, quality and responsiveness, plan of performance – approach and strategy and gave
23 objective evaluations. Glimpses' Protest failed to provide reasoning or evidence to suggest that
24
25
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1 the evaluators' scoring was deficient on any of the stated criteria. Comparison of submissions
2 shows that the RIMS/Manhita submission was to consist of the combined efforts of RIMS as the
3 lead agency, Big Fish, the creative strategist, and Skift, a global tourism strategy firm engaged by
4 RIMS and Big Fish to provide additional support. Manhita's presentation was visually appealing,
5 in-depth, comprehensive and responsive to GVB's solicitation. Manhita's submission more
6 favorably meets the intent behind the ICAESS RFP and GVB's needs. There is sufficient basis,
7 therefore, to decide that RIMS's submission was superior by 10 points to Galaide and 51 points to
8 Glimpses. Protest on this basis is denied.
9

10
11 16. Glimpses next Protest basis was that, despite the PSS contract being renewed in
12 Sep. 2024, and there being no indication of unsatisfactory work associated with that procurement,
13 the scoring was unfairly biased in favor of Manhita. Glimpses appears substantively to be
14 protesting a contract controversy involving the PSS RFP under 5 GCA § 5427 and not the
15 method, solicitation, or award of the ICAESS RFP under 5 GCA § 5425. Also, Glimpses'
16 reasoning fails to account for the intent for the ICAESS RFP, only relying on the design of the
17 PSS RFP, which is insufficient for GVB's and the tourism industry's present business reality.
18 Furthermore, each of the evaluators affirmed they had no conflicts regarding their participation in
19 the evaluation of the ICAESS RFP bid submissions. Based on the foregoing reasons, Glimpses
20 Protest this basis is denied.
21

22 17. Glimpses' next Protest basis was that it was asked to create a hypothetical scenario with
23 very little guidance on budget, expected performance outcomes, or relevant criteria for judgment.
24 All other bidders were allowed access to the solicitation packet as early as Dec. 27, 2024 and can
25 be charged with knowledge of the contents of the ICAESS RFP on that date. Glimpses obtained a
26
27
28

1
2 copy of the solicitation packet on Jan. 3, 2025 and had actual knowledge what a responsive bid
3 would entail from that date. Its Feb. 4, 2025 protest on this specific point was untimely.
4 Nevertheless, it is clear that all bidders obtained information sufficient to complete and submit
5 their responses, with Manhita and Galaide having enough understanding of what was required for
6 bidders' submissions. As to Glimpses' contention that it had little guidance to create a
7 hypothetical scenario; to the extent that may be true—which can be doubted because Manhita and
8 Galaide had superior responses—it bears responsibility for failure to timely ask for clarification
9 regarding the requirements of the ICAESS RFP or to seek another accommodation so that it could
10 address any issues it perceived with the procurement. For the foregoing reasons, this basis of
11
12 Glimpses' Protest is denied.

13 18. GVB having decided against each basis of Glimpses Protest, denies the protest for the
14 reasons stated herein.

15 Dated this 21st day of March 2025 by:


16
17 
18 _____
19 GERALD S. A. PEREZ
20 for DEPUTY GENERAL MANAGER
21 GUAM VISITORS BUREAU
22
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Exhibit “10”

PARTNERSHIP AGREEMENT

This Partnership Agreement ("Agreement") is entered into on this 15th day of January, 2025, by and between **Ruder Integrated Marketing Strategies**, a company registered and operating under the laws of Guam with its principal place of business at 674 Harmon Loop Road, Suite 207 ("RIMS"), and **Big Fish Creative, Inc.**, a company registered and operating under the laws of Guam, with its principal place of business at 201 Farenholt Ave. Suite 102 Tamuning, Guam ("Big Fish Creative"). Collectively, Ruder and Big Fish Creative shall be referred to as the "Parties" and individually as a "Party."

1. **PURPOSE** The purpose of this Agreement is to establish a partnership between the Parties to jointly provide marketing, advertising, and communication services to the Guam Visitors Bureau ("GVB"). The Parties agree to collaborate to leverage their expertise and resources to effectively serve GVB's marketing objectives.

2. **SCOPE OF WORK** The Parties shall jointly provide the services outlined in GVB RFP No. 2025-002 to GVB.

3. **TERM AND TERMINATION** This Agreement shall commence on the Effective Date and shall remain in effect for the term of the contract with GVB unless terminated earlier by mutual agreement or as provided herein. Either Party may terminate this Agreement with a 30-day written notice if the other Party breaches any material term of this Agreement and fails to cure such breach within 15 days of receiving written notice. c. Termination shall not affect any ongoing obligations to GVB or payments due for services rendered.

4. **COMPENSATION AND EXPENSES** The Parties shall negotiate compensation terms with GVB and agree on the revenue-sharing structure before engaging in any projects. Each Party shall be responsible for its operational expenses unless otherwise agreed upon in writing. Any shared costs shall be split based on a mutually agreed-upon ratio.

5. **CONFIDENTIALITY** Both Parties agree to keep all confidential information regarding GVB, their partnership, and business operations strictly confidential. Confidentiality obligations shall survive the termination of this Agreement.

6. **INTELLECTUAL PROPERTY** Any intellectual property created under this partnership shall be jointly owned unless otherwise specified in writing. Neither Party may use the intellectual property created for GVB outside of the scope of this Agreement without prior consent.

7. **DISPUTE RESOLUTION** Any disputes arising under this Agreement shall first be resolved through good-faith negotiations between the Parties. If negotiations fail, the dispute shall be resolved through mediation or arbitration in Guam.

8. **GOVERNING LAW** This Agreement shall be governed and construed in accordance with the laws of Guam.



GVB0662

9. **GENERAL PROVISIONS Independent Contractors:** The Parties acknowledge that they are independent contractors and not employees, partners, or agents of each other. **Amendments:** Any modifications to this Agreement must be made in writing and signed by both Parties. **Entire Agreement:** This Agreement constitutes the entire agreement between the Parties and supersedes any prior understandings or agreements.

IN WITNESS WHEREOF, the Parties have executed this Agreement as of the Effective Date.

RUDER INTEGRATED MARKETING SERVICES

By: 

Name: STEVE RUDER

Title: PRESIDENT

Date: JANUARY 15, 2025

BIG FISH CREATIVE, INC.

By: 

Name: JENEVIEVE OOKA

Title: MANAGING DIRECTOR

Date: JANUARY 15, 2025



GVB Procurement Office <procurement@visitguam.org>

Re: GVB RFP 2025-002 Integrated Communications, Advertising and Event Support Services

Steve Ruder <steveruder@rimsguam.com>

Mon, Mar 3, 2025 at 3:29 PM

To: GVB Procurement Office <procurement@visitguam.org>, Gerry Perez <gerry.perez@visitguam.org>

Cc: Jenevieve Sablan-Ooka <jsablan@bigfishcreative.com>, Steve Ruder <steveruder@rimsguam.com>

Hafa Adai Tina,

Attached please find our latest price proposal based on our most recent negotiation meeting with GVB.

We are available at your convenience to discuss your feedback/approval.

Regards,

Steve Ruder

On Sat, Mar 1, 2025 at 9:42AM GVB Procurement Office <procurement@visitguam.org> wrote:

THIS IS BEING SENT TO YOU ON BEHALF OF THE GVB ACTING PRESIDENT AND CEO:

Hafa Adai Mr. Ruder: Thank you for your email confirmation. Our President and CEO looks forward to your proposal for his review and determination as he's noted in a separate email his intentions to move forward with this as quickly as possible next week. Please do note to address your proposal to:

Dr. Gerald S.A. Perez
Acting President and CEO
Guam Visitors Bureau
401 Pale San Vitores Road
Tumon, Guam 96913

Thank you,
Tina

GVB Procurement Office



GUAM VISITORS BUREAU

401 Pale San Vitores Road | Tumon, Guam 96913 | (671) 646-5278
procurement@visitguam.org | guamvisitorsbureau.com



On Fri, Feb 28, 2025 at 3:45 PM Steve Ruder <steveruder@rimsguam.com> wrote:

Hafa Adai Tina,

Thank you for your email.

We will provide the revised cost proposal soonest for your review.

Regards,

Steve Ruder

On Fri, Feb 28, 2025 at 9:35AM GVB Procurement Office <procurement@visitguam.org> wrote:

THIS IS BEING SENT TO YOU ON BEHALF OF THE GVB ACTING PRESIDENT AND CEO:

Hafa Adai Mr. Ruder: We are able to proceed with negotiations for GVB RFP 2025-002. Per last negotiations held on February 4, 2025, you and team were to provide revised proposal based on those discussions and terms that day, please do provide this proposal soonest for our President/CEO's review and determination.

GVB0664

thank you,
Tina Filmed
Contracts & Procurement Officer

GVB Procurement Office



GUAM VISITORS BUREAU

401 Pale San Vitores Road | Tumon, Guam 96913 | (671) 646-5278
procurement@visitguam.org | guamvisitorsbureau.com



--
Regards,

Steve Ruder



Ruder Integrated Marketing Strategies
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Regards,

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