

4.3 Summary - Restoring "Guam", the Brand

Chart 78 Guam Coastline



Long term and short term strategies are designed with one purpose in mind: to restore Guam to its previous prominence in the eyes of the stakeholders. Through PKF's research, it was clear that despite the challenges that Guam's tourism industry has faced in the last 30 years, its travel brand continues to trade on its meteoric rise in the 1990s as an exotic destination. However, the window to prevent irreparable damage to its reputation is rapidly closing. The island's hotel product has aged, the activities have not evolved, and other destinations have emerged (Bali, Phuket) as better beach alternatives.

The recommendations incorporated in this document including infrastructure improvements, resourcing cultural and innovative initiatives, improving the service culture and expanding its digital marketing and presence, will not come as a surprise to those who actively participate in the industry. However, what is being missed is the sense of urgency and the significant commitment of resources and funding with which these issues need to be addressed. As is the case with any business, tourism, without continuous capital improvements and innovation, will deteriorate and eventually become obsolete. With increasing competition for visitors and very little reinvestment, Guam tourism finds itself at a crossroads of being an asset to the island's economy or a liability to its future growth.

The anticipated trajectory of Guam's Visitor Industry revolves around a unified strategic plan that incorporates inputs from the constituency. A roadmap to reestablishing the tourism industry that does not have clear leadership, guidance and rules of engagement from the public and private will face obsolescence. However, a unified stakeholder approach can provide the investment confidence required to unlock both public and private capital that could be reinvested into Guam's aging infrastructure which would further improve its Brand.

PKF looks forward to continuing to work with BSP to provide additional research and recommendations.

4.4 Tourism Recovery Plan - Summary Table of Recommendation



Recommendation	Description of Recommendation	Systemic Impact (+ - +++++)	Revenue Impact (\$-\$\$\$\$\$)
Improved Legal and Regulatory Environment that Establishes Tourism as a Key Economic Driver for Guam	Establishing tourism as a key economic driver for Guam requires improving the legal and regulatory environment by simplifying existing laws, prioritizing clarity, and addressing concerns such as environmental conservation and cultural preservation to ensure sustainable and respectful tourism practices.	+++	\$\$\$
Clear Leadership through the Creation of an Organizational Matrix for Tourism Governance	Establishing a clear and effective organizational matrix for tourism governance in Guam, potentially led by a central tourism authority, is crucial to ensure strategic coordination, accountability, and successful implementation of long-term strategies for the industry's growth and development.	++++	\$
Better Inter-departmental Communication between Governmental Agencies to Resolve Tactical Issues Involving the Industry	Improving inter-departmental communication within government agencies associated with the tourism sector is essential for resolving tactical issues and fostering a data-centric approach to future management, necessitating structured meetings, centralized platforms, capacity-building initiatives, and clear guidelines for information sharing and decision-making.	+++	\$
Focus on Public-Private Partnerships for Additional Funding	Exploring Public-Private Partnerships (PPPs) is crucial for leveraging additional funding and expertise from the private sector to support tourism industry development in Guam, encompassing activities like infrastructure improvement, marketing, and promotion, with targeted government incentives to align with strategic objectives.	+++	\$\$\$\$\$
Reduction of Bureaucracy and Red Tape for Small Businesses	Streamlining regulations and providing support services, such as a one-stop service center, are crucial for reducing bureaucracy and red tape, facilitating entry and growth for small businesses in the tourism industry in Guam.	++++	\$\$\$\$
A Renewed Emphasis on Curating and Promoting Points of Introduction for Authentic Chamorro Culture, History and Traditions	Highlighting authentic Chamorro culture, history, and traditions through cultural tourism products, experiences, and integration into various aspects of the tourism industry can enrich the tourist experience in Guam while fostering community involvement and benefit.	+++	\$\$\$
Utilizing Guam's Island Characteristics to Become a Leader in Sustainable Tourism	Utilizing Guam's unique island characteristics for eco-tourism and cultural tourism necessitates the implementation of sound environmental management practices, promotion of responsible tourism behavior, and ensuring local community participation and benefits through a comprehensive sustainable tourism strategy developed in collaboration with all stakeholders.	++++	\$\$\$

Increase flights to and from Guam	Guam's tourism industry's future relies on flights and airline seat capacity due to its isolated location, prompting the need for innovative strategies to increase capacity, explore new demographics, and collaborate with stakeholders, with potential benefits extending to economic, social, and cultural development.	+	\$\$\$\$\$
Bond Issuance to Finance Infrastructure Investments	Leveraging GovGuam's strong financial position through bond issuance presents a promising opportunity to boost Guam's tourism industry by investing in infrastructure, incentivizing Public Private Partnership initiatives, supporting small businesses, and fostering sustainable development, ultimately leading to job creation, economic growth, and a more resilient tourism sector.	++++	\$\$\$\$\$
Promote Guam's unique location	Guam's strategic location and attributes make it an ideal destination for leisure travelers and also offer a unique opportunity for companies to conduct product testing for both Asian and American markets, potentially positioning Guam as a hub for corporate travel and innovation, stimulating economic growth, creating job opportunities, and diversifying its tourism brand.	++	\$\$\$
Lighthouse Project	Governmental support for a "Lighthouse" luxury resort project in Guam could serve as a catalyst for future tourism development by emulating successful iconic projects in other regions, potentially attracting global investment and positioning Guam as a destination for discerning travelers.	+++	\$\$\$\$
Full Adoption of ESG Initiatives	Guam can lead in ESG initiatives for tourism by integrating eco-friendly practices, potentially funded by bonds, positioning itself as a pioneer in eco-travel, ensuring the preservation of its natural resources and cultural heritage for future generations.	++++	\$
Promote More Interactive Opportunities between Local Communities and the Tourism Industry	To overcome Guam's tourism challenges, there's a need for meaningful cultural exchange and local engagement, with government-backed investment in community events and attractions, fostering mutual respect, enhancing visitor experiences, and ensuring equitable benefits for locals, thus strengthening Guam's tourism brand and sustainability.	+++++	\$\$\$
Invest in Digital Media Promotions	Investing in digital media and promotions is crucial for enhancing Guam's visibility as a tourism destination. Before funding, data analysis and search engine optimization should occur, followed by strategic investments in curated content, influencer marketing, and newer digital promotion avenues, all underpinned by robust analytics for measurable success and informed decision-making.	-	\$\$\$\$\$

4.5 Local Perception - Framing Plans for Increasing Sustainable Local Engagement in the Visitor Industry

Pursuant to the Outreach and Stakeholder Engagement requirements of Phase I of the Guam Tourism Recovery Plan, and the framing of potential Pilot Projects, please find attached on-going work with stakeholders to develop action plans.

The attached prospectuses provide approaches to projects that would benefit both Guam (and local partners) as well provide depth to the Guam visitor experience that accentuates the island's "natural" attributes. Both projects would provide for responsible practices that balance (1) economic progress and opportunity and (2) environmental preservation and protection. The projects would also reinforce a message of sustainability that encourages Guam to safeguard our future for generations through demonstrating activities that protect and preserve our island's beauty.

Both projects have been socialized with prospective key local partners with positive feedback. We look forward to executing these plans in Phase II of the Guam Tourism Recovery Plan.

4.5.1 The Guam Honey Project

Project Overview

a) introduction

The Honey Project presents an opportunity to elevate an exceptional Guam product. At project maturity, Guam's honey could be both (1) emblematic (even iconic) of the island as a destination, and (2) serve as a high-value, sustainable commodity that financially benefits local stakeholders.

Quality honey is a highly desired commodity in all of Guam's source visitor markets. Much of the product in these markets, however, is fake. The introduction of non-honey sweeteners and other additives into bulk honey products in the Asia-Pacific region has adulterated much of the natural product that is prized as a health food and for its medical properties. At multiple levels, Guam honey offers a certifiable, pure product.

b) objectives

Developing a program to commercialize activities of the existing emerging group of high-quality Guam honey producers and preparing to market and integrate honey into a visitor's Guam experience will not happen by accident. The Honey Project proposes to frame and support the development of the measures necessary to create a scalable, mature Guam product with strong experiential and economic returns for visitors and local stakeholders alike.

c) local, visitor and operational scope

The project will involve working closely with the Guam Beekeepers Association to develop the initial framework for the commercial development of honey as a lighthouse product of Guam.

Engaging key stakeholders—government, corporate, small business—to support the project, its marketing and the traveler intersection will be essential to kickstart the project and to establish a path for a scalable, sustainable business model and continuing success.

Methodology

a) project design

A Project Design Document will frame the scope and timeline for product development, stakeholder engagement, marketing plan, and capital requirements to develop the Guam Honey Project.

b) managed product demand and increased production

Identify milestones to manage the cadence of available high-quality product, demand creation and increased production to establish a scalable and expanded market for Guam Honey.

c) quality control and product excellence

Frame sanitary management, quality control and product testing to reinforce excellence and consumer confidence in Guam Honey available in the marketplace.

Product Designation

a) controlled designation of origin

Build on the existing Guam Beekeepers Association identification of Guam Honey to establish rules for certification and ultimately Guam statutory codification of a Guam Honey DOC.

b) verification and certification

Through the stages of a Guam Honey DOC development, independent third-party testers will be engaged to verify and certify the product.

Branding and Marketing

a) branding

Develop an approach to branding Guam Honey that reflects “nature,” its exceptional purity, certified quality and small-batch (limited quality) availability. Identify other core characteristics for unique branding.

b) marketing

Honey is a Guam story that mirrors the natural and ecological beauty of the island. Tell the story that encourages visitors to take home (and in the future buy online) a little of Guam's goodness in a jar.

Frame a multi-channel marketing approach to maximize reach and engagement as availability of the product is scaled. The approach will focus on phases: Awareness, Acquisition, and Expansion.

Awareness phase - involves content marketing, social media campaigns, and influencer partnerships to generate buzz and educate the target audience about the unique benefits of Guam Honey.

Acquisition phase - center around performance marketing and targeted advertising to drive broader consumer product contact.

Expansion phase—emphasize customer acquisition and retention through email campaigns and data-driven optimizations while analyzing metrics and consumer feedback to refine strategies for sustained success.

Business Development Plan

a) model for development

Based on the goals of the Guam Beekeepers Association, develop a business model prospectus that establishes realistic goals for increases in product availability, product distribution and sales channels, and capital project development requirements that integrate with branding and scalable marketing objectives.

b) partnerships

Identify key partners that may support business model goals and objectives.

Community and Visitor Engagement

a) stakeholder involvement

Engage prospective hive managers and hosts, retail outlets and visitor industry leaders to ensure inclusive decision-making and build strong partnerships for project success.

b) education and awareness

Implement educational programs and awareness campaigns to inform the public about the development of the Guam Honey brand. In coordination with visitor industry leaders, implement awareness campaigns for travelers to Guam that contribute to an engagement with, and acquisition of, the Guam Honey brand and products.

c) local economic opportunities

Create economic opportunities for Guam residents, especially in hive hosting and maintenance/management roles.

Budget and Funding

a) estimated costs

Consistent with the business model, estimate the financial requirements for the Business Development Plan.

b) Funding Sources

Seek funding through a combination of grants, donations, corporate partnerships, and loans based on expected product development.

c) Financial Sustainability

Frame a long-term financial sustainability plan to ensure the project's viability beyond the initial phases.

Timeline

a) project phases

Outline the key phases of the project.

b) milestones

Identify specific milestones and deadlines for each phase, ensuring timely progress and achievement of project objectives.

brand insistence

awareness

relevant differentiation

value

accessibility

emotional connection

4.5.2 Project Design Document Prospectus: Carbon Credit Offset Project in Guam

Project Overview

a) background

The Guahån Carbon Credit Offset Program (GCCOP) aims to mitigate climate change by establishing a large-scale tree planting initiative. Guam faces environmental challenges due to deforestation and its vulnerability to the impacts of climate change. This project seeks to restore and enhance the local ecosystem while generating carbon credits to offset greenhouse gas emissions.

As a tourism destination, Guam receives most of its visitors by air. Integrating the tree-planting program into the visitor experience will both enhance Guam's status as an environmentally progressive destination and help offset greenhouse gas emissions related to international aviation.

The Guahån Carbon Credit Offset Program (GCCOP) will be established as a Voluntary Offset Program.

b) objectives

Plant native tree species across designated areas in Guam to sequester carbon dioxide from the atmosphere.

Generate verified carbon credits that can be sold to individuals, businesses, and organizations seeking to offset their carbon footprint.

Contribute to biodiversity conservation and ecosystem restoration.

Engage travelers to Guam in sustainable practices directly related to mitigating their carbon footprint.

Engage local stakeholders in environmental awareness and job creation.

c) local, visitor and operational scope

The project will involve working with local experts who will select suitable tree species, establish planting techniques, ensure proper maintenance and monitor carbon sequestration.

Engaging key stakeholders—government and corporate—to support the project and the traveler intersection will be essential to creating a sustainable business model for ongoing success.

Methodology

a) project design

A Project Design Document will frame the Registration, Monitoring, Verification, and Certification requirements for Issuance of Voluntary Credits.

Identify milestones to create standards and protocols for the GCCOP to assure the quality and credibility of the offsets that will be available in the voluntary offset market.

b) tree species selection

Native tree species with high carbon sequestration potential will be chosen based on local ecological conditions, soil type, and climate. These species will also support local biodiversity and ecosystem health.

c) planting techniques

Scientifically sound planting techniques will be employed, including proper spacing, soil preparation, and post-planting care to ensure optimal tree growth and survival rates.

d) maintenance and monitoring

A comprehensive maintenance plan will be established, including regular tree care, pest control, and disease management. Carbon sequestration levels will be monitored and verified by experts.

Carbon Credit Generation

a) carbon sequestration calculation

Carbon credits will be generated based on the quantified amount of carbon dioxide sequestered by the planted trees. Rigorous scientific methodologies will be employed for accurate tree mapping and carbon accounting.

b) verification and certification

An independent third-party auditor will verify the carbon sequestration data, ensuring compliance with international standards. Once verified, the generated carbon credits will be certified and made available for sale.

Community and Visitor Engagement

a) stakeholder involvement

Engage local municipalities, landowners and land managers, environmental awareness and advocates organizations, visitor industry leaders and relevant

authorities to ensure inclusive decision-making and build strong partnerships for project success.

b) *education and awareness*

Implement educational programs and awareness campaigns to inform the public about the importance of carbon sequestration, reforestation, and climate change mitigation.

In coordination with visitor industry leaders, implement awareness and recruitment campaigns for travelers to Guam contribute to the success of the carbon sequestration, reforestation, and climate change mitigation projects.

c) *local employment opportunities*

Create employment opportunities for local residents, especially in tree planting, maintenance, monitoring, and administrative roles.

Project Implementation Plan

a) *site preparation*

Identify suitable planting sites through a thorough site assessment process, taking into account soil quality, water availability, surface and groundwater management and biodiversity considerations.

b) *tree planting schedule*

Develop a phased planting schedule that aligns with optimal planting seasons and ensures proper resource allocation.

c) *monitoring and reporting*

Establish a robust monitoring system to track tree growth, carbon sequestration rates, and overall project performance. Regular reports will be generated for transparency and accountability.

Budget and Funding

a) *estimated costs*

Outline the financial requirements for tree nurseries and procurement, site preparation, planting, maintenance, monitoring, awareness campaigns and GCCOP management and operational expenses.

b) *funding sources*

Seek funding through a combination of grants, donations, corporate partnerships, and the sale of generated carbon credits.

c) *financial sustainability*

Develop a long-term financial sustainability plan to ensure the project's viability beyond the initial phases.

i) Risk Management

a) environmental risks

Mitigate potential risks such as invasive species, natural disasters, and disease outbreaks that could affect tree growth and project success.

b) political and regulatory risks

Address regulatory challenges and ensure compliance with local, national, and international laws and regulations.

c) community acceptance

Proactively engage with local communities to address concerns, build trust, and ensure ongoing support for the project.

Timeline:

a) project phases

Outline the key phases of the project, including planning, site preparation, tree planting, monitoring, and carbon credit generation.

b) milestones

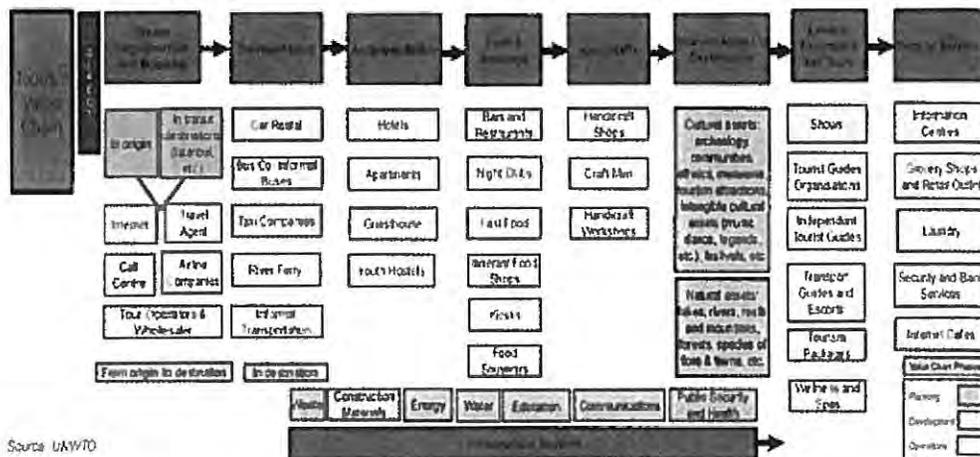
Identify specific milestones and deadlines for each phase, ensuring timely progress and achievement of project objectives.

4.6 Public Policy Issues related to Guam's Visitor Sector

Our initial round of discussions with Guam stakeholders, and a review of Guam's strategic advantages in attracting visitors have raised a broad array of public policy issues for consideration. The issues we have identified are driven by range of circumstances; from changing conditions in the international visitor sector to needed updates in Guam's support for the sector if a tourism industry is deemed important to Guam's economy.

The United Nations World Tourism Organization has identified the tourism sector as having the most expansive value chain and the most profound socio-economic footprint. Given the opportunities and potential effects, the sector merits consideration for careful strategic direction and support. The issues to be considered in a successful tourism sector range from broad strategic ones to discrete tactical approaches.

Chart 79 Tourism value chain



Source: UNWTO

Source: UNWTO

Between strategic and tactical approaches, an integrated, functioning institutional framework is imperative. Guam's current institutional capacity looks increasingly deprecated. Parties with an interest in the sector regularly look to others to provide support, direction and assistance while struggling to maintain their current place in the market. Given the state of Guam's tourism industry in the aftermath of the global COVID pandemic, and the more recent typhoon activity, the struggle to survive and recover has consumed most parties' interest and resources. However, many of the challenges the sector faces today pre-date (but have been magnified by) the pandemic. The post-pandemic period created changes in international travel preferences and exposed Guam's infrastructural/institutional preparedness to support the visitor sector. Furthermore, it necessitates a policy re-think about the role of Tourism in Guam's economic, social and cultural future.

Adding to the recent significant temporal difficulties faced by those in the visitor sector, the governmental institutional framework, at its best, provides a supportive but fragmented role. Key institutions, like the Guam Visitors Bureau,

are attempting to fill the gaps, by reallocating/ supplanting primary resources to cover for the shortfalls of other government agencies. Below the level of those entities that have principal advocacy roles in the sector, are a broader set of under-resourced government agencies who (at best) are generally unable to provide a supportive role to the sector. At worst, some entities are unable to provide necessary enforcement while others obstruct on-going and potential visitor sector activities.

It is important to note that we think about the sector as more than just providing a destination/playground for global visitors. From our view, the determining questions are: what does Guam want, what is sustainable, what is the character that Guam seeks to share with others? This first order of self-awareness is critical, because what is good for Guam can also be good for visitors. This includes but is not limited to:

Clean and well-maintained public spaces, which are not just an issue for visitors, it is of inherent value to quality of life in Guam.

Better road conditions that are not just necessary to accommodate the trend toward more independent travelers, they first benefit Guam residents.

Coordinated business processes that more readily promote local small businesses will not just bring visitors closer to an authentic Guam experience, but also increases entrepreneurial economic opportunities in Guam.

Innovation and digital transformation (which visitors are accustomed to in their home countries) is not just a visitor convenience but has manifold quality of life implications for the Guam community.

Enhanced sustainability practices (which visitors are accustomed to in their home countries) does not just enhance the visitor's appreciation for Guam's commitment to global ecological ethos, it also positively impacts Guam's quality of life.

Coordinating the production of local agriculture and aquaculture products for a captive visitor sector market will contribute to Guam's increased food security.

Presenting aspects of CHamorro (culture, language, and history) to visitors is more than cultural sharing but should evoke deeper cultural awareness with economic benefits.

If what is good for Guam is not at the center of Guam's visitor offering, those who seek to benefit from Guam's natural advantages are more likely to put their interests ahead of Guam's. While it is possible for Guam to maintain a tourism industry that is driven by disparate and tactical interests, it is unlikely that the sector will be optimized in the absence of a Guam-driven strategy.

Once these governing issues of awareness are understood, a second order of how Guam markets itself to others (what is Guam?), and how it maintains its essential characteristics, is relevant. The institutional framework and infrastructure to support a visitor sector, and the agility to tactically respond to regular changes (global, regional, geopolitical, economic, natural disaster events, technological) is the necessary hard work of maintaining a competitive edge.

To be clear, the policy changes necessary for the recovery of Guam's visitor sector are beyond the scope and capability of any one entity. The array of private parties that comprise the Guam visitor sector—and island policy-makers—will need to act collectively if Guam is to attain its potential as a visitor destination.

The following thoughts are offered not as prescriptive policy recommendations, but as guideposts to policy changes that a broad range of private and public sector entities and governmental decision-makers might consider optimizing the value of Guam's visitor sector.

4.6.1 Strategic Considerations

What does Guam seek from a tourism industry?

What types of visitors does Guam want?

What do (existing/potential) visitors to Guam want/expect during their visit?

What would visitors to Guam consider a memorable experience?

Where does Guam want its visitors to stay?

Where does Guam want its visitors to go while in Guam?

What level of interaction between visitors and the Guam community does Guam seek?

How much local content does Guam want in offerings to visitors?

How important are reflections of Guam's culture in Guam's tourism industry?

What are the levels of environmental sustainability and responsibility, circular economic cycles, transformational and inspirational experience, cultural stewardship, visitor security that Guam seeks in the sector?

Is there a Guam-centric master plan that incorporates all aspects of Guam's visitor industry future into a vision? (NOTE: this is not a tourism masterplan, but a Guam masterplan for the visitor sector).

What are the resource requirements (institutional, operational and maintenance) to sustain Guam's goals for its vision of the visitor sector?

4.6.2 Institutional Considerations

Mapping the public and private sector institutions that contribute to and are necessary to manage and support all aspects of Guam's visitor sector.

a) public

transportation (GIAA, DPW, GRTA, GVB)

broad sector support (GVB, GEDA, DPR, PAG, DoAg, BSP)

labor (DoL, GCC, DPHSS)

education (UoG, GCC, DoE, Charter Schools)

economic development/support (GEDA, DRT, GVB)

small business support (GEDA, DRT, DPR, DPHSS, DoAg, PAG, SBA, USDA, GSA)

environmental sustainability and circular economy (UOG CIS, GEDA, DoAg, BSP, GEPA, GSWA)

regulatory & safety (DRT, GEDA, DoAg, GSWA, DPHSS, GPD, GFD, WERI)

venues and public spaces (Guam Museum, CHamorro Village, DPR, GPT)

events (GVB, Mayor's Council, UOG)

broadband (OIPD)

b) private

transportation (airlines, tour agencies, taxi operators, trolley/bus companies, car rental companies, GHRA)

accommodations (GHRA, individual hotels, private vacation rentals)

food services (GHRA, Rest Association, individual small businesses, farmers, fishermen, beekeepers)

venues (Marine operators, GTTA Members, SKC, VOL, Two Lovers Point, beekeepers, farms, sporting, shopping)

cultural activities (VOL, SKC, Galaide/Sakman organizations, cultural tours)

lifestyle (wellness, local brands)

non-profit organizations

c) considerations

How do Guam's public and private sector entities coordinate an integrated Guam branding strategy?

How do Guam's public and private sector entities coordinate multi-level marketing and integrated communications (from industry campaigns to microtargeting)?

How will visitor data be collected, managed and shared?

How do Guam's public and private sector entities cooperate and deliver an integrated and complete visitor experience?

Who will work to define the roles and responsibilities of public and private sector entities in defining and delivering a complete visitor experience?

How is public and private sector participation in the industry accommodated, and new market entrants managed?

How will all aspects of Guam's visitor sector be coordinated?

Who will be responsible for overseeing that Guam's plans for the visitor sector are meeting both visitor and local expectations?

4.6.3 Tactical Considerations

Directed policy and related resource recommendations to support Guam's visitor sector will emanate from the public/private discourse around strategic and institutional considerations. The larger strategic and institutional issues—and the resulting policy decision track—will illuminate the wide range of specific recommendations.

Generally, however, it is clear that an optimized Guam visitor sector will require substantive changes in policy, infrastructure and frameworks to assure public and private sector support. The range of considerations raised here are an indication of the systemic policy recommendations that are likely to be contemplated.

Without intent to preempt what specific recommendations may be, it is clear that (by way of example):

the FIT market will require Guam to develop (amongst other things) a more sophisticated approach to data in marketing and managing the visitor sector,

the management of public spaces will require additional public and private entity focus and support,

stimulating, integrating, and supporting more local engagement would require policy focus and community engagement,

revenue capture from external tour operators and local un/under-regulated venues can be improved,

the labor challenges in the visitor industry (the hotel and restaurant sector in particular) would benefit from better public transit, healthcare and childcare,

Reducing the bureaucracy for small businesses in all sectors, but specifically for those who can aid in the visitor experience, will be immediately beneficial.

Others (GUMA and the Governor's Task Force to Reform Government Permitting Procedures) have framed the challenges of doing business with the Government of Guam. Their observations and recommendations are relevant and have a direct impact on increasing local participation as well as the general business climate in Guam's visitor industry.

5 Annex 1 - Outreach and Stakeholder Engagement

5.1 Introduction

5.1.1 Approach

The Guam-based Outreach and Stakeholder Engagement program was conducted with a view toward local perspectives on Guam's Tourism sector and maximizing local participation and benefit in the post-pandemic recovery. A broad range of more than 50 industry participants and prospective industry participants (for-profit and not-for-profit), industry and business associations as well as governmental entities were interviewed over a 30-week period in mid-late 2022.

The purpose of the engagement was to assess local perspectives on the state of the industry because of the pandemic, and views on conditions and aspirations for the recovery. To assure a range of views based on stakeholder roles in the visitor industry, the Bureau of Statistics and Plans (BSP)-approved interview instrument included multiple opportunities for open-ended responses. To encourage the free flow of perspectives, recommendations and views, participation was confidential, and responses have been anonymized.

Finally, based on our interaction with stakeholders, we have proposed pilot projects to increase local engagement with the Guam visitor industry, enhance the interface between the community and the visitor industry and to expand sustainable visitor attractions and experiences.

In updating Stakeholder engagement activities in late 2024 we identified a wide range of government-driven activities. These were either directly or indirectly focused on Guam's visitor infrastructure in ways that enhance or improve Guam as a visitor destination.

As noted in Section (5.2.1 c)), in addition to on-going governmental operations (e.g. abandoned/junk vehicle removal, island-wide road and signage improvements), the government of Guam is programming capital improvements of community venues that are visitor destinations (e.g. public infrastructure upgrades in Tumon, Won Pat International Airport and the CHamoru Village). Other projects are focused on addressing legacy issues or piloting new approaches to items identified in 5.2.1(b) (e.g. public convenience facilities and public park maintenance). Taken together, these activities are indicative of a general governmental recognition that significant investment in Guam's visitor infrastructure is understood and, on a case-by-case basis, are being acted on.

5.1.2 What We Found

Across all groups we found a high level of agreement among stakeholders about views on Guam's strengths as a visitor destination, the state of Guam's visitor (and island-wide) infrastructure as well as many of the challenges to recovery.

Participants were anxious for the return of visitors and the benefit that the industry brought to them and the island. Similarly, there was broad agreement

on many of the opportunities for Guam to refresh its brand, broaden the visitor experience to be more culturally “authentic,” to expand sustainable environmental practices and create more space for eco-tourism activities that highlight Guam’s natural assets. There was also broad agreement about basic weaknesses in Guam’s current visitor offering.

Our key takeaway from engagement with stakeholders is that the participants in the industry generally operate at the tactical level, even as there is anticipation that strategic approaches will yield a richer Guam experience for visitors and greater benefits to stakeholders. This finding is not unexpected, as industry stakeholders are foremost focused on their discrete contribution to the industry. In the case of for-profit businesses this is further accentuated in the competition for capturing visitor expenditures.

The pandemic’s effective shuttering of the industry may have amplified these tactical views. The remaining active stakeholders—airlines, hotels, foodservice providers, retail outlets and tour operators—are anxious for “butts in seats” and visitor headcount as they struggle to survive. Across the board we found a high level of concern about how businesses—many of them whose business model included a mix of local and visitor traffic—could continue to survive without the return of visitors.

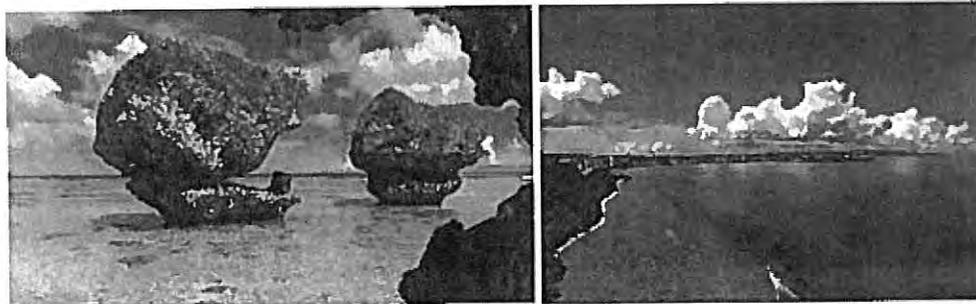
A strategic fulcrum, however, is required. International travel is a luxury and when travel is complete, the principal retained value is the memory of the experience. Tactical, stove-piped offerings that are without core product management do not lend themselves to a sum-of-parts experience that showcases excellence or assures a visitor experience that is memorable.

Guam clearly has manifest advantages as a destination. The sun, sand, safe, American destination of significant natural beauty may be enough to attract the return of visitors in the short-term. In an increasingly competitive and expensive traveler market, the promise of a Guam experience and making sure that visitors leave with a positive memory, will require a solid tactical response that is guided by a well-executed, institutional and tactical-reinforcing strategic vision of what Guam is.

5.2 Guam as a Destination

Almost unanimously, stakeholders identified Guam’s natural assets as the basis of what makes Guam a desirable destination for travelers. The island’s natural beauty—clear ocean waters, clean air, accessible beaches, green spaces—and climate were seen as central to its attractiveness to visitors from the current source destinations which tend to be more urban and with variable (and seasonally cold) weather. Guam’s relatively short geographic distance from source markets in Japan, Korea and Taiwan was also viewed as a strong attraction, although some noted the rise of other tropical destinations in the region (e.g., Okinawa, Hainan, Vietnam) as having similar offerings that were more authentic and better priced. A key differentiator from potentially competitive tropic island destinations is that Guam is a U.S. destination. The anticipated level of personal safety for visitors was also seen as separating Guam from less developed destinations.

Chart 80 Guam's natural assets – green, clean ocean, beaches



Shopping was the one non-natural element of Guam's offering that was viewed as an important element of destination Guam. Stakeholders noted changing patterns in luxury retail and U.S. branded retail, as well as differing shopping habits by source market. Unique Guam retail products were almost universally seen as a diminutive portion of the retail market, with made-in-Guam products not widely available.

Most stakeholders viewed Guam as a budget destination for travelers. Airline flights to Guam were viewed as reflective of identifying with Guam's "budget" status (a view underscored by the rise and prevalence of Low-Cost Carriers (LCCs)). However, there was also a widely held view that a visit to Guam was not "cheap" compared to other tropical destinations in the region. Hotel rooms, transportation, and food were all viewed as relatively expensive compared to other destinations in the region.

Many stakeholders believed that Guam should be working to attract visitors that would spend more while vacationing, encouraging "quality vs. quantity." Others noted that Guam's current hotel (and activities) infrastructure is not developed for very high-end visitors (e.g., no widely available "villa, resort" experience). Additionally, the cost of human capital in Guam is relatively expensive compared

to luxury destinations that employ a higher number of personnel to cater to high end and silver-market travelers. Airlines' use of narrow body jets (together with LCCs) also may discourage travelers with a luxury focus. Some observed that given the limited number of activities in Guam, a high churn rate of middle-market visitors was a model that produces strong circulation of travelers in the economy and should be optimized. Recognizing the possibilities of both higher visitor spend rates and the limits of Guam as a luxury destination, many felt that the "Guam experience" was key to both increased spend and repeat visitors.

A largely intangible element of Guam that was also widely seen as a value to the destination was the "people." Generally, however, beyond business contact (e.g., hotel workers, restaurant employees) most stakeholders did not believe that visitor interaction with Guam residents was a part of the existing Guam experience.

5.2.1 State of Visitor Infrastructure

Overall, most stakeholders rated the current state of Guam's visitor-related infrastructure as in need of significant support. The effect of the pandemic weighed on these perceptions. There were also widely held views that the visitor infrastructure outside of Tumon needed to be developed and managed in ways that allowed FIT (an industry acronym for Free and Independent Travelers or Frequent Independent Traveler) to experience more of Guam in ways that were not burdened by expensive transportation costs.

a) soft infrastructure

Stakeholders widely expressed the view that the soft infrastructure (visitor-related businesses) had been significantly damaged by the pandemic. Some businesses have not survived. Most of those continuing said they were operating at significantly reduced levels, and some said they were struggling to stay in business.

The return of visitors was widely seen as critical to providing a baseline of economic support for the industry. To this point, the uneven and slow return of visitors was said to provide visitors with fewer available options (e.g., fewer restaurant and optional tour choices, reduced hours of businesses operation). Some businesses advocated additional infusions of public funding to assure that those that had a significant relationship to the visitor industry were able to remain in business.

The effect of the pandemic on the industry's labor pool was also seen as very significant on two counts. First, many industry participants laid off workers and indicated that the subsequent rehiring of workers or maintaining a steady pool of new employees was a challenge. Additionally, because of the parallel rise in the construction industry, (i.e., around the large military projects) laid-off workers, and even those that had not been retrenched during the pandemic had migrated to better paying positions. Some see the issue of labor availability as so acute that migrant labor may be needed for hotels if they are to support pre-pandemic levels of guests. Almost all stakeholders agreed that the cost of labor will rise in coming periods, putting additional pricing pressure on service delivery in Guam and the cost of the Guam visitor experience.

An important market variable that was in play before the pandemic—and which many participants saw as accelerating with recent arrivals—is the role of the FIT and the use of technology to book trips to, and engage in, activities while in Guam. The era of group tours that began with the Japanese market is widely seen as eroding, with particular emphasis on Korean visitors being very tech savvy in their pre, during, and even post visit phases of trips to Guam. Many observed that travelers from Japan were also moving toward digital independent engagement in their trip planning and execution. How this move toward independent travel (as opposed to tour group-dominated) impacts the post-pandemic marketplace was of some concern on several counts. Fundamentally, this trend portends less predictability in bookings, and it may take time for the cadence of visitor arrivals from different countries to be harmonized with airline capacity and accommodations availability. On the other hand, as local businesses move toward their own digital interface with visitors, as many indicated they are or are planning to do so, opportunities to connect directly with visitors will increase.

While Guam's natural aesthetic was widely heralded, many participants did not feel that the "Guam story" is marketed in a way that visitors anticipate or appreciate the island's people and culture. Increasing activities and opportunities for cultural interaction (including advancing Guam's food culture) were seen as important in marketing Guam's character. In a similar vein, many participants felt that the marketing of Guam—a process that effectively ended during the pandemic—would benefit from a well-coordinated, united front across all sectors of the industry that encompassed a "Guam strategy."

b) hard infrastructure

The hard infrastructure of the visitor industry was also seen in need of significant support. While the effect of the pandemic weighed on these views, other assessments arose from conditions that predated the pandemic.

Upon arrival, visitor first impressions at the A. B. Won Pat International Airport (GUM) were of concern to some stakeholders. Challenges with facility maintenance, deferral of infrastructure projects and incorporating more technology and offerings for an improved customer experience were shared. Visitor arrivals remain below forecasted levels and have led to the reduction of over 66 percent of airport operating revenues in FY 2021 as compared to pre-pandemic FY 2019, with operating and maintenance expenses reduced to the lowest levels in over a decade. While noting immigration staffing and flight schedule challenges as hurdles, the airport touted advancements in safety and security at the facility with the recent graduation of airport police officers.

Chart 81 A.B. Won Pat International Airport



Guam's ample accommodation inventory was seen in need of upgrading. Given the low occupancy during the pandemic and the uncertain return to normalized occupancy the investment needed to upgrade hotels has been scant and uneven. That some hotels were completely closed (and appeared to be in an unmaintained state) underscored the broad concerns about the need to refresh much of the existing hotel stock, even while attracting or dedicating investment for these purposes clearly represents a challenge to the allocation of capital.

Most stakeholders viewed the existing set of attractions and activities in Guam as limited but corresponding to the 3- to 4-day average visitor stay. A small minority of stakeholders had ideas for new attractions. Most, however, believed that Guam needed to update and refresh its existing inventory of attractions and activities (e.g., rehabilitate golf courses and facilities, update and refresh public spaces). Maintaining Guam's parks and encouraging the continuing development of cultural venues (CHamorro Village, Sagan Kotturan CHamorro and the Guam Museum) were frequently mentioned in the context of "improving what we have." Generally, participants expressed the view that when it came to attractions, Guam should focus on showcasing those things that were readily identifiable with Guam. Others pointedly noted that Guam should not try to outdo amusement parks and high-tech attractions that are already available in the countries of Guam's source markets.

The perception that Guam's natural beauty is an important element of the visitor experience was underscored by many stakeholders referencing the prevalence of idyllic venues of visitor "Instagram moments." Adding weight to the value of Guam's most basic natural infrastructure, entrepreneurial and self-guided "star tours" (observing the night skies in southern Guam) was also noted as emerging activities.

Some stakeholders noted that the family visitor segment is significant and could be an attractive demographic for Guam's in-bound market. They also noted that Guam would benefit from both family-centric comfort stations (e.g., changing and lactating) as well as play areas and activities that were focused on accommodating children.

Local transportation-related infrastructure was widely seen as an area that required attention. The increasing role of FIT in the Guam market was identified in relation to transportation infrastructure in two ways. First, independent public transportation (i.e., taxis) was widely seen as very expensive, having a direct effect

on visitors' ability to reasonably and cost-effectively venture to existing local establishments outside of Tumon. For those seeking to explore Guam on their own, transportation was widely identified as a barrier. Currently there is only limited governmental capacity for regulation and oversight of this transportation modality and the belief that significant and unscrupulous practices exist is widely prevalent. Secondly, the conditions of Guam's roadways (generally) and future development, together with unclear public signage, was widely identified as requiring attention as the FIT looks to the rental car market for independent transportation. Stakeholders agreed that while proximity from the Guam airport to many hotel accommodations can be highlighted, increased traffic and roadway maintenance remains a challenge.

Chart 82 *Guam roads and highways*



Some Tumon Bay related transportation issues were also noted by multiple stakeholders. One key element is that Guam's mass transit system is not configured to support the visitor industry. This was noted as an infrastructure issue that could be addressed to (1) support ground transportation for Tumon-centric industry employees and (2) to provide visitors the ability to travel outside of Tumon on a regular schedule. To these points: (1) the inability to secure transportation was identified by hotel operators as the main reason employees miss work and, (2) travelers from Guam's source markets are familiar with public transportation systems and would likely avail themselves of them if available and accessible.

In the category of "improving what we have" one fundamental element of hard infrastructure was identified by almost all participants. The availability of open, maintained, clean public restrooms was seen as essential infrastructure. We heard from many stakeholders who expressed the view that Guam needed to provide visitors with the amenities to respond to a basic bodily function. In a similar vein, maintaining clean public spaces (i.e., addressing litter, illegal dumping) and the general maintenance of public buildings that visitors and residents may use, was broadly seen as a requirement to support Guam's natural beauty "infrastructure."

Chart 83 Ypao Beach Park restroom facilities, Tumon, Guam



c) The Government of Guam Stakeholder Activities

The government of Guam is a significant stakeholder in Guam's visitor sector. A wide range of government funded activities beginning in 2023, and tracking through the current period, are aimed at improvements that have direct and indirect impact on visitor-facing elements of the island's hard infrastructure. These on-going and funded improvement plans will be additionally boosted by a forthcoming Hotel Occupancy Tax (HOT) bond issuance that will likely target additional hard infrastructure improvements as well as cultural properties.

Capital Improvements

The government of Guam is committing significant capital resources from American Recovery Plan (ARP) funding as well as programmed funding for improvements that are directly related to the visitor experience.

(a) **The Guam Visitors Bureau (GVB)** is leading ARP-funded plans for a two-phase Beach Park Restoration project. This project will address long-standing flooding issues on San Vitores Road fronting the Guam Hyatt, as well as the underground drainage and surface site improvements at Matapang Beach Park. Requests for proposals on the project are expected before the end of 2024.

Phase 1 of the project will involve the restoration and repair of the entire Tumon Storm Drain Collection and Management System and its components along Pale San Vitores Road that feed the Fujita Ponding Basin, and the Matapang Infiltration Chambers storm drain collection sites. Phase 2 of the project involves the complete restoration of Matapang Beach Park, including a new Park Ranger Office and an Emergency Rescue Station.

The GVB Board of Directors has recently entertained a more expansive list of projects. Some members indicated that determinations about project priorities and funding sources should be made with a view toward prioritizing capital projects utilizing HOT bond proceeds. In addition to the projects that GVB management has proposed, the Board has entertained a list that adds:

- A comprehensive revitalization of the Tuman Bay corridor “focusing on infrastructure, aesthetics, and functionality.”
- Ypao Beach Park improvements, including the renovation (design and upgrade) of the amphitheater, installation of functional bollards and the development of a parking structure.

(b) **Guam International Airport Authority (GIAA)** capital improvements are focused on updating the airport facilities to enhance the passenger experience, from arrival to departure. Plans for “Gate-to-Curbside” improvements are underway and the GIAA’s Master Plan Update incorporates numerous updates to enhance the visitor/traveler experience, operational efficiencies and revenue base. Significantly, however, the GIAA notes that its ability to solicit new vendors for terminal property services, as well as the ability to generate revenue from non-passenger sources (i.e. lease airport property for related operations) are currently constrained by existing government of Guam laws and rules.

Gate-to-Curbside Enhancements (Arrivals Facility Improvements). Modernization initiatives for arrivals facilities is underway, with some projects already completed and others expected to be completed by 2026 and beyond. This includes several critical upgrades aimed at improving passenger flow, enhancing operational efficiency, and creating a more welcoming environment that reflects Guam’s cultural identity.

- **International Arrivals Corridor:** This newly completed corridor separates inbound passengers from outbound operations, increasing efficiency and creating opportunities for additional concessions in the departure’s concourse.
- **Conveyance System Upgrades:** Similar to the upgrades in the Departure Facility, GIAA plans to upgrade people movers, escalators, and elevators, to ensure smooth facility to the CBP Immigration Hall and other federal inspection services (FIS) for an expedited arrivals experience.
- **CBP Immigration Hall:** Enhancements are planned to reduce processing times and improve the passenger experience, including expanded queuing areas, additional processing counters, and improved passenger flow systems.
- **Guam Customs & Quarantine:** The facility will undergo upgrades to modernize inspection areas, ensuring compliance with international standards and streamlining operations for arriving passengers.
- **Baggage Claim Modernization:** The baggage claim area will be modernized with durable terrazzo flooring, designed to handle heavy luggage traffic, and enhanced baggage handling systems for more efficient operations. This project, budgeted at over \$3 million, is set to begin in December 2024.
- **Cultural and Aesthetic Enhancements:** Incorporating Guam’s cultural identity into the airport environment, GIAA is investing nearly \$500,000 in local artwork over the next three years. This investment will create a welcoming and culturally rich atmosphere that enhances the passenger experience while showcasing the island’s heritage.

- GIAA is working to revitalize the arrivals curbside area to cater to evolving traveler needs, including Free Independent Travelers (FITs).
- Public-private partnerships are being explored, subject to amendments to current Guam law, to construct a multi-level parking deck, while GIAA is advocating for regulatory changes to accommodate additional rental car concessionaires, meeting growing demand and improving traveler convenience.

GIAA has also recently completed its Airport Master Plan Update (currently pending FAA acceptance) that incorporates projects planned for the short (5-year), medium (10-year), and long-term (20-year) horizon totaling over \$760 million. This comprehensive plan outlines strategic projects aimed at expanding airport capacity, improving safety, and boosting efficiency for both cargo and passenger operations. Significant elements include expanding security screening areas, reconfiguring ticket counters to include bag-drop options, upgrading restrooms and hold room seating, and updated concessions and other amenities to enhance passenger comfort and satisfaction.

Additionally, the Master Plan prioritizes the growth of cargo facilities, including the expansion of the cargo apron, and the development of a general aviation terminal, which will further increase regional connectivity. Technology upgrades are also a key part of the plan, aiming to streamline operations and improve service delivery. These initiatives will contribute to making the airport more resilient and efficient, bolstering its role as a logistics and transportation hub, and augmenting passenger revenue streams.

Modernizing the airport's departure experience and improving operational efficiencies are key elements of the Master Plan. The existing facility constraints (limited space and outdated infrastructure), pose significant challenges to achieving these goals. These limitations restrict the airport's ability to enhance passenger-facing services and to diversify concession offerings—both vital for maximizing revenue and meeting the expectations of contemporary travelers.

The master plan will specifically address these constraints by implementing several key strategies:

- **Optimizing Existing Terminal Spaces:** By redesigning certain areas and improving traffic flow, GIAA aims to create a more efficient environment that accommodates more passengers without the immediate need for physical expansion.
- **Long-Term Terminal Expansion Plans:** The master plan includes a vision for future terminal expansions that will increase overall capacity. By identifying potential areas for growth, GIAA will be able to develop new facilities that can host more passengers and offer additional services.
- **Enhanced Passenger Services:** The plan prioritized new passenger-facing services and amenities that cater to the needs of modern travelers. This includes increased dining options, shopping experiences, and digital services that can streamline the travel process.
- **Sustainable Infrastructure Upgrades:** The master plan will incorporate sustainability initiatives. Upgrading infrastructure with energy-efficient

technology and amenities will not only reduce operational costs but also attract eco-conscious travelers.

- Stakeholder Collaboration: Airlines, concessionaires, and community representatives contributed to the Master Plan to ensure that the solutions implemented align with the needs of all parties involved. This collaborative approach will facilitate better resource allocation and service offerings.

Some of the specific improvements include the following:

- Self check-in kiosks and baggage drop systems: These are being introduced in collaboration with airlines and service providers, reducing wait times and enhancing the passenger experience.
- Conveyance System Upgrades: To improve passenger movement, GIAA is upgrading people movers, escalators, and elevators, ensuring smoother connectivity between gates and common areas while prioritizing accessibility for all passengers.
- Retail Space Optimization: GIAA is working to lease underutilized real estate in the sterile concourse departure area to increase “dwell-time” with expanded food, beverage, and specialty retail concessions. This initiative will diversify offerings and increase non-aeronautical revenue.

Significantly, GIAA must navigate strict adherence to regulatory requirements and local laws, the latter which restricts private development at Guam’s sole commercial airport. These regulatory and legislative constraints impede efforts to introduce new vendors and expand commercial operations on airport property. Effectively addressing strategic investments in infrastructure upgrades, and the generation of non-passenger revenues is impacted by existing local constraints.

(c) **The Department of CHamoru Affairs** is leading a U.S federal-, local matching and ARP-funded plan for a rehabilitation of the plant facilities of *I Sengsong CHamoru* (CHamoru Village (CV)).

CV is a centralized public market and business facility established to promote local products and produce, serve as an incubator environment for entrepreneurial businesses to grow and eventually expand into the open market, provide a community and special events space for residents, and showcase Guam’s culture and traditions.

Opened in 1992, the facility was augmented with open-sided “festive huts” in 2016 for Guam’s hosting of the Festival of the Pacific. The property has not been renovated or updated. This project will renovate and update the core village facilities and enclose (and integrate) the existing open festival huts into the CV offering. The project is anticipated to be completed in phases with project completion expected in 2026 at an estimated cost of \$5,799,869.

The renovations and additions to the core CV are centered around renovations to the main pavilion. This will include converting the facility into a controlled environment with regulated temperature, humidity, air flow, lighting, and access. An elevator to the second floor will be added to meet ADA requirements. The conference room location will also be renovated to include modern amenities including an audio-visual solution consistent with contemporary conferencing

requirements. A canopy deck and café awning addition are also planned. Exterior lighting and a closed-circuit television system are also included in the project to increase security on the site. A maintenance shop for the CV is also planned.

Festival hut renovations, including the enclosures of most of the huts, will allow for the repurposing of the structures for local produce sales, retail and crafts merchants, and food establishments. The rehabilitated festival huts are to be used for entrepreneurs and other less-established businesses. General maintenance and upgrades of the original infrastructure, including renovations of vacant units, will include larger rental units for more established businesses and restoration of the main attraction areas of *I Sengsong CHamoru*.

Plans for the renovation, rehabilitation and expansion of the CV also include the reconstruction of the former *Sagan Dinaña* (Gathering Place) which was torn down when the festival huts were added. The *Sagan Dinaña* will include a commercial kitchen add-on to serve as a prep station and educational resource/instructional space.

ii. Improvements to Public Spaces

As identified in this Appendix, many of the public spaces, and public convenience facilities, overseen by the government of Guam, have experienced poor maintenance and unusable facilities. While the government recognizes that more needs to be done (including the possibility of rescoping available facilities), it is also clear that resources are being applied to address legacy deficiencies.

The GVB is spearheading efforts that are focused on Tumon, including regular collection of refuse on the beach (with an outlook toward the placement of new beach-adjacent trash bins), assisting the Department of Parks and Recreation (DPR) with the regular maintenance of the Ypao Beach Park public convenience facilities and plans to upgrade the amphitheater at Ypao Beach Park. The installation of solar lights along San Vitores Road, and the sidewalk paintings are ongoing GVB projects.

Although no formalized relationship exists with the DPR providing GVB oversight of park areas, the visitors bureau is also upgrading Latte Stone Park (Senator Angel Santos Memorial Park) in Hagåtña, and the adjacent Tutuhan Triangle Park (Agana Heights). Additional park improvements being undertaken by GVB include the installation of solar lighting at the historic Spanish-era Fort Santa Agueda (Fort Apugan Park) in Agana Heights. Solar lighting has also been installed around the Ricardo J. Bordallo Memorial Complex (Adelup) which is the site of significant visitor traffic given the range of historic and memorial commemorative representations, as well as its sweeping ocean vistas. Additionally, the DPR added new Park Rangers in 2024 and the agency has recently engaged village Mayors to provide additional support for parks maintenance in their respective municipalities.

Village-based projects are also being implemented by GVB. These include the installation of village and/or Guam name signs, frequently at vistas or other photogenic sites. A total of 21 50-to-65-inch-high letter signs (mostly village-based) have been placed around the island by GVB. Additionally, the GVB, in cooperation with the village of Inalåhan, has financially assisted in the erection of Guam legend statuary (Gãdao) and village signage.

Addressing public and visitor access to well maintained and clean convenience facilities is a significant source of continuing discussion among government stakeholders. A recent effort by the Mayor of Inalåjan to assume responsibility for the condition of the public restroom and shower facility adjacent to the refurbished Inalåjan Pools maybe a lighthouse project for other villages. Separately, both GVB and the Beautification Task Force are considering 24-hour site supervision of rehabilitated public convenience facilities, with the possibility that the number of available facilities island-wide will be strategically placed and well-advertised to visitors. These approaches to on-site security and maintenance of public convenience facilities are expected to be refined in the coming months.

Additionally, the government of Guam has made a concerted effort to upgrade village-based recreational facilities that may support youth-based sports tourism activities. A total of \$7.5 million in U.S Department of Interior capital improvement project funds have been expended to renovate, upgrade and augment sports facilities in nine of the island's villages since 2019.

i Projects related to on-going Government operations

The course of government operations has notably contributed to the enhancement of Guam as a destination. Although markedly impacted by the Covid-19 pandemic, recent activities underscore a focus on assuring that basic elements of the island's infrastructure are addressed. Generally, the pace of activities in the post-Covid period appears to be increasing in addressing some of the legacy issues that accrued during Covid and in the aftermath of Typhoon Mawar.

Roads, Abandoned Vehicles and Signage

Abandoned vehicles along Guam's roadways have long been a challenge. An immediately apparent source of blight for visitors exploring the island, a concerted approach in 2023 and 2024 has shown immediate results. A combination of changes in Guam law and an executive direction to address bureaucratic obstacles and leverage the assistance of village mayors resulted in almost 1,400 abandoned vehicles being removed from public spaces in 2024. Additionally, the Mayor of Dededo, in partnership with the U.S. military's Joint Region Marianas, collected 250 abandoned vehicles in 2024. Government agencies are reported to be continuing close coordination with village mayors to address continuing abandoned-vehicle collections as well as other illegal waste dumping around the island. Recent changes in Guam law have increased fines for littering and dumping, while citations increased 125% in 2024 over the prior year.

Guam's roads are the subject of large outlays focused on reconstruction, resurfacing, bridge repairs and other improvements. Over the 5-year period from 2019-2024, the Guam Department of Public Works (DPW) oversaw almost \$115 million in island wide improvements. Over the 2025-2026 period, an additional \$220 million is programmed by DPW for island-wide public transportation infrastructure improvements.

Of significance to the visitor industry is \$36.3 million in completed and planned improvements to two arterial routes (Route 14 and 14B) that provide access to San Vitores Rd. in the Tumon Bay corridor. These reconstruction projects provide significant vehicular and pedestrian access improvements from Route 1 to the west end of San Vitores Rd. Additionally, almost \$26 million is programmed for

a Phase 1 reconstruction and widening of the Airport access road (Route 10) at the GIAA/Tiyan intersection as well as demolition to support the project.

Another item of interest to Guam visitor sector is the planned \$1.5 million road signage repairs from Typhoon Mawar damage. An earlier completed island-wide signage system upgrade (November 2022) was negated by Typhoon Mawar, resulting in an absence of physical signage to significant points of interest to visitors.

iv. Reissuance of a Hotel Occupancy Tax (HOT) Bond

Reissuance of Guam's HOT Bond is under consideration to finance hard infrastructure projects as well as finance the development/redevelopment of cultural properties, both related to the visitor industry. Given the requirements for the issuance of municipal triple tax-exempt Guam bonds, the projects will necessarily be hard developments. The final disposition of projects will be subject to approval by the Guam Legislature. The responsible agencies of the government of Guam anticipate a reissuance of the HOT Bond in the first or second quarter of 2025.

The financing authority is currently anticipated to be approximately \$40.0 million.

5.2.2 Challenges and Opportunities

Stakeholder views of the challenges to Guam's visitor industry reflected both longstanding and emerging trends. Similarly, views of the opportunities for the future of the industry rested on re(de)fining foundational aspects of Guam's offering as well as positioning the industry to seize on changes driven by external factors. While stakeholders generally were focused on tactical aspects of the challenges and opportunities they saw, they repeatedly expressed views about addressing issues from a core Guam strategy that was supported by institutional maintenance.

a) the basics

The basics of a Guam visit begin with a booking. Either directly or through a travel or tour agent, securing return airline transportation and a hotel room is a fundamental requirement for visiting Guam. Vertically integrated tour agents once dominated the Guam visitor market, providing a predictable flow of visitors that allowed service providers and other vendors forecasting ability.

With independent travel ascendent, the travel cadence from different source markets has changed. These changes reduce the predictability of visitors, which can create competition for industry resources and infrastructure and at other times lead to an underutilized local capacity. While the post-pandemic push of stakeholders is to get any possible arrivals, the longer-term challenge will be to manage the tempo of travel and occupancy in Guam.

While most of the stakeholders were highly engaged about the future of the Guam visitor industry, more were concerned about the near term. We heard repeatedly that if Guam was going to have the infrastructure for a visitor industry in the future, it needed to address the needs of recovery today. "We need a plan for 2023" was

a refrain we heard repeatedly from seasoned visitor-industry representatives, with many noting that the tempo of travel arrangements in some sectors of Guam's source markets required a six-month lead. The uneven openings of post-pandemic openings in source countries (and the effect on travel), however, were recognized as a complicating factor to the return of business as usual.

But why do travelers want to come to Guam? The tactically-driven state of the current visitor industry is broadly reflected in both those who are a part of the industry and those who are looking to be more engaged. This tactical level of engagement in the industry is a business necessity, but it is also clear that a higher-level strategic vision of Guam as a destination is desired. Most participants were unable to express what they thought the Guam brand offered visitors, how (or why) Guam was attracting visitors from source markets, and where they fit into the Guam brand beyond their tactical offering. While most indicated that the coordination of a broader strategy was desired (including a desire to contribute to and reinforce the Guam brand), executing the Guam strategy was largely seen as the responsibility of someone else.

Our observation is that Guam's visitor industry was built around a vertically integrated tour group model that satisfied the basic elements of airline and hotel bookings and transportation for sightseeing. Larger strategic views of the Guam offering for visitors were thus truncated by a steady body-count, with efforts to capture visitor discretionary spending while in Guam, focused on the Tumon Bay corridor. The rise of FIT from both Japan and Korea, together with the personalization of disruptive technologies, are an opportunity for Guam to rethink its strategic positioning in the competitive travel market. An examination of these opportunities in the shake-out of the post pandemic period seems particularly fitting.

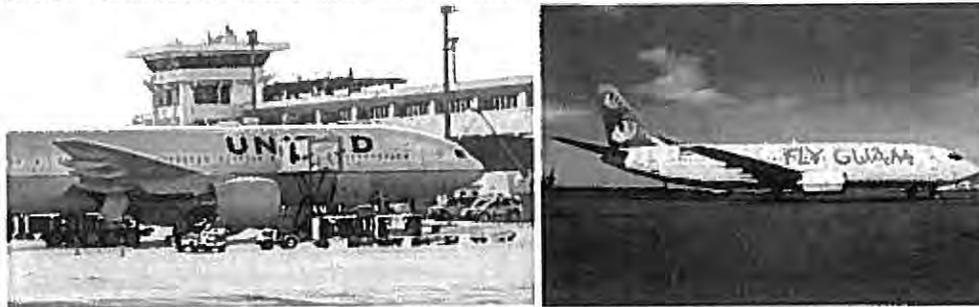
The state of Guam's accommodations and the human resources necessary to staff them at pre-pandemic levels was widely recognized as a challenge. It is unclear how accommodations would be refreshed or upgraded given the absence of certainty in the level of future visitor arrivals. The staffing requirement for those accommodating visitors was regularly identified as a challenge, while acknowledging that this was a problem in the hospitality industry world-wide and that technology and levels of service could mitigate some aspects of the challenge. Guam's relatively small population base, however, was seen as a unique challenge to address the human resource capital issue, although many were optimistic that higher wages, and lower levels of service than in the pre-pandemic period, would allow hospitality establishments to return to a "new normal."

The accommodations precursor—arrival to Guam by airplane—was also seen as a particular challenge. Multiple airlines that serviced Guam pre-pandemic had not re entered the market and those that had were operating on reduced schedules. This is not a new challenge but has been accentuated by post-pandemic anomalies (e.g., the staggered and uneven rate of country openings).

Generally, as a business practice, carriers will not commit wide-body equipment to short-haul flights like those from source markets to Guam and the smaller aircraft business model is highly sensitive to capacity. The rise of Asian LCCs serving the Guam market is indicative of this industry-wide experience. Even pre-pandemic charter flights frequently supplemented regularly scheduled air service from source markets since the capacity of accommodations in Guam exceeded inbound scheduled service seats.

Airlines were particularly sensitive to Guam's branding and the importance of a strategic vision that integrated the transportation, accommodations, and Guam experience. Although this sense of strategic vision is inherently tactical for the airlines (i.e., they need to tell a compelling Guam story to assure high-capacity bookings on their narrow body equipment), airlines are the critical transport element of the visitor industry and have marketing budgets of their own in source countries. A strategic vision of Guam that airlines can sell, and which is supported by visitors experience in Guam, is critical to both strategy and driving demand for airline bookings that supports more regular routes and service to Guam.

Chart 84 Airlines servicing Guam, regional and US domestic



b) options in Guam

Once the basics of travel are confirmed, visitors' activities in Guam are going to be focused on set venues and attractions that necessarily involve more local engagement. From no-to-low-cost activities (spending time on the beach or in public spaces), to dining in local establishments or participating in local tours, the opportunities for local social and economic engagement increase once a traveler leaves their room. In the vertically integrated tour agent model, many of these activities (including transportation) were pre-booked. Independent travel, however, has simultaneously increased both (1) the unpredictability of visitor participation in optional activities and (2) the opportunity for a higher level of local engagement. Additionally, the FIT requires a different transportation model if local establishments beyond the Tumon Bay corridor are to be reached.

Visitors spend patterns in the Guam economy vary significantly by source market, according to most of the stakeholders. While overall per capita spending amongst visitors was seen as consistent, anecdotally, participants across the spectrum said that how visitors spent was different. While visitors from some source markets spent more on food and beverage, others spent more on luxury retail. It is in the space of visitor discretionary spending that the challenge of capturing more local economic engagement/benefit is most acute.

The greatest opportunity to support visitor options, while also supporting local businesses, would be to reduce the trade-off gap between (1) the old predictability model and (2) the opportunity for increased local engagement. Higher levels of local engagement in the visitor stay in Guam will create a more authentic visitor experience while strengthening the local economic connection to the industry. Given the increased use of mobile technology by source country travelers, a technology-driven solution that represents the range of Guam's offerings and transportation options to access may represent a vital portal to increased visitor-local engagement. Data driven options also have the potential to drive data-driven

solutions for a broad range of visitor analytics and capture – from understanding what the Guam experience is for visitors and then refining it, to identifying future travelers and stimulating repeat visitors.

There are currently many identified challenges to increased local engagement. A fundamental challenge was expressed in the widely-held view that while operating outside of the vertically integrated tour agent models, some visitors book Guam engagements in their source market (i.e., their Guam engagement options were prepaid in source market currency to “Guam vendors” in their source market). Although anecdotal, across a spectrum of participants, there was a view that some operators of optional activities (from Airbnb’s to marine charters and small-bus tours) in Guam were external to the Guam economy. This condition was tacitly acknowledged by regulators who identified insufficient resources to effectively investigate, enforce and manage such activities. Others noted that when visitors are “captive” to externally provided packages or offers, the pricing for local options is driven down, making it hard for local operators and providers to compete on price with the externally offered visitor choices.

Shopping is an activity that has long dominated the optional visitor activity in Guam. Luxury retail shopping in the Tumon Bay corridor remains a significant draw for certain source markets and market segments from all source markets. Shopping centers outside of Tumon rely on, or provide, shuttle transportation services for visitors. Although the relative strengths and weaknesses of the shopping center offerings is understood, reaching prospective customers digitally before, during and after their shopping engagements is an essential part of the current competitive shopping landscape. An identified challenge to the shopping in Guam is the increasing proliferation of luxury US goods, previously available “only” in Guam to Asian inbound travelers, now accessible in the source country/market. This, combined with diminishing price (duty free) advantages, due to the strong dollar reduces Guam’s unique selling point as the US shopping hub for the region. Notwithstanding these external influences, the availability of luxury goods in Guam remains a draw for some visitors given market limits on branded luxury goods in source countries.

Chart 85 *Luxury shopping centers and stores throughout Tumon*



The availability of locally produced goods that visitors might purchase and take home as a memento of their Guam experience was noted by participants as a limitation. The opportunity for more local goods to make it into the marketplace appears significant, and some ongoing small business support activities were noted as contributing to a better “buy local” resource base.

The challenges for non-shopping businesses that are not a part of the basic booking channel, or which are outside a syndicated booking scheme, are multi-level and numerous. The range of these challenges, participants identified, included but are not limited to, making the right connection with key industry participants (local tour agents, hotels), business requirements and government regulations for managing a small business that sells to, or provides, goods and services directly to visitors or others in the visitor industry, the pay-to-play framework of business associations in the industry, getting visitor attention for one's business, or being outside of the Tumon Bay corridor.

Opportunities to enhance and expand the local options for visitors would benefit from a strategic view that focused on increasing local engagement. Because the existing challenges are well established, and even institutional in the views of some participants, facilitating greater local engagement is dependent on a shift in the strategic positioning of what Guam offers to its visitors. With a strategic view, the tactical requirements of addressing existing challenges and barriers would be easier to navigate. Still, the tactical approaches to increasing local engagement will require more than strategic vision. Policy direction and an institutional commitment to working through what many current and potential providers of goods and services see as institutional barriers will be complex. These barriers, however, are not insurmountable, and increasing the breadth and depth of locally driven options and experiences will offer visitors a more authentic Guam.

5.3 Refreshing the Guam Brand

Leisure travel is a luxury. Although it has been democratized by the jet age, with more people traveling to more places, experience remains the key takeaway from leisure travel. The Guam travel experience was built on (and around) the emergence and heyday of outbound travel from Japan. This travel experience was developed, marketed and sold, with profits largely accruing to, a Japan-based vertically integrated tour and travel industry. In this model, the Tumon Bay corridor was the principal development zone for accommodation, food and beverage, and shopping. Transportation outside of Tumon was generally organized in tour groups who were bussed to the pre-packaged optional tour in Guam. Visitor spending rates were high, and for over two decades the trajectory was upwards. Rising arrivals spurred more development and the visitor sector became Guam's leading industry.

For some time, this model has been disrupted and has not favored Guam. Guam's source countries have expanded, travelers have more independent options in their travel choices, and when they visit, travelers are increasingly FIT. Spending patterns have changed and are variable between travelers from source countries. Additionally, as most participants noted, overall, Guam's infrastructure needs to be upgraded, with the concern that inattention to maintenance of the basics could weaken Guam's natural competitive advantages.

Most participants identified "Sun, Sand, Shopping" together with "safe", "close," "cheap" and "U.S. destination" as the perception of Guam's offering. These views were offered by stakeholders even when they questioned whether these characteristics had fidelity or were true market differentiators that were attractive or competitive. Importantly, to the extent these perceptions may be characteristics of Guam, they do not reflect the essence of Guam's character—authenticity, culture, history, or the island's contribution to shared global awareness. However, stakeholders' limited and time-honored views of what visitors anticipated in visiting Guam were outmatched by what they believed the Guam experience could be. The divergence between what stakeholders (1) felt that Guam offered visitors and (2) Guam's potential offering, represents a significant opportunity to refresh the Guam brand in a meaningful way.

Many participants also pointed to refreshing the infrastructure and institutional support mechanisms for activities that have shown strength in the past and for which Guam has advantages. Specifically, shopping, sun and sports tourism were frequently referenced as areas where existing infrastructure can be leveraged.

5.3.1 A "New" Guam Experience

The current Guam brand is built around the island's hardware—geo-proximity, natural attributes, and existing accommodations. Many participants suggested that to deepen the experience for visitors, Guam should also focus on the island's software—maintaining and expanding the ecological experience, highlighting history and increasing accessibility to aspects of Guam's culture. In a nod to the notion of "software," we found that most of the participants were users of digital platforms for their own promotions, were connecting with visitors and potential visitors online, or were otherwise aware of the value of technology in promoting both their discrete interests and Guam at-large. Our observation is that while the

island's software assets may be "authentic" "cultural" "natural" or even "historic", technology can be a key to promoting these organic aspects of the Guam experience.

a) "authentic" and cultural

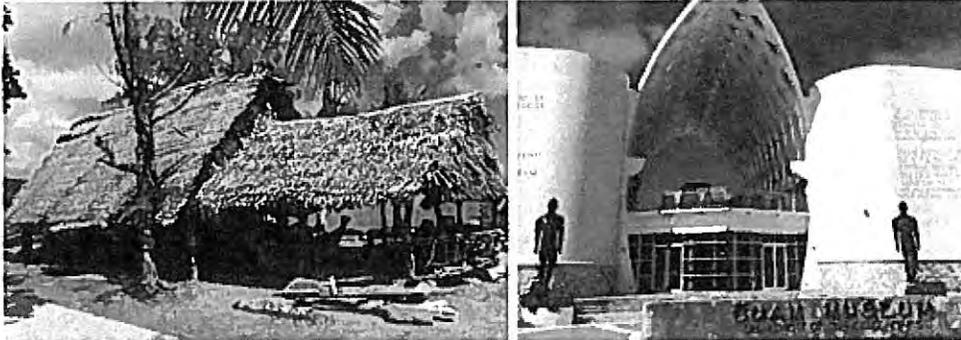
Stakeholders across the spectrum—from hotel managers, tour operators and retailers to cultural and non-profit organizations—expressed the view that a more authentic Guam remained an untapped resource in Guam's offering to visitors. While participants had differing ideas about how authentic and cultural elements could be showcased, they all implicitly involved advancing more of the story of Guam. The people, history, culture, and nature were viewed as the largest frame of Guam's authenticity. Guam products, from cuisine and local food products to art, were viewed as tangible elements to engage visitors.

Advancing organic and cultural elements of Guam was seen as an important component of any branding that attracted travelers interested in authentic travel experiences. Almost all participants saw the need to increase the dialogue between key industry infrastructure managers and those with authentic and cultural offerings to better develop a Guam story. Continuing dialogue necessary as an "authentic" reframing of the Guam brand would require considerable work to develop an infrastructure that showcased an authentic and cultural Guam. Generally, despite participants acknowledgement of past failures to more fully integrate authentic experiences into the industry, most pointed to their respective roles in developing tactical approaches to new, Guam-centric visitor experiences.

There are clear indications that the groundwork for further development in this area is being laid. The Guam Museum, optional tours that are built around the ancient CHamorro and pre-pandemic small scale cultural-environmental engagements were noted elements of increased visitor engagement. The pandemic's effect on other previously noteworthy centers of contact has been negative, and it remains unclear when/if venues like Inalåjan's Ineton Gefpa'go will be revived.

Several stakeholders emphasized increased investments and experiences highlighting Guam's rich history and cultural identity as a potential and underutilized competitive advantage to engage visitors, as well as a benefit for the local community. Historical sites across the island and Hagåtña, in particular, were noted as culturally significant attractions to focus on, while deepening the sense of place and connection for both visitors and locals. Stakeholders also noted the potential for cultural and educational tourism underscoring Guam's historical eras and the connections to markets including Japan, Taiwan, the Philippines and various others.

Chart 86 Guam Cultural Sites and Attractions



Most cultural practitioners, generally, saw support from the government of Guam directly (subsidies and other monetary support) and indirectly (business processes) as important to their success. Greater access to industry leaders and influencers was also seen as an important element to increasing the contact with visitors. Since most of the organizations that facilitate local business and visitor industry interaction are fee-membership based, many cultural practitioner and exponents of authentic Guam experiences currently do not have a seat at the table.

Visitor industry enterprises, while appreciating the importance of adding authentic and cultural elements to the visitor experience, were generally business-focused. In short, the added value of these elements had to fit into their business model. For example, cultural dance groups operate as independent contractors in hotel environments, reducing hotel costs and risks associated with an employee-based model. On the other hand, some providers of unique Guam experiences that looked to leverage hotel-based clients said they found that hotel

middle management appeared to be limited in their ability to imagine how underutilized space within hotel complexes could be used to accommodate additional offerings. The perception is that some in the industry were not authorized or prepared to take “risks” or did not have direction on increasing local engagement through additional offerings in their establishments.

Limits on local input were, however, also evident even in circumstances where industry enterprises looked to add Guam products and produce. Guam’s cuisine and local food were frequently seen by stakeholders as an important authentic and cultural ingredient to offer visitors. The return of the CHamorro Village Night Market and Food Truck Night, both outside of Tumon Bay corridor, were seen as examples of local foods as a draw for visitors. Within restaurant groups, even where local cuisine and produce is promoted, the volume and consistency of local produce limits the extent to which these elements can be dependably delivered.

Chart 87 CHamorro Village Night Market



Across the range of additive, authentic, and cultural elements that could be incorporated into the visitor experience, it was both explicitly and implicitly noted that strategic direction would be necessary to make changes. Some of these approaches might be broad agreement on industry objectives (e.g., establishing common objectives and establishing instructional mechanisms to effectuate), policy based (e.g., governmental support, regulation/enforcement), or hybrid public-private activities (e.g., market focused agriculture and aquaculture). These strategic steps—if used to establish an institutional framework for thoughtfully engaging interested parties—are likely to yield increasing authentic and cultural elements available to Guam visitors.

b) sustainable

Almost all participants expressed the view that the Guam visitor industry should be more "sustainable." What they defined as "sustainable" usually was closely associated with the participant's vantage on the visitor industry. Many stakeholders indicated that they were working toward more sustainable practices or activities. Many thought the industry should be more sustainable and adopted a perception that much more could be done to make the visitor experience and industry footprint more sustainable.

Significantly, only a small number of stakeholders discussed visitor industry sustainability within the context of Guam's carrying capacity. That most stakeholders did not express views on the industry's effect on Guam's fundamental sustainability underscores the largely tactical views that were held by the majority of participants. What is clear is that the high level of interest in sustainability might be buttressed by strategic sustainability/ecological objectives that are being widely adopted by international (and regional) travel organizations and nations.

Generally, participants saw "sustainability" in two frames: one was sustainable practices, and the other was sustainable forms of visitor activities (i.e., ecotours, enjoying nature). With respect to sustainable practices, there was a broad recognition that source market visitors were significantly more advanced than Guam. This observation was an acknowledgement that for even the front line of the visitor experience in Guam to be regarded as sustainable (e.g., waste management), significant work was required. Most participants saw waste management as more than just hotel and restaurant sustainable practices, but also the management of waste in public places.

Participants whose connection to visitors was around food were advocates of more local food production. This was frequently seen as more than just for the traveler's experience, but also as a way to enhance food security for the island as a whole (i.e., creating a more sustainable food security safety net).

In discussions about the types of visitors that Guam could attract, the impact of visitors on "sustainability" was often mentioned. Generally, current visitors were seen as having a low impact on the environment. Some stakeholders, however, noted with concern the general effect of visitors on nearshore marine resources, the island's waste stream and potable water.

c) eco-tourism (+ relax)

Consistent with widely held perceptions that Guam's natural beauty was a key attribute to the visitor industry and traveler attraction, most stakeholders expressed the view that more activities should leverage Guam's environment. Most participants believed that no matter what the specific activity, focus on a "clean Guam" was an important element of increased nature-based activities. Failure to maintain a reasonable state of cleanliness in public spaces was seen as debasing the "ecotour" aesthetic of Guam.

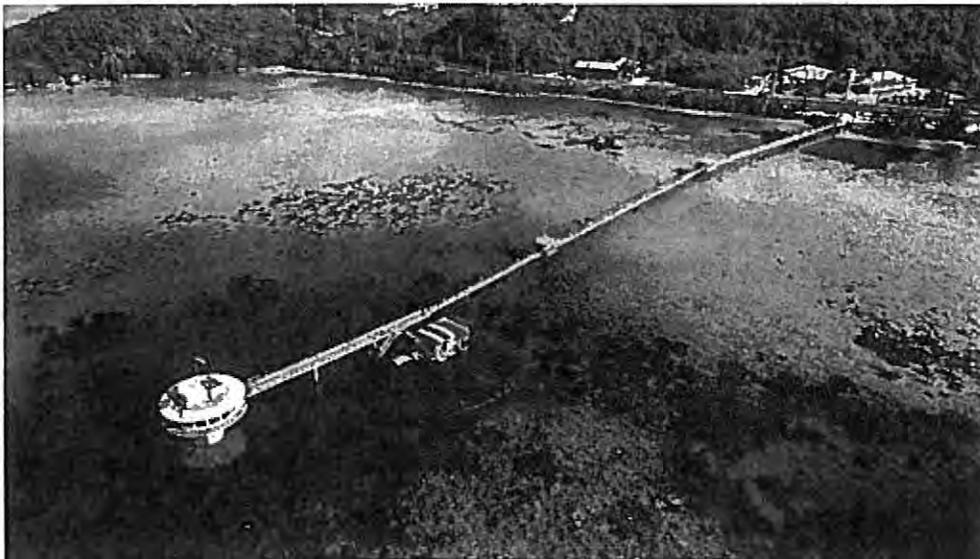
Participants pointed to several pre-pandemic activities—village-based signature events, community-based non-profit engagements, remote beach tours and local hiking offerings—as the types of events that should be reactivated and supported.

The use of technology (e.g., QR codes) was suggested to provide visitors with ecological, cultural, or historical guides as well as increased awareness. How these activities should be promoted, or who would manage the technology to support these locally driven activities, was not generally the focus of participants' views.

During our survey of stakeholders, a local business association presented proposals for specific island-wide outdoor activities that focused on hiking trail developments and additional marine discovery areas. Accentuating Guam's uniqueness, all these proposals advanced activities "outside of Tumon" that promoted "relaxation" and "real-life experience" that were environmentally and culturally centered. In addition to a call for governmental support for sustainable developments and free digital access in specified areas, the need to maintain and protect the environment, limit over-development, and provide measures that increased personal safety and property protections were identified.

Concern about the impact of visitors on the environment, both at pre-pandemic levels and with ideas to expand access, was commonly referenced. These concerns highlight the anticipation of increased education, monitoring and enforcement requirements as access expands. The impact of visitors on existing nearshore areas and reefs that are highly trafficked was cited as evidence that increased awareness about protecting these resources was needed. The Guam travel association that was proposing additional marine access areas specifically noted the need for a new underwater venue because of the impact of visitor traffic around an existing site (Fish Eye/ Piti Bomb Holes). Discussions about increasing hiking trail accessibility were similarly marked by the need to maintain areas to mitigate erosion and provide amenities to accommodate refuse.

Chart 88 Fish Eye Marine Park



Ecotour offerings that bring together the visitor experience and community awareness were also seen as important by some participants. Bringing visitors into projects that are helpful to Guam (e.g., tree plantings in erosion prevention areas and coral gardening) was seen as a win-win for both the visitors and the

community. Others saw the value of direct community-to-visitor contact through place-based learning, which leverages local ecological and cultural awareness (and development) that is shared with visitors.

Several stakeholders observed the dichotomy between the urbanized, fast-paced lifestyle of visitors, and Guam's more relaxed and nature-proximate lifestyle. In this context Guam was seen as a place where busy city dwellers came to relax. While taking in the clean air, clear skies and waters and generally connecting with nature, some saw the extended opportunity for Guam to promote itself as a "wellness-focused" destination. In addition to self-executing and small group activities ranging from exercise to relaxation experiences, possible projects that were discussed include focused centers of specialized medical treatment, spa recovery and even medical marijuana therapies.

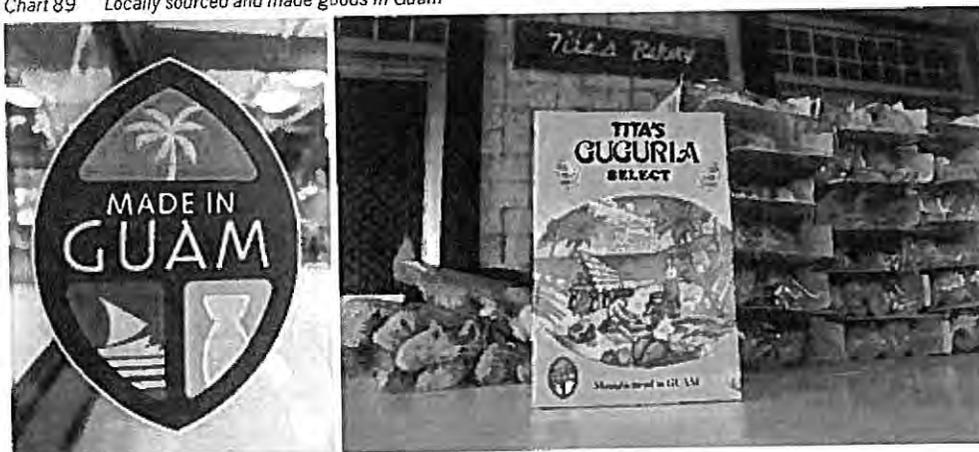
5.3.2 Same as the "Old" Guam

Shopping, sun (+sea) and sports tourism were seen as significant elements of the visitor experience. The infrastructure for these activities is largely in place although stakeholders believed that the experiences would benefit from a post-pandemic review and refresh.

a) shopping

The shopping experience for Guam visitors was perceived as having changed significantly from the heyday of luxury retail spending by Japanese visitors. The spending habits of visitors from source markets, the proliferation of shopping venues in Guam and even discount shopping, were all seen as significant characteristics of the current shopping experience for visitors. Additionally, changes to the retail sector include online shopping and the availability of US and other luxury goods on shore. These suggest a permanent shift in the market toward more locally sourced and quality goods and services that are specifically, and only, available in Guam. Stakeholders would welcome more "big spenders," but were also keenly aware of the visitor segments and their respective changing spending habits.

Chart 89 Locally sourced and made goods in Guam





The effect of the pandemic has been material to retail outlets that had experienced high levels of visitor traffic. With significant declines in visitor traffic, visitor market share collapsed, and overall employee headcount of shopping destinations fell. Stakeholders in the retail industry, however, were engaged in managing their enterprises in anticipation of the slow return of visitors, with high levels of engagement in shuttle transportation and maintaining their facilities. Participants showed positive responses to young families visiting Guam, with thoughts about meeting basic requirements of this set when shopping in facilities. The return to pre-pandemic visitor traffic was generally seen as distant. In the meantime, the ability of retailers to retain employees at even the low levels of current visitor traffic was a widely held concern.

One significant area of change in the shopping experience, from the standpoint of retailers, was the effect of social media on marketing. As a rule, visitors were seen as more digitally connected, and retailers seemed to be engaged in pre-, during- and post-visit contact with visitors and shoppers. All participants shared similar views on (1) moving beyond the current model of “self-promotion” and toward a coordinated (public-private) approach that better marketed all reputable Guam vendors, large and small; and (2) working to develop a customer base for follow-on sales and loyalty programs from Guam retailers that provided both continuing revenue streams and encouraged repeat visitors.

The CHamorro village shopping experience, which is just returning to post-pandemic vibrancy, was repeatedly identified as a unique Guam experience that had potential to become a bigger draw as well as a source for Guam products in the established retail outlets. Coordinated digital marketing of Guam’s shopping options that incorporated CHamorro Village and Night Market vendors was seen as a possible catalyst for increased levels of locally produced goods and increased local engagement in the visitor industry.

b) sun (+ sea)

The Sun and Sea experience in Guam is built around two elements of the “hardware” that are key attractions for travelers from prosperous source markets in the region. These elements are generally appreciated by visitors in outdoor areas at their hotels/resorts, or along the beaches and during recreational activities in the waters.

In general, participants believed that visitors were satisfied with hotel pool/waterpark experiences and that these activities usually occupied some of the visitors' time spent in Guam. Guam's beaches, along with other public spaces, were regularly mentioned by participants as requiring more attention, with cleanliness, trash and public amenities, specifically referenced by most. Ensuring that visitors had ample venues, places and spaces to relax, as well as opportunities to enjoy the environment, including capturing Instagram images, were seen as important elements to meeting expectations about Guam.

Nearshore activities (snorkeling, paddle boarding) that are extensions of the beach experience were not widely discussed. The extent to which stakeholders mentioned these activities was in assuming the ease of visitor access and the abundant beauty of the offering. Some expressed concern about the impact on marine life and reef areas where visitors or their guides engaged in practices that were harmful to the resources. Concerns about water safety and improved communications through signage and increased public awareness campaigns were also expressed.

Chart 90 Ocean-based recreational activities



The broader recreational "sea" experience was noted by stakeholders as vibrant in the pre-pandemic period, if even somewhat increasingly competitive with source country offerings that effected local pricing. Operators of jet skis, parasailing boats, boat charters for fishing and diving, and booze cruises all appear to have been materially affected by the pandemic. Some expressed the view that their businesses may not survive the return to a steady state of visitors. Generally, most of the participants operated on a self-promotion model for their marketing. Pre-pandemic, they had relied on tour operators and travel-books, but some were using social media and favorably viewed the potential benefit of coordinated digital marketing.

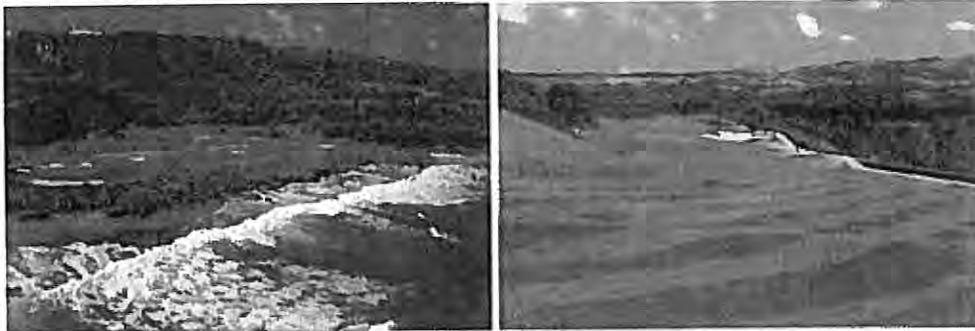
Like most cultural practitioners, these tour operators took advantage of support from the government of Guam through subsidies and other small business assistance programs both before and during the pandemic, but noted the need to boost their small marketing efforts to a broader audience as an area where the government could provide additional assistance. Developing small business communications and a marketing toolkit, and amplifying stories tied to local products, services and unique offerings, such as tours beyond the reef, were suggested.

c) sports tourism

Participants saw sports tourism as a visitor attraction that required a refresh of both infrastructure and marketing. Although some viewed the sports tourism experience as a subset of sun and sea (offering tropical climate environment for activities), it was seen as distinct in the specific set of facilities, equipment, planning and marketing that would be required to reinvigorate the sector. Generally, observers saw the need to for a coordinated approach to research, plan, rebrand (if necessary) and market sports activities in Guam. No one suggested that the development of a robust sports tourism sector would be easy or occur quickly; It was assumed that a recovery would take considerable coordination and planning in Guam and with prospective parties in source countries.

Given the extensive number of existing courses in Guam, golf was the top sports tourism activity that participants identified. The general view was that golfing facilities in Guam were not the draw nor in the optimal condition they once were. Participants offered a range of recommendations about creating a new buzz for Guam's golf offerings (e.g., focus on WLPGA, sponsor tournaments with source country golf associations). A wide range of other terrestrial sports activities (most of which have been in circulation in the past) were also discussed by stakeholders, including running, swimming, cycling, rugby, and soccer. Attracting sports enthusiasts and organizations to participate in Guam-based events was only one element that was seen as beneficial; stakeholders saw family and friend travel as attendant to sporting contestant's travel to Guam.

Chart 91 Guam golf courses



Guam's status as an Olympic nation was also identified as an opportunity that could be leveraged to encourage sports-related visitors. Although peak opportunities in the region (i.e., the Tokyo Olympics, 2020/1) have passed, Guam as a training venue for athletes in nearby countries remains a significant opportunity. Cultivated relationships between Guam Olympic sports organizations and those in the region, when augmented by a coordinated level of government and community support, would be essential. A successful Olympic sports strategy could provide more than just visitors, but also serve to promote the island through association with source country sports excellence.

Guam's symbiotic relationship with water sports, including the availability and access to a world class aquatics facility with an Olympic-sized swimming pool was also noted as critical to developing a robust sports tourism sector and important to the island's overall tourism recovery plan. This type of facility, whether it be the refurbishment of the Hagåtña pool or another site, is central to

the development of sports tourism as it relates to international water polo, swimming, diving, Para-Olympics aquatics, and other related sporting events which have shown interest in Guam serving as a host. Additionally, a pool facility is critical to improve and maintain visitor safety with many lifeguards, scuba divers, Guam Police Department Boating safety officers and the Guam Fire Department Search and Rescue personnel utilizing the pool for regular training activities and conditioning. With the closure of the Hagåtña pool, the island has missed several opportunities to host regularly scheduled regional and international swimming and aquatic events, including the Micronesia games and Pacific games.

Sports fishing derbies/tournaments were seen as the principal opportunity for marine-based sports tourism.

5.4 Strategic, Institutional and Tactical Engagement

Visitor travel is a luxury experience. What Guam is "selling" and how it benefits from those seeking the "Guam experience" will be key to the future value of the island's visitor industry. Guam's half-century experience as a visitor destination has demonstrated that just being a destination does not assure either (1) a steady stream of quality visitors or (2) a high level of local engagement and benefits from the industry.

In an increasingly expansive global travel market, leveraging Guam's natural and competitive advantages in a way that (1) offers a memorable experience to visitors and (2) benefits stakeholders will require new levels of strategic, institutional, and tactical engagement. This approach will need to build on the infrastructure that exists. It will also require a concerted effort of Guam policymakers, industry stakeholders, and local stakeholders to shape an industry that is durable for the next half century.

5.4.1 Strategic Engagement

Most of the stakeholders we talked to said they believed that Guam needed to have a unified approach to the visitor industry. This meant different things to different stakeholders. For some, this meant more "public-private" collaboration or integrating environmentally sustainable practices. To others, it meant inclusion of small stakeholders (cultural, small business) who wanted a seat at the table. Others saw the need for a more conceptual framing, from "tooth to tail" processes that supported the visitor experience, to a focus that refreshed and leveraged Guam's existing infrastructure and strategic advantages. Many of the stakeholders interviewed remarked on the conversations as the first in many years or the only solicitation of feedback they had ever received from public partners. All these views provide an opportunity to strategically approach the future of the Guam brand and better engage industry stakeholders across all levels.

Strategically framing the myriad views of stakeholders, including understanding what prospective visitors want from a Guam experience, is a complex process, particularly given the tactical struggles with which many stakeholders are confronted. Thus, any strategic approach to refreshing, refining, or reshaping the Guam visitor offering will need to address immediate challenges that vested stakeholders currently face, or significant industry capacity may be lost.

Today's challenges, however, appear to blunt stakeholders' strategic view of the industry and its future. All stakeholders have views about what they think segments of the visitor industry should be, but few were able to define how it might be integrated into the industry as a whole or who would carry out the task. The opportunity to define the future of Guam's status as a destination, with a view toward shaping the benefits that accrue to Guam, appears to be wide open. Based on our contact with stakeholders, a strategic vision for the future of the visitor industry would be a welcomed process.

While the strategic perspective on the future of the industry is just the beginning of a process to elevate the Guam visitor experience and enhance its economic value to the island's economy, it is an important confidence building measure. A high-level agreement on Guam's strategic vision will be critical to support

investment, both foreign and local, in the many developments, both private and public, that will be necessary.

Policymakers, industry leaders, and local stakeholders will need to lead the process of strategic engagement. Based on our discussions, we offer several broad areas where strategic approaches are likely to gain traction:

An engagement process that brings together a broad range of policymakers, industry leaders and local stakeholders to frame a strategy for Guam's visitor industry future.

Clearly defining the visitor value proposition, with a view toward identifying the traveler target audiences that would provide the people of Guam with a durable, sustainable, and repeatable economic outcome that maximizes the local benefit.

Managing visitor flow to, and within, Guam in view of increasing FIT and military travelers.

An infrastructure plan that addresses known and future improvements for utilities and transportation, both in the Tumon Bay corridor and for future site developments.

Scoping of a service oriented visitor-centric view of Guam, from booking and arrival, to curating the Guam-island experience and departure (+repeat).

How to develop, support, and help sustain local small businesses in gaining access and service delivery to the visitor industry.

Addressing both the industry's and labor's needs in the human capital equation.

The Guam visitor experience and the digital age.

Leveraging Guam's natural beauty and resources to support low-impact visitor activities.

Environmentally sensitive and industry sustainability practices.

A prospective on the refinement, redevelopment or refreshing of existing centers of visitor interest (e.g., CHamorro Village, beaches, high traffic public spaces, golf courses).

5.4.2 Institutional Engagement

Across the spectrum of stakeholders that we spoke with, increased institutional capacity and capabilities were regularly identified as necessary to improve the visitor industry. Clearly, increased levels of institutional engagement would be required to successfully execute a future strategic approach and the myriad tactical elements.

We should note that some institutions directly related to the visitor industry (e.g., the Guam Visitors Bureau) have historically operated in the role of collecting information on visitors and their experiences in Guam. In this regard the GVB provides an important institutional level of support for important information. The

level of institutional engagement that is necessary to support strategic approaches more broadly is much wider and deeper than just the current touchstone of the visitor industry in Guam.

Generally, the stakeholders in the Guam industry operate in relatively siloed environments, with no overall institutional framework for feedback, reorientation and response to issues that can enhance either the visitor experience, the level of local engagement, or their place in the industry. There is no one at fault for this current state, as there is no directive or institutional mechanism to carry out this purpose.

By way of example, the academic capacity to support the island's largest economic driver is one professor at the University of Guam. Similarly, Guam's public transportation program is not designed to support the visitor experience or employees who serve the island's economic engine. While many stakeholders go through considerable effort to understand the visitor experience as it may relate to their specific economic ties to the visitor, there is no overall sense of the visitor experience or the sense of the visitor transition between stakeholder (e.g., from transportation mode) to contact with local stakeholder (hotel, shopping venue, cultural venue, etc.). There is considerable and increasing recognition of the value of unique Guam characteristics (culture, food, etc.) but there are no institutional support mechanisms that integrate these and visitor industry service providers into the industry. At other levels, the institutional capacity or directive to capture essential data (e.g., visitor-related buses, rental cars) does not exist. Similarly, capacity to support basic enforcement measures is readily acknowledged as not existing.

Policymakers, industry leaders, and local stakeholders will need to lead the process of institutional engagement. Based on our discussions, we offer several broad areas where institutional approaches are likely to be welcomed:

Frameworks for private-public sector collaboration across a range of agreed strategic approaches that increase the bandwidth of marketing and promotions, strengthen brand reinforcing activities, and promote cultural and environmental mores into the visitor experience.

A common, open-architecture platform to support the digital visitor experience (e.g., venue locations, transportation, cultural and historical information).

Develop regular feedback loops and an analysis of visitor activities with a view toward improving the overall experience and creating a satisfied traveler.

An integrated public-private framework to manage the affordable and accessible availability of transportation (public and private) for visitors and industry service personnel.

Consistent with the overall strategy, establish defined processes for the regular and sustained support and development of local business access and integration with the Guam visitor industry.

One-Stop and/or stream-lined business and/or certification processes for local small businesses across a range of services (e.g., from food preparation to hiking or cultural/historical guide certifications).

Develop consistent and accountable mechanisms for the management of public spaces including, but not limited to, flora and refuse management of parks and the availability of clean personal convenience spaces.

Educational support at all levels to promote the visitor industry and support industry, and island, excellence—from industry management (tertiary) to industry skills training (vocational and specialized) and place-based learning (elementary and secondary) that promote cultural awareness and pride.

Provision of necessary public agency capacity to provide visible public safety presence and support as well as investigation and enforcement functions to assure public benefit.

Adequate collection of data to support ongoing optimization and planning for public resource collection and allocation, public and private services delivery and an understanding of visitor interests, preferences and needs.

Data-based public processes to evaluate and make recommendations on institutional support for visitor industry stakeholders experiencing major acyclical stresses (e.g., pandemics, source market anomalies).

5.4.3 Tactical Engagement

The objective of a tactical engagement process is to deliver solutions that were identified as strategic objectives and supported by institutional frameworks. Ultimately tactical outputs of strategic and institutional goals should be regularly evaluated and used to inform a continuing feedback loop to continuously refine strategy and the institutional framework that supports it.

To the extent that stakeholders welcome strategic and institutional engagements, there are many baseline areas where tactical approaches to increase local participation were identified. As tactical approaches are scoped and launched, the results should be examined to apprise ongoing institutional and strategic processes.

Based on our discussions with local stakeholders we offer several tactical approaches that can contribute to baseline developments.

a) Galaide/Sakman Traditional Skills Exhibition

Project Objective: Showcasing traditional Marianas and Micronesia canoe building and sailing skills for visitors in an environment that includes the regular exhibition of traditional skills around a beachside hut. The project would provide a consistent and remuneration base for continuing local skills development while providing visitors with authentic cultural experiences.

Potential Partners: Beachside hotels/resorts, existing Galaide organizations

Potential Funding: hotel sponsorship, grants, fee-based

b) Tree Planting – Eco-Tourism Project

Project Objective: Providing visitors with the opportunity to experience Guam's outdoors while making a lasting contribution to needed environmental remediation of Guam's watershed and other areas that require erosion control. The project would link tree planting with carbon credits for air carriers.

Potential Partners: CIS/G3/UoG SeaGrant, Air carriers

Potential Funding: Partner support, grants, fee based.

c) Hiking trail developments

Project Objective: Rehabilitating hiking trails to provide increased access, incorporate environmental sensitivity, showcase cultural and indigenous values, and add necessary infrastructure and convenience amenities would raise the bar for alternative tours and FIT eco-options.

Potential Partners: GTTA, CIS/G3, Government of Guam agencies (DPR, DoAg)

Potential Funding: Government of Guam, GVB, Hiking/trail NPOs

d) Selling Honey – a high value, high quality Guam Product

Project Objective: Developing a story and infrastructure to position an existing high value, high quality Guam product to the visitor market with the potential for continuing export sales.

Potential Partners: Guam Beekeepers Association, DPHSS, GEDA

Potential Funding: Commercial, GEDA

e) Local vendor trade fairs

Project Objective: Promoting local craft, food products (grown, prepared, processed), and tour options to display, offer and showcase the availability of local products to industry leadership for increased integration of Guam-based content in the visitor experience.

Potential Partners: GHRA, GEDA, GVB, Shopping Centers

Potential Funding: GVB, GEDA, Shopping Centers, GHRA

f) Industry Sustainable and Eco-Tourism Certification

Project Objective: Establishing a certification standard for Sustainable and Ecotourism certification, consistent with internationally recognized criteria (e.g., GSTC), to raise local awareness, build local certification capacity and provide visitors with knowledge of sustainable and eco options in Guam.

Potential Partners: GIS, G3, UoG SeaGrant, GSWA.

Potential Funding: Grants

g) Public transportation enhancements (employees-to-workplace focused)

Project Objective: Developing a regular public transportation schedule from visitor industry employee population centers through the San Vitores corridor to increase access to the workplace for existing and prospective employees. The project would address a widely reported critical need for many industry employees.

Potential Partners: GMTA, GHRA, DLM

Potential Funding: Existing (pilot) and grant funding

h) Daycare for children of industry employees

Project Objective: Providing visitor industry employees a convenient and inexpensive option for day care for their infant children.

Potential Partners: GHRA, Government of Guam

Potential Funding: Existing, prospective federal funding for daycare

i) Public convenience partnership (with Mayor's offices)

Project Objective: Providing visitors with available, clean public convenience facilities through a partnership with village mayors.

Potential Partners: Guam Mayor's Council, individual mayors, DPR, DPW, GVB, Corporate sponsors.

Potential Funding: Government of Guam, Corporate sponsors

j) Free Public Wi-Fi

Project Objective: Guam's visitors and local businesses are increasingly tied to their handheld devices. Providing visitors with a universal, free and secure Wi-Fi portal during their Guam visit would increase engagement with local venues, events and businesses.

Potential Partners: GVB, GEDA, Guam Telcos

Potential Funding: Start-Up Cost + Advertising

k) Virtual Guam – A One Stop

Project Objective: Providing visitors with an e-guide to enhance the diversity of the local contacts that are made and deepen the experience of the Guam visit.

Potential Partners: GVA, GHRA, GTTA, Chambers of Commerce, GEDA, GUMA,

Potential Funding: Grants, GVB, GEDA

l) Self-Guided Tour App

Project Objective: Collaborate with cultural, historical, environmental experts to develop content and then build an online app that will provide information about Guam in an audio tour that can be accessed in multiple languages. It will showcase Guam's language, people, land, sea and history with stories and visuals to help everyone understand and appreciate Guam's unique sites. Working with a map application, the app would identify a location and provide a multi-lingual menu to hear about the importance/history of sites. For those off-island, the audio would be augmented with visuals that would help the app serve as a marketing tool to draw tourists to the island.

Potential Partners: UOG, Guam Museum, MARC, GEPA, Guampedia, Guam DPR.

Potential Funding: Federal and GovGuam Funds

m) Local business regulatory review (Air BnB, Prepared food sales)

Project Objective: Evaluate the legal and regulatory requirements of local small businesses that support and have the potential to support the visitor industry with a view toward promoting ease of doing business and an acceptable level of fidelity and compliance.

Potential Partners: DRT, DPHSS, GCC, GUMA, GTTA

Potential Funding: Government of Guam

n) Targeted Medical Tourism

Project Objective: Identify selected areas of medical care that benefit from US certifications that are desired by regional visitors and develop a project that will staff and equip the new Medical Complex to provide identified services. Market the services and tie in with hotel stays. Project will generate revenue for the hospital, improve services for local population and be a new line of tourism for Guam. Potential areas include plastic surgery which would combine treatment with spa recovery packages for higher-wealth patients.

Potential Partners: Guam Medical Association, Guam Medical Society, GMH, GEDA

Potential Funding: Private sector

o) Wellness Travel

Project Objective: Create and market complete wellness packages for regional tourism markets that incorporate organic local products, relaxation regimes that leverage Guam's natural beauty, and top-quality wellness treatments and trainers.

Potential Partners: Wellness providers, hotels, local vendors

Potential Funding: Private sector

p) Regional Cruise Travel

- Project Objective: Coordinate with Commonwealth of the Northern Marianas to develop a package of tourism that provides boat, air, and land transportation, regional experiences that tap into the natural beauty of remote islands in the NMI chain. Potential for small cruise ships, helicopters, small planes and remote "glamping" experiences curated for visitors.

Potential Partners: GVB, Marianas Visitors Authority, Port Authority of Guam, Commonwealth Ports Authority (CNMI)

Potential Funding: Private sector

5.5 Tourism Stakeholder SWOT Analysis

A SWOT analysis was put together from Guam tourism stakeholders, including a range of government agencies, non-profits and cultural practitioners, and businesses from the private sector. Two perspectives were looked at: the stakeholders' role in Guam tourism and the stakeholders' view on Guam tourism.

Chart 92 Government Agencies: Our role in tourism (SWOT Analysis)

Strengths · Weaknesses · Opportunities · Threats	
+	-
<p>easy access to Guam from source markets of Japan, Korea and Taiwan</p> <p>revenue generation for government operations</p> <p>sustainability framework for Guam's development is in process</p> <p>incentives for visitor-sector development and resources for workforce are available and may be tailored</p>	<p>structural limitations in the Guam market</p> <p>perceptions of incentives are mixed and results of workforce training programs are unclear</p> <p>capacity limits government's ability to provide highest level of efficiency and maximize revenue capture</p> <p>sustainable practices in Guam are far behind those in source market countries</p>
↗	↘
<p>use of technology to create efficiencies and cost savings with tourism related administration</p> <p>ability to improve tourism offerings and products to increase visitor spend and government revenue</p> <p>incorporate greater innovation into the policies and initiatives to tap into new visitor markets and expand revenue streams</p> <p>room for improvement across all government related programs and initiatives</p>	<p>structural challenges (e.g. external partners dependency, no whole of government strategy)</p> <p>dependence on visitor volume to drive revenues</p> <p>institutional capacity to support the visitor industry is limited</p> <p>lost revenues from regulatory leakage</p>

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Chart 93 Government Agencies: How we see tourism (SWOT Analysis)

Strengths - Weaknesses - Opportunities - Threats	
+	-
<p>Guam's natural beauty</p> <p>The CHamorro culture and history is a unique selling point</p> <p>sustainability compliments Guam's natural assets; clean air, vibrant sea life and clear ocean waters</p> <p>tourism industry presents the ability for people to develop new skills and to benefit economically</p>	<p>basic infrastructure is in poor condition; visitor-facing infrastructure and public spaces are deteriorating</p> <p>disconnect between: the tourism industry and residents; small business and cultural practitioners and the industry incentives, and support for local small businesses is limited and industry workforce is generally underpaid</p> <p>sustainable practices in Guam are far behind those in source market countries</p>
↗	↘
<p>leverage natural assets to increase quantity and quality of tourism</p> <p>become more cultural "centric" integrating the CHamorro culture into the visitor experience</p> <p>increase offerings for high-spending consumers with improved product through the lens of "local", cultural and sustainable</p> <p>public-private coordination, facilities upgrades, better industry wages, leverage technology for visitors and local businesses</p>	<p>continuing discounting and volume model without attention to maintenance (while Guam remains expensive)</p> <p>continuation of the business-as-usual policy that assumes visitors will come</p> <p>available workforce to support the industry not fully integrating the industry into Guam's sustainability plans.</p>

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Chart 94 Non-Profits/Cultural Practitioners: Our role in tourism (SWOT Analysis)

Strengths - Weaknesses - Opportunities - Threats	
+	-
<p>organic base of cultural, community, "local", historical and environmental experiences and venues to share</p> <p>Indigenous voice, knowledge, issues and stories accents an authentic Guam and community pride</p> <p>industry and business associations have strong memberships</p> <p>institutional framework (GVB, GEDA, SBA, GTA, NPCs) to help small local and cultural entities access the visitor</p>	<p>limited facilitation and advocacy for local entities to enter the industry ; hurdles to entry are institutional and cultural</p> <p>communication and connection between the community and the industry is weak or driven top-down from the industry</p> <p>no strategic vision or plan that integrates the community and industry</p> <p>tactical and operational support for small businesses success is limited; industry workforce pool is shallow</p>
↗	↘
<p>many opportunities to connect with visitors from captive arrival "greetings" to attractions that focus on local attributes</p> <p>enthusiasm for entrepreneurial ventures to promote authentic local product is high</p> <p>the local community has products, history and stories to tell that are richer and more interactive than directed experiences</p> <p>increase the number of stakeholders to fill the gap between marketing and destination management</p>	<p>perceived lack of industry support is a disincentive to integrating more authentic into the visitor experience</p> <p>small businesses are fragile and are sensitive to market fluctuations, bureaucratic structures and extensive coordination</p> <p>many in the industry are focusing on directing the visitor experience rather than asking the community</p> <p>the rate of visitor return post-pandemic impacts the scale of local offerings</p>

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Chart 95 Non-Profits/Cultural Practitioners: How we see tourism (SWOT Analysis)

Strengths · Weaknesses · Opportunities · Threats	
+	-
<p>Guam's raw product is great; visitors want to enjoy natural beauty, escape urban life and experience new cultures</p> <p>visitors want authentic Guam experience</p> <p>pre-pandemic (emerging) activities focused around village fiestas, "festivals" and "signature events"</p> <p>Guam's proximity to source markets, being a safe destination and a perceived quality</p>	<p>lack of focus on Guam's base product (e.g. public parks and spaces, "environmental" quality)</p> <p>entry for locals into the market is quite challenging and interest in promoting an authentic Guam product is limited</p> <p>strong, coordinated advocacy for community activities that penetrates the industry offerings does not exist</p> <p>perceptions that visitor revenue is managed by off-island interests</p>
↗	↘
<p>incentivize the industry to (re)think about how local and cultural can be better integrated into their offerings</p> <p>refresh the brand; develop a Sense of Place that is distinctly Guam</p> <p>increased public and private cooperation for a wide range of activities, programs and venues; coalesce around the brand</p> <p>increase enforcement and promote policy to ensure revenue stays in Guam</p>	<p>current focus on quick returns rather than long term planning</p> <p>the Guam product and brand exist without strategic focus while stakeholders continue to conduct business as usual</p> <p>other destinations, with sharper destination focus and lower prices will be more competitive</p> <p>the poor state of public and industry-facing infrastructure do not reflect a highly desirable destination</p>

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Chart 96 Private Sector: Our role in tourism (SWOT Analysis)

Strengths - Weaknesses - Opportunities - Threats	
+	-
<p>Guam brand has recognition in source markets relationship with tour operators, hotels and airlines support the core of the visitor market(s) established visitor-facing business infrastructure (retail, optional tours) and emerging entrepreneurs (restaurants, lifestyle brands) emerging FIT travelers are increasingly using mobile devices for engaging local options before and during visit</p>	<p>structural weaknesses: limited visitor offerings, transportation costs, X-hotel digital connectivity, condition of public facilities availability of human capital and high employee churn rate affects service quality and delivery at volume changing traveler tastes, consumer profiles and access to other markets will affect attractiveness FIT (and military) are less predictable visitors (timing, duration of visit)</p>
↗	↘
<p>a unified market strategy that includes marketing Guam (externally) and sharing data among stakeholders (internally) establish a greater digital presence in source markets on the strength of a unified market strategy refreshing Guam's natural assets is not a hard lift diversify tourism offerings with the strengths of Guam's natural beauty to include more local contributions (food, culture)</p>	<p>the slow and uneven return of visitors and its impact on local business continuity available human capital to scale up competition from other markets condition of public infrastructure</p>

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Chart 97 Private Sector: How we see tourism (SWOT Analysis)

Strengths - Weaknesses - Opportunities - Threats	
+	-
<p>Guam's assets - natural beauty, proximity to regional markets, local culture, safe, "U.S." destination</p> <p>the island's current hotel stock and offerings make it well positioned in the mid-market (and family) traveler segment</p> <p>Guam is small and access to venues around the island should be reasonable and easy</p> <p>local, cultural, historical and environmental options are widely available</p>	<p>disconnect between tourism industry and local communities - and disconnect between needs of visitors and local offerings/services</p> <p>limited quality product (hotels, food and beverage, tours), diversity of tour offerings, attractions outside of Tumon</p> <p>many attractions are in Tumon corridor and transportation outside of Tumon is expensive</p> <p>Guam lacks a strong cultural identity to visitors</p>
↗	↘
<p>build on Guam's strengths to refresh existing visitor infrastructure (e.g. outdoor sporting venues)</p> <p>greater government and private sector collaboration (e.g. data sharing, digital access), unified strategy and marketing</p> <p>create spaces for greater visitor and community interaction and maintain public parks, historical and cultural sites</p> <p>increase wages and training to maintain and build a skilled and passionate workforce</p>	<p>low levels of community engagement with visitor industry weakens community commitment to the product</p> <p>appearance of decline: poor state of basic infrastructure, homelessness, littering and unclean public spaces</p> <p>misunderstanding a changing industry and what needs to be addressed to meet new consumer trends and needs</p> <p>Guam as a destination, not an experience</p>

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6 Terms and Conditions

§ 1 General Terms and Conditions/Scope

(1) All legal transactions between the Principal and the Agent (Management Consultant; MC) shall be subject to these General Terms and Conditions exclusively. The version valid at the time the Contract is concluded shall be applicable.

(2) These General Terms and Conditions shall also apply to any future contractual relationships even if these General Terms and Conditions are not expressly referred to in collateral contracts.

(3) Any conflicting General Terms and Conditions on the part of the Principal shall be invalid unless they have been explicitly accepted in writing by the Agent (MC).

(4) If any provision of these General Terms and Conditions is or becomes invalid, the other provisions and any contracts concluded pursuant to these provisions shall not be affected thereby. The invalid provision shall be replaced by a provision which best corresponds to the intention and economic purpose of the invalid provision.

§ 2 Scope of Consulting Assignments/Representation

(1) The scope of each particular consulting assignment shall be individually agreed by contract.

(2) The Agent (MC) shall be entitled to subcontract, in whole or in part, the services for which the Agent is responsible to third parties. Payment of said third parties shall be effected exclusively by the Agent (MC). No contractual relationship of any kind shall exist between the Principal and said third party.

(3) During the validity of this Contract and for a period of three years after termination thereof, the Principal shall agree not to enter into any kind of business transactions with persons or organisations the Agent (MC) employs to perform the Agent's contractual duties. In particular, the Principal shall not employ said persons or organisations to render consulting services the same or similar to those offered by the Agent (MC).

§ 3 Principal's Obligation to Provide Information/Declaration of Competence

(1) The Principal shall ensure that during the performance of the consulting assignment, organisational conditions in the Principal's place of business allow the consulting process to proceed in a timely and undisturbed manner.

(2) The Principal shall also inform the Agent (MC) in detail about previously conducted and/or currently active consulting projects, including those in other areas of competence.

(3) The Principal shall, in a timely manner and without special request on the part of the Agent, provide the Agent (MC) with all documents necessary to fulfil and perform the consulting assignment and shall inform the Agent of all activities and conditions pertinent to the performance of the consulting assignment. This includes all documents, activities and conditions that become known or available during the performance of the consulting assignment.

(4) The Principal shall ensure that all employees as well as any employee representation (works council) provided by law, if established, are informed of the Agent's consulting activities prior to the commencement of the assignment.

§ 4 Maintenance of Independence

(1) The contracting parties shall be committed to mutual loyalty.

(2) The contracting parties shall be obligated to take all necessary measures to ensure that the independence of all persons working for the Agent (MC) and/or of any third

parties employed by the Agent is not jeopardized. This applies particularly to any employment offers made by the Principal or the acceptance of assignments on their own account.

§ 5 Reporting/Obligation to Report

(1) The Agent (MC) shall be obligated to report to the Principal on the progress of services performed by persons working for the Agent and/or any third parties employed by the Agent.

(2) The Agent (MC) shall deliver the final report in a timely manner, i.e. depending on the type of assignment, two to four weeks after completion of the assignment.

(3) The Agent (MC) shall not be bound by directives while performing the agreed service and shall be free to act at the Agent's discretion and under the Agent's own responsibility. The Agent shall not be required to work in a particular place or to keep particular working hours.

§ 6 Protection of Intellectual Property

(1) The Agent (MC) shall retain all copyrights to any work done by the Agent and/or by persons working for the Agent and/or by third parties employed by the Agent (including but not limited to letters, reports, analyses, expert opinions, organization charts, programmes, performance descriptions, drafts, calculations, drawings, data media, etc.). During the contract period and after termination thereof, the Principal may use these materials exclusively for the purposes described under the Contract. Therefore, the Principal shall not be entitled to copy or distribute these materials without the explicit consent of the Agent (MC).

(2) Any violation of this provision by the Principal shall entitle the Agent (MC) to prematurely terminate the Contract and to enforce other legal claims, in particular for restraint and/or damages.

§ 7 Warranties

(1) The Agent (MC) shall be entitled and obligated, regardless of fault, to correct any errors and/or inaccuracies in the Agent's work which have become known subsequently. The Agent shall immediately inform the Principal thereof.

(2) This right of the Principal expires six months after completion of the respective service.

§ 8 Liability/Damages

(1) The Agent (MC) shall be liable to the Principal for damages - with the exception of personal injury - only to the extent that these are the result of serious fault (intention or gross negligence). Correspondingly, this also applies to damages resulting from third parties employed by the Agent.

(2) Any claim for damages on the part of the Principal may only be enforced by law within six months after those entitled to assert a claim have gained knowledge of the damage and the liable party, but not later than three years after the incident upon which the claim is based.

(3) The Principal shall furnish evidence of the Agent's fault.

(4) If the Agent (MC) performs the required services with the help of third parties, any warranty claims and claims for damages which arise against the third party shall be passed on to the Principal. In this case, the Principal shall primarily refer to the third party.

§ 9 Confidentiality/Data Protection

(1) The Agent (MC) shall be obligated to maintain complete confidentiality concerning all business matters made known to the Agent in the course of services performed, especially trade and company secrets and any other information concerning type and/or scope of business and/or practical activities of the Principal.

(2) Furthermore, the Agent (MC) shall be obligated to maintain complete confidentiality towards third parties concerning the content of the work completed, as well as any information and conditions that contributed to the completion of the work, particularly concerning data on the Principal's clients.

(3) The Agent (MC) shall not be obligated to maintain confidentiality towards any person working for the Agent or representatives of the Agent. The Agent is required to obligate such persons to maintain complete confidentiality and shall be liable for any violation of confidentiality on their part in the same way as if the Agent had breached confidentiality.

(4) The obligation to maintain confidentiality shall persist indefinitely even after termination of this Contract, with the exception of any duty to give evidence.

(5) The Agent (MC) shall be entitled to use any personal data entrusted to the Agent for the purposes of the services performed. The Agent (MC) shall guarantee the Principal that all necessary measures will be taken, especially those regarding data protection laws, e.g. that declarations of consent are obtained from the persons involved.

§ 10 Remuneration

(1) After completion of the services agreed upon, the Agent (MC) shall receive remuneration agreed upon in advance between the Agent (MC) and the Principal. The Agent (MC) shall be entitled to render intermediate accounts and to demand payment on account as required by the progress of the work. Remuneration shall be due and payable immediately after rendering accounts by the Agent.

(2) The Agent (MC) shall render accounts which entitle to deduct input tax and contain all elements required by law.

(3) Any cash expenditures, expenses, travel expenses, etc. shall be reimbursed to the Agent (MC) by the Principal separately upon submission of the appropriate receipts.

(4) In the event that the work agreed upon is not completed due to reasons on the part of the Principal, or due to a premature termination of contract by the Agent (MC) for cause, the Agent (MC) shall be entitled to claim payment in full of the remuneration agreed upon in advance, less expenses not incurred. In the event that an hourly fee had been agreed upon, the Principal shall pay for the number of hours expected to be required for the entire contracted assignment, less expenses not incurred. Expenses not incurred shall be calculated as a lump sum consisting of 30 % of the fee required for those services that the Agent did not perform by the date of termination of the agreement.

(5) In the event that intermediate invoices are not paid, the Agent (MC) shall be released from the Agent's commitment to provide further services. This shall not apply to any further claims resulting from default of payment.

§ 11 Electronic Invoicing

(1) The Agent (MC) shall be entitled to transmit invoices electronically. The Principal agrees explicitly to accept invoices transmitted electronically by the Agent (MC).

§ 12 Duration of the Agreement

(1) This Contract terminates with the completion of the project.

(2) Apart from this, this Contract may be terminated for good cause by either party at any time without notice. Grounds for premature termination include the following:

one party breaches major provisions of the Contract
one party is in delay with the payments after the beginning of insolvency proceedings
legitimate concerns exist regarding the Principal's credit standing, even though insolvency proceedings have not been opened, the Principal fails to make an advance payment or to furnish suitable security at the Agent's (MC's) request and the Agent (MC) didn't know about the Principal's bad financial situation when the contract was concluded.

§ 13 Final Provisions

(1) The contracting parties declare that all information contained herein is accurate and made in good conscience. They shall be mutually obligated to immediately inform the other party of any changes.

(2) Modifications of and amendments to this contract or these General Terms and Conditions shall be made in writing. This shall also apply to a waiver of this requirement in written form.

(3) This Contract is governed by the substantive law of the Republic of Austria, excluding the conflict of law rules of international private law. Place of fulfillment is the registered business establishment of the Agent (MC). Jurisdiction in all disputes is the court in the place where the Agent (MC) is based.



Office (671) 635-126
674 Harmon Loop Road, Suite 207
Dededo, Guam 96929

www.rimsguam.com

March 3, 2025

Dr. Gerald Perez
Acting President & CEO
Guam Visitors Bureau

Re: Response to Price Proposal for RFP 2025-002 - Integrated Marketing Communications, Advertising, and Event Support Services

Háfa Adai, Dr. Perez,

Thank you for your time during our last price negotiations meeting for GVB RFP 2025-002. We deeply value our longstanding partnership with the Guam Visitors Bureau and appreciate the opportunity to build upon our proven track record of service.

The Manhita Team is recommending using the pricing model and contract structure utilized in our last contract, which has demonstrated success in delivering value to GVB. The contractual arrangement for services would contain two mechanisms:

1. **A monthly retainer fee of \$6,000 for strategic planning, account management, and administrative services**
2. **Development of task orders for additional services, projects, and events**

The following expands the two suggested components of compensation for the services, above, provided within the scope of the RFP.

1. Monthly Retainer for Strategic Planning, Account Management and Administrative Services

The monthly retainer fee of \$6,000 covers the following essential strategic planning, account management, and administrative tasks necessary for GVB's operational and strategic objectives. These tasks include the following:

- Develop an overall strategy for advertising and promotions communicating GVB's core message, programs, departments, working groups, and stakeholder engagement, aligning with GVB's mission.
- Provide strategic planning, administration, counsel and oversight around the integration and development of current and potential marketing channels.
- Develop marketing campaigns and tactics to include industry and community buy-in for Guam's recovery strategies.
- Implement cost-effective, innovative strategies to amplify GVB's programs and promote community engagement via social media, web-based tools, mobile platforms, and traditional media.
- Provide regular media reporting and assist with board communications as directed.

RIMS
ACCEPTED PROPOSAL





- Develop crisis communications strategy and escalation processes for acute and large-scale emergency situations. (Execution of crisis communications plans to be scoped separately).
- Develop annual fiscal year communications plans with budget projections and management.
- Prepare weekly work-in-progress, monthly, and end-of-project summary report.
- Collaborate with GVB to achieve key milestones and initiatives that drive measurable outcomes, such as increased audience engagement, media impressions, or event attendance.
- Conduct media planning, negotiations, and reporting.
- Manage budget, including procurement and third-party payables. Please note that RiMS does not markup third-party invoices. Savings and discounts received are passed on to GVB. All GVB third-party invoices paid by RiMS will be submitted and billed as direct reimbursements.
- Ensure proper and accurate representation of CHamoru culture, traditions, and arts.
- Elevate GVB's key messages and initiatives across diverse channels to ensure maximum reach.

2. Task Orders for Additional Services, Projects and Events

For additional services, projects, and events not covered under the retainer, the Manhita Team will develop task orders that will include a detailed scope of work, timeline, and cost proposal for each project based on the rates listed below for GVB Management's review and approval. Upon approval, services will be rendered based on the final scope and agreed-upon price of the task order.

Fee Structure	Proposed Hourly Rate	Negotiated Hourly Rate
Project Management Services	\$125.00	\$100.00
Public Relations Services	\$100.00	\$95.00
Community Outreach Services <ul style="list-style-type: none"> • Community and Industry Stakeholder Engagement • Partnership Development 	\$100.00	\$95.00
Crisis Communications Plans Execution	\$100.00	\$95.00
Creative and Production Services <ul style="list-style-type: none"> • Graphic Design • Social Media / Digital Marketing • Copywriting and Editing 	\$100.00	\$100.00
Event Management Services <ul style="list-style-type: none"> • Event Planning and Management • Event Budget Management, Procurement and Third-Party Payables • Event Sponsorship Solicitation 	\$100.00	\$95.00





Considering the current market conditions, we are pleased to offer preferred rates to GVB to support its goals and objectives. After one year of engagement, RiMS respectfully requests a performance review and reassessment of market conditions, which may allow for adjustments to the rates based on the original proposed fees.

Value to GVB

This dual structure provides GVB with:

- Cost predictability for ongoing account management.
- Flexibility to scale additional services based on specific needs.
- Transparency in scope and pricing for all projects.

Summary of Benefits

Our approach is designed to align with GVB's mission and to deliver measurable outcomes through a combination of strategic planning, innovative marketing, and operational excellence. We are committed to driving community engagement, amplifying GVB's key messages, and ensuring the effective use of resources.

Thank you again for this valuable opportunity. I am available at your convenience to meet and discuss any questions you may have.

Sincerely,

A handwritten signature in black ink, appearing to read "Steve Ruder". The signature is fluid and cursive, with the first name "Steve" and last name "Ruder" clearly distinguishable.

Steve Ruder
President
Ruder Integrated Marketing Strategies



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.

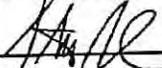
7. **DISPUTE RESOLUTION** Any disputes arising under this Agreement shall first be resolved through good-faith negotiations between the Parties. If negotiations fail, the dispute shall be resolved through mediation or arbitration in Guam.

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

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

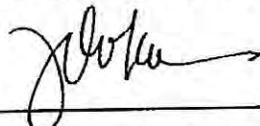
By: 

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 Fillmed
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
Office: (671) 635 1126
Cell: (671) 687-0958
674 Harmon Loop Road, Suite 207,
Dededo, Guam 96929

www.rimsguam.com

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Regards

Steve Ruder



Ruder Integrated Marketing Strategies
Office (671) 635.1126
Cell (671) 687-0958
674 Harmon Loop Road, Suite 207,
Dededo, Guam 96929

www.rimsguam.com

GVB0665





**INDEPENDENT AND PROFESSIONAL
SERVICES CONTRACT**

**INTEGRATED COMMUNICATIONS,
ADVERTISING AND EVENT SUPPORT SERVICES**

**Guam Visitors Bureau
and
Ruder Integrated Marketing Strategies, Inc. (RIMS)**

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AGREEMENT

This Independent Professional Services Agreement for **VISITOR EXIT SURVEYS**, (the “Contract”) is made and entered into by the **GUAM VISITORS BUREAU**, 401 Pale San Vitores Road, Tumon, Guam 96913, a public, non-stock corporation (“GVB”) and **RUDER INTEGRATED MARKETING STRATEGIES, INC.** (“RIMS”), 674 Harmon Loop Road, Suite 207, Dededo, GU 96929 (“Contractor”).

NOW, THEREFORE, in consideration of the mutual promises, covenants and agreements stated herein, and for other good and valuable consideration, the sufficiency of which is hereby acknowledged, GVB and Contractor agree as follows:

ARTICLE 1 THE CONTRACT AND THE CONTRACT DOCUMENTS

Wherever used in this instrument or in the other contract documents, and whether singular or plural, the following terms shall have the meanings indicated:

Change Order – A written order to the Contractor signed by GVB, issued after execution of the agreement authorizing an addition, deletion, or revision in the work, or an adjustment in the contract price or the contract time.

Contract – This agreement and all contract documents.

Contract Documents – GVB’s Request for Proposal (RFP) GVB RFP 2025-002 INTEGRATED COMMUNICATIONS, ADVERTISING AND EVENT SUPPORT SERVICES and the Contractor’s Proposal submitted to GVB on January 17, 2025 and any or all other Documents prepared by Contractor and approved by GVB in accordance with this Contract, along with any special provisions added thereto with the consent of GVB, the agreement, the bonds, the notice of award, specifications, drawings, shop drawings, design schedules, detailed design, and modifications.

Contract Price – The total amount in U. S. dollar currency payable to Contractor as stated in the contract documents.

Contract Time – The number of calendar days stated in the agreement for the completion of the work associated with a specified event authorized by GVB under the contract documents.

Contractor – Ruder Integrated Marketing Strategies, Inc. (“RIMS”), (“Contractor”)

Modification – A mutually agreed upon Change of the contract documents.

Project – The specified event or project to be performed as provided in the contract documents.

Subcontractor – An individual, firm, or corporation having a direct contract with Contractor or with any other subcontractor for the performance of a part of the work at the site.

Task Order – A written order to the Contractor signed by both parties upon mutual agreement for a specific task requested by GVB, which will be acknowledged by the Contractor in writing, to include the scope of work, deliverables, timeline and agreed compensation.

ARTICLE 2

DURATION OF CONTRACT

2.0. This contract shall continue in effect for Fiscal Year 2025 from the date of the Notice to Proceed through September 30, 2025; the initial contract term. Thereafter, it may be renewed annually not to exceed three (3) total years, subject to availability of funds each fiscal year and upon mutual agreement of the parties.

2.1. Each renewal option provided for in this contract shall be subject to and based on the Contractor's receipt of a satisfactory performance evaluation from GVB at the end of each fiscal year period. The contractual obligations of GVB and the Contractor for the initial contract term and for each renewal fiscal period succeeding the first shall be subject to the appropriation and availability of funds.

2.2. Contractor understands and agrees that if the Government of Guam fails to appropriate funds, or if funds are not otherwise made available for continued performance of this Agreement for any year succeeding the initial contract term, this Agreement shall be canceled automatically as of the end of the term preceding a year for which funds were not appropriated or otherwise made available; provided, however, that this will not affect either GVB's rights or the Contractor's rights under any termination clause in this Agreement. GVB shall notify the Contractor as soon as it has knowledge that funds may not be available for the continuation of this Agreement for each succeeding fiscal year beyond the first fiscal year.

ARTICLE 3

CONTRACTOR'S REPRESENTATIONS

3.0. As represented in executed affidavits submitted with the Contractor's proposal in response to GVB RFP 2025-002 and the conclusion of best and final offer negotiations between the Contractor and GVB, the Contractor is professionally qualified and licensed to act as the contractor for the Scope of Work and Services as solicited in GVB RFP 2025-002 and is, and will remain, licensed to perform the project under Guam law.

3.1. Contractor has the expertise, experience, and knowledge as well as the necessary personnel and financial capability to perform the Scope of Work and Services in accordance with the terms of this Contract and GVB RFP 2025-002.

3.2. Contractor assumes full responsibility for the acts and omissions of its contractors, sub-contractors or others employed or retained by Contractor in connection with the offered Scope of Work and Services of GVB RFP 2025-002.

ARTICLE 4 CONTRACTOR'S DUTIES AND RESPONSIBILITIES

Duties of the contractor include but are not limited to the Scope of Work and Services as agreed by the parties and outlined in Appendix A.

ARTICLE 5 COMPENSATION

GVB and the Contractor have agreed on the following compensation for the initial term of this contract. GVB shall pay the Contractor the sum of SIX THOUSAND DOLLARS (USD\$6,000.00) in retainer fees each month beginning on the effective date of this contract through September 30, 2025 upon receipt of a GVB approved invoice. Invoices submitted for completed work are subject to Article 9 of this contract and is subject to the availability of funds each fiscal year.

GVB shall assign related work as Task Orders which shall be supported by the Contractor's proposal and fee schedule as agreed to in negotiations and contained in Appendix B. Task Orders for specific projects pre-approved by GVB may be reimbursed as out-of-pocket expenses not to exceed THREE HUNDRED THOUSAND DOLLARS (USD \$300,000.00) in total for FY2025, upon receipt of an approved GVB invoice subject to the availability of funds.

Compensation levels may be adjusted at GVB's sole discretion upon written determination and approval by GVB management that an increase in scope of services and corresponding compensation is necessary to support GVB's mission and operations given market conditions and availability of funds for the duration of this contract.

ARTICLE 6 CONTRACTOR'S TIME OF PERFORMANCE

6.1. Time is of the essence of this contract, but the time for any act required to be done may be extended by the GVB. Contractor's delivery of initiatives and measurable outcomes will be determined in accordance with an agreed upon fiscal year plan and budget for the initiatives and milestones to be achieved for the support and development of this project.

6.2. Order to Stop Work. The GVB may, by written order to the Contractor, at any time, and without notice to any surety, require the Contractor to stop all or any part of the work called for by this contract. This order shall be for a specified period not exceeding 90 days after the order is delivered to the Contractor, unless the parties agree to any further period. Any such order shall be identified specifically as a stop work order issued pursuant to this clause. Upon receipt of such an order, the Contractor shall forthwith comply with its terms and take all reasonable steps to minimize the occurrence of costs allocable to the work covered by the order during the period of work stoppage. Before the stop work order expires, or within any further period to which the parties shall have agreed, the GVB shall either:

(a) cancel the stop work order; or

(b) terminate the work covered by such order as provided in the "Termination for Default Clause or the "Termination for Convenience Clause of this contract.

6.3. Cancellation or Expiration of the Order. If a stop work order issued under this clause is cancelled at any time during the period specified in the order, or if the period of the order or any extension thereof expires, the Contractor shall have the right to resume work. An appropriate adjustment shall be made in the delivery schedule or contract price shall be modified in writing accordingly, if:

(a) the stop work order results in an increase in the time required for, or in the

Contractor's cost properly allocable to, the performance of any part of this contract; and

(b) the contractor asserts a claim for such an adjustment within 30 days after the end of the period of work stoppage; provided that, if the Procurement Officer decides that the facts justify such action, any such claim asserted may be received and acted upon at any time prior to final payment under this contract.

6.4. Termination of Stopped Work. If a stop work order is not cancelled and the work covered by such order is terminated for default or convenience, the reasonable costs resulting from the stop work order shall be allowed by adjustment or otherwise.

6.5. Adjustments of Price. Any adjustment in contract price made pursuant to this clause shall be determined in accordance with the Price Adjustment Clause of this contract.

ARTICLE 7

ASSIGNMENT AND SUBCONTRACTING

Contractor will not assign this contract, or subcontract performance under this contract, in whole or in part without the prior written consent of GVB in each instance. The consent by GVB to any assignment or subcontracting shall not constitute a waiver of the necessity for consent to any subsequent assignment. This prohibition against any assignment shall be construed to include a prohibition against any assignment by operation of law. Notwithstanding any assignment,

Contractor shall remain fully liable on this contract and shall not be released from performing any of the terms, covenants, and conditions of this contract.

ARTICLE 8 INDEMNIFICATION

GVB shall not be responsible nor held liable for any injury, damage or loss to persons or property resulting from Contractor's performance or non-performance of its duties and service under this Agreement. Contractor shall indemnify, hold harmless and defend GVB against any and all losses, liabilities, claims, actions, suits or complaints resulting from Contractor's performance or non-performance under this Agreement. If GVB is forced to defend itself based upon the actions or inaction of Contractor, then Contractor must pay GVB's attorney's fees and costs arising out of the action.

ARTICLE 9 GVB'S DUTIES, OBLIGATIONS, AND RESPONSIBILITIES

9.0. Payment terms: Payment for goods and/or services will be made in monthly installments and tied to satisfactory progress of assigned tasks. Payment is due 30 days from receipt of a GVB approved invoice. In addition to payment, GVB shall undertake to perform the following:

9.0.1. Provide Project Information: GVB shall provide Contractor with information regarding GVB's requirements for the project including any desired or required design schedule.

9.0.2. Review of Documents: GVB shall review any documents submitted by Contractor requiring GVB's decision, and shall render any required decisions pertaining thereto.

9.0.3. Provide Notice of Defects: In the event GVB knows of any material fault or defect in the work, nonconformance with the Contract, or of any errors, omissions or inconsistencies, then GVB shall give prompt notice thereof in writing to Contractor.

9.0.4. Cooperation to Secure Permits, Licenses, Approvals, and Authorizations: GVB shall cooperate with Contractor in securing any necessary licenses, permits, approvals or other necessary authorizations for the project.

9.0.5. Timely Performance: GVB shall perform the duties set forth in this Article in a reasonably expeditious fashion so as to permit the orderly and timely progress of Contractor's Services and of the work.

9.1. Delay or Forbearance Not Waiver: GVB's agreement not to exercise, or its delay or failure to exercise, any right under the Contract or to require strict compliance with any obligation of Contractor under the Contract shall not be a waiver of the right to exercise such right or to insist on such compliance at any other time or on any other occasion.

ARTICLE 10 CHANGES AND EXTENSIONS OF TIME

10.0. Change Order. By a written order, at any time, and without notice to surety, the GVB may, subject to all appropriate adjustments, make changes within the general scope of this contract in any one or more of the following:

- (a) Drawings, designs, or specifications, if the supplies to be furnished are to be specially manufactured for the territory in accordance therewith;
- (b) method of shipment or packing; or
- (c) place of delivery.

10.1. Adjustments of Price or Time for Performance. If any such change order increases or decreases the Contractor's cost of, or the time required for performance of any part of the work under this contract, whether or not changed by the order, an adjustment shall be made and the contract modified in writing accordingly. Any adjustment in contract price made pursuant to this clause shall be determined in accordance with the Price Adjustment Clause of this contract. Failure of the parties to agree to an adjustment shall not excuse the contractor from proceeding with the contract as changed, provided that the territory promptly and duly make such provisional adjustments in payment or time for performance as may be reasonable. By proceeding with the work, the contractor shall not be deemed to have prejudiced any claim for additional compensation, or an extension of time for completion.

10.2. Time Period for Claim. Within 30 days after receipt of a written change order under Paragraph (10.0.) (Change Order) of this clause, unless such period is extended by the GVB in writing, the Contractor shall file notice of intent to assert a claim for an adjustment. Later notification shall not bar the contractor's claim unless the territory is prejudiced by the delay in notification.

10.3. Claims Barred After Final Payment. No claim by the Contractor for an adjustment hereunder shall be allowed if notice is not given prior to final payment under this contract.

10.4. Other Claims not Barred. In the absence of such a change order, nothing in this clause shall be deemed to restrict the Contractor's right to pursue a claim arising under the contract if pursued in accordance with the clause entitled, Claims Based on GVB's Actions or Omissions, Notice of Claim Clause, or for breach of contract.

ARTICLE 11

MODIFICATION DUE TO PUBLIC WELFARE OR CHANGE IN LAW

11.0. GVB shall have the power to make changes in the Agreement as a result of changes in law and to impose new rules and regulations on the Contractor under the Agreement relative to the scope and methods of providing services as shall from time-to-time be necessary and desirable for the public welfare.

11.1. GVB shall give the Contractor notice of any proposed change and an opportunity to be heard concerning those matters. The scope and method of providing services shall also be liberally construed to include, but is not limited to, the manner, procedures, operations and obligations, financial or otherwise, of the Contractor.

11.2. In the event of any future change in federal or Guam laws or GVB materially alters the obligations of the Contractor, or the benefits to GVB are altered, then the contract shall be amended consistent therewith. Should these amendments materially alter the obligations of the Contractor, the Contractor or GVB shall be entitled to an adjustment in the rates and charges established under the contract. Nothing contained in the contract shall require any party to perform any act or function contrary to law. GVB and the Contractor agree to enter into good faith negotiations regarding modifications to the contract, which may be required in order to implement changes in the interest of the public welfare or due to change in law.

ARTICLE 12
CLAIMS BASED ON GVB'S ACTS OR OMISSIONS

12.0. Notice of Claim. If any action or omission on the part of the GVB requiring performance changes within the scope of the contract constitutes the basis for a claim by the Contractor for additional compensation, damages, or an extension of time for completion, the Contractor shall continue with performance of the contract in compliance with the directions of GVB, but by so doing, the Contractor shall not be deemed to have prejudiced any claim for additional compensation, damages, or an extension of time for completion; provided:

- (a) the Contractor shall have given written notice to the GVB:
 - (i) prior to the commencement of the work involved, if at that time the Contractor knows of the occurrence of such action or omission;
 - (ii) within 30 days after the Contractor knows of the occurrence of such action or omission, if the Contractor did not have such knowledge prior to the commencement of the work; or
 - (iii) within such further time as may be allowed by the GVB in writing.

This notice shall state that the Contractor regards the act or omission as a reason, which may entitle the Contractor to additional compensation, damages, or an extension of time. The GVB, upon receipt of such notice, may rescind such action, remedy such omission, or take such other steps as may be deemed advisable in the discretion of the GVB

(b) the notice required by Subparagraph (a) of this Paragraph describes as clearly as practicable at the time the reasons why the contractor believes that additional compensation, damages, or an extension of time may be remedies to which the contractor is entitled; and

(c) the contractor maintains and, upon request, makes available to the GVB within a reasonable time, detailed records to the extent practicable, of the claimed additional costs or basis for an extension of time in connection with such changes.

12.1. Limitations of Clause. Nothing herein contained, however, shall excuse the Contractor from compliance with any rules of law precluding any territorial officers and any contractors from acting in collusion or bad faith in issuing or performing change orders, which are clearly not within the scope of the contract.

12.2. Adjustments of Price. Any adjustment in the contract price made pursuant to this clause shall be determined in accordance with the Price Adjustment Clause of this contract.

ARTICLE 13 TERMINATION

13.0. Default. If the Contractor refuses or fails to perform any of the provisions of this contract with such diligence as will ensure its completion within the time specified in this contract, or any extension thereof, otherwise fails to timely satisfy the contract provisions, or commits any other substantial breach of this contract, the GVB may notify the Contractor in writing of the delay or non-performance and if not cured in ten days or any longer time specified in writing by the GVB, such officer may terminate the Contractor's right to proceed with the contract or such part of the contract as to which there has been delay or a failure to properly perform. In the event of termination in whole or in part the GVB may procure similar supplies or services in a manner and upon terms deemed appropriate by the GVB. The Contractor shall continue performance of the contract to the extent it is not terminated and shall be liable for excess costs incurred in procuring similar goods or services.

13.0.1. Contractor's Duties. Notwithstanding termination of the contract and subject to any directions from the GVB, the Contractor shall take timely, reasonable, and necessary action to protect and preserve property in the possession of the Contractor in which the territory has an interest.

13.0.2. Compensation. Payment for completed supplies delivered and accepted by the GVB shall be at the contract price. Payment for the protection and preservation of property shall be in an amount agreed upon by the Contractor and the GVB; if the parties fail to agree, the GVB shall set an amount subject to the Contractor's rights under Chapter 9 (Legal and Contractual Remedies) of the Guam Procurement Regulations. The GVB may withhold from amounts due the Contractor such sums as the GVB deems to be necessary to protect the GVB against loss because of outstanding liens or claims of former lien holders and to reimburse the territory for the excess costs incurred in procuring similar goods and services.

13.0.3. Excuse for Nonperformance or Delayed Performance. Except with respect to defaults of sub-contractors, the Contractor shall not be in default by reason of any failure in performance of this contract in accordance with its terms (including any failure by the Contractor to make progress in the prosecution of the work hereunder which endangers such performance) if the Contractor has notified the GVB within 15 days after the cause of the delay and the failure arises out of causes such as: acts of God; acts of the public enemy; acts of the territory and any other governmental entity in its sovereign or contractual capacity; fires; floods; epidemics; quarantine restrictions; strikes or other labor disputes; freight embargoes; or unusually severe weather. If the failure to perform is caused by the failure of a

sub-contractor to perform or to make progress, and if such failure arises out of causes similar to those set forth above, the Contractor shall not be deemed to be in default, unless the supplies or services to be furnished by the sub-contractor were reasonably obtainable from other sources in sufficient time to permit the Contractor to meet the contract requirements. Upon request of the Contractor, the GVB shall ascertain the facts and extent of such failure, and, if such officer determines that any failure to perform was occasioned by any one or more of the excusable causes, and that, but for the excusable cause, the Contractor's progress and performance would have met the terms of the contract, the delivery schedule shall be revised accordingly, subject to the rights of the GVB under the clause entitled (in fixed-price contracts, "Termination" for Convenience in cost-reimbursement contracts) "Termination". (As used in this Paragraph of this clause the term "sub-contractor" means sub-contractor at any tier.)

13.0.4. Erroneous Termination for Default. If, after notice of termination of the Contractor's right to proceed under the provisions of this clause, it is determined for any reason that the Contractor was not in default under the provisions of this clause, or that the delay was excusable under the provisions of Paragraph (4) (Excuse for Nonperformance or Delayed Performance) of this clause, the rights and obligations of the parties shall, if the contract contains a clause providing for termination for convenience of the territory, be the same as if the notice of termination had been issued pursuant to such clause. If, in the foregoing circumstances, this contract does not contain a clause providing for termination for convenience of the GVB, the contract shall be adjusted to compensate for such termination and the contract modified accordingly subject to the Contractor's rights under Chapter 9 (Legal and Contractual Remedies) of the Guam Procurement Regulations.

13.0. 5. Additional Rights and Remedies. The rights and remedies provided in this clause are in addition to any other rights and remedies provided by law or under this contract.

13.1. Termination for Convenience. The GVB may, when the interest of the GVB so require, terminate this contract in whole or in part, for the convenience of the GVB. The GVB shall give written notice of the termination to the Contractor specifying the part of the contract terminated and when termination becomes effective.

13.1.1. Contractor's Obligations. The Contractor shall incur no further obligations in connection with the terminated work and on the date set in the notice of termination the Contractor will stop work to the extent specified. The Contractor shall also terminate outstanding orders and subcontracts as they relate to the terminated work. The Contractor shall settle the liabilities and claims arising out of the termination of subcontracts and orders connected with the terminated work. The GVB may direct the Contractor to assign the Contractor's right, title, and interest under terminated orders or subcontracts to the territory. The Contractor must still complete the work not terminated by the notice of termination and may incur obligations as are necessary to do so.

13.1.2. Right to Supplies. The GVB may require the Contractor to transfer title and deliver to the territory in the manner and to the extent directed by the GVB:
(1) any completed supplies; and

(2) such partially completed supplies and materials, parts, tools, dies, jigs, fixtures, plans, drawings, information, and contract rights (hereinafter called "manufacturing material") as the Contractor has specifically produced or specially acquired for the performance of the terminated part of this contract. The Contractor shall, upon direction of the GVB, protect and preserve property in the possession of the Contractor in which the GVB has an interest. If the GVB does not exercise this right, the Contractor shall use best efforts to sell such supplies and manufacturing materials in accordance with the standards of Uniform Commercial Code of Guam, §2706 (U.S.C.G. §2706 is quoted at the end of this §6101(10)(d) Utilization of this Section in no way implies that the territory has breached the contract by exercise of the Termination for Convenience Clause.

13.1.3. Compensation.

(1) The Contractor shall submit a termination claim specifying the amounts due because of the termination for convenience together with cost or pricing data to the extent required by §3118 (Cost or Pricing Data) of the Guam Procurement Regulations bearing on such claim. If the Contractor fails to file a termination claim within one year from the effective date of termination, the GVB may pay the Contractor, if at all, an amount set in accordance with Subparagraph (3) of this Paragraph.

(2) The GVB and the Contractor may agree to a settlement provided the Contractor has filed a termination claim supported by cost or pricing data to the extent required by §3118 (Cost or Pricing Data) of the Guam Procurement Regulations and that the settlement does not exceed the total contract price plus settlement costs reduced by payments previously made by the GVB, the proceeds of any sales of supplies and manufacturing materials under Paragraph (3) of this clause, and the contract price of the work not terminated.

(3) Absent complete agreement under Subparagraph (2) of this Paragraph, the GVB shall pay the Contractor the following amounts, provided payments agreed to under Subparagraph (2) shall not duplicate payments under this Subparagraph:

(i) contract prices for supplies or services accepted under the contract;

(ii) costs incurred in preparing to perform and performing the terminated portion of the work plus a fair and reasonable profit on such portion of the work (such profit shall not include anticipatory profit or consequential damages) less amounts paid or to be paid for accepted supplies or services; provided, however, that if it appears that the Contractor would have sustained a loss if the entire contract would have been completed, no profit shall be allowed or included and the amount of compensation shall be reduced to reflect the anticipated rate of loss;

(iii) costs of settling and paying claims arising out of the termination of subcontracts or orders pursuant to Paragraph (2) of this clause. These costs must not include costs paid in accordance with Subparagraph (c) (ii) of this Paragraph;

(iv) the reasonable settlement costs of the Contractor including accounting, legal, clerical, and other expenses reasonably necessary for the preparation of settlement claims and supporting data with respect to the terminated portion of the contract for the termination and settlement of subcontracts thereunder, together with reasonable storage, transportation, and other costs incurred in connection with the protection or disposition of property allocable to the terminated portion of this contract. The total sum to be paid the Contractor under this Subparagraph shall not exceed the total contract price plus the reasonable settlement costs of the Contractor reduced by the

amount of payments otherwise made, the proceeds of any sales of supplies and manufacturing materials under Subparagraph (b) of this Paragraph, and the contract price of work not terminated.

(4) Cost claimed, agreed to, or established under Subparagraph (b) and (c) of this Paragraph shall be in accordance with Chapter 7 (Cost Principles) of the Guam Procurement Regulations.

ARTICLE 14 PRICE ADJUSTMENT

14.0. Price Adjustment Methods. Any adjustment in contract price pursuant to a clause in this contract shall be made in one or more of the following ways:

- (i) by agreement on a fixed price adjustment before commencement of the pertinent performance or as soon thereafter as practicable;
- (ii) by unit prices specified in the contract or subsequently agreed upon;
- (iii) by the costs attributable to the event or situation covered by the clause, plus appropriate profit or fee, all as specified in the contract or subsequently agreed upon;
- (iv) in such other manner as the parties may mutually agree; or
- (v) in the absence of agreement between the parties, by a unilateral determination by the Procurement Officer of the costs attributable to the event or situation covered by the clause, plus appropriate profit or fee, all as computed by the Procurement Officer in accordance with generally accepted accounting principles and applicable sections of the regulations promulgated under Chapter 7 (Cost Principles), subject to the provisions of Chapter 9 (Legal and Contractual Remedies) of the Guam Procurement Regulations.

14.1. Submission of Cost or Pricing Data. The contractor shall provide cost or pricing data for any price adjustments subject to the provisions of §3118 (Cost or Pricing Data) of the Guam Procurement Regulations.

ARTICLE 15 OWNERSHIP OF DOCUMENTS

Documents Considered GVB's Property: The Contract Documents, including but not limited to, the drawings, specifications and other documents or things prepared by Contractor for the project, shall immediately become and be the sole property of GVB. Any documents furnished by GVB shall remain the property of GVB. Contractor may be permitted to retain copies of the Contract Documents and any documents furnished by GVB for its records with approval in writing of GVB; provided, however, that in no event shall Contractor use, or permit to be used, any portion or all of such documents on other projects without GVB's prior written authorization.

ARTICLE 16 CONFIDENTIALITY

16.0. Information. Unless otherwise prohibited by law, the parties shall not disclose any documents, materials or information, whether verbal, written, recorded magnetic media or otherwise (collectively, the "Information"), made available or acquired for the purpose of carrying out this

contract. Only authorized persons shall use and have access to the Information, and then only for the period such access is required to perform services under this Agreement. All necessary steps shall be taken by the parties to safeguard the confidentiality of the Information in conformance with any applicable statute and regulation.

16.1. The parties shall keep copies of the Information for so long as requested and the provisions of this section shall remain in effect as long as the parties agree. All of the information shall be returned promptly after use and all copies or derivations of the Information shall be physically and all copies or derivations of the information shall be physically and/or electronically destroyed. The parties shall include a letter attesting to the complete return of information and documenting the destruction of copies and derivations with the returned Information.

16.2. The Contractor shall not enter into any agreements or discussions with a third party concerning such Information without the prior written consent of GVB, except if the Contractor requires the third party(ies) to agree to the terms of the confidentiality set forth herein and the Information is provided to such third party(ies) only for purposes of enabling the Contractor to discharge its responsibilities under this Agreement. GVB will not provide information concerning the Contractor without Contractor's prior written consent.

16.3. It is specifically provided that the limitations contained in this Paragraph "a" shall not apply (i) to the extent required by applicable law, (ii) to the extent that any information is now or hereafter becomes part of the public domain, but only to the limited extent that such Information, or any portion thereof, is in the public domain not as a result of any breach or violation of this Agreement, or (iii) to the extent that a party is directed otherwise under the terms of a valid and effective court order, issued by a court of competent jurisdiction.

ARTICLE 17 NONDISCRIMINATION

As a condition of this Contract, Contractor covenants that Contractor will take all necessary actions to insure that, in connection with any work under this Contract, Contractor, his associates and subcontractors, will not discriminate in the treatment or employment of any individual or groups of individuals on the grounds of race, color, religion, national origin, age, sex, or handicap unrelated to job performance, either directly, indirectly or through contractual or other arrangements. Contractor shall also comply with all applicable requirements of the Americans with Disabilities Act, 42 U.S.C.A. §§12101-12213, as amended.

ARTICLE 18 DISPUTES

18.0. All controversies between the GVB and the Contractor which arise under, or are by virtue of, this Agreement and which are not resolved by mutual agreement, shall be decided by the GVB in

writing, within 60 days after written request by the Contractor for a final decision concerning the controversy; provided, however, that if the GVB does not issue a written decision, within 60 days after written request for a final decision, or within such longer period as may be agreed upon by the parties, then the Contractor may proceed as if an adverse decision had been received.

18.1. The GVB shall immediately furnish a copy of the decision to the Contractor, by certified mail, return receipt requested, or by any other method that provides evidence of receipt.

18.2. Any such decision shall be final and conclusive, unless fraudulent, or the Contractor brings an action seeking review of the decision in the Office of Public Accountability. It is understood that disputes concerning money owed to Contractor by the GVB are to be resolved pursuant to the Government Claims Act.

18.3. The Contractor shall comply with any decision of the GVB and proceed diligently with performance of this Agreement pending final resolution by the Superior Court of Guam of any controversy arising under, or by virtue of, this Agreement, except where there has been a material breach of the contract by the GVB; provided, however, that in any event the Contractor shall proceed diligently with the performance of the Agreement where the GVB has made a written determination that continuation of work under the Agreement is essential to the public health and safety.

ARTICLE 19 REMEDIES

Any dispute arising under or out of this contract is subject to the provisions of Chapter 9 (Legal and Contractual Remedies) of the Guam Procurement Regulations.

ARTICLE 20 REQUIRED CLAUSES

20.0. Contractor warrants that he has not employed or retained any company or person, other than a bona fide employee working solely for Contractor to solicit or secure this Agreement, and that he has not paid or agreed to pay any company or person, other than a bona fide employee working solely for Contractor, any fee, commission, percentage, brokerage fee, gifts or any other consideration, contingent upon or resulting from the award or making of this Agreement. For breach or violation of this warranty, GVB shall have the right to annul this Agreement without liability or, in its discretion to deduct from the Agreement price of consideration or otherwise recover the full amount of such fee, commission, percentage, brokerage fee, gift, or contingent fee.

20.1. Warranty against Employment of Sex Offenders (Public Law 28-98:2). Contractor warrants that no person providing services on behalf of Contractor has been convicted of a sex offense under the provisions of Chapter 25 of Title 9 GCA or an offense as defined in Article 2 of Chapter 28, Title 9 GCA, or an offense in another jurisdiction with, at a minimum, the same elements as such offenses, or who is listed on the Sex Offender Registry. If any person providing services on behalf of Contractor is convicted of a sex offense under the provisions of Chapter 25 of Title 9 GCA or an

offense as defined in Article 2 of Chapter 28, Title 9 GCA or an offense in another jurisdiction with, at a minimum, the same elements as such offenses, or who is listed on the Sex Offender Registry, that such person will immediately be removed from working at said agency and the Authority be informed of such within twenty-four (24) hours of such conviction.

20.2. Representation Regarding Gratuities and Kickbacks. Contractor represents that it has not violated, is not violating, and promises that it will not violate the prohibition against gratuities and kickbacks set forth in §11206 (Gratuities and Kickbacks) of the Guam Procurement Regulations.

20.3. Representation Regarding Ethical Standards for Government and former Government Employees. Contractor represents that it has not knowingly influenced and promises that it will not knowingly influence a government employee to breach any of the ethical standards set forth in 5 GCA Chapter 5 Article 11 (Ethics in Public Contracting) of the Guam Procurement Act and in Chapter 11 of the Guam Procurement Regulations.

ARTICLE 21 MISCELLANEOUS PROVISIONS

21.0. Governing Law; Venue: This Contract shall be governed by and construed in accordance with the laws of Guam.

21.1. Successors and Assigns: This Contract shall be binding upon and inure to the benefit of the parties to this Contract and their respective successors and, except as otherwise provided in this Contract, their assigns.

21.2. Notices: Any notice, payment, statement, or demand required or permitted to be given under this Contract by either party to the other may be effected by personal delivery in writing or by mail, postage prepaid. Mailed notices shall be addressed to the parties at the addresses appearing herein but each party may change its address by written notice in accordance with this section. Mailed notices shall be deemed communicated as of three (3) days after mailing.

21.3. Severability: In the event that any portion or any portions of this Contract are held to be unenforceable by a court of competent jurisdiction, then the remainder of this Contract shall be enforced as though such portions had not been included, unless to do so would cause this Contract to fail of its essential purposes.

21.4. Counterparts: This Contract may be executed in any number of counterparts, each of which shall be deemed an original and constitute one and the same instrument. If this Contract is executed in counterparts, then it shall become fully executed only as of the execution of the last such counterpart called for by the terms of this Contract to be executed.

21.5. Captions: The captions to the various clauses of this Contract are for informational purposes only and shall not alter the substance of the terms and conditions of this Contract.

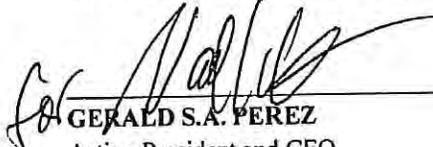
21.6. Entire Agreement; No Oral Modifications: This Contract (with all referenced Exhibits, attachments, and provisions incorporated by reference) embodies the entire agreement of both parties, superseding all oral or written previous and contemporary agreements between the parties relating to matters set forth in this Contract. Except as otherwise provided elsewhere in this Contract, this Contract cannot be modified without written supplemental agreement executed by both parties. If the amendments or modifications materially alter the obligations of the parties under the Agreement, the parties shall be entitled to an adjustment in the rates and charges established under the Agreement.

21.7. Independent Agent. For purposes of the Government Claims act and otherwise, Contractor, its officers and employees, assigns, subcontractors and agents shall not be considered an agent of the GVB with respect to any act performed by it with respect to this contract. There shall be no employee benefits provided under this contract neither shall there be vacation or sick leave, participation in the Government of Guam retirement system, insurance coverage or bonding, use of government vehicles, or receipt of any other benefits accorded to Government of Guam employees as a result of this Agreement and there shall be no withholding of taxes by GVB.

21.8 Foreign Corrupt Practices Act. As a condition of the contract, contractor will agree to abide by the Foreign Corrupt Practices Act (FCPA), specifically, the anti-bribery provisions of the FCPA, which prohibit the willful use of the mails or any means of instrumentality of interstate commerce corruptly in furtherance of any officer, payment, promise to pay, or authorization of the payment of money or anything of value to any person, while knowing that all or a portion of such money or thing of value will be offered, given or promised, directly or indirectly, to a foreign official to influence the foreign official to do or omit to do an act in violation of his or her lawful duty, or to secure any improper advantage in order to assist in obtaining or retaining business for or with, or directing business to, any person.

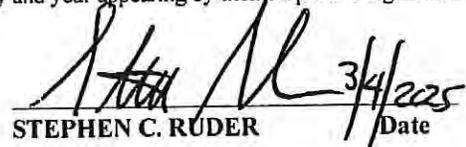
21.9. Force Majeure; Acts of God. Except as otherwise provided herein, the Parties agree that neither shall be liable for damages for failure to furnish or a delay in furnishing any service under this agreement, when such failure or delay is caused in whole or in part, by war, insurrection, civil disturbance, riots, acts of God, governmental action, alterations, strikes, lockouts, or picketing (whether legal or illegal), inability to obtain electricity, fuel, or supplies, accidents, casualties, or any other act or cause beyond the reasonable control of a Party. In which case, any such failure or delay in furnishing any service shall be without any liability.

IN WITNESS WHEREOF, the parties have signed this Agreement on the day and year appearing by their respective signatures.



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

3/4/25
Date



STEPHEN C. RUDER
President
Ruder Integrated Marketing Strategies, Inc.
674 Harmon Loop Road, Suite 207
Dededo, Guam 96929

3/4/2025
Date

Certification is subject to availability of funds for FY2025 pursuant to Public Law 37-125.



RUDD E. GUDMALIN
CFO/Controller

3/4/25
Date

APPENDIX A: SCOPE OF WORK AS AGREED BY GVB & RIMS

SCOPE OF WORK

This initiative emphasizes fostering deep community engagement, preserving Guam's heritage, and promoting sustainable growth in line with the island's core values and environmental stewardship. GVB needs a business equipped with expertise, creativity, and commitment to deliver transformative results to join us in positioning Guam as a world-class destination that resonates with global audiences while honoring its unique essence.

Communications & Advertising Scope of Work

1. Provide full agency services, including marketing and communications consultation and planning, public relations, communications expertise, creative development, account management, production management, event management, media planning, procurement and analysis, stakeholder communications and execution of projects.
2. Develop an overall strategy for advertising and promotions communicating GVB's core message. The Agency should provide imaginative ideas and recommendations to assist GVB.
3. Develop marketing tactics to include industry and community buy-in for Guam's recovery strategies.
4. Provide strategic input, creative development, account management, media planning and buying and program implementation on all media campaigns.
5. Provide strategic counsel around the integration and development of current and potential marketing channels (including, but not limited to, on-site, publications, marketing collateral materials, events, on-line, (SNS) social networking services e.g., Instagram, Twitter, Facebook, YouTube, etc., direct mail).
6. Develop crisis communications strategy and escalation processes for acute and large-scale emergency situations. Provides strategic counsel for GVB and Guam in overcoming any potential negative perception of Guam as a safe, secure visitor destination.
7. Encompass marketing objectives with community stakeholder objectives and initiatives such as the partnerships developed with the village mayors, Guam Hotel & Restaurant Association, University of Guam, Guam Community College, Tourism Education Council, Guam Chamber of Commerce, Japan Guam Travel Association, Korea Guam Travel Association. and high school tourism clubs.

Metrics & Reporting

1. Provide a communications plan with budget projections and activities with clearly indicated Key Performance Indicators (KPIs).
2. Manage all daily activities through GVB's customer relationship management system. Draft monthly report that includes any and all success in product development, product placement, industry outreach, media and public relations, and other activities.
3. Provide weekly reports to include but not limited to work performed, contacts, media buys, trade activities, marketing campaigns, and press coverage due on the Monday of each week.
4. Provide a summary report at the end of the contract term.

5. Ensure proper and accurate representation of CHamoru culture, traditions, and arts.

Events Support Scope of Work

1. Accounting/Administration/Media
 - a. Development and management of event budget (provide GVB with regular budget/accounting updates)
 - b. Management of third-party goods and services as requested and approved by GVB
 - c. Organize and lead weekly work in progress update meetings with GVB
 - d. Produce meeting minutes/summary
 - e. Coordinate placement of all advertising
2. Event Management Services
 - a. Identify vendor and coordinate stage design and building
 - b. Coordinate lighting and stage décor, electrical requirements for the event, tents; all sound and lighting requirements and LED screen usage
 - c. Coordinate, assist and secure all event vendors (food, beverage, arts, crafts, etc.)
 - d. Secure all permits (road closure DPW, assembly, fire, etc.) needed for successful execution of event
 - e. Manage BBQ contest, recruiting participants, coordinate with MCA for criteria, judging, integration into overall event program, trophies, meat sponsor, etc.
 - f. Identify and manage vendors (set up/breakdown)
 - g. Public safety coordination (GPD/GFD) and development of traffic control plan
 - h. Develop and manage event program to include contests, participants and entertainment
 - i. Identify and hire event team to assist with logistical requirements of event
 - j. Coordinate volunteer meals
 - k. Clean-up of area post-event, removal of garbage, etc.
 - l. Secure venue
 - m. Manage admission, registration, packet pickup, etc.
3. Sponsorship Solicitation
 - a. Develop sponsorship packet
 - b. Develop sponsorship agreement
 - c. Develop and manage sponsorship program (materials coordination, tracking sheet, solicitation of sponsors, administrative support)
 - d. Manage sponsor relationships
4. Marketing, Creative, Public Relations and Social Media Service
 - a. Develop overall look and feel for event promotional materials
 - b. Provide working files to GVB for dissemination to overseas offices
 - c. Develop and produce all event promotional materials
 - d. Develop and produce advertising campaign to support awareness of event
 - e. Manage printing of all promotional/event signage materials
 - f. Coordinate event photographer/videographer
 - g. Design event shirts
 - h. Develop and manage public relations/publicity plan (press conference, press releases, media interviews, notices, event coverage)
 - i. Develop and manage social media plan (ad development and coordination, posting schedule and content development, live recordings).



Office: (671) 865-126
 674 Harmon Loop Road, Suite 207
 Dededo, Guam 96929

www.rimsguam.com

March 3, 2025

Dr. Gerald Perez
Acting President & CEO
Guam Visitors Bureau

Re: Response to Price Proposal for RFP 2025-002 - Integrated Marketing Communications, Advertising, and Event Support Services

Håfa Adai, Dr. Perez,

Thank you for your time during our last price negotiations meeting for GVB RFP 2025-002. We deeply value our longstanding partnership with the Guam Visitors Bureau and appreciate the opportunity to build upon our proven track record of service.

The Manhita Team is recommending using the pricing model and contract structure utilized in our last contract, which has demonstrated success in delivering value to GVB. The contractual arrangement for services would contain two mechanisms:

1. **A monthly retainer fee of \$6,000 for strategic planning, account management, and administrative services**
2. **Development of task orders for additional services, projects, and events**

The following expands the two suggested components of compensation for the services, above, provided within the scope of the RFP.

1. Monthly Retainer for Strategic Planning, Account Management and Administrative Services

The monthly retainer fee of \$6,000 covers the following essential strategic planning, account management, and administrative tasks necessary for GVB's operational and strategic objectives. These tasks include the following:

- Develop an overall strategy for advertising and promotions communicating GVB's core message, programs, departments, working groups, and stakeholder engagement, aligning with GVB's mission.
- Provide strategic planning, administration, counsel and oversight around the integration and development of current and potential marketing channels.
- Develop marketing campaigns and tactics to include industry and community buy-in for Guam's recovery strategies.
- Implement cost-effective, innovative strategies to amplify GVB's programs and promote community engagement via social media, web-based tools, mobile platforms, and traditional media.
- Provide regular media reporting and assist with board communications as directed.



- Develop crisis communications strategy and escalation processes for acute and large-scale emergency situations. (Execution of crisis communications plans to be scoped separately).
- Develop annual fiscal year communications plans with budget projections and management.
- Prepare weekly work-in-progress, monthly, and end-of-project summary report.
- Collaborate with GVB to achieve key milestones and initiatives that drive measurable outcomes, such as increased audience engagement, media impressions, or event attendance.
- Conduct media planning, negotiations, and reporting.
- Manage budget, including procurement and third-party payables. Please note that RIMS does not markup third-party invoices. Savings and discounts received are passed on to GVB. All GVB third-party invoices paid by RIMS will be submitted and billed as direct reimbursements.
- Ensure proper and accurate representation of CHamoru culture, traditions, and arts.
- Elevate GVB's key messages and initiatives across diverse channels to ensure maximum reach.

2. Task Orders for Additional Services, Projects and Events

For additional services, projects, and events not covered under the retainer, the Manhita Team will develop task orders that will include a detailed scope of work, timeline, and cost proposal for each project based on the rates listed below for GVB Management's review and approval. Upon approval, services will be rendered based on the final scope and agreed-upon price of the task order.

Fee Structure	Proposed Hourly Rate	Negotiated Hourly Rate
Project Management Services	\$125.00	\$100.00
Public Relations Services	\$100.00	\$95.00
Community Outreach Services	\$100.00	\$95.00
<ul style="list-style-type: none"> • Community and Industry Stakeholder Engagement • Partnership Development 		
Crisis Communications Plans Execution	\$100.00	\$95.00
Creative and Production Services	\$100.00	\$100.00
<ul style="list-style-type: none"> • Graphic Design • Social Media / Digital Marketing • Copywriting and Editing 		
Event Management Services	\$100.00	\$95.00
<ul style="list-style-type: none"> • Event Planning and Management • Event Budget Management, Procurement and Third-Party Payables • Event Sponsorship Solicitation 		



Considering the current market conditions, we are pleased to offer preferred rates to GVB to support its goals and objectives. After one year of engagement, RiMS respectfully requests a performance review and reassessment of market conditions, which may allow for adjustments to the rates based on the original proposed fees.

Value to GVB

This dual structure provides GVB with:

- Cost predictability for ongoing account management.
- Flexibility to scale additional services based on specific needs.
- Transparency in scope and pricing for all projects.

Summary of Benefits

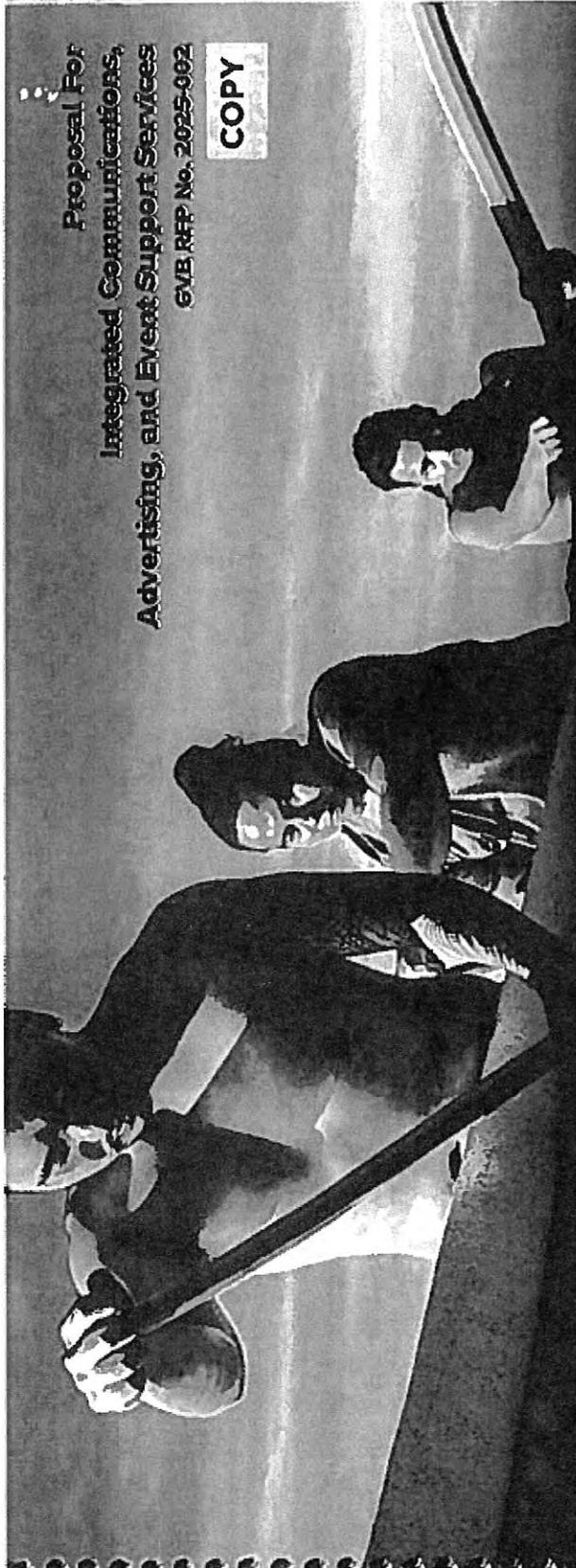
Our approach is designed to align with GVB's mission and to deliver measurable outcomes through a combination of strategic planning, innovative marketing, and operational excellence. We are committed to driving community engagement, amplifying GVB's key messages, and ensuring the effective use of resources.

Thank you again for this valuable opportunity. I am available at your convenience to meet and discuss any questions you may have.

Sincerely,

A handwritten signature in black ink, appearing to read "Steve Ruder", written in a cursive style.

Steve Ruder
President
Ruder Integrated Marketing Strategies



**Proposal For
Integrated Communications,
Advertising, and Event Support Services
GVB, RFP No. 2025-002**

COPY

NAVIGATING FORWARD TOGETHER

THE MANHITA TEAM

Submitted by
The Manhita Group
Proven. Integrated. Marketing Strategies.
Big Fish Creative.



Manhita
(man-he'-iur)

Together

"Chamou i rasó-ia, manhita Maróhas"

"Our race is Chamorro, we are the Marianas together"

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.

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]

Háfa 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 (2011-2020) as its Local Community Brand Building Support Services contractor. This local 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 reposit on 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 *mas metgot* (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 3.2.3 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 Ma'åse' for the opportunity to present our proposal. We look forward to sharing our vision with you. Sensemante,



Steve Ruder
Principal and Managing Director,
Ruder Integrated Marketing
Strategies (RIMS)



Jenevieve Sablan Ooka
Principa 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.

PAGE NO.	CRITERIA	WEIGHT
PGS 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. 	60 pts
PGS 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
PGS 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
PGS 38-43	PLAN OF PERFORMANCE <ul style="list-style-type: none"> Branding/Image Building Test Scenario - Summer Event Enticing Travel to Guam 	40 pts
TOTAL MAXIMUM POINTS:		100 pts

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Executive Summary

Hāfa Adai 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, trusting its leader to direct and steer the vessel. With The Guam Visitors Bureau (GVB) in that role, the entirety of Guam's leadership, the tourism industry, and the community must come together as a team to help and support efforts to decrease further decline in tourism arrivals and improve the Guam product. If we paddle together in unison, with focus and strategy, we can navigate through any conditions and propel Guam's tourism vessel forward. The more we work together, the more we can learn about our strengths and cover more distance.

This is much like the story of our Manthia team. When we joined forces in FY2012, we had to learn how to utilize best 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 serving 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 RMS 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 concept 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 Reopening 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 reigniting the Hāfa Adai Pledge Program as the core of GVB's community outreach and engagement plan. This tried and true program, with its established name recognition, will reignite the important message that tourism needs its residents and businesses to play an active role for it to be successful. The program will remind everyone of tourism's far-reaching benefits in the community. Much like paddling a canoe, the team must work together so everyone has a chance to win.

As formality in this process, this Manthia Team agrees to all the listed tasks and terms as required in this Communications Services RFP.

Supporting Guam's Short-Term Recovery Plan

We applaud GVB for its collaborative approach in developing the short-term plan. Team Manthia 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 – Manthia – the island will strategically utilize resources, expertise, and human energy to make the plan a reality. Throughout this response document, the Manthia Team will continue to stress the importance of welcoming stakeholders with diverse knowledge and experiences 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 at stake. With the state of the industry, Guam needs all the support it can get from within the community and the travel and tourism industries.

The plan identified 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 experience, which will be a bright spot to show the island's commitment to improvements. Second, Guam needs to increase airline 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 as 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 Manthia Team outlines pathways to support the short-term goals while providing sound 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 Hāfa Adai 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 entice 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 Manhita Team has been living and developing the Guam Brand alongside GVB, and we believe our in-depth knowledge of the brand 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 tailoring island experiences to appeal to these markets. By working closely with GVB, we can craft concepts and campaigns that are specific and sustainable.

The Manhita 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 great urgency and through strong messaging and execution of marketing and events campaigns to bolster Guam's visibility in the markets 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 these 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/brand 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"

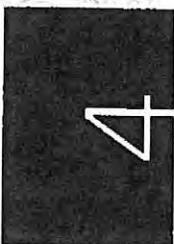
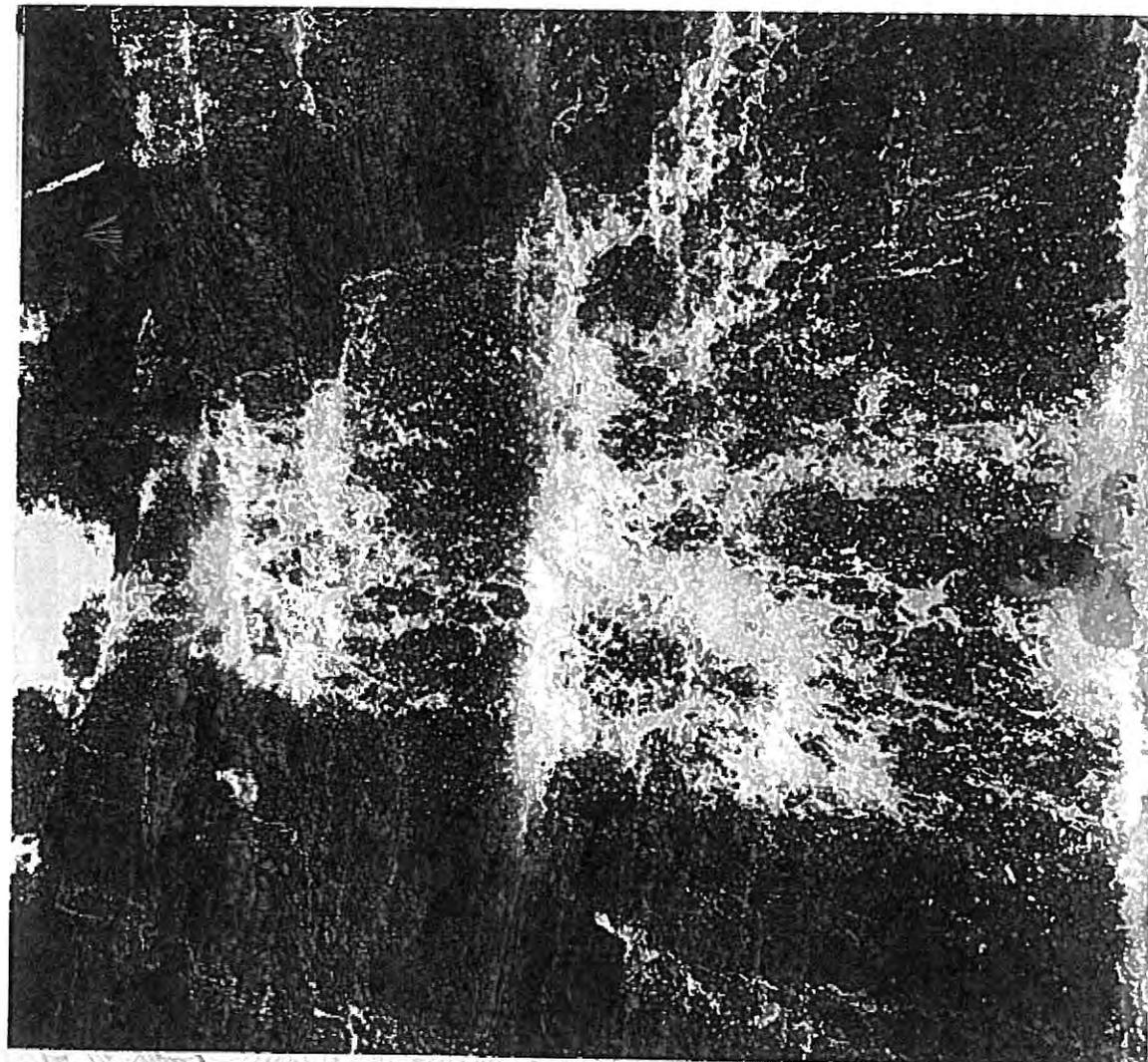
The top themes throughout this response offer a return to authenticity in the Guam experience. We present the initial need for a collaborative effort, where a

stakeholders are working together to position Guam and support GVB and the industry's success. Second, we agree with offering 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 these unique experiences through our warm Håfa Adai 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 Manhita Team is ready and available immediately to get to work to action the ideas outlined in this document and support GVB's path ahead.



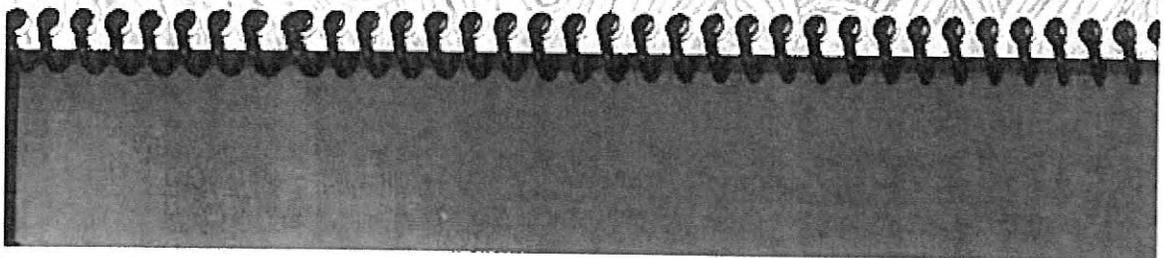
Integrated Communications, Advertising, and Event Support Services 3

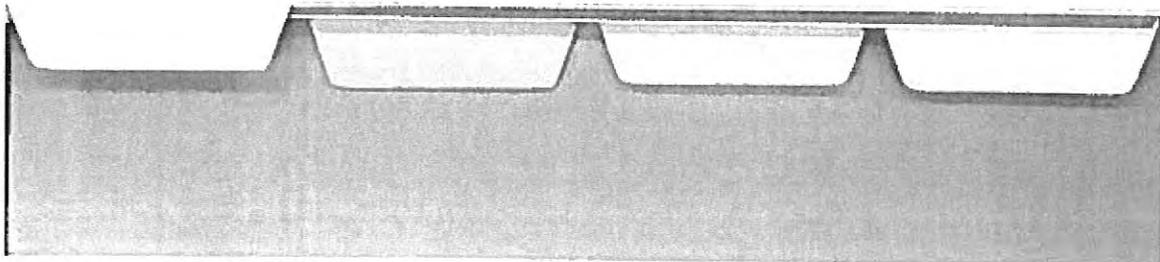


Qualifications and Experience

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.





GVB0706

Navigating Forward Together: The Manhita Team

The Power of Collaboration

Success stems from strategic collaboration, shared expertise, and a unified vision in today's ever-evolving tourism landscape. The Manhita Team—a partnership built on trust, innovation, and cultural insight—embodies these values. Together, we're poised to help the Guam Visitors Bureau (GVB) redefine and elevate the Guam brand for a global audience with creativity, intelligence, and authenticity.

The Right Team for Guam

Our team is an alliance of three distinguished agencies, each contributing specialized expertise, deep regional understanding, and a shared commitment to excellence. Together, we create synergy that transcends boundaries, delivering results that resonate locally and globally.



RIMS
RUDER INTEGRATED
MARKETING STRATEGIES

Ruder Integrated Marketing Strategies (RIMS)

Role: Lead Agency

Experience

Over 20 years of marketing excellence in Guam and the Asia-Pacific region.

Strength

Deep regional expertise, strategic foresight, and operational excellence to seamlessly align with GVB's objectives and priorities.



bigfish

Big Fish Creative, Inc. (BFC)

Role: Creative Strategists

Experience

Celebrating 25 years in business on Guam, BFC is known for delivering strategic, culturally immersive, and historically resonant creative campaigns.

Strength

Crafting impactful storytelling and design solutions that resonate with both local and global audiences.

Skift.

SKIFT

Role: Global Tourism Strategists

Experience

Skift (www.skift.com), the global authority on travel and tourism trends, is trusted by organizations like Marriott International, American Airlines, Airbnb, and Booking.com.

Strength

With expertise in brand development and investment attraction, Skift empowers destinations like Guam to meaningfully connect with audiences, strengthen competitive market positioning, and achieve measurable, sustainable growth.

Together, We are The Manhita Team

A partnership rooted in local understanding and global expertise, aligned to position Guam as a world-class destination.

The Right Experience: Insights That Inspire Action

Iconic destinations aren't just about stunning landscapes or luxurious accommodations; they thrive on emotional connections, authentic experiences, and the unique energy of their people.

What Sets Us Apart:

- Deep knowledge of key source markets (Japan, Korea, Taiwan, and the Philippines) and their evolving travel preferences.
- On-the-ground experience in the travel trade structure and regional tourism ecosystem.
- Practical expertise balancing cutting-edge market research with real-world implementation.

We understand the nuances of destination branding—how to amplify Guam's tangible assets (sun, sea, sand) while highlighting its intangible allure (culture, people, emotional connection).

Our Local Advantage:

- Rooted in Guam's economic and social fabric
- First-hand understanding of tourism's strategic importance to the island's prosperity
- Proven ability to align with government, business stakeholders, and community expectations.

GVB can be confident that we don't just understand Guam—we live, breathe, and advocate for it.

The Right Approach: Innovation Meets Authenticity

Sustainable tourism strategies must balance economic growth with cultural preservation, fostering a future where both visitors and locals thrive.

Our Strategic Focus:

- Data-Driven Decisions: Insights and analysis that guide every stage of our strategy.
- Creative Disruption: Pushing boundaries in brand positioning, storytelling, and digital marketing
- Targeting High-Value Travelers: Building campaigns that resonate with free independent travelers (FITs) and premium market segments

Key Differentiators:

- Holistic Destination Management: Aligning tourism with Guam's long-term economic and social goals.
- Seamless Project Management: Streamlined workflows, accountability, and transparency.
- Innovation First: Embracing emerging trends, technologies, and traveler behaviors.

In short, we believe the right intelligence drives the right outcomes—and our commitment is to deliver strategic clarity, measurable results, and meaningful connections.

The Right Promise: Excellence Delivered

At the heart of The Manhita Team lies a shared promise:

- To deliver high-quality, strategic branding services that amplify Guam's global presence.
- To combine global expertise with local heart—a boutique approach backed by world class capabilities.
- To act not just as consultants, but as true partners in Guam's tourism success story.

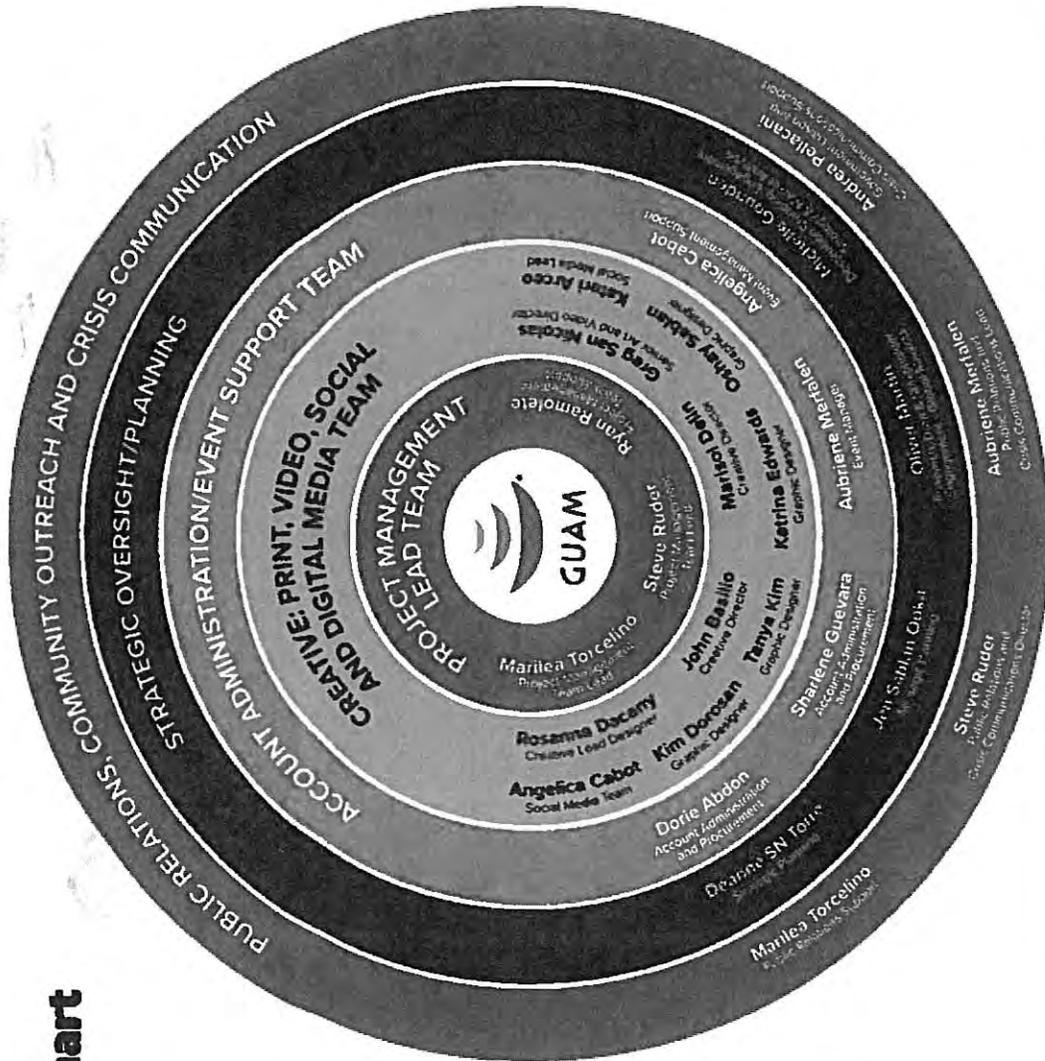
"We are not just building campaigns; we are building connections—between people, cultures, and experiences. Together, let's move forward towards a brighter future for Guam."

The Manhita Team

Organizational Chart

Our team represents a blend of experience in strategic planning, research, public relations, marketing and advertising services combined with cutting-edge creative and event management. We are a unique team of experienced event marketers, creative and cultural experts, strategic planners and public relations professionals who will all be directly involved in the day-to-day management of the activities associated with this RFP. In every meeting, company leaders will be present to lend their expertise to getting jobs done, and our entire team will be working to support every aspect of the contract providing an unparalleled level of service and attention. We are of Guam and from Guam and will be proud to become your Guam Brand team.

Our strength is our people. Our core team has worked together on projects similar in scope for more than three decades on Guam, collaborating with clients within the private, nonprofit and government sectors. Our team's fully integrated approach to marketing, communications, and event management has been the key to executing seamless campaigns with maximum results.





STEVE RUDER

President
Ruder Integrated Marketing Strategies (RIMS)
Role: Project Management Team Lead
steveruder@rimsguam.com

Exploring the world as a young adult, Steve found a home away from home on the island of Guam. In true Chicago fashion, this Midwest native took the island by a windy storm using his skills and creativity to improve the quality of life on the island through his work with local organizations and businesses. Steve works with a wide range of local and multinational clients, who represent private sector business, local and federal government agencies and NGOs on Guam and throughout the Asia-Pacific region. As a proud small business owner and president of RIMS, Steve is one of Guam's most experienced marketing, communications, and public affairs professionals. Steve has been a resident of Guam for more than 30 years, where he enjoys the island's natural beauty and the world's most stunning sunsets at the comfort of his home along Hagåtña Bay

EDUCATION

- Bachelor's degree in business communications with a minor in English

NUMBER OF YEARS OF EXPERIENCE

WITH RESPECT TO TERMS OF REFERENCE

- Over 30 years of experience

AREAS OF EXPERTISE

- Strategic planning
- Communications strategy
- Crisis management and communications
- Public relations
- Client relations
- Event management
- Marketing services



JENEVIEVE SABLAN OOKA

Principal and Managing Director
Big Fish Creative, Inc.
Role: Strategic Oversight/Planning Support
jsablan@bigfishcreative.com

As co-founder and Managing Director of Big Fish Creative, Jen brings 25 years of experience in strategic planning, brand strategy, and creative design. Jen began her career in advertising as a designer, growing Big Fish Creative from a modest advertising and design studio in 1999 to one of Guam's leading agencies. With a foundation in visual art, she applies the basic tenets of effective design communication into every aspect of her work. Under Jen's leadership, the Big Fish team of account and creative strategists manage a diverse portfolio of local and regional brands in top industries, including finance, travel and tourism, telecom, and healthcare.

EDUCATION

- Bachelor of Arts, University of St. Francis, School of Creative Arts
Fort Wayne, Indiana

NUMBER OF YEARS OF EXPERIENCE

WITH RESPECT TO TERMS OF REFERENCE

- Over 30 years of experience

AREAS OF EXPERTISE

- Integrated marketing communication programs
- Brand strategy and development
- Creative development management and execution
- Business development operations management
- Strategic planning
- Advertising
- Event planning

MARILEA TORCELINO

Account Executive
Ruder Integrated Marketing Strategies (RIMS)
Role: **Project Management Team Lead**
marilea@rimsguam.com



Marilea specializes in account and client management services, social media management, as well as digital media, creative production, and event management. She is a creative at heart with an affinity for developing detailed task lists and writing well-communicated emails. Marilea's versatility in both creative production and client services, paired with her top-notch organization skills, has allowed her to become a reliable member of the RIMS team. Her enthusiasm and willingness to contribute her ideas and talents allow her to bring an exciting, fresh perspective to various client projects, campaigns, and interactions.

EDUCATION

- Bachelor's degree in Communication, mass media studies & journalism concentration with a minor in writing, University of Guam
- Prospective Master's in Library and Information Science (MLIS), University of Guam

NUMBER OF YEARS OF EXPERIENCE WITH RESPECT TO TERMS OF REFERENCE

- 3 years of experience
- Junior Account Executive - Ruder Integrated Marketing Strategies (2022-2023)
- Account Executive - Ruder Integrated Marketing Strategies (2023 - Present)

AREAS OF EXPERTISE

- Client relations
- Project management
- Event management, planning and execution
- Social media management and content creation
- Public and media relations

AUBRIENE MERFALEN

Public Relations Specialist, Writer, Event Mgmt.
Ruder Integrated Marketing Strategies (RIMS)
Role: **Public Relations and Crisis Communications Lead/ Event Management**
aubriene@rimsguam.com



Aubriene has traveled the world and lived in major hospitality markets such as Japan, Hawaii, New York, the Bahamas, the Caribbean, Miami and Central America. She specializes in managing events, and planning integrated marketing, public relations and communications programs for RIMS' private sector and government accounts. Born and raised on Guam, Aubriene played a key role in executing public relations and event management for various local events, including the Dengue Fever and COVID-19 crisis communications programs for the Guam Visitors Bureau and supported Guam's Tourism 2025 project team.

EDUCATION

- Bachelor's degree in journalism and mass communication

NUMBER OF YEARS OF EXPERIENCE WITH RESPECT TO TERMS OF REFERENCE

- Over 30 years of experience

AREAS OF EXPERTISE

- Communications strategy
- Public and media relations
- Crisis Communications Copywriting
- Marketing
- Event management



RYAN RAMOLETE
 Senior Account Executive
 Big Fish Creative, Inc.
Role: Project Management Team Support
 rramolete@bigfishcreative.com

Ryan, an Account Executive at Big Fish Creative with 8 years of advertising and project management experience, draws inspiration from nature and modern art. Growing up as the son of an architect, he developed a sharp creative eye, aspiring to be an interior designer and later an educator. Ryan has worked with diverse clientele across multiple industries, contributing to campaigns by crafting innovative marketing strategies, developing brands, and enhancing digital and social presence. Outside the office, he enjoys experimenting with plants, coordinating weddings, and planning travels. Add him on Instagram to see his stories on plant care!

EDUCATION

- University of Guam
- Google Analytics Certification

NUMBER OF YEARS OF EXPERIENCE

- 8 years of experience

AREAS OF EXPERTISE

- Project management
- Event management, planning and execution
- Social media management
- Focus area is digital/social content curation/creation and gamification



SHARLENE DELTANG GUEVARA
 Operations Manager
 Big Fish Creative, Inc.
Role: Account Administrator
 sdeltang@bigfishcreative.com

As Operations Manager, Shar combines her expertise in finance and strategic marketing with a deep understanding of creative workflows to align programs and processes with brand goals. She leads major strategic marketing efforts, including media planning, digital and social media advertising, vendor management, and budget oversight, working on campaigns for clients like Atkins Kroil - Chevrolet, Bank of Guam, and StayWell Insurance. Shar began her career as a Bank of Guam teller before moving into business services, where she developed a deep understanding of the institution's unique strengths. Her experience has honed her ability to identify opportunities for innovation and strategic growth. Shar's leadership ensures that every campaign resonates with its audience while maintaining a focus on delivering meaningful, measurable results.

EDUCATION

- University of Guam, BBA Finance and Economics
- Digital Marketing Certification
- Google Ads Display Certification
- American Banking Association Course
- Certificate of training for Community Reinvestment Act (CRA)

NUMBER OF YEARS OF EXPERIENCE

- Over 25 years of experience

AREAS OF EXPERTISE

- Account management
- Strategic planning
- Social Media development
- Event management

DORIE ABDON

Accounting, Media, and Production Services Mgr.
Ruder Integrated Marketing Strategies (RIMS)
**Role: Procurement, Accounting, Media,
and Third-Party Relations Manager**
dorie@rimsguam.com



Dorie has made Guam her home for nearly 40 years. During this time, she has made a successful career in advertising, marketing, and publication production. This fearless leader has managed many complex projects and has negotiated competitive pricing and service agreements with many of Guam's top printers, media companies and event vendors on behalf of RIMS' clients. She has managed million dollar budgets for some of the island's largest events for both private and government clients. Dorie has a strong grasp of industry values and the ability to secure the best value possible exclusively for our clients. She is chiefly responsible for the management of third party client relationships.

EDUCATION

- Bachelor's degree in commerce
- Management training
- Computer literacy and human resource courses

NUMBER OF YEARS OF EXPERIENCE WITH RESPECT TO TERMS OF REFERENCE

- Over 40 years of experience

AREAS OF EXPERTISE

- Procurement
- Accounts Payables/Receivables
- Collateral and publication production
- Media buying and media planning
- Vendor and sponsor relations

ANGELICA CABOT

Junior Account Executive, Social Media Mgmt.
Ruder Integrated Marketing Strategies (RIMS)
**Role: Social/Digital Media, Account Administration
Support**
angelica@rimsguam.com



Angelica Cabot, a Junior Account Executive at Ruder Integrated Marketing Strategies (RIMS), combines her B.S. in Business Administration from Saint Mary's College of California with a passion for creating tailored campaigns that reflect Guam's thriving economy and culture. Specializing in client service, digital marketing, public relations, social media, and event planning, she brings creativity and dedication to her work, staying current with industry trends. A former Hall of Fame collegiate rugby player, Angelica channels her teamwork and drive into showcasing Guam's unique beauty, culture, and vibrant lifestyle to local and global audiences.

EDUCATION

- Saint Mary's College of California - Business Administration, Global Business Concentration, BS

NUMBER OF YEARS OF EXPERIENCE WITH RESPECT TO TERMS OF REFERENCE

- 2 years of experience
- Engagement Coordinator - Saint Mary's College of California (2022-2023)
- Junior Account Executive - Ruder Integrated Marketing Strategies (2024-Present)

AREAS OF EXPERTISE

- Client services
- Social media management and content creation
- Digital marketing
- Event coordination
- Public and media relations



JOHN BASILIO
 Creative Director, Brand Development and
 Marketing Strategist, Webmaster,
 Ruder Integrated Marketing Strategies (RIMS)
 Role: Creative Director
 john@rimsguam.com

John is an experienced professional in branding, strategic marketing communications, product marketing, and event management, with over a decade of experience working across various industries. He has successfully led creative teams to deliver effective marketing solutions for clients in sectors such as tourism, airlines, hospitality, insurance, banking, and automotive. Throughout his career, John has managed a wide range of branding initiatives and marketing campaigns, helping brands connect with their audiences and achieve their goals. Currently, he serves as the project and brand manager for the United Airlines account in Guam and Micronesia, where he plays a key role in executing impactful marketing strategies that align with client objectives and brand standards.

EDUCATION

- Bachelor's degree in AB management economics and a concentration in marketing

NUMBER OF YEARS OF EXPERIENCE WITH RESPECT TO TERMS OF REFERENCE

- Over 15 years of experience

AREAS OF EXPERTISE

- Creative direction
- Marketing strategy
- Graphic design
- Advertising
- Event branding



ROSANNA DACANAY
 Lead Designer Creative Services, Web Designer
 Ruder Integrated Marketing Strategies (RIMS)
 Role: Lead Graphic Designer, Creative Design/
 Production Team
 rosanna@rimsguam.com

Sharpened with more than 30 years of experience in the advertising field, Rosanna uses her skills as lead graphic designer and production supervisor to continue providing quality, cutting-edge content for clients. Her passion and talent to create is borderless. Rosanna is a true creative whose ability transcends to a wide-range of client industries – telecommunications, airline, insurance, hotel industry, novelty/food and drink distributing, and banking. Rosanna has also extensive experience in designing lifestyle publications.

EDUCATION

- Bachelor's degree in Fine Arts with major in graphic design

NUMBER OF YEARS OF EXPERIENCE WITH RESPECT TO TERMS OF REFERENCE

- Over 30 years of experience in the advertising industry

AREAS OF EXPERTISE

- Design concepts
- Graphic and traditional design
- Branding
- Package design
- Advertising
- Illustration
- Web design


GREG SAN NICOLAS

Senior Art Director
Big Fish Creative, Inc.

Role: Senior Art and Video Director
gsannicolas@bigfishcreative.com

Greg brings over a decade of experience in advertising, graphic design, freeancing, and event coordination, with an entrepreneurial background that includes running a men's streetwear brand and Tommy's Pizza Shoppe. His portfolio features collaborations with brands like Pepsi, Gatorade, GMC, and various small businesses. Passionate about storytelling, Greg focuses on creating narratives that uplift communities and enlighten broader audiences, emphasizing fairness, accuracy, and collaboration. He believes in the power of creativity to inspire change and connect people. Outside of work, he enjoys movies, attempting to sing, and spending time with his son, Cujo

EDUCATION

- Commercial Advertising, Academy of Art, San Francisco, CA
- Google Analytics Certification

NUMBER OF YEARS OF EXPERIENCE WITH RESPECT TO TERMS OF REFERENCE

- Over 15 years of experience
- Big Fish Creative Senior Art Director (2020 present)
- Pepsi Bottling Co Creative Art Director and Graphic Designer consultant (2016-2019)

AREAS OF EXPERTISE

- Conceptualizing creative ideas for print, video and digital landscape
- Deep understanding of all stages of creative flow
- Experience with all sectors: Government, Retail, Commercial and Non-profit organizations
- Creating campaigns with strong visual components for maximum impact
- Development of visual content for cross cultural and target marketing segmentations


MARISOL DELIN

Creative Director
Big Fish Creative, Inc.

Role: Creative Director
mdelin@bigfishcreative.com

"Magic" happens when Marie happens. With over 24 years of experience in graphic design, advertising, and production, Marisol is the Creative Director at Big Fish Creative, overseeing campaigns, assisting with TV commercials, and mentoring her team. Starting her career at a family-owned print shop, she honed her skills on booklets, brochures, and ads before joining Big Fish in 2000, where she continues to deliver innovative solutions and impactful brand messages. Marisol's keen eye for detail and her ability to anticipate client needs make her an invaluable asset to the team. When not at her desk, Marisol enjoys sewing or visiting her children, always finding creative ways to bring joy to those around her.

EDUCATION

- University of Guam
- Digital Marketing Certification
- Google Analytics Certification

NUMBER OF YEARS OF EXPERIENCE WITH RESPECT TO TERMS OF REFERENCE

- 24 years of experience working for Big Fish Creative

AREAS OF EXPERTISE

- Extensive experience on ideation, Conceptual Collaboration, Brand Messaging, Graphic Design, Art Direction, Production, Integration and Execution for print, video, radio, and digital platforms



KATRINA EDWARDS
Graphic Designer
RIMS
Role: Creative Design/
Production Team

Katrina is an experienced art director and account manager, who brings campaigns to life with her leadership skills and out-of-the-box ideas. The combination of these traits gives her the ability to bring fresh ideas that clients appreciate. She is a creative problem solver and tackle projects that vary in scale and difficulty. She has been recognized for her senior art direction for several national accounts. In 2012, Katrina won the "Gaming Voice Award for Best Direct Mail" from the American Gaming Association.

EDUCATION

- Bachelor's degree in fine arts and advertising

NUMBER OF YEARS OF EXPERIENCE WITH RESPECT TO TERMS OF REFERENCE

- Over 20 years of experience

AREAS OF EXPERTISE

- Graphic design
- Illustration
- Art Direction
- Advertising



TANYA KIM
Graphic Designer
RIMS
Role: Creative Design/
Production Team

Tanya graduated with a Bachelor's of Science in Digital Illustration and Animation in 2010. Within 10 years, her body of work consists of complete illustration of children's books, logo design, branding, and motion graphics. Tanya's work spans from editorial and corporate design to art direction. Through taking the inherent personality and condition of a project into consideration, she creates powerful aesthetics that form a world of their own.

EDUCATION

- Bachelor's degree in Digital, Illustration and Animation

NUMBER OF YEARS OF EXPERIENCE WITH RESPECT TO TERMS OF REFERENCE

- Over 10 years of experience

AREAS OF EXPERTISE

- Motion Graphics
- Logo Design
- Branding
- Illustration



KIM DOROSAN
Graphic Designer
RIMS
Role: Creative Design/
Production Team

Kim is a Graphic Designer at Ruder Integrated Marketing Strategies with eight years of experience in design and marketing. A lifelong artist, she draws inspiration from local and international arts to refine her style, transitioning from traditional fine arts to visual communications and digital media. Known for her ability to develop concepts and drive marketing campaigns, Kim is a versatile and valuable team member. In her free time, she enjoys illustrating for personal projects.

EDUCATION

- Guam Community College - Visual Communications
- University of Guam - Fine Arts
- Hubspot Academy SEO Certification
- Hubspot Academy Social Media Marketing I & II Certification
- Google Ads Display Certification

NUMBER OF YEARS OF EXPERIENCE WITH RESPECT TO TERMS OF REFERENCE

- 8 years of experience

AREAS OF EXPERTISE

- Graphic Design and Illustration
- Branding, Advertising and Marketing
- Merchandise and Logo design



KATERI ARCEO
Graphic Designer
Big Fish Creative, Inc.
Role: Creative Design/
Social Media Lead

Kateri ("Katee") is a dynamic professional with a passion for digital marketing and multimedia content development. As a graduate of the New York Institute of Art and Design, she has honed her skills and creativity to make a significant impact in the digital landscape. But Kateri isn't just about pixels and algorithms. She's a thrill-seeker at heart, constantly chasing adrenaline rushes and embracing life's adventures with open arms. When she's not busy shaping the digital world, you'll find her soaking up precious moments with her cherished circle of friends and family

EDUCATION

- New York Institute of Art and Design
- Certification of Professional Photography

NUMBER OF YEARS OF EXPERIENCE WITH RESPECT TO TERMS OF REFERENCE

- 7 years of experience

AREAS OF EXPERTISE

- Conceptualizing and creating content for diverse platforms including print and online publications illustrations, websites, videos, and social media channels.
- Digital content development, management, and execution for social media and on line advertising.
- Managing and coordinating all digital marketing activities



OSHAY SABLAN
Graphic Designer
Big Fish Creative, Inc.
Role: Creative Design/
Production Team

Oshay discovered her passion for creativity early, exploring mediums like graphic design, film, and photography, with her first short film earning acclaim at the International Film Festival in Lincoln, Nebraska. Her love for visual storytelling shaped her career, starting as a Visual Merchandiser for Lotte Duty Free, collaborating with luxury brands across Asia, and later as a Marketing Specialist at StayWell Insurance, where she honed her skills in marketing strategy and design. Now a Graphic Designer at Big Fish, she tackles challenging projects that push her creative boundaries. Outside of work, she enjoys quiet mornings, caring for her houseplants, sketching, and relaxing at the beach.

EDUCATION

- Guam Community College – Visual Communications

NUMBER OF YEARS OF EXPERIENCE WITH RESPECT TO TERMS OF REFERENCE

- Over 9 years of experience

AREAS OF EXPERTISE

- Visual Design Creation
- Brand Identity Development
- Layout Design and Production
- Illustration, Typography and Iconography
- Creative Collaboration
- Video Editing and Sequencing



DEANNE SN TORRE

Vice President
Big Fish Creative, Inc.
Role: Strategic Oversight/Planning Support
dtorre@bigfishcreative.com

Deanne Torre, co-founder and principal of Big Fish Creative, Inc., brings over 25 years of advertising experience and a deep understanding of local media and consumer markets. Her extensive expertise includes leading large-scale agency accounts, developing strategic brand and marketing recommendations, and conceptualizing and executing integrated campaigns across multi-channel platforms. With a strong background in strategic media planning, negotiation, and analytics, Deanne has collaborated with industry leaders across Guam and the broader Micronesia/Marianas region. She is also skilled in research-driven insights, event execution, and strategic brand development, leveraging her vast network and market knowledge to deliver impactful results.

EDUCATION

- University of Guam
- Digital Marketing Certification
- Google Analytics Certification

NUMBER OF YEARS OF EXPERIENCE WITH RESPECT TO TERMS OF REFERENCE

- Over 30 years of experience

AREAS OF EXPERTISE

- Extensive experience and comprehensive insight of local market
- Conversant with regional consumer insight
- Intimate experience with developing integrated marketing campaigns
- Experience with brand adaptation from national advertising to local campaign initiatives
- Experience with multimedia advertising campaign development and social media strategy
- Extensive project management experience with integrated marketing campaigns, public relations campaigns, and events.



ANDREA PELLACANI
Senior Account Executive
Big Fish Creative, Inc.
Role: Crisis Communication Support
apellacani@bigfishcreative.com

Andrea is a seasoned Senior Account Manager with over 20 years of experience in communications, marketing, and public relations, known for her strategic planning and results-driven approach. Her expertise spans account management, communications policy, public relations, media, video production, and event management. Dedicated to delivering timely, budget-conscious solutions, Andrea thrives on understanding client needs and managing complex projects. Always eager to learn and adapt, she balances her professional life with a passion for food, enjoying culinary experiments and cooking with her son while sharing her love of food with her family.

EDUCATION

- University of Guam

NUMBER OF YEARS OF EXPERIENCE WITH RESPECT TO TERMS OF REFERENCE

- Over 25 years of experience
- 10 years Account Management, Big Fish Creative, Inc.
- Communications Director, Office of Speaker Therese M. Terajala
- Media Talk Show host, Newstalk K57
- Patchwork Industries, Client Services Manager
- Guamcell Communications, Marketing & Product Manager

AREAS OF EXPERTISE

- Communications policy
- Strategic planning
- Public relations
- Media
- Video production
- Event management



MICHELLE GOUNDEN
 Director - Insights, Skift
Role: Destination Branding, Engagement Strategy & Market Analysis
 mg@skift.com

Michelle is a destination strategy and transformation specialist with over 12 years of international experience, advising destinations in Africa, the Middle East, and Asia Pacific on engaging key market segments to build sustainable market share. She brings a wealth of expertise in brand health tracking, positioning, and impact measurement for destinations globally, ensuring destinations like Guam can effectively engage high-value markets such as Japan, Korea, the US, Taiwan, and the Philippines. At Skift, Michelle specializes in competitive marketing performance, brand resonance analysis, and sustainability, leveraging cultural and natural assets to achieve sustainable growth and competitive advantage. Her hands-on approach combines advanced market analysis with actionable insights and strategic branding to drive measurable and meaningful results.

EDUCATION

- Bachelor of Business Science (Finance Honours), University of Cape Town, 2012

NUMBER OF YEARS OF EXPERIENCE WITH RESPECT TO TERMS OF REFERENCE

- Over 12 years of experience

AREAS OF EXPERTISE

- Destination Branding and Marketing Strategy
- Brand Health and Impact Measurement
- Competitive Market Analysis and Sustainability Planning
- Consumer Segmentation and Marketing Investment Optimization



OLIVER MARTIN
 Senior Director - Innovation, Skift
Role: Research, Data & Stakeholder Engagement - Global Markets
 om@skift.com

With over 20 years of international experience, Oliver is a destination development specialist with extensive expertise in brand evaluation, tourism strategy, and market engagement. He has worked with more than 75 national and regional tourism boards worldwide, including Guam Visitors Bureau, to benchmark brand positioning and advise on market strategies. With a deep understanding of Guam's unique market opportunities and challenges, he is well-positioned to help the Guam Visitors Bureau attract high-value visitors from key markets, including Japan, Korea, the US, and Australia. At Skift, Oliver collaborates with destinations like Dubai Economy and Tourism, Tourism Fiji, and Discover Puerto Rico, helping measure competitive performance, enhance brand resonance, and navigate sustainability goals.

EDUCATION

- Graduate Certificate, International Marketing, University of Toronto
- Bachelor of Arts, International Politics and Economics, Wilfrid Laurier University

NUMBER OF YEARS OF EXPERIENCE WITH RESPECT TO TERMS OF REFERENCE

- Over 20 years of experience

AREAS OF EXPERTISE

- Leading tourism research specialist focusing on perceptions, attitudes, and behaviors of the Australian, Canadian, Chinese Korean, Japanese, and US high-value outbound travel consumer markets
- Expert facilitator and advisor to leadership teams on brand positioning, stakeholder engagement, and performance measurement issues
- Keynote speaker and corporate workshop facilitator, including for national and regional tourism development forums and conferences (Skift Global Forum East, PATA Summit, World Travel Market)

Our Services



Strategic Planning and Marketing

The Manhita Team is made up of strategic thinkers and marketers. We provide strategic direction for our client's marketing campaigns so they can achieve the results they desire.



Market Research Management

Manhita has an exclusive relationship with Market Research and Development Inc (MR&D), Guam's oldest and most respected market research firm. Via this longstanding relationship, we are able to gain insights on current issues impacting the social and economic environment. In addition, the firm provides clear and concise customer satisfaction research that is easily transformed into improved services and increased customer satisfaction. If needed specific research projects can be coordinated.



Advertising Conceptualization, Development and Management for all channels

Manhita works to conceptualize impactful messages that are not merely reflective of our clients' brand image, but also consistent and faithful to their brand identity. Our advertising services range from developing traditional advertisements such as TV commercials, radio commercials and print to creating below-the-line marketing tools for our clients.



Public Relations, Community Outreach, and Communications Strategy

Manhita has the ability to develop and manage programs that aim to make a positive contribution to the community. We can help to design a communication strategy for companies and organizations down to crafting the messaging. We develop and execute action plans with clear and focused messages that communicate with desired audiences -- media, stakeholders, influencers, customers or the general public.



Creative Design and Strategic Writing

Manhita offers its clients a full range of design services - print advertisement, website design, video production, logo and collateral marketing tools such as brochures, sales folders, pamphlets etc. We generate creative ideas for our clients and transform those ideas into visual style. We aim to help our clients create lasting impressions of their brand.



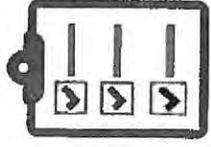
Social Media Management

To successfully extend a client's reach and messages on social media, we strategically plan, calendar and create posts that directly support their strategic and marketing plans. Our content creation team tailors text and graphics to specific platforms, while following the client's branding guidelines. We employ best practices for engagement and security for various platforms such as Facebook, Instagram and Twitter. Manhita can monitor the social media activities of clients and their competitors. We can gather and analyze data as well as share insights about online noise or activity.



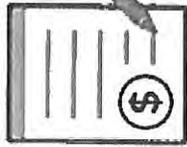
Media Planning and Buying

Manhita assists in formulating a strategic yet cost-efficient media plan that effectively reaches the target market of our clients. We survey and select the media platforms that provide the best reach for our clients' products/services at the lowest possible cost. We keep abreast of recent media developments, utilize the latest market research available, and analyze market trends to develop sound recommendations to our clients. This process also includes budget tracking and reporting. We can use the latest proprietary media consumption research to ensure proper targeting of the media placements has been made. Armed with this information, our team is prepared to execute approved media plans by ordering space, time or other advertising means in the most cost-effective manner possible.



Event Management, Strategy, and Marketing

Manhita has organized successful, high-profile events. In every event we manage, we make certain that our clients gain maximum exposure among their target audience and their messages are relayed through the experience. In addition to publicizing a brand we can nurture the brand reputation by conceptualizing and organizing events of any size that elicit positive image and support key messaging and the values of a particular company or organization.



Accounting and Administration

The Manhita team provides a detailed account of the work we do for our clients and sends invoices on a consistent and timely basis. We are financially sound and capable of providing the necessary procurement services our clients need. As a standard practice, we manage costs and negotiate the best rates and fees on your behalf.

Marketing and Communications Consulting for Products, Services and Issues



Manhita works with corporate clients to market services or products, publicize positions or increase visibility to a specific audience or market segment. We tailor and implement communication strategies to effectively reach our audience and optimize the impact that media can have on events, issues and outcomes.

An Integrated Communications Approach

Designing an Integrated Experience

An integrated approach to marketing and communications ensures that Guam's residents and visitors receive a seamless Guam brand experience across all channels of communication. Residents are able to understand the Guam Brand better and help deliver on its promises to the island's visitors.

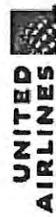
Why Integrated Marketing?

Here are the benefits of an integrated plan:

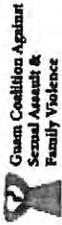
- Allows for seamless messaging across all communications channels
- Provides cost-saving opportunities
- Amplifies consistent branding messages throughout all platforms
- Provides targeted opportunities to reach existing and potential customers where they gather
- Offers customers a more dynamic approach to marketing
- Utilizes all digital and traditional platforms
- Modernizes how we engage with customers and build community



We Are Proud To Serve Our Clients



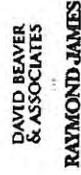
THE HALE TOWER



GUAM CHAMBER OF COMMERCE



P.H.R. Ken Micronesia, Inc.



GUAM GREEN GROWTH

What Our Clients Are Saying About Us

"For more than 25 years, the RiMS team has successfully set us apart from our competitors through solid planning and execution of various local and Micronesia-wide branding, marketing, advertising, events and public relations programs to support Matson's integrated marketing needs in the region and beyond."

Patrick Bulaon
Vice President and General Manager,
Guam and Micronesia
Matson Navigation

"The team at RiMS has been instrumental in providing strategic communications, marketing, and engagement services for United's hub in Guam and throughout Micronesia for more than a decade. Our team in Guam, Japan, and Chicago relies on the professionalism, knowledge, and creativity of RiMS to get details right, execute our shared plan, and reach our community."

Sam Shinohara
Managing Director Airport Operations -
Asia/Pacific
United Airlines

"The RiMS team has exhibited the strategic and tactical expertise to successfully support our vision through the development and execution of the various 60th-anniversary marketing, public relations, and community give-back campaigns."

Gerard Cruz
President and CEO
Community First Guam
Federal Credit Union

"None of the groundbreaking results we achieved could have happened without having the right team. From the beginning of this effort in 2017 and continuing to today, the Big Fish team provided perspective, experience and yes, challenge and opportunity as we learned and grew together."

Jacqueline Marati
Senior Vice President / Chief Communications,
Public Relations, CSR Officer
Bank of Guam

"Big Fish Creative's ability to strategically align messaging with GPA's long term objectives, while emphasizing transparency, reflects their expertise in achieving measurable results for their clients."

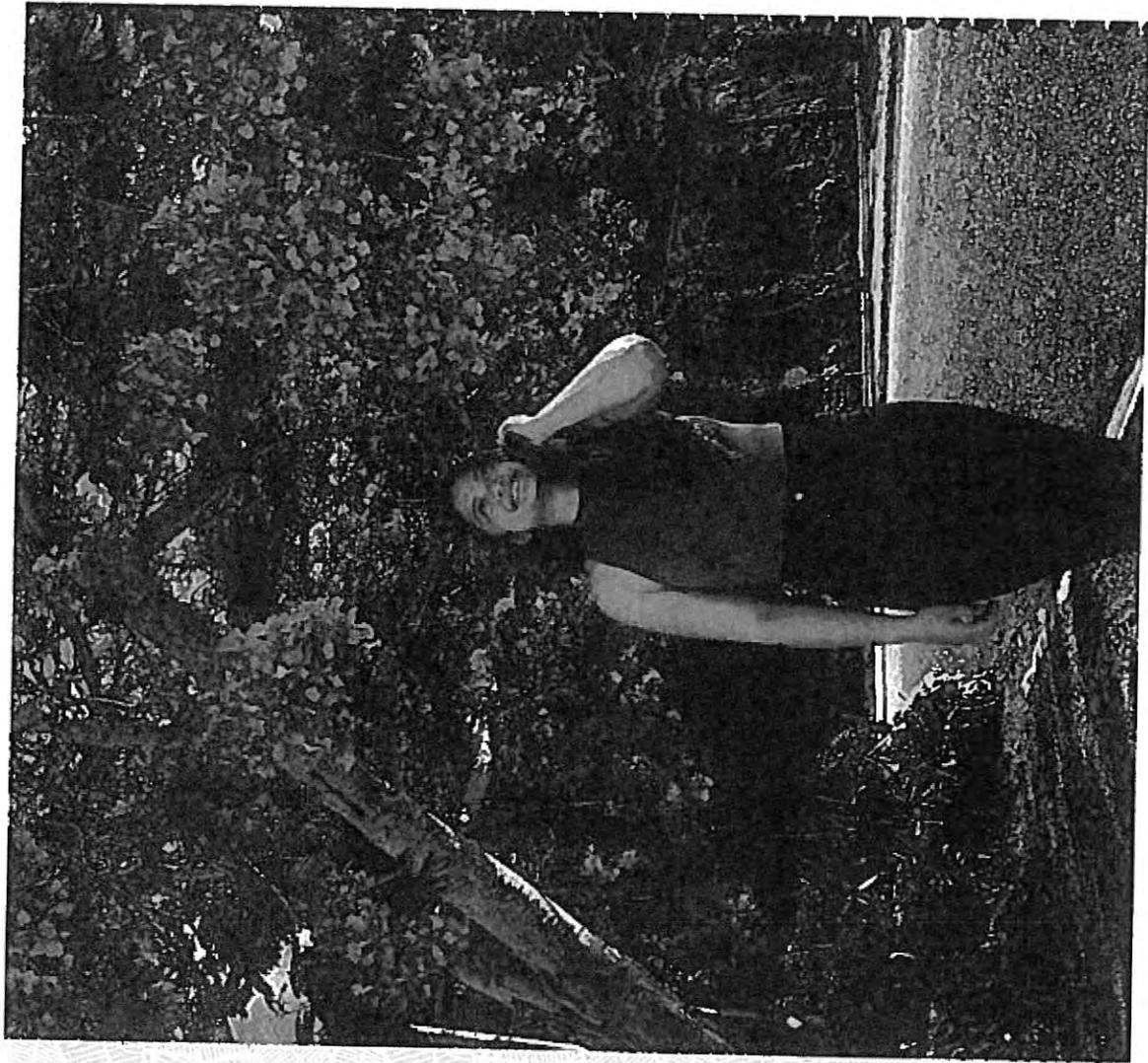
Beatrice "Tricee" Lintiaco
Assistant General Manager, Administration
Guam Power Authority

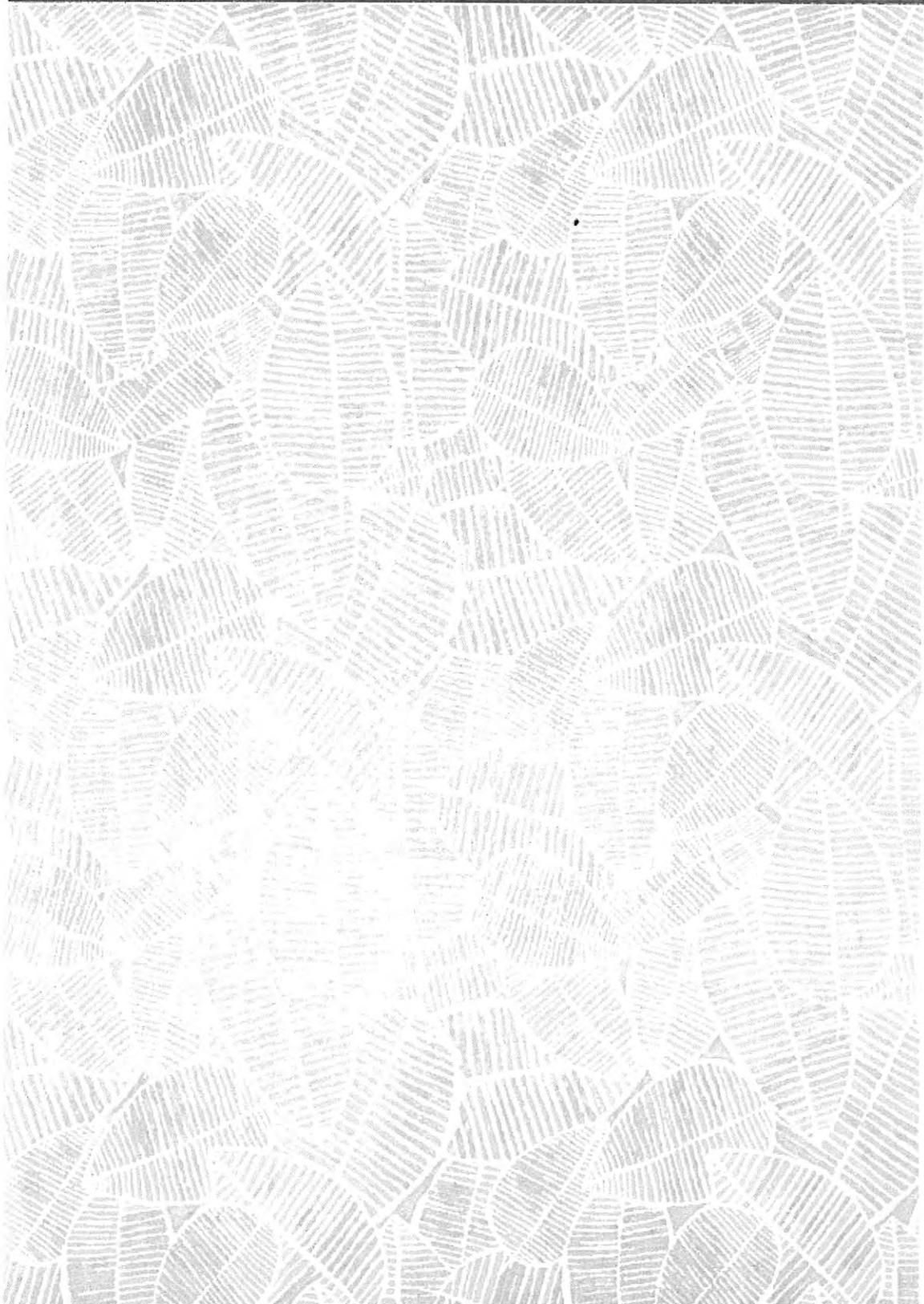
"As part of the 75th Liberation marketing committee, Big Fish successfully executed the branding, marketing, PR and outreach programs that helped commemorate and celebrate this historic milestone for the people of Guam."

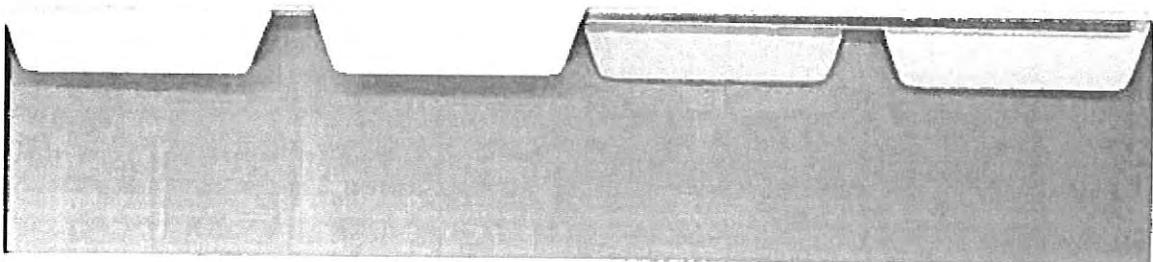
Mayor Robert Hoffmann
Co-Chairman
75th Guam Liberation Committee

Manhita's Capability and Capacity to Respond

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.







GVB0728

Work and Project Plan - How We Will Manage the Business

Procurement and Negotiating the Best Rates

We will work closely with third-party vendors to provide the most aggressive pricing available. To assist GVB with cost control and budget considerations, Manhita will not accept, earn, or obtain in any way commissions from media vendors or other third parties nor will the agency add a markup to any production services. Furthermore, all negotiated discounts and savings will be directly passed on to the bureau. We understand the importance of budget management and fiscal responsibility, particularly during these challenging times.

All major projects will be initiated with an agreed-upon scope of service between GVB and Manhita and accompanied by a project cost estimate. We help you to manage your campaign budgets. We will obtain approvals for expense items, from agency soft costs to third-party fees.

The Manhita team is financially sound and capable of providing the necessary procurement services as required in the RFP, as we have done so with past GVB contracts. We will work on your behalf to manage costs and negotiate the best rates and fees on your behalf as a standard practice.

Timing and Schedule Operating with a Sense of Urgency

While this RFP explains that the duration of the contract is three years pending availability of funding, we will be hyper-focused on GVB's immediate communication needs.

The first action item is to strategize the key messages for all audiences and then urgently address, plan, and implement the communications program beginning as soon as possible and running through the balance of the fiscal year. Simultaneously, the Manhita team will work with the GVB team to identify key event priorities and develop the action plans.

With the marketing and communications programs running concurrently with key event plans, we will establish weekly standing meetings to keep projects in motion and to achieve momentum for the urgent tasks at hand. We are available to safely meet in-person and can begin work immediately.

The Manhita team will provide weekly meeting agendas, project status reports, and campaign budget updates regularly. We also manage campaign calendars to anticipate upcoming events and ensure that all project deadlines are met.

Similar Successful Projects - 1 of 6

Visit Guam 2016 "Only On Guam" Campaign

Lead Agency: Big Fish Creative

RELEVANCE:

- Campaign that supports brand positioning of a world-class destination that keeps pace with the modern digital age
- Expanded use of technology and social media to further support and extend the reach of the destination brand image on a global scale
- Promoting a deep sense of pride and place establishing a solid foundation from which the brand could expand

PROJECT DATES

July 2015 – Dec 2016

SCOPE AND PURPOSE

Scope: Brand strategy and creative execution
Purpose: Global brand messaging

CHALLENGE

As the global tourism market expands with more affordable island resort destinations competing in the same space, the Guam Visitors Bureau needed a global brand message that highlighted Guam's unique attributes.

KEY INSIGHT

The OOG campaign successfully established a brand identity of Guam that connected the values of the community with the motivations and aspirations of the visitors.

KEY INNOVATION

Deploying USG (user-generated content) contests and promotions through online branding strategies, we were able to engage directly with residents by giving credit to their contributions and awarding prizes for their winning entries.

APPROACH

Big Fish and RIMS led the Guam Brand team on a goal to attract and engage the local community to experience the Guam Brand by sharing their "Only On Guam" stories. The Only On Guam campaign celebrated Guam's unique attributes with concepts around cultural, environmental and experiential thoughts and ideas that captured a glimpse of life on Guam. The themes which centered around our people, our environment and cultural values created a positive 'sense of place' that resonated with our people today reflecting not only the modern culture but also our ancestral roots.

RESULTS

The campaign's reach within the community was evidenced in the June 2017 STAR Survey in which 64% of respondents were familiar with the OOG campaign. Within the first 24 hours of launching the OOG brand video, the campaign received record-breaking engagement over previous brand campaigns and continues to be shared today.

SERVICES PROVIDED

- Development of brand marketing strategy
- Creation of marketing materials to include 2-minute brand video, digital video and still assets, miscellaneous print collateral, social media integration
- Development and execution of digital content strategy



Integrated Communications, Advertising, and Event Support Services, L27

Similar Successful Projects - 2 of 6

United Airlines Guam Marathon (UGM)

Lead Agency: Ruder Integrated Marketing Services (RIMS)

RELEVANCE:

- Sports and events tourism aligns with MVA objectives – the economic impact of UGM is estimated to be in excess of \$9 million on an annual basis.
- Sports and events tourism connects the community – UGM is a community-wide effort which connects visitors and locals in a uniquely Håa Adai way
- Sports and events tourism helps build local capacity – events such as UGM help drive the economy through the building of local capacity

PROJECT DATES

2013 – Present

SCOPE AND PURPOSE

Scope: Brand strategy, global marketing, creative execution, event management, and public relations
Purpose: Global brand messaging

CHALLENGE

Guam Sports Events Inc. (GSE) was established to create sports events that would contribute to and support sports tourism on Guam, particularly contributing to the success of Guam's Tourism 2020 plan which aims to attract 1.75 million visitors to Guam. The Guam International Marathon was established in 2013 and GSE tasked the brand and marketing teams to expand and improve the awareness, reach, and participation each year since 2013. Because of the magnitude of the event, it also requires strong support from residents, visitors, and corporate sponsors.

APPROACH

RIMS managed all aspects of this event and deployed a fully integrated approach to its marketing and public relations programs. In addition to producing all event and marketing materials, RIMS launched a number of successful initiatives to take the marathon to a higher level: organizing an event expo, creating an event app, increasing social media engagement, establishing ambassador and influencer programs, establishing training programs, and offering a runners perks program.

In 2016, The RIMS team facilitated and helped to secure United Airlines as the new title sponsor. From the initial pitch to managing the ongoing relationship. This milestone triggered a complete rebranding of the event, called the United Airlines Guam Marathon (UGM), which was launched locally and in major visitor source markets

RESULTS

UGM participation grew steadily until COVID led to postponement. Prior to that time UGM was the only local sporting event in which half of its participants are tourists traveling to Guam from 22 different countries. In 2016, the marathon had 3,911 participants. In 2017, the marathon boasted 4,335 participants and in 2018, the event received more than 4,000 participants. UGM was a great contributor to the local economy which brought in an estimated \$9 million plus in economic activity on an annual basis.

SERVICES PROVIDED

- Development of a brand strategy and guidelines
- Rebranding of the event to include a new title sponsor
- Creation of all marketing and event materials
- Incorporation of the latest technology and trends
- Relationship development with stakeholders, ambassadors and influencers
- Event management
- Public relations

KEY INSIGHT

Each year, the team has been able to identify innovative ways to reach more local and international participants and retain a strong return rate through the use of new technology trends, and an ever-active presence on major social platforms.

KEY INNOVATION

RIMS worked closely with the client to develop an event app to strategically engage participants before, during, and after the races. The app eventually evolved into a social center where event influencers and ambassadors engage with runners through posts and scheduled training programs



Integrated Communications, Advertising, and Event Support Services 129

Similar Successful Projects - 3 of 6

Guam Chamber of Commerce Centennial Campaign

Lead Agency: Ruder Integrated Marketing Services (RIMS)

PROJECT DATES

January 2024 – December 2024

SCOPE AND PURPOSE

Scope: Brand strategy, global marketing, creative execution, event management, and public relations
Purpose: Global brand messaging

CHALLENGE

The original Guam Chamber of Commerce (GCOC) logo, created in the 1970s, incorporated the "GCC" letters and a latte stone symbolizing Guam's cultural foundation with green and brown colors. As the Chamber approached its centennial, RIMS was tasked with crafting a logo and tagline that not only honored the Chamber's 100-year legacy but also told a compelling story of its evolving role in shaping Guam's business future. A task requiring precision, creativity, and deep cultural understanding.

SOLUTION

RIMS crafted a striking new logo and theme that blends the Chamber's proud history with its forward-looking vision. The tagline "Progress Now and Forever," reflects the Chamber's commitment to continuous innovation and its role as a driving force behind Guam's business success. The deep blue symbolizes Guam's ocean, representing a sense of depth, trust, and commitment. It also conveys professionalism and authority. Gold signifies prosperity and achievement. Together, they highlight the Chamber's dedication to fostering economic growth and maintaining a strong, forward-thinking presence in the market.

RESULTS

The Guam Chamber of Commerce continues to celebrate a century of history on Guam and the enduring spirit of enterprise and innovation that defines the island's people. The new logo, tagline, and color scheme are proudly displayed at key events, reinforcing the Chamber's leadership in fostering economic development and supporting local businesses.

Similar Successful Projects - 4 of 6

Guam Power Authority (GPA) Rotating Outages/Brighter Days Campaign

Lead Agency: Big Fish Creative

PROJECT DATES

October 2023 – Present

SCOPE AND PURPOSE

Scope: Public Relations and Outreach Strategy, Crisis Management Support, Project Management, Creative Execution, Advertising
Purpose: Community Outreach, Branding

CHALLENGE

Guam Power Authority (GPA) faced a significant challenge with an energy capacity shortfall during Guam's hottest months. This situation necessitated the implementation of a rotating outage schedule to ensure reliable power distribution. Compounding the issue was the need for effective crisis management support to maintain public trust and mitigate negative perceptions during this critical period. GPA required a comprehensive communication strategy to inform and prepare the public for potential outages while highlighting the progress being made to address the capacity shortfall and the steps taken to bring new power sources online.

APPROACH

Big Fish Creative adopted a multi-faceted approach to tackle this challenge, integrating crisis management into the overall communication strategy. The team worked closely with GPA to develop clear, timely, and informative communications that provided transparency and reassured the public. The approach included:

- Comprehensive Communication Plan: A detailed plan was devised that included press releases, social media updates, web development and management, E-newsletters, and traditional media channels to keep

the community informed about the rotating outage schedule and progress on capacity improvements. Crisis messaging was strategically woven into regular updates to emphasize GPA's responsiveness and commitment.

- Progress-Focused Messaging: Positive strides such as the arrival and integration of temporary power and the restoration of typhoon damaged facilities were highlighted to build public confidence while addressing immediate concerns.
- User-Friendly Schedule Information: Efforts ensured the rotating outage schedule was easy to understand and accessible, allowing residents to better prepare for potential outages.

- Regular Updates: Ongoing updates were provided about project milestones, changes in the outage schedule, and other relevant developments, maintaining transparency and reinforcing public trust.

RESULTS

The campaign successfully communicated the critical updates and progress to GPA's customers, leading to:

- Increased public awareness and understanding of the rotating outage schedule
- Increased positive reception to GPA's efforts in addressing the capacity shortfall.
- Improved public preparedness for potential outages.
- Reinforced public confidence in GPA's long-term solutions, such as the upcoming Ukudu Power Plant.

SERVICES PROVIDED

- Strategic Communication Planning
- Crisis Management Support
- Press Release Drafting
- Social and Digital Media Management
- Graphic Design for Informative Materials
- Community Engagement Support
- Traditional Media Campaign Development and Execution

KEY INSIGHT

Transparency and proactive communication are essential in managing public perception during utility disruptions. By focusing on both the immediate measures and the long-term solutions, GPA was able to increase public trust and keep residents well-informed.

KEY INNOVATION

Post-Typhoon Mawat, GPA issued frequent outage schedules, which inadvertently contributed to a deterioration of public confidence due to constant reminders of the fragile state of power capacity. Big Fish Creative recognized this challenge and implemented regular, predictable outage schedules. This approach provided consistent and easily accessible information, reducing the need for frequent updates that emphasized system vulnerabilities. By establishing stability and predictability, the campaign helped restore public confidence, enabling residents to better prepare for potential outages and reinforcing trust in GPA's efforts to manage the power capacity shortfall effectively.

RECORD OF COST PERFORMANCE

Big Fish Creative delivered this comprehensive communication campaign within the agreed budget, ensuring cost effectiveness while maintaining high-quality outputs.

RECORD OF SCHEDULE PERFORMANCE

The project adhered to all scheduled timelines, with timely delivery of press releases, social media updates, and other communications. Efficient project management ensured that all public notices and updates were released promptly, keeping the community consistently informed.

CONCLUSION

The rotating outages campaign for GPA demonstrates Big Fish Creative's ability to handle complex communication challenges effectively, especially during crisis periods. The strategic approach, focus on transparency, and innovative solutions supported successful public engagement and trust in GPA's ongoing efforts to enhance Guam's power infrastructure.



2025

Completion of the
198MW Ukudu Power Plant

I think GMH, Guam Department of Education, and any agency that has huge projects on its table should take a page out of the GPA handbook. As GPA, grapples with power generation, they have published plans and progress. We get reports with our bills. They use electronic billboards. These updates keep us abreast of progress. Not only does this tell us we are important to them, but it also helps us understand steps and missteps. They are truly transparent. Thank you, GPA! Thank you, John Benavente!

Former Senator Abao Yonashita



We're boosting capacity and addressing outages throughout our island.



Similar Successful Projects - 5 of 6

Society of American Military Engineers (SAME) Guam Post The Guam Industry Forum

Lead Agency: Ruder Integrated Marketing Services (RIMS)

PROJECT DATES
2018 – 2024

CHALLENGES

2018 Challenge: In 2018, the Society of American Military Engineers (SAME) Guam Post hired RIMS to assist with the development and execution of the latest Industry Forum for the Guam Buildup. RIMS worked with the SAME Board of Directors, active duty military personnel and volunteers to manage all aspects of the event. The event was held at the Duke Thani Guam's convention center and was widely attended. It drew an international audience of nearly 500 participants. The sold out event also included a trade show element that encouraged networking between local and international businesses.

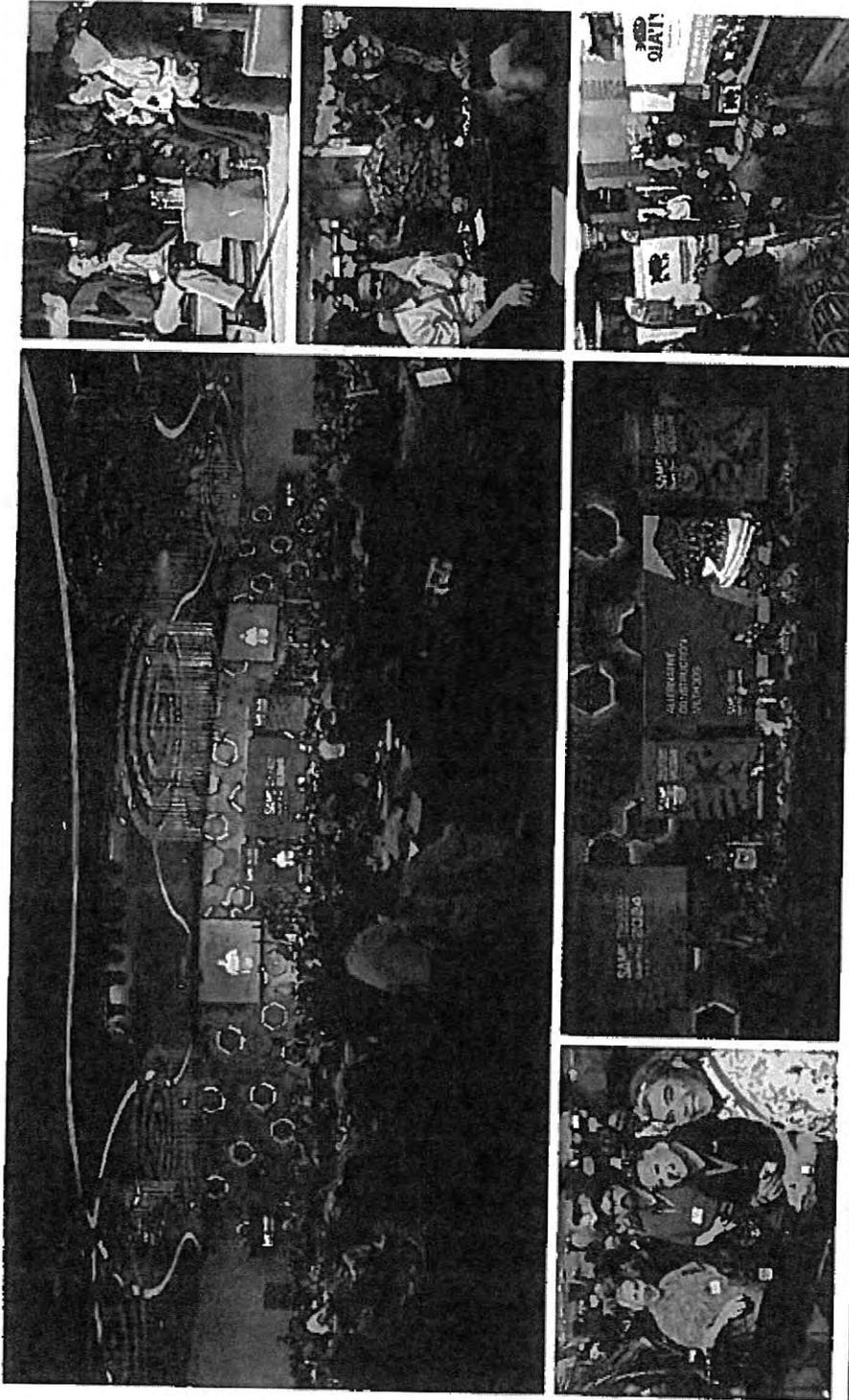
2022 Challenge: Since the 2018 event, Guam and the world was stricken with the challenges of the global COVID pandemic and as such all in-person events were canceled. In 2022, SAME hired RIMS once again to develop and execute a similar event to update the industry and the community on the status of the ongoing military expansion construction projects and contracting opportunities within the Indo-Pacific region. With a compressed timeframe and budget, RIMS was tasked with developing the program design as well as the marketing and event management plan for the SAME Guam Industry Forum 2022.

2024 Challenge: After a highly successful and well-attended event in 2022, SAME Guam Post leadership engaged RIMS once more to plan, develop, and execute another forum event to provide the opportunity for the industry and community to hear the latest news and updates regarding the ongoing expansion of military facilities in the Western Pacific. Faced with a narrow timeframe, a limited budget, and unforeseen content development challenges, RIMS was tasked with developing an even more robust program agenda as well as the marketing and event management plan for the SAME Guam Industry Forum 2024.

SOLUTION

By leveraging the existing collaborative relationship, the event team and SAME leadership worked well together throughout the planning and execution of the 2024 event. The SAME leadership committee placed trust and confidence in the event team to deliver a well-executed program/event and provided strategic guidance along the way. Whova, an all-in-one event management app first introduced in 2022, was once again used in 2024 for efficient and seamless planning and event execution experience for both the event planners as well as the event participants.

RESULTS
With the support of an actively engaged customer and scaled team, the 2024 event was once again a success. Over 400 participants from Guam and around the world converged on Guam to gain new insights and opportunities associated with the ongoing military expansion, construction projects, and contracting opportunities within the Indo-Pacific region. Once again, the event's sponsorship program garnered high interest with over 50 sponsors from various companies, organizations, businesses, and agencies. Compared to its utilization in 2022, Whova engagement positively exceeded expectations and successfully increased engagement between 2024 event participants, speakers, and exhibitors. After concluding the Guam Industry Forum 2024, the SAME team provided over \$100,000 to the University of Guam's School of Engineering and the Charlie Conn scholarship program as a result of the positive cash flow associated with the success of the event. The RIMS team managed all budget, revenue and expenses associated with the event.



Integrated Communications, Advertising and Event Support Services | 35

Similar Successful Projects - 6 of 6

GTA

Pop Up Prepaid Campaign

Lead Agency: Big Fish Creative

PROJECT DATES

July 2022

SCOPE AND PURPOSE

Scope: Project Management, Creative Strategy and Execution, Advertising Deliverables
Purpose: Branding

CHALLENGE

GTA's branding for their Prepaid Service had become outdated and struggled to resonate with modern consumers. The brand needed a fresh, innovative look and feel to attract new customers and retain existing ones in an increasingly competitive telecommunications market.

APPROACH

Big Fish Creative adopted a comprehensive and creative approach to revamp GTA's prepaid service, focusing on innovative branding and customer-centric design. The strategy included:

- **Competitive Landscape Research:** An in-depth analysis was conducted to compare how GTA's prepaid brand stood against its competitors and identify ways to differentiate and stand out in the market.
- **Brand Refresh and Logo Design:** A modernized "Pop Up" logo was created. The refreshed design aimed to appeal to a broader audience.
- **New Visual Identity:** A cohesive brand look and feel was developed, incorporating vibrant, contemporary visuals and typography to stand out in the market.
- **Deliverables and Mockups:** Comprehensive mockups of key deliverables, including marketing materials, product packaging, and digital assets, were designed to ensure consistency across all customer touchpoints.

RESULTS

The creative execution for GTA's Pop Up Prepaid brand refresh delivered impactful results, including:

- **Enhanced brand perception and recognition,** with positive reception from customers and stakeholders.
- **Improved market positioning,** establishing GTA as a leading, customer-focused telecom provider.
- **Successful launch of the refreshed prepaid brand,** supported by high-quality marketing materials and communications.

SERVICES PROVIDED

- Strategy and Marketing Framework
- Project Management and Coordination
- Brand Strategy and Logo Design
- Visual Identity Development
- Mockups for Advertising Deliverables and Packaging

KEY INSIGHT

In a saturated telecom market, a refreshed visual identity can significantly enhance brand perception and drive customer engagement. By focusing on modern design elements and clear messaging, GTA was able to reintroduce its prepaid service as both innovative and accessible.

KEY INNOVATION

Big Fish Creative's ability to combine aesthetic appeal with strategic functionality was pivotal in the success of the project. The design of the new logo and visual identity was not only visually compelling but also resonated deeply with GTA's target audience. This innovation ensured that the brand refresh felt relevant and impactful.

RECORD OF COST PERFORMANCE

Big Fish Creative successfully delivered the project within the agreed budget, maximizing value while maintaining exceptional quality in design and execution.

RECORD OF SCHEDULE PERFORMANCE

The project adhered to all timelines, ensuring the seamless launch of GTA's Pop Up prepaid service. All deliverables, including marketing materials and assets, were completed on schedule, contributing to the campaign's success.

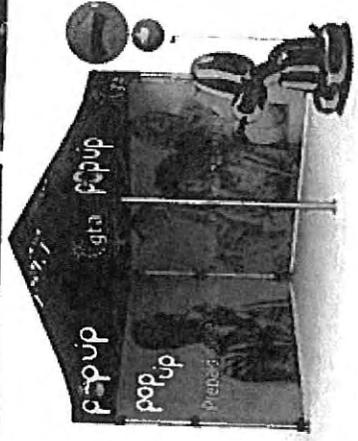
CONCLUSION

The brand refresh for GTA's Pop Up prepaid service showcases Big Fish Creative's expertise in delivering innovative and customer-focused solutions. By combining strategic branding, creative design, and integrated communication, the project not only revitalized GTA's prepaid service but also strengthened its market presence and customer relationships.



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Let's chat



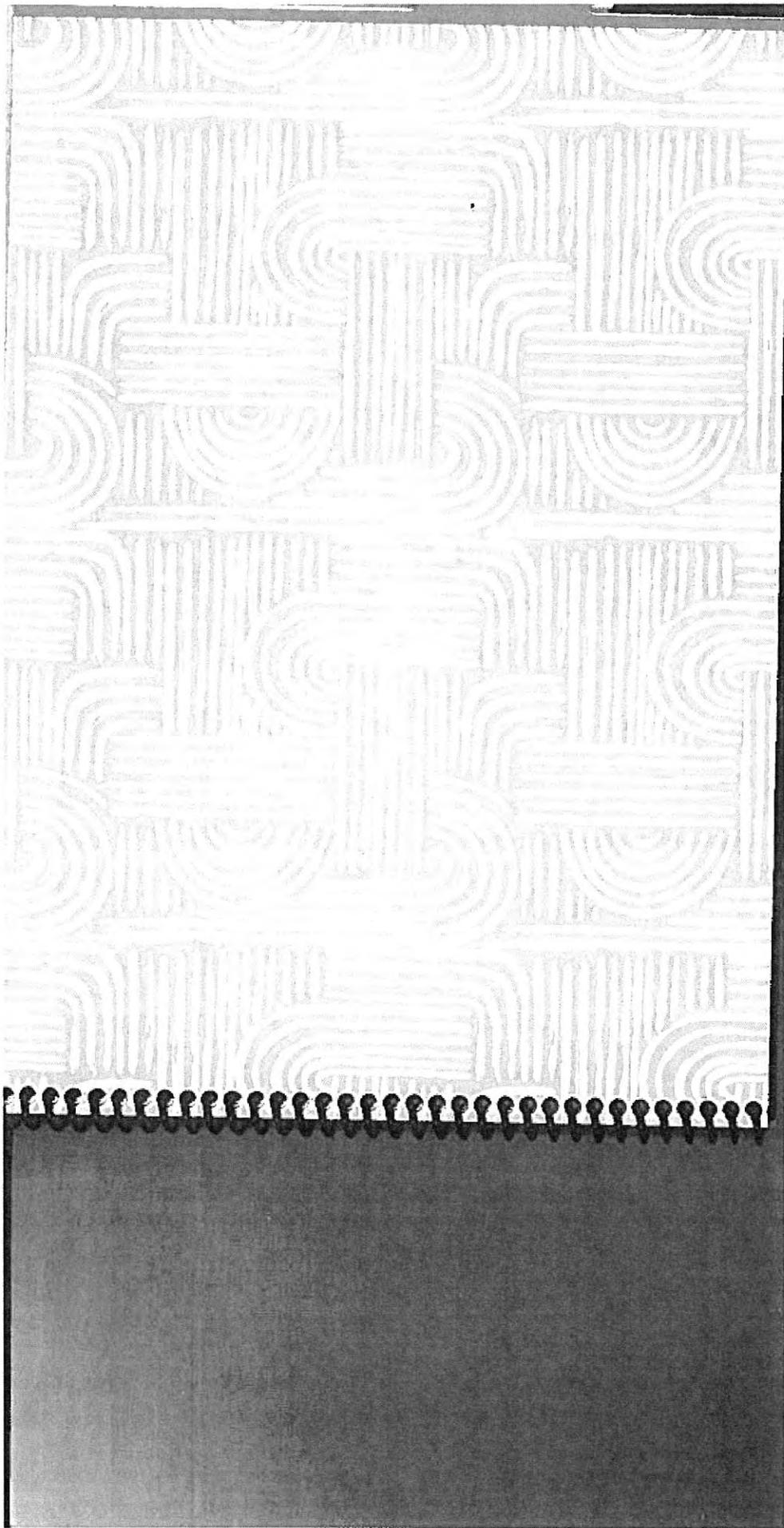


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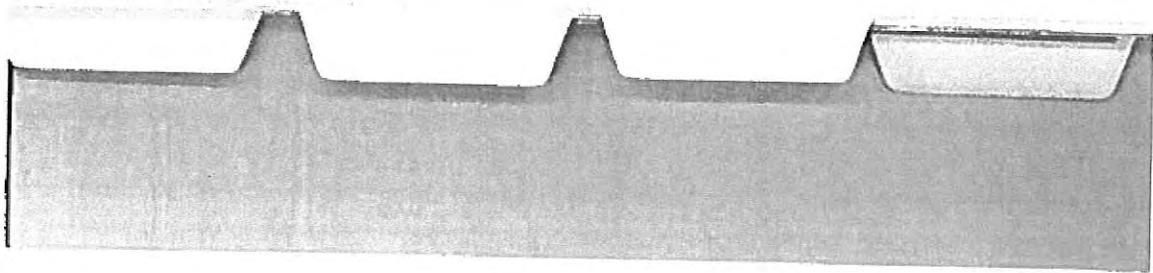
Plan of Performance

APPROACH AND STRATEGY

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GVB0743



GVB0744

Branding and Image Building

The Manhita Team is committed to utilizing the key objectives of the Guam Integrated Communications Advertising, and Event Support plan as its foundation and guiding principles in all strategic planning and execution.

CULTURAL PRESERVATION AND PROMOTION

We will highlight the Chamoru culture through cultural festivals, culinary events, and educational campaigns through partnership with local artisans, performers, and historians to ensure authentic city.

TOURISM DEVELOPMENT THROUGH EVENTS

We will organize diverse flagship events and utilize Guam's valuable assets - beaches and heritage sites as venues for global and regional gatherings.

STRATEGIC BRAND POSITIONING

We will work to position Guam as America in Asia, leveraging its geopolitical significance and accessibility and focus on themes of adventure, relaxation, and cultural immersion in marketing efforts.

SUSTAINABILITY AND COMMUNITY-CENTRIC GROWTH

We will ensure that events and branding initiatives align with sustainable tourism practices and strive to involve local communities to foster pride and shared responsibility through the spirit of collaboration.

DIGITAL MARKETING & STORYTELLING

We will use social media campaigns, video storytelling, and influencer partnerships to amplify Guam's visibility while developing a strong digital presence showcasing Guam's cultural uniqueness and event offerings.

Reinforcing the Guam Brand: Only On Guam

As Guam stands at a critical moment in its tourism recovery journey, it's clear that immediate, strategic action is required to address the challenges outlined in the recently adopted Tourism Recovery Plan. The plan highlights critical pain points - from the need to rebuild tourism infrastructure and address product quality gaps to increasing flight availability and creating authentic visitor experiences. At the heart of these challenges lies a unique opportunity: the chance to tell Guam's story in a way that inspires, unifies, and delivers measurable impact.

In this landscape, we believe the "Only on Guam" (OOG) campaign represents a proven strategy with deep roots in both local and international markets. Since its launch in 2016, OOG has achieved favorable recognition within the local community, as evidenced by the 2017 and 2019 STAR Survey Report. It resonated deeply with visitors as well by directly highlighting Guam's unique selling points - her authentic culture, the warmth of her people, her proximity, and experience-driven attractions that could only be found in Guam.

The "Only on Guam" (OOG) campaign's familiarity in key source markets of Japan, Korea, Taiwan, and the Philippines, provides a distinct advantage in driving engagement and recognition. Its established presence in these regions significantly reduces the time and resources required for market education and brand introduction, allowing us to channel our efforts into amplifying the message through fresh, innovative storytelling strategies.

Moreover, the OOG campaign's adaptability positions it as the ideal platform to respond to shifting visitor profiles and post-pandemic market dynamics for years to come. By leveraging audience insights, the campaign can be tailored to meet the unique needs and preferences of diverse market segments. For value-driven travelers, OOG can incorporate promotional offerings like family-focused packages or value-added offers, emphasizing the campaign's inclusivity and affordability. Meanwhile, for premium audiences, OOG can highlight luxury experiences, such as exclusive cultural tours, high-end accommodations, or curated dining experiences, ensuring it resonates across all visitor tiers.

This adaptability enables OOG to connect with new travelers exploring Guam for the first time while continuing to captivate long-time repeat visitors, solidifying the island's reputation as a destination of authenticity and unforgettable experiences.

The refreshed OOG campaign also serves as a platform to foster industry-wide collaboration over time efforts. This is an opportunity to unify stakeholders across the visitor industry both locally and abroad encouraging co-op initiatives and collaboration with joint promotional programs, shared incentives, and cohesive messaging.

At the same time, the spirit of OOG must begin at home. It's essential to rebuild local pride and empower Guam's people to become ambassadors once more of the OOG experience. Every interaction, from the moment visitors arrive at the airport to the final farewell, should feel like a chapter in a larger, meaningful story. This sense of pride and shared responsibility will ensure that the "Only on Guam" experience is not just seen or heard, but deeply felt by every visitor.

Branding and Image Building

In short, reinforcing and refreshing "Only on Guam" connects Guam's past successes with future aspirations, offering a recognizable, adaptable, and emotionally resonant platform to drive the island's recovery goals forward

2025 Guam Brand Campaign: "Your Story - Only On Guam."

At its core, the "Only on Guam" campaign was a success because it spoke to something universal, the desire to create stories worth telling. Whether it was through a diver exploring the deep blue, or a traveler tasting kelaguen for the first time, each interaction became a moment of connection with the island, with its people, and with oneself. The campaign built local pride inspired visitors, and positioned Guam as more than just a destination. It became a feeling a story waiting to unfold.

But great stories don't end - they evolve. And so does "Only on Guam."

In 2025, the refreshed "Only on Guam" campaign introduces a powerful new perspective: "Your Story - Only On Guam." The campaign recognizes that every visitor, every local, and every moment adds a new chapter to Guam's living narrative.

Overall Messaging Theme and Concept

Every visitor arrives in Guam with a blank page, and every moment they experience becomes a new chapter in their story. The tagline "Your Story - Only On Guam" invites travelers to see themselves not just as visitors, but as the main character in their own unforgettable adventure. It sets the stage for deeply personal, emotional experiences that can only be

found in Guam. The theme taps into the universal love for storytelling, turning every visitor into a storyteller and every moment into a chapter worth sharing.

Strategically Aligned to Short-Term Recovery Goals

The strength of "Your Story - Only On Guam" lies in its ability to align with the short-term goals outlined in the Tourism Recovery Plan, while ensuring travelers immediately understand why Guam stands out as the best destination when making a buying decision:

- It directly highlights Guam's unique selling points, such as its warm tropical waters, vibrant culture, and exclusive experiences, ensuring that travelers can see the distinct value Guam offers at first glance.
- It emphasizes authentic and immersive experiences that connect deeply with traveler aspirations, making Guam not just a destination, but an unforgettable journey.
- It empowers locals to become storytellers, instilling a sense of island pride and turning every resident into a Guam brand ambassador, enhancing the visitor experience at every touchpoint.
- It aligns with market familiarity, allowing seamless integration across key source markets ensuring that the campaign resonates and connects effectively.

By directly showcasing what makes Guam unique, "Your Story - Only On Guam" ensures travelers see Guam as a top choice for their next adventure.

Immersive Visual Campaigns

The campaign will feature visually captivating imagery that immediately transports audiences to Guam's one-of-a-kind experiences. For example, the silhouette of a scuba diver in negative space could reveal vibrant coral reefs, inviting viewers to step into the diver's shoes and imagine themselves in Guam's warm tropical waters. These striking visuals will be used

across airport billboards, travel magazines, and digital platforms, highlighting the tagline, "Your Story - Only On Guam." This approach creates an emotional connection by showcasing Guam as the ultimate destination for unique and unforgettable adventures.

User-Generated Storytelling Campaign (UGC)

We'll invite travelers to share their Guam experiences through the hashtag #MYOOGStory, transforming visitors into storytellers. A dedicated digital portal will feature their stories, complete with photos and videos, creating an ever-growing narrative that showcases the diversity of what Guam offers. This initiative not only builds engagement but also inspires potential travelers to imagine their own story in Guam. As more content is shared, the campaign gains authenticity and credibility, amplifying Guam's appeal across social media platforms.

Cinematic Video Series

A series of short, cinematic videos will bring Guam's stories to life through the eyes of different travelers. A traveler might recount their adventure hiking to breathtaking Tarzan Falls, while a family shares their joy wading in the warm waters off Tumon Bay. Each video will end with the tagline, "Your Story - Only On Guam." These videos will be optimized for YouTube, Instagram Reels, and Facebook, targeting key demographics in each market. By blending storytelling with stunning visuals, the campaign invites audiences to envision themselves creating their own stories on Guam.

Print & Digital Ad Campaigns

The campaign will leverage both print and digital media to reinforce the "Your Story - Only On Guam" message. These ads will appear in in-flight magazines, social media platforms, and on travel websites, showcasing

the diverse experiences Guam offers. This cross-platform approach ensures the campaign resonates with both traditional and digital audiences.

Market-Specific Campaigns

For Japan, the campaign will focus on warm oceans and family-friendly experiences, with headlines like "Turn Up the Warm, Your Story - Only on Guam" in Korea, adventure thrill-seekers will be targeted with visuals of rugged ATV rides and off-road exploration, paired with the tagline "Write Your Next Adventure Your Story - Only on Guam." Taiwan's focus will center on food and culture, with messaging like "A Taste of Culture in Every Bite, Your Story - Only on Guam." Meanwhile, the Philippines will emphasize duty-free shopping and exclusive international experiences with the tagline, "Self Love, Duty Free Your Story - Only on Guam." Each market will receive tailored content to maximize relevance and engagement.

Local Pride and Community Engagement - "OOG Certified" Program

The campaign will also focus on rebuilding local pride, turning residents into Guam brand ambassadors. Through storytelling workshops and local pride initiatives such as an "Only On Guam Certified" program, locals will be equipped to share their own "Only on Guam" stories with visitors. This ensures that the OOG experience extends beyond ads and becomes part of every visitor's journey, from arrival to departure. By involving the local community, the campaign creates an authentic, island-wide narrative that resonates deeply with travelers.

The "Only On Guam Certified" program empowers the local community to play an active role in shaping Guam's tourism narrative by voting on activities,

establishments, and experiences that are uniquely and authentically Guam. This certification serves as a trusted verification for visitors, allowing them to identify experiences highly recommended by locals as truly one-of-a-kind. The OOG Certified sticker or badge, displayed at participating locations, becomes a symbol of pride for residents and a mark of authenticity for travelers. By fostering collaboration between locals and businesses, the program energizes a sense of island pride, creates a deeper connection between visitors and the community, and ensures that Guam's unique selling points are consistently highlighted throughout the year.

Looking Beyond 2025: The Future of "Only on Guam"

As we look ahead, we envision a dynamic, digital first future where technology, storytelling, and community engagement come together to create seamless, unforgettable experiences for travelers.

"Create Your OOG Story" Interactive Itinerary Planning Web Portal

Much like Disney's vacation planning portal, Guam's "Create Your OOG Story" will be an interactive trip-planning tool hosted on the visitguam.com website designed to personalize every visitor's journey before they set foot on the island.

This portal will not only simplify travel planning but also turn the act of planning into an exciting, immersive part of the journey itself. It will encourage visitors to visualize their Guam experience, building anticipation and emotional investment before they even board their flight.

Interactive Story Map

A digital, interactive story map of Guam will allow visitors to explore the island's must-see locations and experiences. Each hotspot on the map will feature real stories, photos, and videos from past travelers, offering a preview of what to expect. Users will be able to create their own personalized itinerary directly from the map, adding chapters to their "OOG Storybook." This tool will make trip planning intuitive and exciting, ensuring Guam's story becomes part of their own.

Immersive Digital Experiences and Story-Driven Tours

The campaign will incorporate immersive digital experiences using Augmented Reality (AR) and Virtual Reality (VR) to allow visitors to preview Guam's adventures, such as scuba diving through vibrant coral reefs, hiking scenic trails, or participating in cultural events. Virtual storytelling sessions led by local guides will share Guam's legends and traditions, bringing the island's rich history to life for prospective travelers. On the ground, the OOG campaign provides local operators to create story-driven tours and workshops. These unique experiences will provide curated journeys inspired by historical legends, cultural traditions, and iconic Chamorro figures. QR codes placed at key locations will offer interactive videos and historic insights, enhancing visitor engagement. Additionally, hands-on workshops in Chamorro cooking, dance, and traditional weaving will immerse visitors in Guam's culture, creating memorable, experiential connections with the island.

Community Outreach

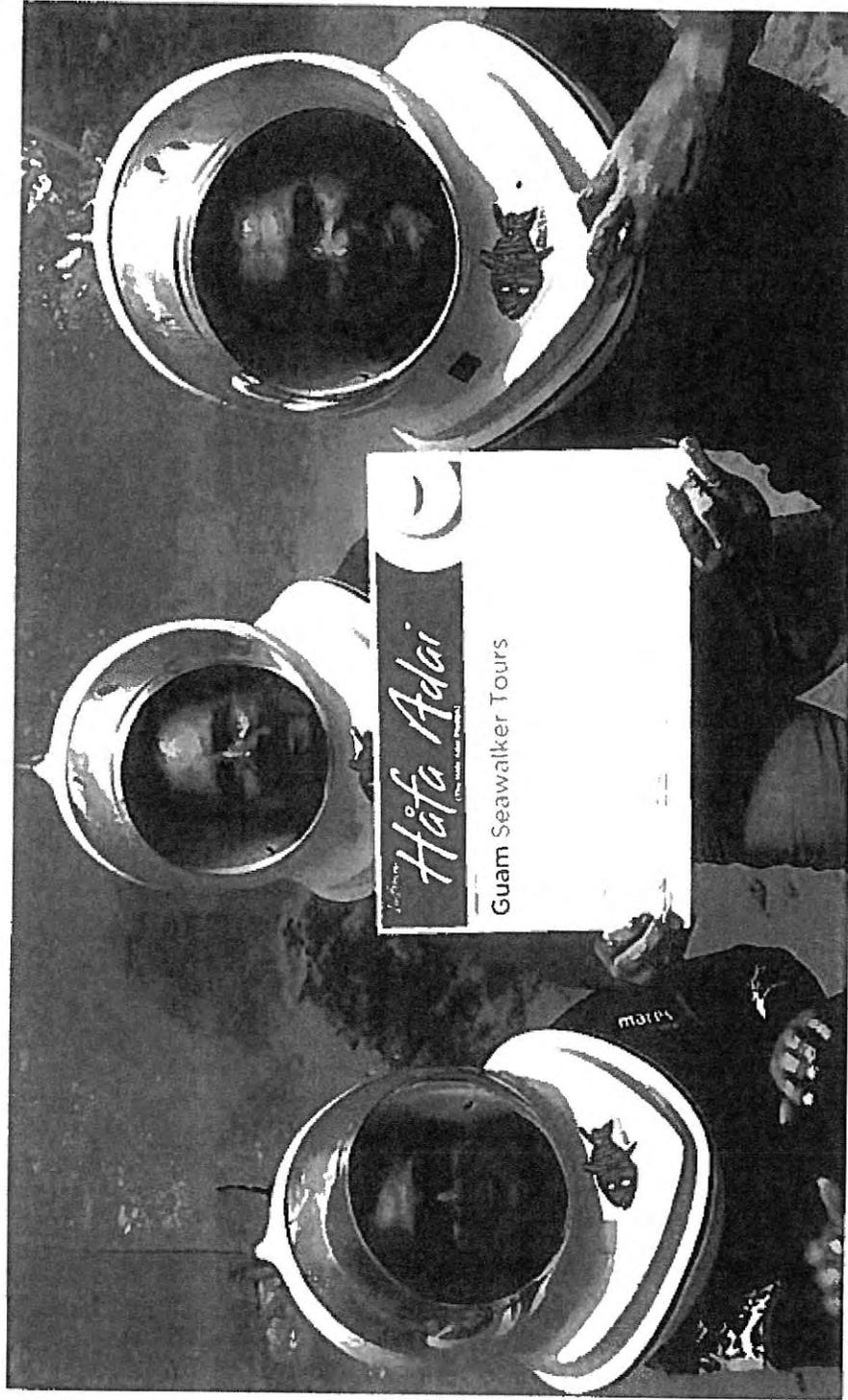
GVB's plan to reposit on Guam and offer new Guam experiences to engage with residents and stakeholders will require a robust community engagement program. It will be vital to Guam's success. Helping our community to understand GVB's goals will allow everyone to contribute to the overall visitor experience and give residents some responsibility and ownership of the Guam brand and experience.

Reinstate the Háfa Adai Pledge Program

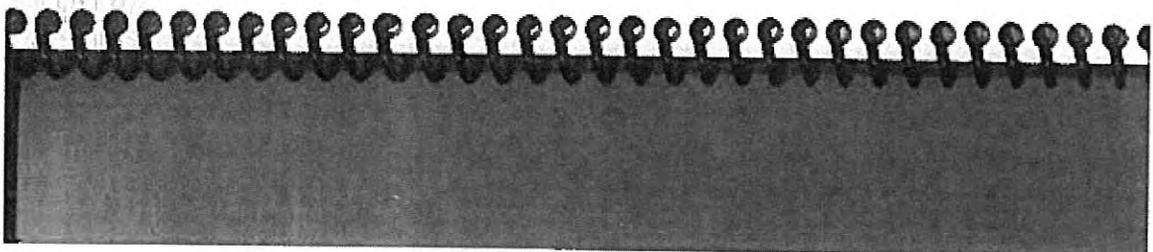
To start, we recommend reinstating the successfully established yet dormant Háfa Adai Pledge as the basis for GVB's community outreach program and enlisting the support of the tourism industry to increase its success. However, in 2025, the Manhita Team recommends a complete refresh, rebrand, and re-envisioning of the program to provide existing members with ideas for how to restart their pledges and for new and potential members to kickstart authentic programs in their schools, offices, and organizations.

A few tasks to consider for a relaunch

- Refresh HAP's branding
- Adopt a "we are in this together" approach, plan, and messaging
- Give residents ownership and responsibility in the success of Guam's tourism industry
 - Residents understand the importance of tourism for Guam's economy. They don't know how they can support its successes.
 - Reinforce GVB's position as Guam's tourism authority and leader
 - Inspire all stakeholders to take action in making Guam a better place to live, work, and visit
 - Create renewed excitement for the new era of Guam's tourism opportunities
 - Create confidence in the community that GVB is taking proactive measures to bring back a strong visitor economy
- Reinforce that tourism is everyone's business, and each person can make a significant contribution to its success and growth
 - Enlist tourism education partners to take ownership of the programs success and growth and empower them to include the values and activities of the program within their existing curriculum or programs
 - Plan school visits to get back into the classrooms
 - Create an expo or pep rally event to kickoff events and spark engagement
- Set a goal to connect the dots between tourism and economy/job creation
 - Prioritize Tourism Education in all levels of learning
 - Expand opportunities for tourism degrees and higher learning; engage the industry to contribute to this mission
 - Aim to return to pre-COVID activity levels of engagement
 - Reengage existing members, tourism stakeholders, and the business community
 - Provide avenues for the community to get involved
 - Develop a relaunch campaign to create positive buzz and excitement about HAP's return
 - Develop downloadable toolkits and provide tips for how to inspire members to stay engaged
 - Purposefully develop ideas and a calendar for ongoing HAP activities
 - Phased plan to get pledges to graduate and grow with the program
 - Equip with tools to deliver on HAP promises
 - HAP Forum or networking events a few times a year
 - Get the commitment from GVB to support and help grow the engagement



Integrated Communications, Advertising, and Event Support Services 143



The Communications Plan

Strategize and Draft a Year-Round Communications Plan

The Public Relations Support Team will work with GVB's Public Information Officer to strategize a consistent communications plan that engages stakeholders and media partners. To start, strategic planning sessions with a GVB advisory group should be scheduled to identify key goals, objectives, and messaging for a Guam communications plan.

The communications plan and messaging will primarily support the priorities that GVB has identified for the Guam Brand:

- Elevate Guam's global brand identity by showcasing the rich Chamorro culture – a tapestry of history, traditions, and vibrant expression
- Highlight the island's pristine natural beauty, from its crystal-clear waters and lush landscapes to its unspoiled ecosystems
- Harness Guam's strategic location to create and host world-class events that draw international acclaim

Additional tasks to be completed

- Audit existing communications channels and identify new channels of distribution
- Review the existing communications plan to identify successful practices that should continue while strategizing additional proactive measures to supplement that plan
- Draft key messages for the year
- Draft a communications calendar
- Identify metrics to measure engagement and success

Draft a Crisis Communications Plan

As part of the strategic communications planning, the Public Relations Support Team will also work together on a crisis communications strategy that will identify escalation processes for acute and large-scale emergency situations. Key team members will be identified to provide strategic counsel for GVB and Guam in overcoming potential or existing negative perceptions of Guam as a safe, secure destination.

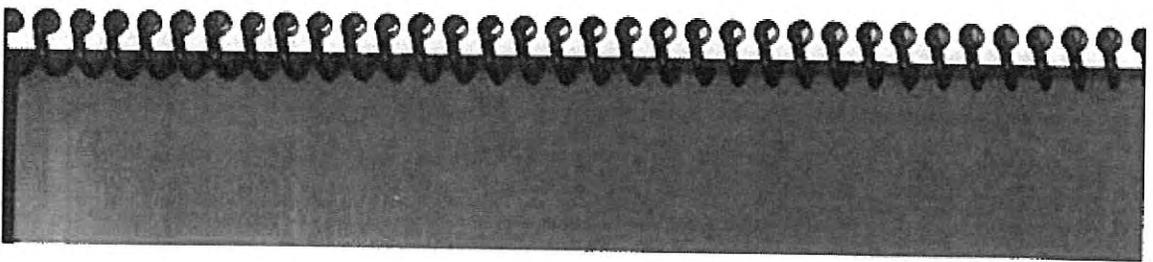
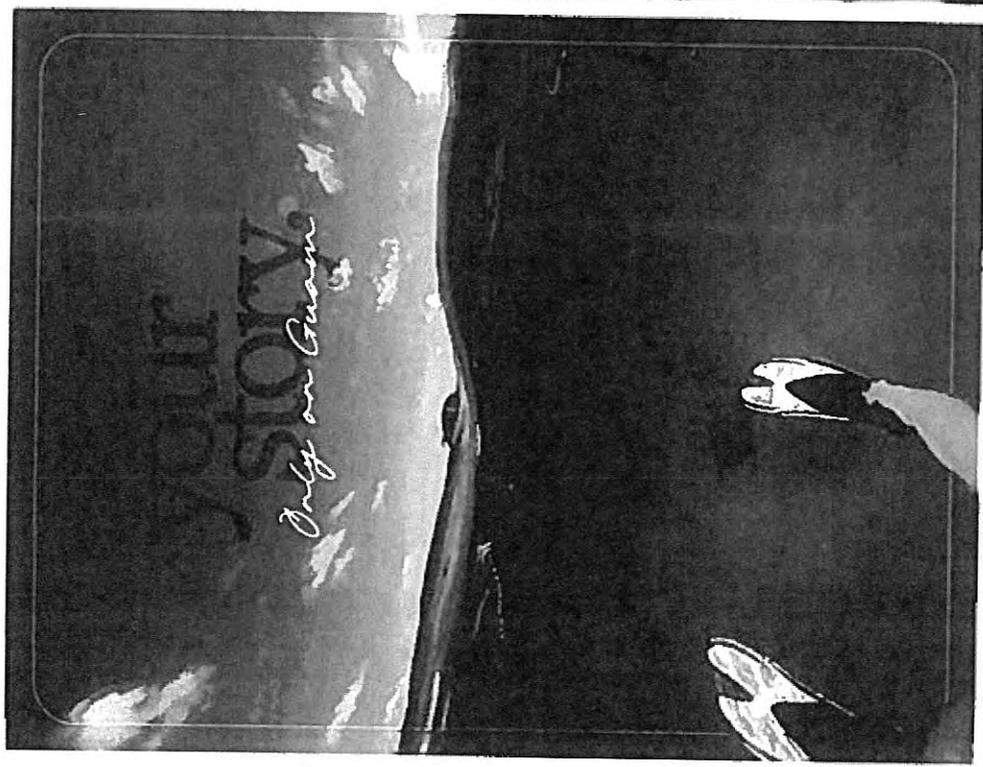
Additionally, proactive measures and messaging will be discussed and identified to promote a safer Guam. In the spirit of collaboration, this plan will identify strategic stakeholders who can support GVB's vision for improving safety for all. As the perception of safety is valuable for any tourism destination, we recommend assembling strong island leaders and the industry as a whole to support this vision with available resources and protect, at all cost, the fragility of the perception of Guam's safety.

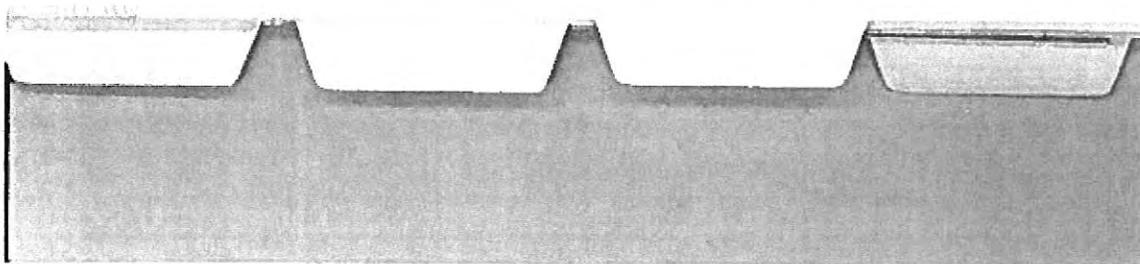
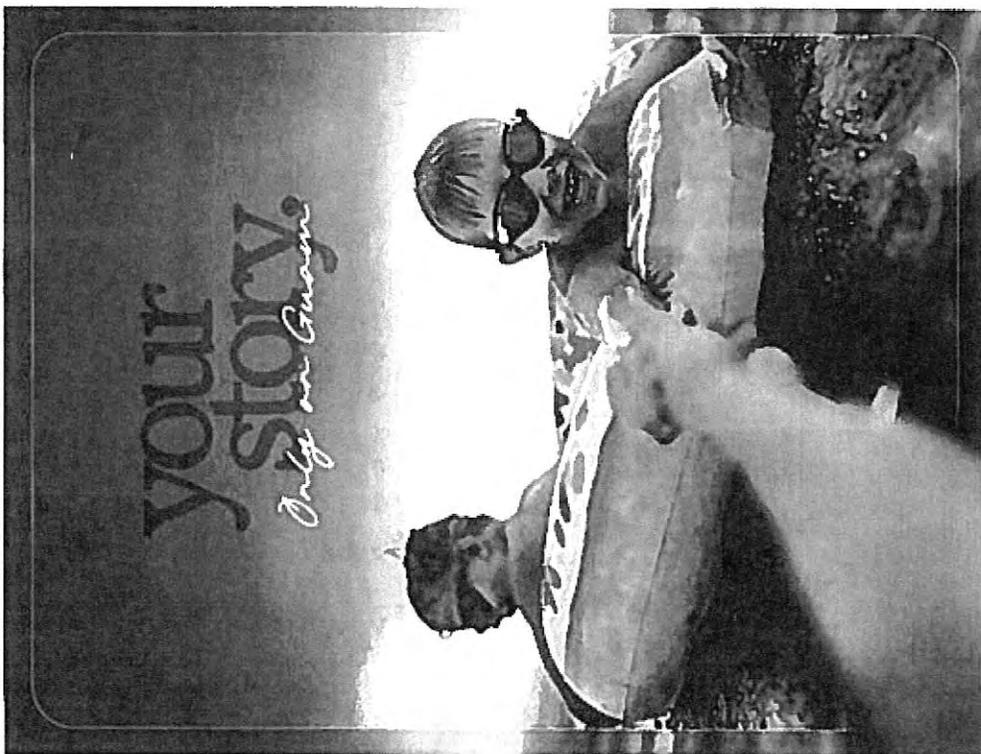
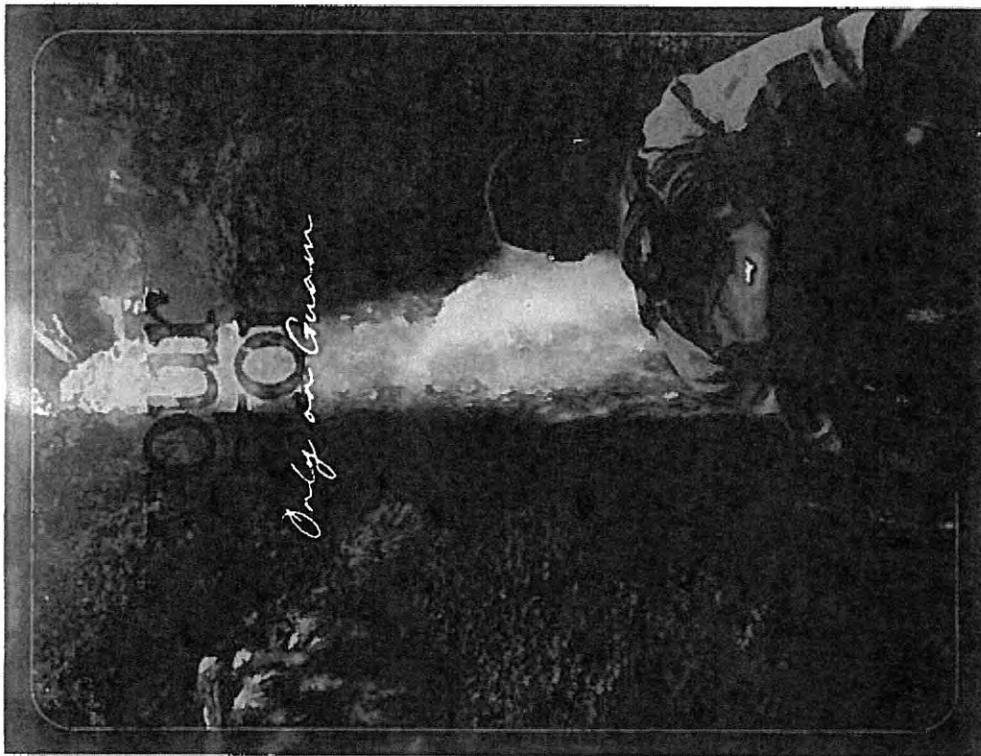
Lastly, the crisis communications plan will include efforts to uphold the reputation of the island and her people's distinct culture, hospitality, and Håfa Adai spirit.

Your Story, Only On Guam Creatives

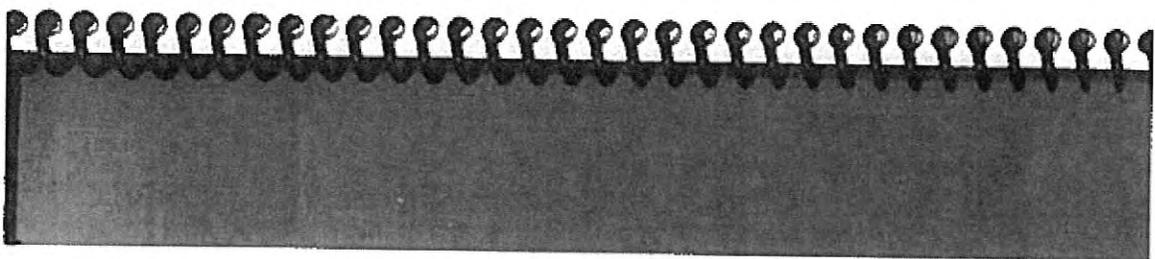
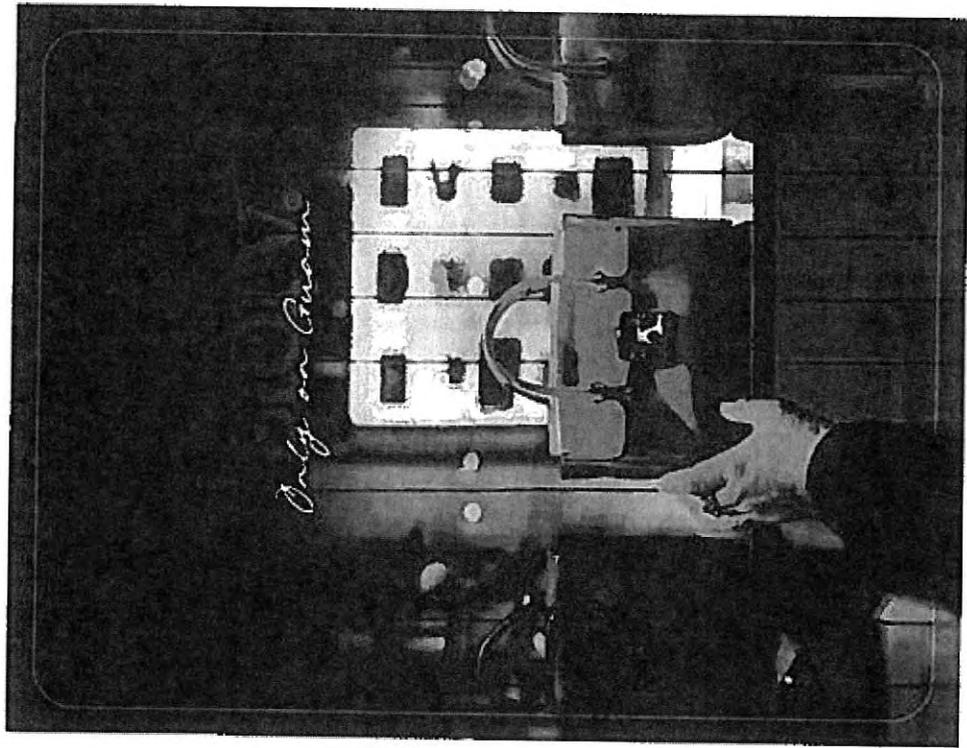
The use of first-person perspectives and narratives creates a fresh, engaging approach, inviting users to connect on a personal level. By letting visuals take the lead, the storytelling immerses viewers in unique experiences, encouraging them to envision their own journey in Guam. Showcasing more visuals of people actively enjoying and creating memories fosters a sense of inclusion, making users feel like part of the experience and inspiring them to craft their own unforgettable stories.

The photos included in the following mock-ups are for placement purposes only and are intended solely to demonstrate the layout and design of the proposed concept. Comp photos do not represent final or approved content for production.





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GVB0753

Event Management and Services

Only On Guam Events Where Visitors Engage, Elevate, and Experience The Guam Brand

Prior to the Covid pandemic Guam Events experienced wonderful success and growth in awareness and participation. Guam Events have been positioned as free, family-friendly activities for both the local community as well as visitors to the island. Prior to Covid, the GVB team included event marketing in its overall plan as another reason for visitors to travel to Guam. Events offer our visitors the opportunity to interact with Guam's residents and enjoy more of Guam's unique culture, a key differentiator. Universally, unique Guam Events can appeal to both the luxury and value-seeking traveler.

With the adoption of the recent Tourism Recovery Plan, GVB Management and Board have made event planning and execution an important element of GVB's overall marketing mix. Locally, Guam Events can once again become a community staple. Residents are accustomed to the understanding that GVB events are most often free and open to the public. They are so aware that Guam Events are made possible by tourism dollars and of equal benefit to residents and visitors. The Manhita team is suggesting that GVB enter a new era of Guam events. This new era can utilize unique Only On Guam events by developing an interactive approach to deliver Engaging Experiences that Elevate the Guam Brand.

GVB has identified a clear direction to develop tourism through events. We support the bureau's approach and agree that a good percentage of our efforts should focus on creating and organizing more flagship and diverse events for Guam in the coming year(s), such as international sports competitions, cultural expos, eco-tourism summits, regional tourism expos, and possibly opportunities for voluntourism. All events will strategically use iconic locations around the island from heritage and natural locations to established venues that can be reimagined for fresh experiences. Later in this section, we will recommend using Guam's beaches as an iconic backdrop for a new and recurring summer GVB Signature Event.

As the visitor demographic also evolves, Guam will need to shift to offer more luxury experiences in addition to its value-filled experiences. With Guam's newer luxury properties, shopping brands, and dining offerings, the island has the capacity to partner with stakeholders to attract more luxury travelers with curated luxury experiences like cultural immersion, elevated food and beverage festivals, star gazing, tailored guided nature excursions, and personalized shopping experiences. We will collaborate with industry partners to dream up and execute new upscale offerings.

The Manhita Team suggests a three-point approach for new and existing events: Engage, Elevate, and Experience the unique Only On Guam essence of the Guam Brand.

ENGAGE



Guam Events are ideal moments to engage with those who matter most – our residents and visitors.

- Engagement through integrated channels
- Collaboration with the media
- Utilization of online and in-person interactions

ELEVATE



Guam Events should be perceived as extensions of Guam Brand marketing and ideal opportunities to elevate the brand's essence and values.

- Heighten the values and experiences of the Guam Brand
- Offer authentic Guam experiences
- Highlight what makes Guam's culture unique
- Share the Háfa Adai spirit and cultural values



EXPERIENCE

Guam Events should provide well-designed and curated Guam Brand moments that guests experience through their senses – sight, taste, smell, hear, touch and sense.

- Create heightened and lasting memories of Guam
- Present new ways to feel the Háfa Adai spirit
- Improve service standards

With this concept, the Manhita Team will plan, prepare and manage GVB events as directed with the same professionalism, attention to detail and excellence that GVB has come to trust and rely upon. However, we will also offer a more in-depth and thought-out planning process that directly ties each Only On Guam Event even closer to the values of the Guam Brand. We have identified approaches to how GVB can Engage with the visitor and resident more deeply, Elevate the Guam Brand, and provide a uniquely Only On Guam guest Experience.

We will usher in the new era of GVB's important work in the market by elevating Guam Events as a tangible and meaningful way that visitors and residents, who we will refer to as "guests" collectively, can Engage with and Experience the essence of Guam – the island's culture, history and traditions.

As the travel trend of providing authentic experiences for visitors continues to be even more relevant in the post-Covid era, we believe that this three-point approach will allow GVB to provide exactly that to its guests. Each event will meticulously plan to offer guests the ability to experience the Guam Brand through sight, smell, taste, sound, touch and sense. Most important of all is how the guests' engagements at the event will leave them feeling – warmly welcomed and appreciated through the generosity and abundance of the island's warm Hafa Adai spirit. In the pages ahead, we will outline these key ideas as well as present initiatives for summer 2025 events on Guam while taking steps to provide value-added approaches to making the events even more effective, memorable and successful.

The Manhita team had lived and worked for the Guam Brand alongside GVB for many years, and we believe our in-depth knowledge of the brand makes us uniquely qualified to plan and execute a new era of Guam events. We understand how events can be extensions of Guam's value differentiator – the essence and the values that have built the Guam Brand. Let us be your experiential guide in this next era of Guam Events.

***"Authentic Brand
Experiences allow us
to connect with our guests
in a tangible and
meaningful way"***

The Manhita Team

Enter a New Era for Guam Events

Welcome to a new era for Guam Events! For years, Guam Visitors Bureau has successfully provided unforgettable events for the island's residents and visitors, collectively referred to as "guests" in this section. Our team recommends a shift in the way we approach Guam Events by utilizing an interactive approach to event management and marketing to deliver Only On Guam Experiences that elevate the Guam Brand.

Each event is an extension of the brand program. Experiences are a growth area for marketers. Locally, our approach will allow GVB to further share the authenticity of who we are and what makes us so unique – our culture, heritage, history, people, food, and nature. Experiences should fully integrate with the brand campaign to elevate the values of the Guam Brand, which have already been identified as the island's unique value propositions.

Our team has the passion, experience, and expertise to deliver turnkey event management services for all GVB Signature Events, from the coordinator and planning to the experiential design and execution of the events. We look forward to the opportunity to work closely with GVB to conceptualize and design new events that reflect the essence of the brand and its importance to the community.



Event Management and Services

Manhita will provide the following tasks as required by GVB and outlined in the RFP:

- Identify vendor and coordinate stage design and building
- Coordinate lighting and stage décor, electrical requirements for the event tents, all sound and lighting requirements and LED screen usage
- Coordinate, assist and secure all event vendors (food, beverage arts, crafts, etc.)
- Secure all permits (DPW road closure, assembly fire, etc.) needed for successful execution of event
- Manage the BBQ contest, recruit participants, coordinate with MCA for criteria judging, integration into overall event program, trophies, meat sponsor, etc
- Identify and manage vendors (set up/breakdown)
- Public safety coordination (GPD/GFD) and development of traffic control plan
- Develop and manage event program to include contests, participants and entertainment
- Identify and hire event team to assist with logistical requirements of event
- Coordinate volunteer meals
- Clean-up of area post-event, removal of garbage, etc
- Secure venue
- Manage admission, registration, packet pickup, etc

Our Elevated Approach

In addition to the tasks required by this RFP, we offer the following value-added concepts and ideas to enhance Guam Events:

A Full-Service, Turnkey Approach to Events

As with all previous GVB events, we provide multi-functional services, which means all services required to successfully execute and deliver an event are provided to GVB. We have the financial viability to support and fund the expenses of large Guam events, and GVB can be confident that we have maintained sound relationships with all our event suppliers. It's not only good business, but it protects the reputation of the bureau as a great events partner.

“The Guam Brand is more than a slogan or a logo. It is the personality, the character and essence of the Guam experience.”

The Manhita Team

Sustainable Events – Guam Commitment to Hosting Responsible Events

Events can be some of the greatest producers of waste. As in past GVB events, we will continue to plan for and operate GVB events utilizing the most eco-friendly and sustainable options for each event, because we believe in taking care of our environment and keeping our island clean and beautiful. We show respect for our island and through thoughtful and reduced waste events.

While zero-waste is a goal to work toward, GVB events can inspire fellow organizations, businesses and residents to adopt more sustainable and eco-conscious practices.

- Require that event vendors utilize the most sustainable and eco-friendly measures to deliver their goods and services at the events
- Request that all disposable products used at the event are certified compostable or biodegradable
- Ban single use plastics, Styrofoam, plastic bags, and balloons at events
- Reduce the amount of waste in general, including paper products and goods, as often as necessary
- Insist on separating and recycling waste with a goal of working toward zero-waste
- Affect changes in habits by encouraging event attendees to bring reusable bags and being mindful of how they consume products and discard waste

We will continue to identify new opportunities to expand our sustainable practices through the following approaches:

- Partner with the University of Guam's Center for Islands and Sustainability led by Dr. Austin Shelton to guide sustainability practices at events
- Support and include pro-environmental messaging during the event. We will also show guests that GVB has thoughtfully included environmental issues that matter to them
- Work with vendors who can assist GVB with this goal

We want to lead the charge and discussion in keeping Guam clean as we move toward a future of sustainability and better environmental responsibility. Sustainability is an important issue and a lifestyle choice for our local community and guests. Incorporating more sustainable practices will create a better overall experience for everyone.

Sponsorship Solicitation and Management

Manhita will provide the following tasks as required by GVB and outlined in the RFP:

- Develop sponsorship packets
- Develop sponsorship agreements
- Develop and manage sponsorship program (materials coordination, tracking sheet, solicitation of sponsors, administrative support)
- Manage sponsor relationships

Sponsor Relations – Valuable Partnership for GVB Events

Our sponsors are our partners not only during events, but in the tourism industry. They are stakeholders in Guam's number one industry and possess the insight and capabilities to help GVB further its objectives.

We approach event sponsorships as partnerships to be cultivated and appreciated. Utilizing effective communications, we will strategically work with sponsors to support the promotion, engagement and positive experiences for all GVB events. We will also manage all administrative aspects of the relationship.

Marketing, Creative, Public Relations, and Social Media Services

Manhita will provide the following tasks as required by GVB and outlined in the RFP:

- Develop overall look and feel for event promotional materials
- Provide working files to GVB for dissemination to overseas offices
- Develop and produce all event promotional materials
- Develop and produce advertising campaign to support awareness of event
- Manage printing of all promotional/event signage materials
- Coordinate event photographer/videographer
- Design event shirts

- Develop and manage public relations/ publicity plan (press conference, press releases, media interviews, notices, event coverage)
- Develop and manage social media plan (ad development and coordination, posting schedule and content development, live recordings).

The above services will be refined for each Task Order, which will clearly state the specific scope of work, project requirements & deliverables, funding source, and payment schedule.

Events Communications Program

Visitor Communications Program

Establishing an official Visitor Communications Program (VCP) will be essential to the future growth of Guam events. The VCP will identify more channels by which we can reach a visitor, new or returning, prior to arrival and while visitors are on Island.

Our goal is to compel visitors to make purchase decisions to authentically experience Guam through its many annual events. We propose launching this project at the beginning of the contract and to include the following:

- Utilize the current VCP list or GVB contact list and build upon it
- The list should include local stakeholders who come in direct contact with visitors locally and in the markets
- Encourage sharing of content to drive traffic to GVB's sites or social pages where visitors can opt-in to receive news and information
- Include lists of influencers to this list

Event Management and Services

- Establish a Guam Events page on the website to give potential visitors a glance of events planned for the year to capture them during their decision buying stage. Make it easy for visitors to decide to attend events and choose Guam as a destination.
- Adopt a forward-looking approach to marketing and promoting events locally and internationally
- Include an element of data gathering at events – email capture, social following, and incentives to return and content development, live recordings).

Host pre-activities to give guests more opportunities to engage with the events and the Guam Brand
Identify opportunities to promote Guam Brand through tie-ins with other events:

- Kiosks at the airport to support upcoming events and to target arriving passengers prior to the event
- Tie-in with other community events to promote Guam events – engage the local community at events and places where they gather
- Increase touchpoints in the community where guests have more opportunities to experience the events
- Consider including mentions of Guam Events during community outreach programs or community events

Events toolkits

Marketing toolkits will be produced six months prior to each event, with exception of Year 1 events due to timing. Save-the-date flyers for the following year's event will be produced in the previous year to allow for proper marketing and promotions in the source markets

Guest Relations

The Guam Brand Experience Center

At each event, we will install a Guam Brand Experience Center, the central information center where visitors and residents can check in to receive information or a special gift upon registering (unique gift items to be designed and purchased for each event; items can be sponsored). The booth will be visually stimulating and inviting and will serve as an interactive learning experience about the Guam Brand, its values and future Guam events.

The booth will utilize technology to immerse attendees in the beauty of our island, while carefully selected GVB Members and event sponsors support the key messages and the event's desired experience.

***“Experiencing a Guam –
Event gives everyone –
from guests and residents
to service providers and
companies – the opportunity
to meaningfully connect
with the Guam Brand.”***

The Manhita Team

The GBEC can be used for the following:

- Promote current or other GVB programs
- Heighten awareness and participation for upcoming Guam Events
- A redemption center for visitor incentives and check-ins
- Interactive games or contests
- Photo opportunities
- Meet and greet center for VIPs
- Visitor information center
- Will-call
- Retail experiences
- Sampling or tasting centers
- Cultural experience centers

The Guam Brand Experience Center will give residents a glimpse of the work that GVB performs in the source markets, and similarly, it will provide a familiar experience for visitors from the source markets. It can be a consistent element at all Guam events but the messaging and delivery will differ at each event. The GBEC will be staffed with knowledgeable GVB team members and multi-lingual event staff to enhance the experience. The center will help to position the visual branding for every event.

A Fully Integrated Approach to Event Management and Marketing

Integrated Event Management

Our approach to managing the operations for Guam events will include a structured weekly meeting to discuss all work in progress related to the requirements of this RFP. We will manage the meeting agendas, minutes, action items checklists and budgets that will be provided to the core GVB events team. A monthly status report will be provided to the GVB POC and management to ensure that all projects are On Scope, On Time and On Budget.

Integrated Event Marketing

We believe in the power and effectiveness of an integrated marketing approach. The Manhita team will work seamlessly with the GVB team to synchronize calendars and messaging to support events and maximize resources. We will align Marketing, PR and Social Media efforts with the GVB Marketing teams' efforts to maximize local and international efforts.

Authentic Elements of a GVB Event will include:

- Quality interactions between visitors and residents (connecting the GVB team, stakeholders, residents and guests)
- Thoughtful, effective and relevant message planning
- Stimulating visual brand displays and delightful experiences
- Curated sounds
- Luring and inviting smells
- Scrumptious flavors
- Accessible content creation opportunities for

guests (to make their own and share it via their preferred channels)

- Sharing of the Háfa Adai spirit and Guam's cultural values

Event Management Services for GVB Events

The following section will describe how the team will work and support GVB to successfully deliver well organized, impactful events that deliver on the Guam Brand promise.

Accounting, Administration, and Media Services

The Manhita team will provide the following tasks as required by GVB and outlined in the RFP:

- Development and management of event budget (provide GVB with regular budget/accounting updates)
- Management of third-party goods and services as requested and approved by GVB
- Organize and lead weekly work in progress update meetings with GVB
- Produce meeting minutes/summary
- Coordinate placement of all advertising

Additional Support Services

In addition to the tasks required by this RFP, the Manhita team offers the following value-added concepts and ideas to enhance GVB Events:

Event Accounting

We help GVB to manage its events budget as economically and efficiently as possible. We provide our services on time and on budget and communicate with you throughout the work process, which has been the key to our past success with GVB. Throughout our years of service with GVB, the bureau has also achieved clean audits. We take pride in providing GVB with associated accounting support services it needs to be successful.

Procurement

With our vast network of service providers, we will negotiate the best rates to obtain the most economical costs for GVB events. We will ensure that vendors get paid on time every time. Through the same network of vendors, we are able to command the team and expertise to carry out large events to meet and exceed all food and beverage, technical, sound, logistics, décor, entertainment, cultural artisans and programming requirements.

Media Relations

Media partners will be engaged early on in the event planning process to amplify the exposure and reach.

The Tumon Bay Summer Beach Fest Concept

A new island-inclusive, summer-long music series focused on food, fun, and culture in the heart of Guam's tourism district

Utilizing the values and vision listed above, the Manhita Team presents the Tumon Bay Summer Beach Fest, a new GVB Signature Event, as the Only on Guam summer campaign for 2025. The concept behind the Tumon Bay Summer Beach Fest is to provide GVB and the industry an elongated event concept that will act as a "pull" mechanism to bring more visitors to Guam during the summer months. Our suggestion is to provide a seven-week festival designed to attract source market visitors to Guam, primarily during peak family travel periods, to enjoy the island's world class, pristine beaches and exciting festivities on the beach in the spirit of collaboration. GVB will welcome cash and in-kind sponsors to support the summer campaign and offer exposure at the events and on line. This new GVB Signature Event will be an opportunity to bring stakeholders together to support GVB's mission and vision.

During the campaign, GVB will highlight the ease and convenience of travel to Guam, where our international airport is only minutes from 8,000+ oceanfront hotel rooms on the backdoor step of a world class marine preserve. The festival will get residents and visitors on the beach and will showcase Guam's marine assets -- with clean beaches, marine conservation and beach safety awareness messages -- while promoting hotel partner events on the beach that visitors and residents can enjoy. The event could start with a major kick off concert at Governor Joseph Flores Memorial Beach

Park (Ypao) and end seven weeks later with another major event at the Beach Bar/Gun Beach on the north end of Tumon Bay. Throughout the ensuing seven weeks, GVB will collaborate with hotel properties along Tumon Bay to host a series of music, food and local entertainment events up and down Tumon Bay.

An anchor event to this concept would be to have GVB host a fireworks show every Saturday night during the promotion -- fireworks on the beach

Additionally, this summerlong event will encourage hotels and restaurants to create their own promotions and packages to align and support the festival. Every GVB member and tourism-related entity can offer specials, value-filled experiences, launch new offerings, and celebrate the spirit of summer during the campaign period. GVB, in turn and in the spirit of collaboration and inclusion, can promote the island's full offerings on its website as part of the Tumon Bay Summer Beach Fest. The goal is to stimulate economic impact around the island and position Guam as a destination with many "new" experiences and a fun place to vacation.

A fun and interactive landing page with a festival calendar of events would be developed and utilized as a major marketing tool for the Tumon Bay Summer Beach Fest. Both local and international entertainment would be sought to perform throughout the promotional period.

Elements Associated with The Tumon Bay Summer Beach Fest

Quality interactions with people on Guam: feeling the Háfa Adai spirit from service providers, stakeholders, and residents

- Sharing of the Háfa Adai spirit and Guam's cultural values: extending the spirit of hospitality, warmth, and welcome

Curated sounds: live music, the CHamoru language, people laughing, and sounds in nature

- Music and Dance themes
 - Electronic Dance
 - Retro – 70s, 80s, 90s
 - Pop / Top 40 Dance
 - Island Music
 - K-POP
 - J-POP
- Opportunities to hear CHamoru spoken
- Cultural music and entertainment

Luring and inviting smells

- Salty air
- Smell of barbecue smoke
- Aromas of food cooking



Scrumptious flavors, selection of Only on Guam food and beverages

- Guam barbecue
- Wine events
- Sponsored beverage experiences
- Food and beverage trends
- Themed food experiences and tastings
- Celebrity chef experiences and meet and greets

Accessible content creation opportunities for guests to share: planned photo opportunities at each event

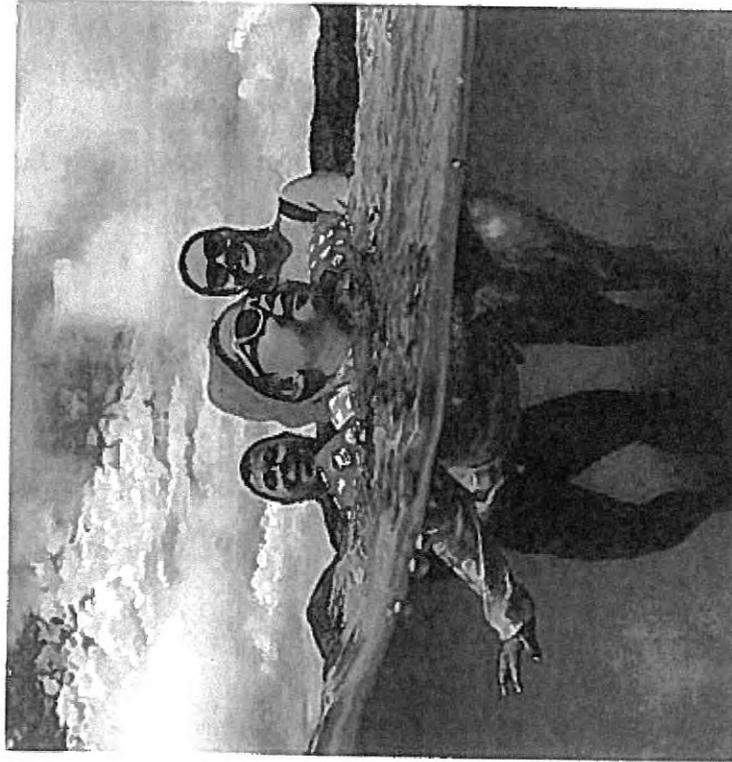
- Cultural interactions with practitioners
- Cultural demonstrations and photo opportunities
- A focus on including and sharing Guam's unique culture in the overall experience

Experiences in nature: beach esthetics

- Capitalizing on Guam's year-round beach experience
- Keeping the events accessible to guests in the tourism district
- Collaborating with Tumon Bay properties to offer their unique and dressed up beach experiences

Consider a merchandising experience for the Guam brand and the event

- Offer Guam brand t-shirts and hats as mementos for purchase
- Invite local vendors to offer curated merchandise for sale – only available on Guam cultural and beach-themed mementos



The Tumon Bay Summer Beach Fest Plan

A Tumon Bay Beach Fest Campaign will be conceptualized and designed to roll out in the source markets in the spring to get visitors excited about choosing Guam as their summer vacation destination and allow them to begin planning their travel dates.

The campaign will feature dynamic fun – visitors and residents laughing, dancing, and enjoying food and beverage – with the beach as the backdrop while noting that the summer beach fest encompasses offers and experience around this island. The campaign will position Guam as a place to have carefree fun for all ages.

The Tumon Bay Beach Fest landing page will serve as the campaign central and news hub for all planned events. The site, which will feature the festival as the umbrella and overarching theme for the summer, will also refer visitors to members' associated events where reservations can be made and tickets can be purchased. The site may also offer a travel planner, where visitors can save their desired summer events.

A heavy social media push will start in the spring to create awareness and excitement for individual events, musical guests, food and beverage experiences, and the overall summer of fun on Guam. GVB's social pages will also encourage visitors to share their experiences online and tag #Guam #OnlyOnGuam to gather user-generated content and expand the festival's reach.

All campaign materials will be developed on Guam and provided to the source market team via the website or through marketing toolkits to translate and disseminate via their established channels and networks.

Summer Campaign Objectives: Source Markets

- To stimulate waves of inbound travel to capitalize on weekend travel
- To promote a unique and summer-long experience for Guam's visitors
- To encourage repeat travel to Guam
- To drive hotel, transportation bookings at all Guam properties in and around the tourism district
- To increase opportunities for economic impact over a longer period of time
- To reconnect with visitors and position Guam as a fun and close destination of choice
- To entice visitors to return to Guam and write a new story about their connection to the Guam experience

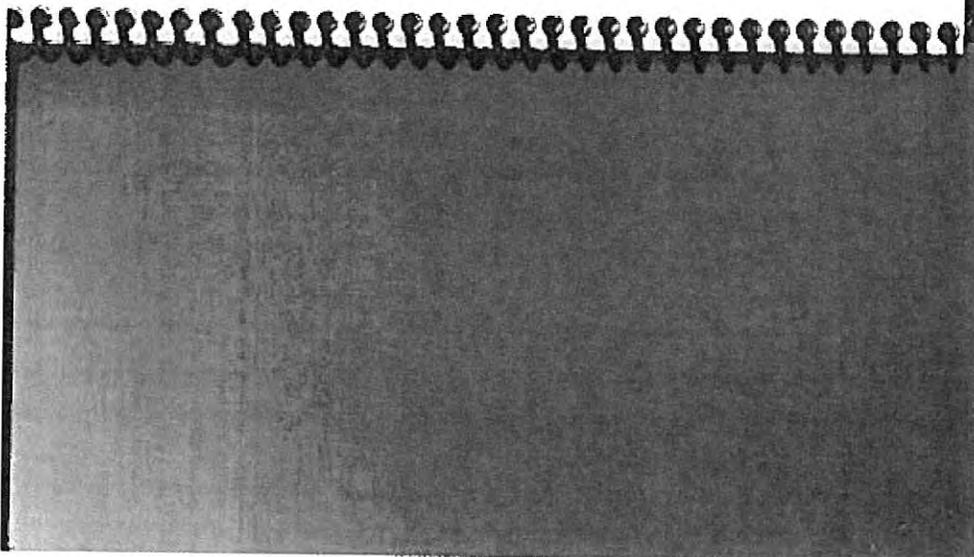
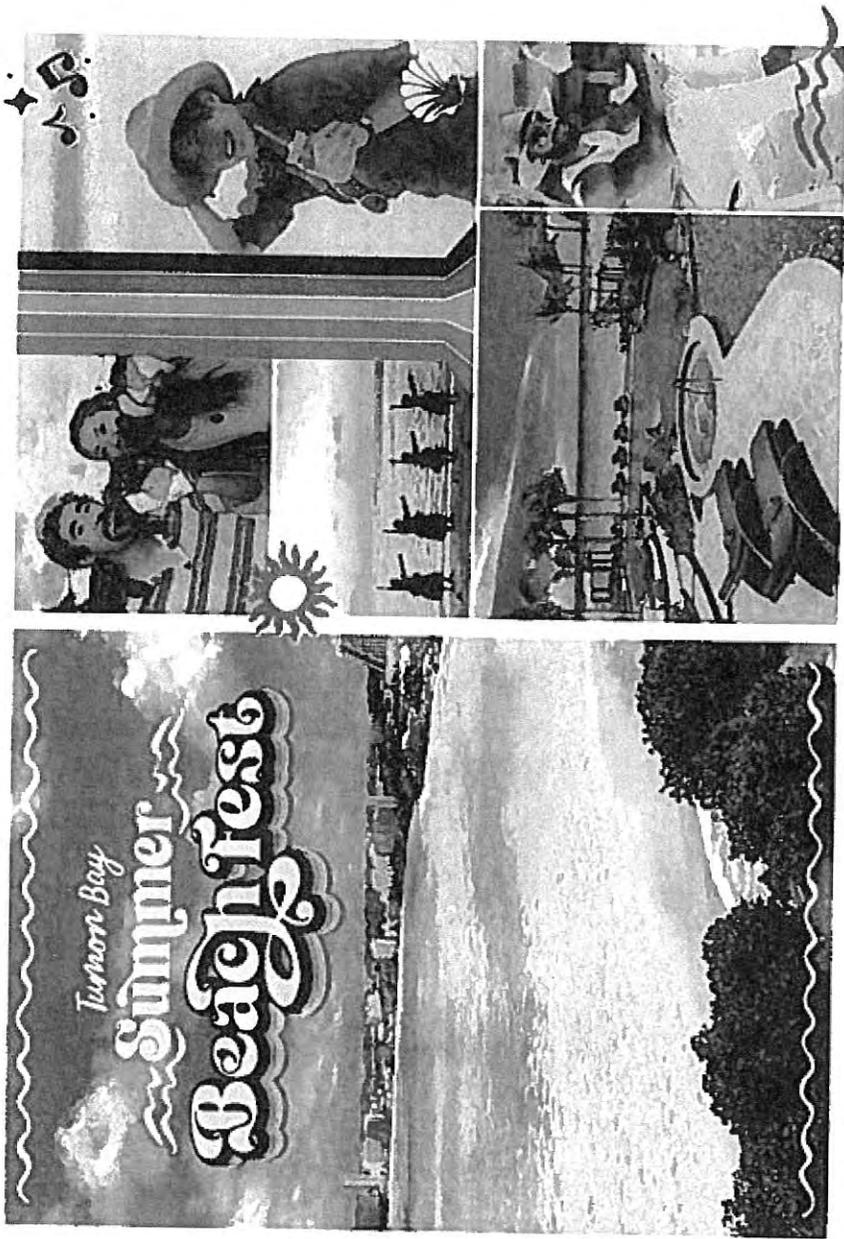
Guam Residents

- To re-engage residents to see the beauty of the island and the benefit of tourism to the local economy
- To get residents excited about the benefits of tourism for them and their friends and families
- To increase entrepreneurial and job opportunities in and around the industry

Please refer to the general recommendations for media mix by market segments, found in The Plan of Performance section of this response.

Tumon Bay Beach Fest Campaign Creatives

The retro concept and design will appeal to all age groups and multi generations in families from Guam's source markets as well as our local community. The colors will reflect the Guam brand, and the feel will encourage a return to a simpler time when fun was wholesome, the vibes were high, and where simple moments on the beach made for the most memorable experiences, now found Only on Guam



Media Mix Plan for Branding and All "Only On Guam" Events

Our proposed media mix strategy is built upon insights and assumptions derived from existing reports, including market trends, audience preferences, and the objectives outlined in the Guam Tourism Recovery Plan. While these data points provide a strong foundation, the media mix also reflects recommendations for both local and international source markets, ensuring alignment with Guam's diverse audiences.

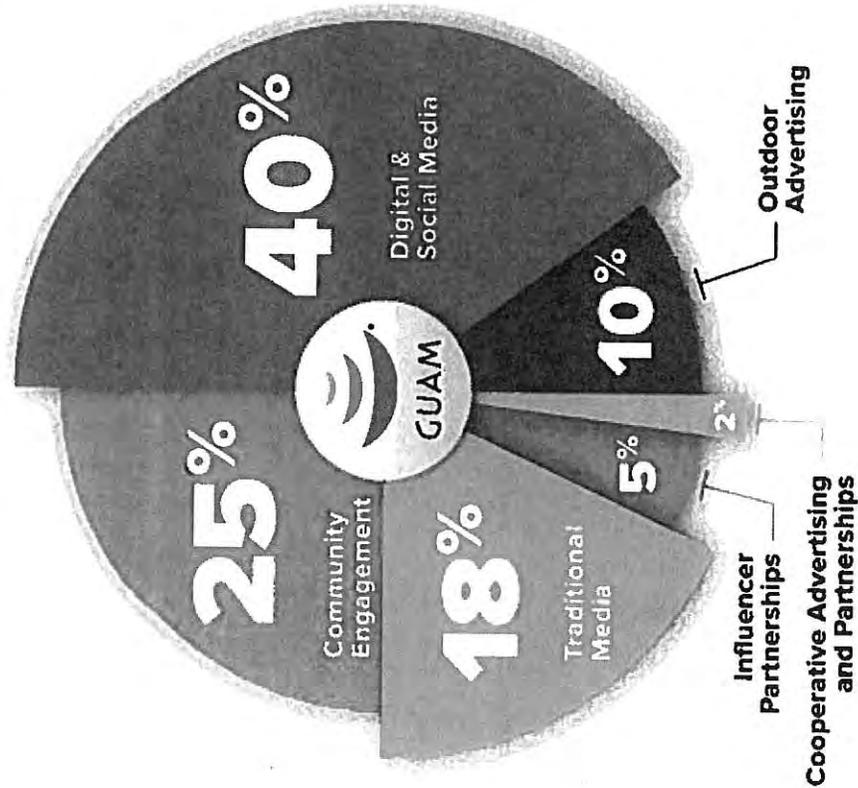
The strategy is designed to support the overarching "Only on Guam" (OOG) branding campaign as well as the Summer Event campaign, delivering a unified message that resonates across all target markets. We recognize the importance of collaboration with GVB to refine this approach further by incorporating updated market intelligence and stakeholder feedback. This will allow us to create a dynamic and effective media strategy that maximizes reach, frequency, and impact.

Digital & Social Media (40%)

Digital remains the backbone of the campaign, with a strong focus on platform-specific targeting for local and international markets. Collaborative campaigns with airlines, hotels, and digital booking platforms will further amplify the OOG message.

Community Engagement (25%)

Grassroots efforts like the OOG Certified program, local storytelling workshops, and pride-driven events will continue to inspire locals to become active ambassadors for Guam. These efforts will also integrate with cooperative advertising to highlight community-recommended experiences to global audiences.



Traditional Media (20%)

Utilize radio, print, and television ads locally and in key international markets to reinforce campaign messaging. Partnerships with airlines and hoteliers will enhance this reach, as their existing advertising channels can integrate OOG branding to reach targeted audiences

Outdoor Advertising (10%)

Billboards, transit ads, and airport placements in both Guam and international hubs will create high-visibility touchpoints for travelers, amplifying the OOG campaign's consistency and impact.

Influencer Partnerships (5%)

Leverage influencers who align with Guam's brand values, such as adventure-seekers, cultural enthusiasts, and family travelers, to tell authentic stories in key source markets and local campaigns

Other (2%)

Cooperative Advertising and Partnerships

- Collaborate with airlines, hoteliers, and travel trade partners to maximize the visibility of OOG branding through supplemental support and co-branded promotions
- Build strategic alliances with outer market brands and booking platforms to integrate OOG into established advertising pipelines

Guam (Local Market): Rebuilding Pride and Engaging the Community

Core Message

Engage locals by emphasizing pride in Guam's uniqueness, encouraging participation in the Only on Guam Certified program and showcasing how the community shapes visitors' experiences

Reach

- Focus on local digital platforms, including social media channels like Facebook, and Instagram, to ensure broad reach within the community
- Use radio and traditional media to connect with a diverse audience, including those who may not engage heavily with digital platforms.

Frequency

- Aim for moderate-to-high frequency (4-6 exposures per week) to reinforce messaging and maintain consistent engagement with the local audience.
- Regularly refresh content to keep locals invested in the campaign and its evolving activities, such as OOG Certified voting drives or updates on the Summer Event.

Key Messaging for the Local Market

- Digital & Social Media (YouTube/Facebook):
 - Run campaigns on Facebook and Instagram encouraging locals to nominate and vote for OOG Certified activities and businesses, using hashtags like #OOGCertified
 - Share short form videos of locals highlighting their favorite places, such as beaches, restaurants, and cultural sites, with captions like "Share Your Story, Only on Guam"
- Outdoor Advertising
 - Display village banners and posters in key community locations (e.g. public parks, historic locations, shopping centers) with slogans like "Only on Guam Certified."
 - Include OOG Certified signage at participating businesses to reinforce the program's importance to both locals and visitors

- Community Events, Challenges and Incentives
 - Launch a "Tell Your OOG Story" contest where locals submit short videos or written entries about what makes Guam unique to them. Winners could have their stories featured in the broader campaign or receive discounts at OOG Certified businesses.
 - Create local loyalty programs with incentives for frequenting OOG Certified locations, such as discounts, free entries, or recognition as a local ambassador.
 - Organize OOG voting drives during local events village festivals, encouraging attendees to cast their votes for unique Guam experiences.

Japan: Families and Multigenerational Travelers

Core Message

Highlight Guam as the ultimate winter getaway, offering warm ocean temperatures that are perfect for families and travelers seeking an escape from Japan's colder months.

Reach

- Utilize high-reach platforms like YouTube and Facebook to engage a broad audience
- Leverage programmatic ads with family-friendly travel themes to target travelers seeking warmer destinations during colder months.

Media Mix Plan for Branding and All "Only On Guam" Events

Frequency

- Aim for moderate-to-high frequency (3-5 exposures per week), particularly during travel planning seasons (e.g., fall for winter getaways).
- Reinforce messages through YouTube ads featuring Guam's warm oceans and family experiences.

Messaging Integration

- Digital/Social Media (YouTube/Facebook): "Turn Up the Warm Your Story - Only on Guam."
- Influencers: Collaborate with family travel bloggers sharing videos of snorkeling, beach fun, and dolphin watching.
- Traditional Media: Place ads in Japanese travel magazines during the winter planning season.

Korea: Adventure - Thrill Seekers

Core Message

Position Guam as the go-to destination for adventure-seeking travelers, showcasing its rugged landscapes, exciting outdoor activities and unique experiences like ATV off-road excursions and hiking.

Reach

- Focus on social media platforms like Instagram and TikTok to target young tech-savvy professionals.
- Increase reach through influencers who specialize in adventure and thrill-seeking content, showing off activities like ATV off-roading.

Frequency

- High-frequency bursts (5+ exposures per week) during key travel promotion windows, targeting urban professionals.
- Use retargeting ads to reinforce messages after initial engagement, showcasing adventure packages.

Messaging Integration:

- Digital/Social Media (Instagram): "Write Your Next Adventure: Your Story - Only On Guam."
- Influencers: Partner with Korean adventure influencers to create immersive, shareable content.
- Experiential Campaigns: Organize pop-up VR adventure booths in market to simulate Guam's off-road trails.

Taiwan: Food and Culture Enthusiasts

Core Message

Highlight Guam's vibrant food scene and unique cultural experiences, appealing to Taiwan's love for culinary exploration and cultural discovery.

Reach

- Focus on high-reach digital channels like Instagram, LINE, and food-focused blogs.
- Use targeted ads on food and lifestyle platforms to connect with travelers looking for authentic cultural experiences.

Frequency

- Moderate frequency (3-4 exposures per week) to avoid oversaturation while keeping interest levels high.
- Combine digital ads with promotional videos highlighting food tours and cultural immersing experiences.

Messaging Integration

- Digital/Social Media (LINE/Instagram): "Taste the Culture: Your Story - Only On Guam."
- Influencers: Collaborate with food bloggers and lifestyle influencers to showcase CHAMORU dishes and cultural events.

- Outdoor Advertising: Use transit ads in high-traffic stations featuring Guam's vibrant culinary and cultural imagery.

Philippines: Luxury Shoppers and Cultural Explorers

Core Message

Position Guam as the ultimate shopping destination, with duty-free exclusives, luxury brands, and unique experiences that go beyond retail therapy.

Reach

- Use Facebook and Instagram to reach affluent family and group travelers, emphasizing duty-free shopping and premium experiences.
- Include retargeting ads for those who have engaged with Guam travel content.

Frequency

- Moderate frequency (4-5 exposures per week) during holiday shopping seasons and vacation planning periods.
- Pair social media campaigns with influencer partnerships that highlight Guam as a shopping haven.

Messaging Integration

- Digital/Social Media (Facebook/Instagram): "Self Love, Duty-Free Your Story - Only on Guam."
- Influencers: Collaborate with fashion and luxury travel influencers to showcase high-end shopping experiences.
- Outdoor Advertising: Place billboards in urban centers like Makat and Bonifacio Global City featuring shopping and lifestyle visuals.

Workplan Timeline

The branding and summer event campaigns for 2025 is designed for year-round brand consistency by implementing a structured phased approach. Each phase builds upon the previous one creating momentum and reinforcing Guam's unique identity across all markets and platforms.

Phase 1: Discovery and Alignment

The campaign begins with a Discovery and Alignment phase to establish a strong foundation. During this phase, kickoff meetings with GVB teams and stakeholders ensure alignment on goals, objectives, and deliverables. Strategic priorities from the recovery plan are reviewed, and roles and responsibilities are clarified. This phase also includes gathering data and insights to inform the campaign's direction while finalizing the timeline and framework for execution. By prioritizing collaboration and preparation, this phase sets the stage for a successful campaign rollout.



Phase 2: Define and Develop Campaign Creative
The second phase focuses on defining the campaign's creative vision and developing the assets needed to bring it to life. The branding narrative and messaging framework are finalized to ensure consistency across all platforms and markets. Creative teams collaborate to produce visual and content assets, including cinematic videos, digital ads, and branding materials. Stakeholder feedback is integrated to ensure authenticity, and a pre-launch toolkit is developed for partners and local businesses to support campaign implementation seamlessly.

Phase 3: Launch Local and Market Specific Campaigns

With the creative foundation in place, the campaign launches with a dynamic reintroduction across digital platforms, events, and in-market activities. Locally, the campaign features the launch of the OOG Certified program, empowering residents to share their unique "Only on Guam" experiences. Cultural showcases, local festivals, and storytelling workshops engage the community and foster a renewed sense of island pride, ensuring that every touchpoint reflects Guam's authenticity.

Globally, the campaign adapts to the needs of key source markets—Japan, Korea, Taiwan, and the Philippines—through tailored narratives and the involvement of local ambassadors such as chefs, artists, and guides. These market-specific efforts enrich Guam's appeal as a culturally vibrant destination while maintaining a consistent brand identity. By leveraging local voices, the campaign builds emotional connections with travelers and inspires them to explore Guam's unique experiences.

Phase 4: Story-Driven Content Creation
This phase brings Guam's stories to life through immersive storytelling campaigns that highlight its people, culture, and traditions. Collaborations with influencers and the launch of user-generated content (UGC) campaigns ensure authentic and relatable messaging. Cinematic video productions and a local pride contest invite residents to submit stories and images, fostering ownership and participation in the campaign. By centering on real stories and voices, this phase creates a deep and lasting connection between locals, visitors and the island's narrative.

Phase 5: Reflection and Optimization

The campaign concludes with a period of reflection and refinement, using feedback from visitors, stakeholders, and the local community to assess its impact. Open forums and surveys ensure that local voices continue to shape the campaign's future direction. Lessons learned from this phase inform future iterations of the campaign, ensuring it remains relevant and effective while maintaining a unified brand identity. This phase celebrates the impact of the campaign, especially the role of local pride and storytelling in defining Guam's unique appeal.

By following this phased, year-round approach the branding and summer event campaigns ensure branding consistency, adaptability, and community involvement. It builds a strong connection between Guam's cultural authenticity and its appeal to travelers, positioning the island as a compelling and unforgettable destination.

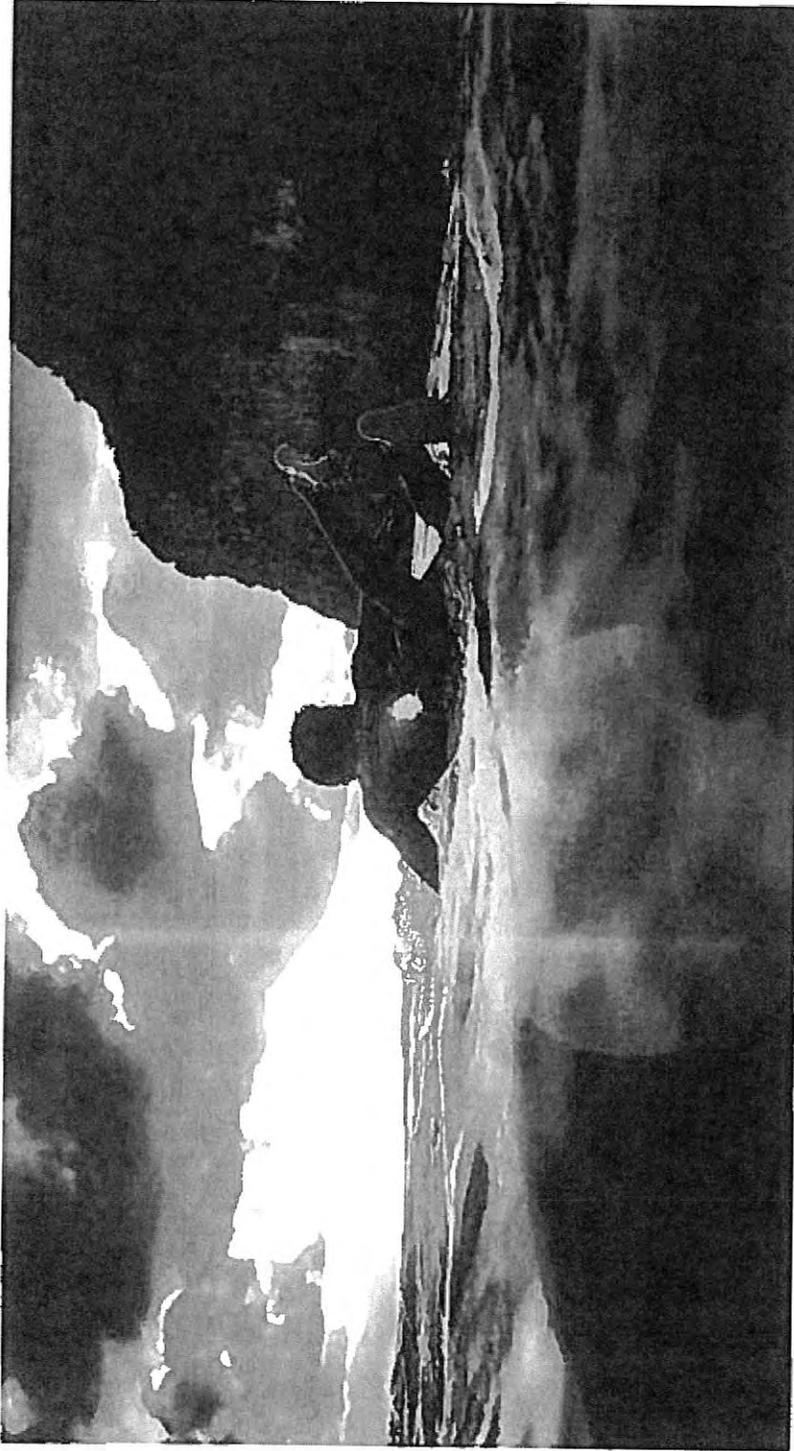
Workplan Calendar

2025 OUTLOOK (FEB - DEC)

	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
PHASE 1: DISCOVERY AND ALIGNMENT (1 MONTH)											
Conduct kickoff meetings with GVB teams to ensure alignment on goals and objective											
Finalize timeline and deliverables for the campaign											
Gather data and insights to confirm and inform campaign direction											
PHASE 2: DISCOVERY AND ALIGNMENT (3 MONTHS)											
Finalize campaign narrative and messaging framework											
Develop visual and creative assets (e.g., graphics, videos, slogans)											
Collaborate with designers, content creators, and stakeholders to refine campaign elements											
Create a pre-launch tool kit for international and local rollout											
PHASE 3: LAUNCH LOCAL AND MARKET-SPECIFIC CAMPAIGNS (3 MONTHS)											
Launch Campaigns											
Develop tailored narratives for Japan, Korea, Taiwan, and the Philippines											
Integrate local ambassadors (e.g., chefs, artists, guides)											
PHASE 4: LAUNCH LOCAL AND MARKET-SPECIFIC CAMPAIGNS (5 MONTHS)											
Collaborate with influencers											
Launch user-generated content (UGC) campaigns											
PHASE 5: OPTIMIZE AND REFINE (2 MONTHS)											
Gather feedback from visitors and stakeholders											
Refine campaign for future iterations											

Use of Subcontractors

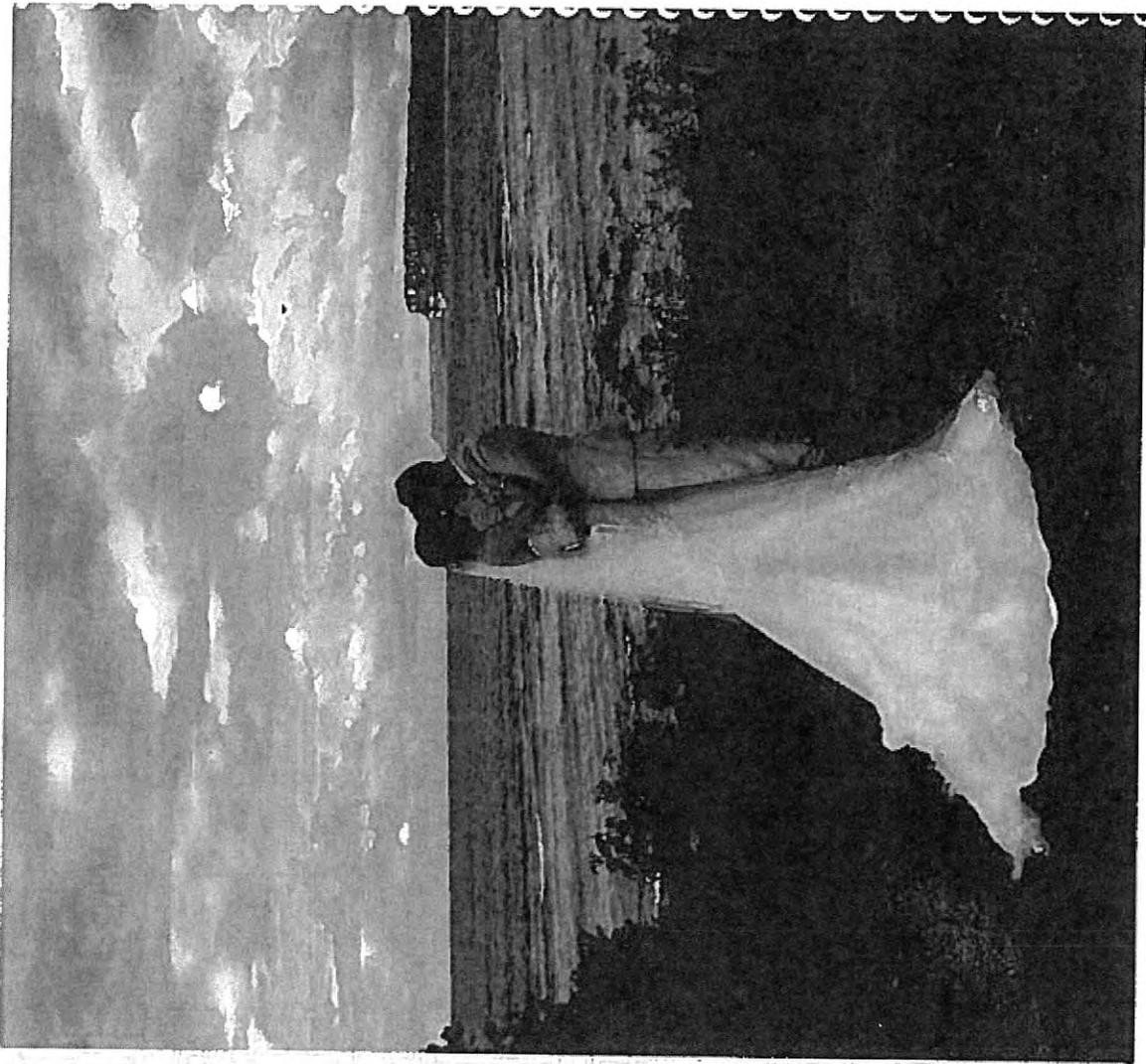
When necessary we will scale up to ensure that all aspects of the projects, campaigns, and events are adequately covered. Our partners may include other trusted support professionals who are all well versed in GVB's activities.

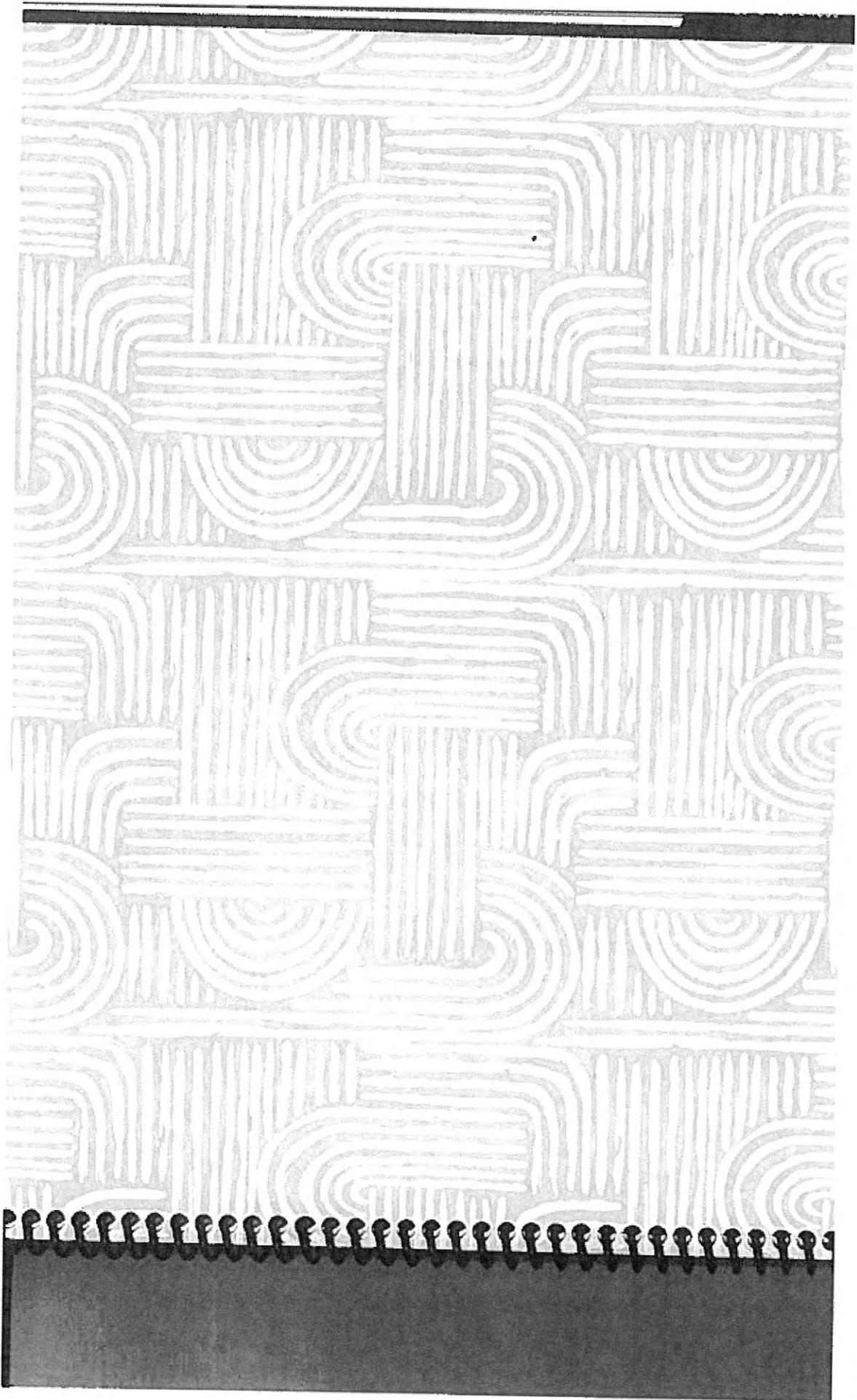


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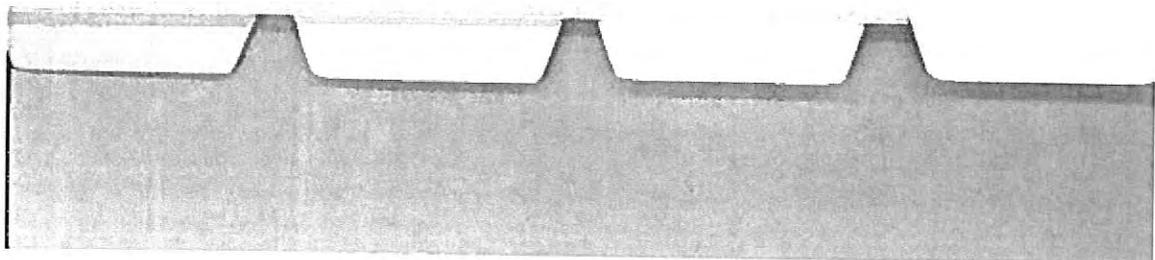
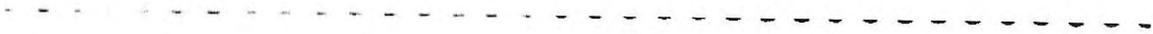
Quality and Responsiveness

This document and all contents herein are proprietary and confidential. The concepts, ideas, images/photos, designs, and graphics presented in this PFP 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.





GVB0771



GVB0772



DEPARTMENT OF REVENUE AND TAXATION
GOVERNMENT OF GUAM
 P.O. Box 23607
 Barrigada, Guam 96921
 www.guamtax.com

BUSINESS LICENSE

SERIAL # 2502583

R

Service
 ACCOUNT NO. 13-201600315-01
 Domestic Corporation
 EXPIRES: February 28, 2025

FEE	50 00
PENALTY	0 00
TOTAL	50 00

ISSUED TO: RUDER, INC.

DOING BUSINESS AS: RUDER INTEGRATED MARKETING STRATEGIES

TYPE OF LICENSE: MARKETING SERVICES

BUSINESS LOCATION: LOT 5022-4 AND 5022-5 674 HARMON LOOP RD

STE 312 DEDEDO GUAM

MAILING ADDRESS: 182 TRANKILO ST #903
 TAMUNING GUAM

TELEPHONE: HOME

96913

BUSINESS 635-1126 Tax.com

02/27/2024



KEEP POSTED IN A CONSPICUOUS PLACE.
 LICENSE MUST BE PRODUCED UPON
 DEMAND TO ANY AUTHORIZED GOV'T
 OFFICIAL.

Marie P. Lizama

ACTING DIRECTOR OF REVENUE AND TAXATION

RIMS confirms that it has no pending legal issues with the government or other private companies.

Date
JANUARY 09, 2025
Company Name
RUDER INTEGRATED MARKETING STRATEGIES

Signature
Printed Name
STEPHEN C. RUDER

PLEASE SIGN AND INCLUDE IN THE SUBMISSION AS PROOF OF ACCEPTANCE AND ACKNOWLEDGMENT OF AMENDMENT NO. 1.
FOR POTENTIAL OFFERS

Acting President and CEO
GERALD SA PEREZ

Offers are requested to use this RFP packet dated January 2, 2025 for their reference and submission.

1. To insert the FOREIGN CORRUPT PRACTICES ACT clause, which must be included in all solicitations by direction.
2. To correct a typographical error in the heading.

The Guam Visitors Bureau advises that Amendment No. 1 is issued to REPLACE the original Request for Proposal package entitled GVB RFP 2025-002 Integrated Communications, Advertising and Event Support Services for the following reasons:

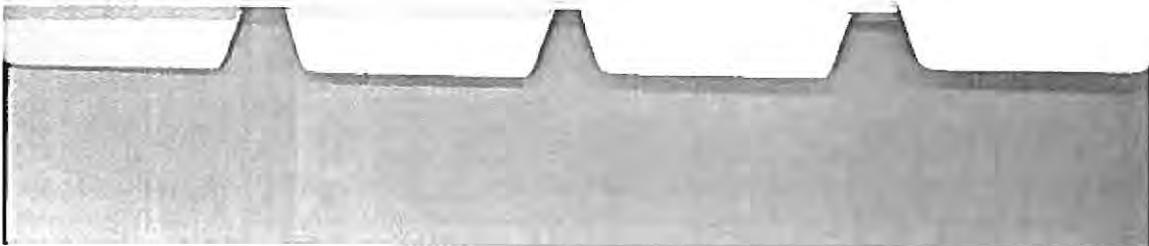
THIS AMENDMENT NO. 1 SHALL FORM A PART OF THE CONTRACT DOCUMENTS.

January 2, 2025

AMENDED GVB RFP 2025-002 DATED JANUARY 2, 2025
(REPLACING GVB RFP 2025-002 IN THE ORIGINAL BID PACKAGE)

INTEGRATED COMMUNICATIONS, ADVERTISING AND EVENT SUPPORT SERVICES
GVB RFP 2025-002

AMENDMENT NO. 1



Signature

 Printed Name
 STEPHEN C RUDER
 Company Name
 RUDER INTEGRATED MARKETING STRATEGIES
 Date
 JANUARY 08, 2025

PLEASE SIGN AND INCLUDE IN THE SUBMISSION AS PROOF OF ACCEPTANCE AND ACKNOWLEDGEMENT OF AMENDMENT NO. 2.

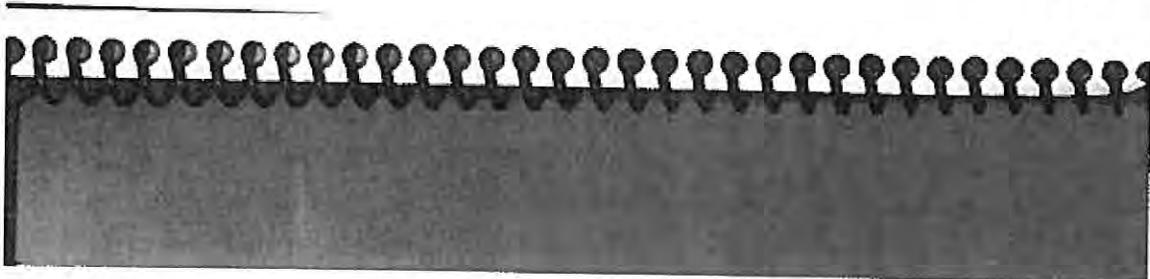
FOR POTENTIAL OFFERS
 Acting President and CEO
 GERALD SA PEREZ

1. The document in Amendment No. 1 reflects an incorrect due date on pages 7, 8 and 15. Errors are requested to use this RFP packet dated January 3, 2025, for their reference and submission. The submission date for GVB RFP 2025-002 is January 17, 2025, on or before 12:00 p.m.

The Guam Visitors Bureau advises that Amendment No. 2 is issued to REPLACE the previous Request for Proposal package entitled GVB RFP 2025-002 Integrated Communications, Advertising and Event Support Services for the following reason:

THIS AMENDMENT NO. 2 SHALL FORM A PART OF THE CONTRACT DOCUMENTS.

AMENDMENT NO. 2
 INTEGRATED COMMUNICATIONS, ADVERTISING AND EVENT SUPPORT SERVICES
 GVB RFP 2025-002
 AMENDED GVB RFP 2025-002 DATED JANUARY 3, 2025
 (SUPERSEDES AND REPLACES THE PREVIOUSLY SENT GVB RFP 2025-002)
 January 3, 2025



GUAM VISITORS BUREAU REQUEST FOR PROPOSAL	
RFP Number: GVB RFP NO. 2025-002	RFP Due Date and Time: January 17, 2025; 12:00 p.m. CHST
RFP Title: INTEGRATED COMMUNICATIONS, ADVERTISING AND EVENT SUPPORT SERVICES	Number of Pages: 41; Inclusive of the required affidavits/acknowledgements. Available online at https://80.openrovguam.com/bids/bids_list/rvb
ISSUING AGENCY INFORMATION	
GUAM VISITORS BUREAU	Issue Date: December 27, 2024
GERALD S.A. PEREZ Acting President and CEO	401 Pale San Vitores Road Tumon, Guam 96913 Phone: (671) 646-5278 Fax: (671) 646-8861 Website: www.guamvisitorsbureau.com
INSTRUCTIONS TO OFFERS	
MARK FACE OF ENVELOPE/PACKAGE:	RFP Title: INTEGRATED COMMUNICATIONS, ADVERTISING AND EVENT SUPPORT SERVICES
RFP Number: GVB RFP 2025-002	RFP Due Date: January 17, 2025; 12:00 p.m. CHST
SPECIAL INSTRUCTIONS:	Mark "Confidential RFP Document" on envelope and in accordance with Section 1.7 of the RFP
IMPORTANT: SEE TERMS AND CONDITIONS AUTHORIZED OFFEROR MUST COMPLETE THE FOLLOWING	
OFFEROR NAME/MAILING ADDRESS: GERALD S.A. PEREZ Acting President and CEO Guam Visitors Bureau 401 Pale San Vitores Road Tumon, Guam 96913	AUTHORIZED OFFEROR SIGNATORY: <i>Stephen C. Ruder</i> STEPHEN C. RUDER 674 Harmon Loop Road, Suite 207, Dededo, Guam 96920
OFFEROR TITLE: PRESIDENT RUDER INTEGRATED MARKETING STRATEGIES	OFFEROR EMAIL ADDRESS: sruvnder@rnmguam.com
OFFEROR TELEPHONE NUMBER: (671) 835-1128	OFFEROR FAX NUMBER: (671) 835-1128
OFFERORS MUST RETURN THIS COVER SHEET WITH RFP RESPONSE	



GUAM VISITORS BUREAU | SEBISHON BISHAN GUAHAN
401 Pale San Vitores Road | Tumon, Guam 96913 | (671) 646-5278 | (671) 646-8861 fax
guamvisitorsbureau.com | info@visitorsbureau.com



GUAM VISITORS BUREAU | BETRIKION BUREAU GUAMAN
401 Pita San Ylones Road | Tamon, Guam 96913 | (671) 646-5228 | (671) 646-8851 fax
guamvisitorsbureau.com | visitguam.com | info@visitguam.com

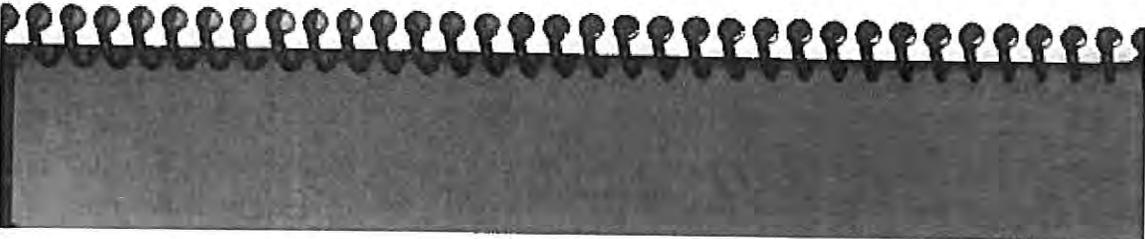
ALL FORMS LISTED MUST BE COMPLETED
AND RETURNED IN THE ENVELOPE CONTAINING THE PROPOSAL.

- 1: Affidavit Disclosing Ownerships and Commissions
- 2: Affidavit re Non-Collusion
- 3: Affidavit re No Gratuities or Kickbacks
- 4: Affidavit re Ethical Standards
- 5: Declaration re Compliance with U.S. DOL Wage Determination
- 6: Affidavit re Contingent Fees
- 7: Restriction Against Contractors Employing Convicted Sex Offenders from Working at Government of Guam Venues

AFFIDAVITS
1 - 7

APPENDIX A
GVB RFP 2025-002

GVB RFP 2025-002
Integrated Communications, Advertising and Event Support Services
Page 32 of 41



GVB0777



1. AFFIDAVIT DISCLOSING OWNERSHIP and COMMISSIONS

Name of Offeror Company: RUDER INTEGRATED MARKETING STRATEGIES

CITY OF: DEDEDO

COUNTRY: GUAM, USA

I, the undersigned, being first duly sworn, depose and say that I am an authorized representative of the offeror and that [please check only one]:

- The offeror is an individual or sole proprietor and owns the entire (100%) interest in the offering business.
- The offeror is a corporation, partnership, joint venture, or association known as **MARKETING STRATEGIES RUDER INTEGRATED** [please state name of offeror company], and the persons, companies, partners, or joint venturers who have held more than 10% of the shares or interest in the offering business during the 365 days immediately preceding the submission date of the proposal are as follows [if none, please state]:

NAME: STEPHEN C. RUDER
 ADDRESS: 674 Harmon Loop Road, Suite 207, Dededo, Guam 96929
 % of Interest: 99%

TOTAL NUMBER OF SHARES: _____

B Further, I say that the persons who have received or are entitled to receive a commission, gratuity or other compensation for procuring or assisting in obtaining business related to the bid or proposal for which this affidavit is submitted are as follows [if none, please so state]:

NAME: NONE
 ADDRESS: NONE
 Compensation: NONE

C If the ownership of the offering business should change between the time this affidavit is made and the time an award is entered into, then I promise personally to update the discloser required by 5 GCA 55233 by delivering another affidavit to the government.

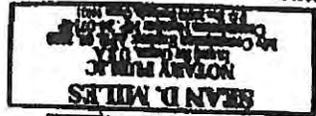
Date: 1/10/2025

Signature of one of the following:

Offeror, if the offeror is an individual
 Partner, if the offeror is a Partnership
 Officer, if the bidder is a Corporation

Subscribed and sworn to before me this 10th day of January 2025

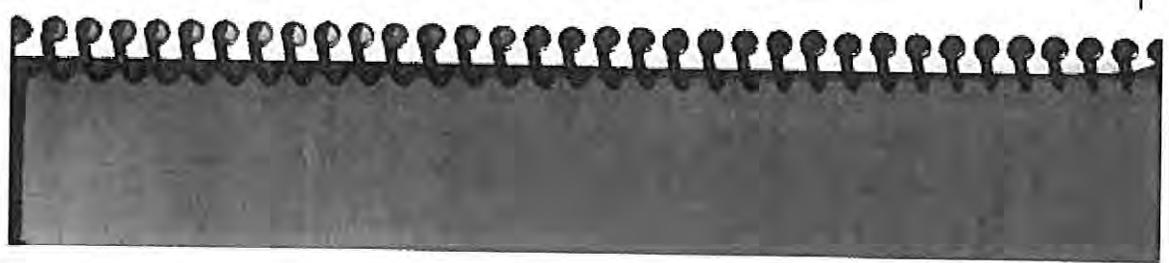
Notary Public My Commission Expires: Apr 01, 2028



GUAM VISITORS BUREAU | ESTABLISHED 1981
 401 Palisades Road | Tamon, Guam 96913 | (671) 646-5278 | info@visitorsbureau.com

AG Procurement Form 002 (Rev Nov 17, 2005)





2. AFFIDAVIT OF NON-COLLUSION

Name of Offeror Company: RUDER INTEGRATED MARKETING STRATEGIES

CITY OF DEDEDO

COUNTRY GUAM, USA

STEPHEN C. RUDER

and says that [state name of affiant signing below], being first duly sworn, deposes

1. The name of the offering company or individual is [state name of company] RUDER INTEGRATED MARKETING STRATEGIES

2. The proposal for the solicitation identified above is genuine and not collusive or a sham. The offeror has not colluded, conspired, connived or agreed, directly or indirectly, with any other offeror or person, to put in a sham proposal or to refrain from making an offer. The offeror has not in any manner, directly or indirectly, sought by an agreement or collusion, or communication or conference, with any person to fix the proposal price of offeror or of any other offeror, or to fix any overhead, profit or cost element of said proposal price, or of any other offeror, or to secure any advantage against the government of Guam or any person interested in the proposed contract. All statements in this affidavit and in the proposal are true to the best of the knowledge of the undersigned. This statement is made pursuant to 2 GAR Division 4 § 3126(b).

3. I make this statement on behalf of myself as a representative of the offeror, and on behalf of the offeror's officers, representatives, agents, subcontractors, and employees.

Date 1/10/2025

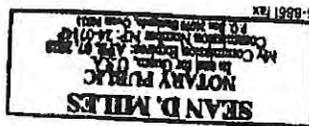
Signature of one of the following:

Offeror, if the offeror is an individual,
Partner, if the offeror is a Partnership,
Officer, if the bidder is a Corporation

Subscribed and sworn to before me this 10th day of January, 2025

Notary Public

My Commission Expires Apr. 07, 2027



GUAM VISITORS BUREAU | SETBISHON BRITIAN GUJAHAN
401 Pali San Vitoros Road | Tamon, Guam 96913 | (671) 646-5278 | (671) 646-8861 fax
guamvisitorsbureau.com | info@visitorsbureau.com





3. AFFIDAVIT re NO GRATUITIES or KICKBACKS

Name of Offeror Company: RUDER INTEGRATED MARKETING STRATEGIES

CITY OF DEDEDO

COUNTRY GUAM, USA

STEPHEN C. RUDER

[state name of affiant signing below], being first duly sworn, deposes and says that:

1. The name of the offering firm or individual is [state name of offeror/company] RUDER INTEGRATED MARKETING STRATEGIES. Affiant is an officer of the offeror [state one of the following: the offeror, a partner of the offeror, an officer of the offeror] making the foregoing identified bid or proposal.

2. To the best of affiant's knowledge, neither affiant, nor any of the offeror's officers, representatives, agents, subcontractors, or employees have violated, are violating the prohibition against gratuities and kickbacks set forth in 2 GAR Division 4 § 11107(e). Further, affiant promises, on behalf of offeror, not to violate the prohibition against gratuities and kickbacks as set forth in 2 GAR, Division 4 § 11107(e).

3. To the best of affiant's knowledge, neither affiant, nor any of the offeror's officers, representatives, agents, subcontractors, or employees have offered, given or agreed to give, any offer of employment in connection with the offeror's proposal.

4. I make these statements on behalf of myself as a representative of the offeror, and on behalf of the offeror's officers, representatives, agents, subcontractors and employees.

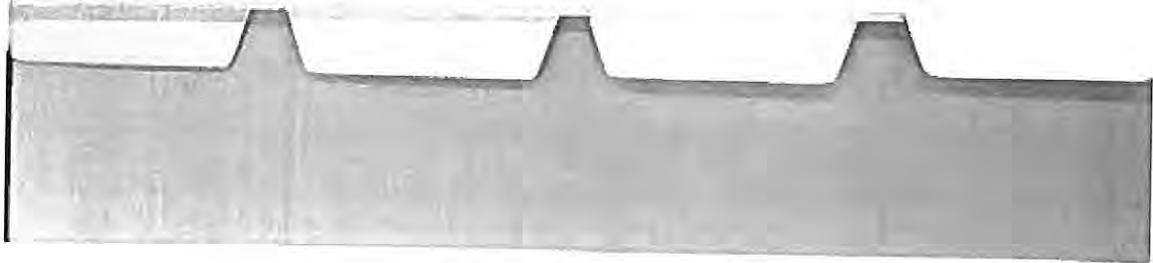
[Signature]
Signature of one of the following:
Offeror, if the offeror is an individual;
Partner, if the offeror is a Partnership;
Officer, if the bidder is a Corporation.

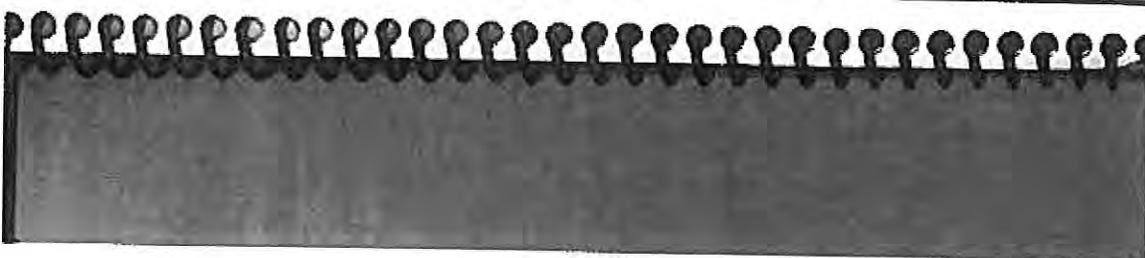
Subscribed and sworn to before me this 10th day of January, 2025

Notary Public
My Commission Expires April 07, 2025



GUAM VISITORS BUREAU | REGION 8 SIYAN GUAHAN
401 Pde San Visitors Road | Tumon, Guam 96913 | (671) 646-5278 | info@visitorsbureau.com





4. AFFIDAVIT re ETHICAL STANDARDS

Name of Offeror Company: RUDER INTEGRATED MARKETING STRATEGIES

CITY OF DEDEDO

COUNTRY GUAM, USA

STEPHEN C. RUDER

[state name of affiant signing below], being first duly sworn, deposes and says that:

The affiant is an officer of the offeror [state one of the following: the offeror, a partner of the offeror, an officer of the offeror] making the foregoing identified bid or proposal. To the best of affiant's knowledge, neither affiant nor any officers, representatives, agents, subcontractors or employees of offeror have knowingly influenced any government of Guam employee to breach any of the ethical standards set forth in 5 GCA Chapter 5, Article 11. Further, affiant promises that neither he or she, nor any officer, representative, agent, subcontractor, or employee of offeror will knowingly influence any government of Guam employee to breach any ethical standards set forth in 5 GCA Chapter 5, Article 11. These statements are made pursuant to 2 GCA Division 4 § 11103(b).

Signature of one of the following:

Offeror, if the offeror is an individual; Partner, if the offeror is a Partnership; Officer, if the bidder is a Corporation.

Subscribed and sworn to before me this 10th day of January 2025

[Signature]

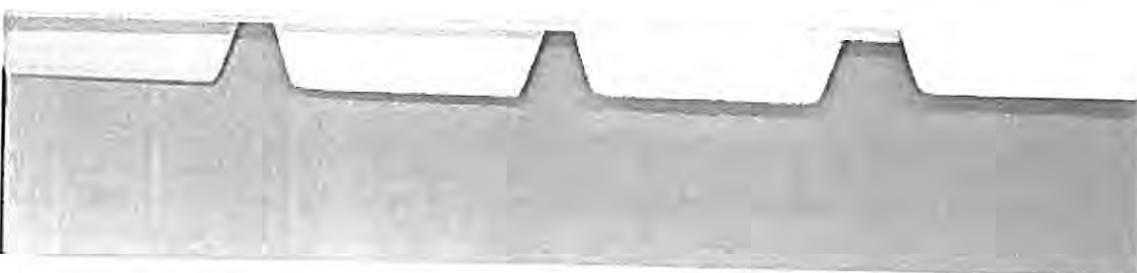
Notary Public

My Commission Expires April 07, 2028



(AG Procurement Form 005 (Rev. Jul 12 2010))





5. DECLARATION RE COMPLIANCE WITH U.S. DOL WAGE DETERMINATION

Name of Offeror Company: RUDER INTEGRATED MARKETING STRATEGIES

I, STEPHEN C. RUDER

hereby certifies under penalty of perjury:

(1) That I am an officer of the offeror [Please select one: the offeror, a partner of the offeror, an officer of the offeror] making the bid or proposal in the foregoing identified procurement;

(2) That I have read and understand the provisions of 5 GCA § 5801 and § 5802 which read:

§ 5801. Wage Determination Established.
In such cases where the government of Guam enters into contractual arrangements with a sole proprietorship, a partnership or a corporation (contractor) for the provision of a service to the government of Guam, and in such cases where the contractor employs a person(s) whose purpose, in whole or in part, is the direct delivery of service contracted by the government of Guam, then the contractor shall pay such employee(s) in accordance with the Wage Determination for Guam and the Northern Mariana Islands issued and promulgated by the U.S. Department of Labor for such labor as is employed in the direct delivery of contract deliverables to the Government of Guam.

The Wage Determination most recently issued by the U.S. Department of Labor at the time a contract is awarded to a contractor by the government of Guam shall be used to determine wages, which shall be paid to employees pursuant to this Article. Should any contract contain a renewal clause, then at the time of renewal adjustments, there shall be made stipulations contained in that contract for applying the Wage Determination, as required by this Article, so that the Wage Determination promulgated by the U.S. Department of Labor on a date most recent to the renewal date shall apply.

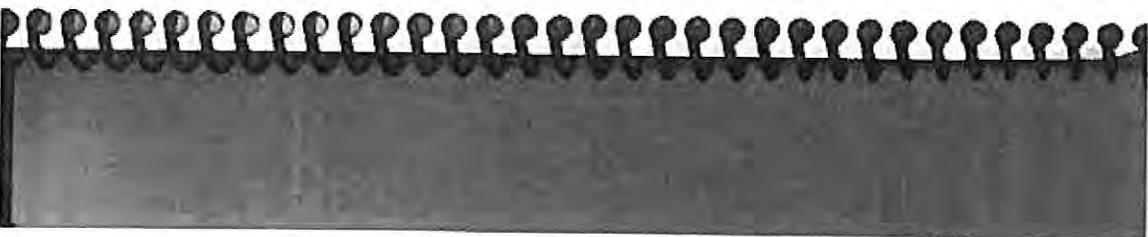
§ 5802. Benefits.
In addition to the Wage Determination detailed in this Article, any contract to which this Article applies shall also contain provisions mandating health and similar benefits for employees covered by this Article, such benefits having a minimum value as detailed in the Wage Determination issued and promulgated by the U.S. Department of Labor, and shall contain provisions guaranteeing a minimum of ten (10) paid holidays per annum per employee.

(3) That the Offeror is in full compliance with 5 GCA § 5801 and § 5802, as may be applicable to the procurement referenced herein.

(4) That I have attached the most recent wage determination applicable to Guam issued by the U.S. Department of Labor.

Signature [Handwritten Signature]
Date 1/7/2025





5. AFFIDAVIT re CONTINGENT FEES

Name of Offeror Company: RUDER INTEGRATED MARKETING STRATEGIES

CITY OF DEDEDO

COUNTRY GUAM, USA

STEPHEN C. RUDER

[state name of affiant signing below], being first duly sworn, deposes and says that:

1 The name of the offering company or individual is [state name of company] RUDER INTEGRATED MARKETING STRATEGIES

2 As a part of the offering company's bid or proposal, to the best of my knowledge, the offering company has not retained any person or agency on a percentage, commission, or other contingent arrangement to secure this contract. This statement is made pursuant to 2 GAR Division 4 1108(f)

3 As a part of the offering company's bid or proposal, to the best of my knowledge, the offering company has not retained a person to solicit or secure a contract with the government of Guam upon an agreement or understanding for a commission, percentage, brokerage, or contingent fee, except for retention of bona fide employees or bona fide established commercial selling agencies for the purpose of securing business. This statement is made pursuant to 2 GAR Division 4 1108(h).

4 I make these statements on behalf of myself as a representative of the offeror, and on behalf of the offeror's officers, representatives, agents, subcontractors, and employees.

Signature of one of the following:

Offeror, if the offeror is an individual.
Partner, if the offeror is a partnership.
Officer, if the offeror is a corporation.

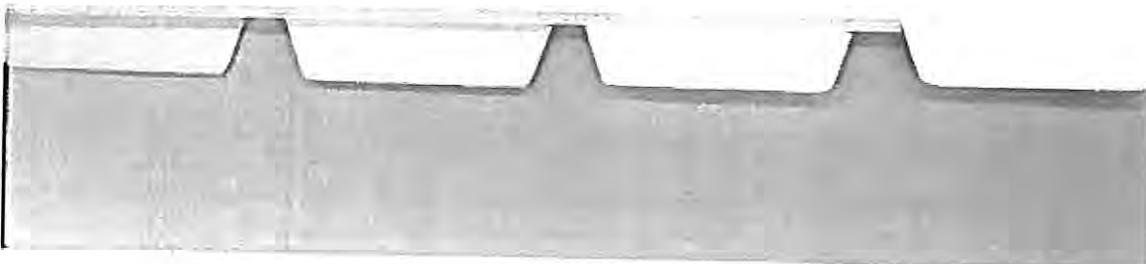
Subscribed and sworn to before me this 10th day of January, 2025

Notary Public My Commission Expires April 09, 2025



(AG Procurement Form 007 (Rev. Jul 15, 2010))





GVB RFP 2025-002
Page 39 of 41
Integrated Communications, Advertising and Event Support Services

LAFFIDAVIT RE RESTRICTION AGAINST CONTRACTORS EMPLOYING CONVICTED SEX OFFENDERS FROM WORKING AT GOVERNMENT OF GUAM VENUES

Name of Offeror Company RUDER INTEGRATED MARKETING STRATEGIES

CITY OF DEDEDO) as
COUNTRY GUAM, USA)

STEPHEN C. RUDER
(NAME OF PERSON)

being first duly sworn, is an officer of the offeror

PLEASE STATE "INDIVIDUAL"
RUDER INTEGRATED
MARKETING STRATEGIES

IF SOLE PROPRIETOR, "PARTNER" OR A PARTNERSHIP, OR "OFFICER" OF A CORPORATION)
(NAME OF OFFEROR

674 Harmon Loop Road, Suite 207,
Dededo, Guam 96929
(MAILING ADDRESS)

TEL: (671) 635-1126
(TELEPHONE NUMBER)

and a duly authorized representative of said offeror on whose behalf this affidavit is being submitted. Said offeror has affirmed that he/she has read and understands the provisions of 6 GCA, CHP 6 45263 RESTRICTION AGAINST CONTRACTORS EMPLOYING CONVICTED SEX OFFENDERS FROM WORKING AT GOVERNMENT OF GUAM VENUES

The offeror understands that:

- (1) No person convicted of a sex offense under the provisions of Chapter 25 of Title 9 Guam Code Annotated, or an offense as defined in Article 2 of Chapter 26, Title 9 GCA in Guam, or an offense in any jurisdiction which includes, at a minimum, all of the elements of said offenses, or who is listed on the Sex Offender Registry, and who is employed by a business contracted to perform services for an agency or instrumentality of the government of Guam, shall work for his employer on the property of the government of Guam other than a public highway
- (2) Further, the offeror represents:

- (1) that no person providing services on behalf of the contractor has been convicted of a sex offense under the provisions of Chapter 25 of Title 9 GCA or an offense as defined in Article 2 of Chapter 26, Title 9 GCA, or an offense in another jurisdiction with, at a minimum, the same elements as such offenses, or who is listed on the Sex Offender Registry, and
- (2) that if any person providing services on behalf of the contractor is convicted of a sex offense under the provisions of Chapter 25 of Title 9 GCA or an offense as defined in Article 2 of Chapter 26, Title 9 GCA or an offense in another jurisdiction with, at a minimum, the same elements as such offenses, or who is listed on the Sex Offender Registry that such person will be immediately removed from working at said agency and that the administrator of said agency be informed of such within twenty-four (24) hours of such conviction.

Signature [Handwritten Signature]

Subscribed and sworn to before me this 10th day of January, 2025



Notary Public My Commission Expires April 7, 2025

GUAM VISITORS BUREAU | LETSION BISITAN GUAHAN
401 Pale San Vitoros Road | Tamon, Guam 96913 | (671) 646-5278 | (671) 646-0661 fax
guamvisitorsbureau.com | info@vbtguam.com





GUAM VISITORS BUREAU | SETBISHON BISTAN GUAHAN
 401 Pale San Victor Road | Tumon, Guam 96913 | (671) 646-5278 | (671) 646-8861 fax
 gumbistorsbureau.com | info@visitorsbureau.com

NAME	Stephen C. Ruder
TITLE	President
COMPANY	Ruder Integrated Marketing Strategies
MAILING ADDRESS	674 Harmon Loop Road, Suite 207 Dededo, Guam 96929
TELEPHONE NUMBER	(671) 635-1126
FACSIMILE NUMBER	(671) 635-1126
EMAIL	stevenruder@rimsguam.com

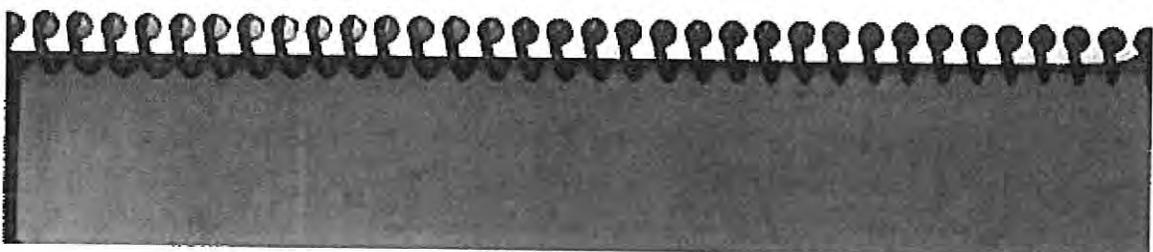
RFP NUMBER: GVB RFP NO. 2025-002

CONTACT FOR CONTRACT NEGOTIATION

FORM 1



GVB RFP 2025-002
 Integrated Communications, Advertising and Event Support Services
 Page 31 of 41



GVB0785



THE MANHITA GROUP
Together, We are Stronger.

Offeror:

RUDER INTEGRATED MARKETING STRATEGIES

674 Harmon Loop Road, Suite 207
Guam Finance Center, Dededo, Guam 96929
(671) 635-1126



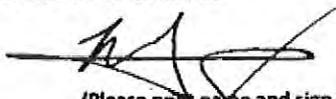
RIMS
RUDER INTEGRATED
MARKETING STRATEGIES



bigfish



ORIGINAL

GUAM VISITORS BUREAU REQUEST FOR PROPOSAL	
RFP Number: GVB RFP NO. 2025-002	RFP Title: INTEGRATED COMMUNICATIONS, ADVERTISING AND EVENT SUPPORT SERVICES
RFP Due Date and Time: January 17, 2025; 12:00 p.m. ChST	Number of Pages: 41; inclusive of the required affidavits/acknowledgements. Available online at https://go.opengovguam.com/bids/bids_list/gvb
ISSUING AGENCY INFORMATION	
GUAM VISITORS BUREAU	Issue Date: December 27, 2024
GERALD S.A. PEREZ Acting President and CEO	401 Pale San Vitores Road Tumon, Guam 96913 Phone: (671) 646-5278 Fax: (671) 646-8861 Website: www.guamvisitorsbureau.com
INSTRUCTIONS TO OFFERORS	
DELIVERY OF PROPOSAL By U.S. Mail or Deliver Only to the attention of: GERALD S.A. PEREZ Acting President and CEO Guam Visitors Bureau 401 Pale San Vitores Road Tumon, Guam 96913	MARK FACE OF ENVELOPE/PACKAGE: RFP Title: INTEGRATED COMMUNICATIONS, ADVERTISING AND EVENT SUPPORT SERVICES RFP Number: GVB RFP 2025-002 RFP Due Date: January 17, 2025; 12:00 p.m. ChST SPECIAL INSTRUCTIONS: Mark "Confidential RFP Document" on envelope and in accordance with Section 1.7 of the RFP
IMPORTANT: SEE TERMS AND CONDITIONS AUTHORIZED OFFEROR MUST COMPLETE THE FOLLOWING	
OFFEROR NAME/MAILING ADDRESS: Marcos W. Fong 161 US Army Juan C. Fejeran Street Barrigada Heights, GU 96913	AUTHORIZED OFFEROR SIGNATORY:  (Please print name and sign in ink)
OFFEROR TITLE: Managing Director	OFFEROR EMAIL ADDRESS: managingdirector@glimpsesofguam.com
OFFEROR TELEPHONE NUMBER: 671-649-0883	OFFEROR FAX NUMBER: 671-649-8883
OFFERORS MUST RETURN THIS COVER SHEET WITH RFP RESPONSE	

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





AMENDMENT NO. 2

**INTEGRATED COMMUNICATIONS, ADVERTISING AND EVENT SUPPORT SERVICES
GVB RFP 2025-002**

**AMENDED GVB RFP 2025-002 DATED JANUARY 3, 2025
(SUPERSEDES AND REPLACES THE PREVIOUSLY SENT GVB RFP 2025-002)**

January 3, 2025

THIS AMENDMENT NO. 2 SHALL FORM A PART OF THE CONTRACT DOCUMENTS.

The Guam Visitors Bureau advises that Amendment No. 2 is issued to REPLACE the previous Request for Proposal package entitled GVB RFP 2025-002 Integrated Communications, Advertising and Event Support Services for the following reason:

1. The document in Amendment No. 1 reflects an incorrect due date on pages 7, 8 and 15.

Offerors are requested to use this RFP packet dated January 3, 2025, for their reference and submission.

The submission date for GVB RFP 2025-002 is January 17, 2025, on or before 12:00 p.m.


GERALD S.A. PEREZ
Acting President and CEO

FOR POTENTIAL OFFERORS

PLEASE SIGN AND INCLUDE IN THE SUBMISSION AS PROOF OF ACCEPTANCE AND ACKNOWLEDGEMENT OF AMENDMENT NO. 2.

Marcos W. Fong

Printed Name

Signature

Glimpses of Guam, Inc.

Company Name

January 13, 2025

Date



GlimpsesAdvertising

January 17, 2025

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

RE: GVB RFP No. 2025-002 Integrated Communications, Advertising and Event Support Services

Hafa Adai:

Enclosed is Glimpses Advertising's response to the Guam Visitors Bureau's RFP No. 2025-002 Integrated Communications, Advertising and Event Support Services.

The enclosed proposal includes information as outlined in the RFP format:

- A. Qualifications and Experience
 - A.1 – Qualifications and Abilities
 - A.2 – Team Members and Key Staff
 - A.3 – Team Members Level of Expertise, Job Performances, and Abilities
- B. Demonstrated Capability and Capacity to Respond
 - B.1 – Capacity and Capability
 - B.2 – Three Examples of Successful Work
 - B.3 – Past Performance Questionnaires
- C. Quality and Responsiveness
 - C.1 – Proof of License & Statement of No Pending Legal Issues
 - C.2 – Affidavits (notarized)
 - C.3 – Offeror Information
- D. Plan of Performance – Approach & Strategy
 - D.1 – Branding/Image Building
 - D.2 – Test Scenario
 - D.3 – Proposed Subcontractors

Sincerely,

Marcos W. Fong
Managing Director
managingdirector@glimpsesofguam.com
(671) 649-0883 ext. 107

Vikki Fong
General Manager
gm@glimpsesofguam.com
(671) 649-0883 ext. 115

Page 1 of 38

www.glimpsesofguam.com

671 649 0883
671 649 8883

VISION PASSION SOLUTION

GVB0789



Glimpses Advertising

STATEMENT OF QUALIFICATIONS & EXPERIENCE

A.1 – Qualifications and Abilities

The Scope of Services set forth in this Request for Proposal (RFP) calls for a dynamic firm capable of delivering innovative marketing and communications strategies to a variety of audiences. Since 1974, Glimpses Advertising has been a trusted leader in the marketing and communications industry, partnering with public and private sector clients to deliver impactful campaigns. Our team has an intimate knowledge of the cultural and ethnic uniqueness as well as the underlying values embodying Guam and the region.

Strategic and Cultural Alignment: With nearly five decades of experience, we excel at blending Guam's unique cultural richness and CHamoru traditions with modern marketing strategies to create campaigns that resonate with both local and global audiences. We strive to balance authenticity with innovation. This enables us to deliver messaging that appeals to key tourism markets, including Japan, Korea and the Philippines.

Event Management Proficiency: Our team is well-equipped to plan, organize and execute large-scale events that highlight Guam's unique culture and offerings. From managing international conferences to producing cultural festivals, we have extensive experience in logistics coordination, vendor management, stakeholder collaboration, and audience engagement.

Project Management Expertise: Our seasoned marketing executives ensure that all aspects of the project align with the overall timeline and budget. We work closely with our partners to set and track milestones, provide regular updates and identify and address any challenges that arise. We maintain rigorous quality control over all deliverables to ensure they meet the highest standards.

Campaigns and Multi-Channel Marketing Proficiency: We specialize in blending traditional and modern marketing trends, using the latest technology to maximize the effectiveness of communication channels. Our diverse client portfolio includes local, national, and international brands, as well as industry groups with varied marketing objectives. We have helped our clients achieve maximum through traditional media such as print, television, and radio, as well as digital platforms like Facebook, Google Ads, Instagram, LinkedIn, Email Marketing, and more. Currently, we manage over 30 social media accounts, producing almost daily content tailored to audience needs while continuing to innovate with new platforms. Additionally, our

Page 2 of 38

www.glimpsesofguam.com

P 671.649.0883
T 671.649.8883

VISION PASSION SOLUTION

GVB0790



team is proficient in website and SEO audits, ensuring that the audience experiences are optimized, and technical issues such are addressed.

Creative and Production Capabilities: Our Creative team excels in developing high-quality content for all project needs, from conceptualization and storyboarding to design and layout of publications and creative collateral materials, such as logos, infographics and posters for print, digital media and other channels. For photography and videography, we collaborate with trusted partners to prepare on-site locations and conduct high-quality filming and editing.

Glimpses Media, a separate but affiliated division, includes reputable publications such as *Guam Business Magazine*, *Marianas Business Journal*, and digital platform, *The Guam Guide*. Their access to research, industry experts, and in-depth news coverage provides resources that otherwise would not be available to the public. Our portfolio includes three radio stations, Power 98, The Wave 105.1, and Route 99.5, further expanding our reach and capabilities in delivering comprehensive media solutions.

Communication and Coordination Plan

The Glimpses team centers around an open line of communication between team members and our clients. Internally, we utilize several systems to maximize our efficiency when managing projects, including a suite of collaboration tools connecting our teams around the clock. We also establish regular meetings for all internal stakeholders to update the team on progress, hurdles or questions pertaining to client projects.

With a proven system of open communication, we would setup a similar system to align our teams with GVB projects or tasks assigned:

Weekly Progress Meetings: Glimpses will establish regular regroup meetings, 10:00 am every Monday, with GVB project leads and designated staff at the GVB offices. As needed, these meetings will include representatives from each Team providing specific project updates, discussing challenges and outlining upcoming project deliverables. A sample agenda will consist of:

1. Project updates by Team (*Digital Team, Events & Logistics Team, Branding Team*)
2. Review of key milestones and deadlines
3. Feedback, discussion and Q&A to address immediate concerns
4. Upcoming assignments and next steps



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Transparency and Responsiveness: Our team will provide ongoing status updates, maintain lines of communication and respond promptly to feedback to ensure GVB is informed of progress at every stage.

- Weekly reports submitted every Monday morning including but not limited to tasks performed, contacts, media activity, executed marketing campaign messages and press coverage.
- Monthly reports containing a compilation of the weekly reports submitted will also be provided by the last day of the month as a recap of the month's activities.

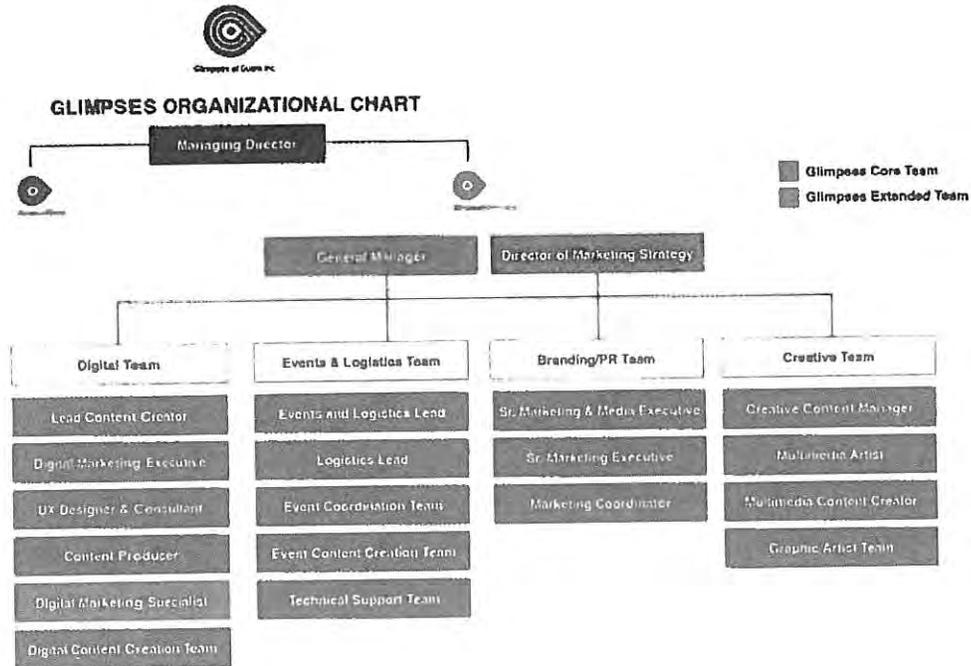
A.2 – Team Members and Key Staff

Our team is comprised of subject-matter experts with diverse skill sets, including strategic planning, digital marketing, event management, branding, creative design, and public relations. Guided by our experienced leadership, our dedicated teams work collaboratively to address every aspect of this RFP requirements with precision and expertise.

Note: Detailed resumes for each key team member are included immediately following this section for reference.



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Key Staff Members and Team Members:

Marcos Fong – Managing Director

- Position: Managing Director
- Role pursuant to this RFP: Manage contractual obligations and participation in high-level strategic planning to ensure organization meets the needs of GVB.

Sharleen Marchesseault – Director of Marketing Strategy

- Position: Director of Marketing Strategy
- Role pursuant to this RFP: Responsible for leading strategic marketing efforts and overseeing team execution for the project. Serves as the primary project manager, ensuring all campaign elements align with GVB’s objectives and are executed with precision and consistency.



Vikki Fong – General Manager

- Position: General Manager
- Role pursuant to this RFP: Provide overarching leadership and strategic direction. Oversee project alignment with GVB's goals, ensure seamless coordination across all teams, and guide strategic vision to deliver successful outcomes.

Geraldine "Gerl" Leon Guerrero – Events & Logistics Lead

- Team: Events & Logistics
- Role pursuant to this RFP: Heading the team responsible for planning and executing project-related events. Manages all aspects of event logistics and coordination, ensuring smooth execution of multi-faceted programs while maintaining alignment with GVB's goals.

Paul Mendiola – Logistics Lead

- Team: Events & Logistics
- Role pursuant to this RFP: Works alongside the Events and Logistics Lead to oversee logistical planning, ensure flawless execution of event setups, and manage operational support for multi-faceted programs.

Dong Won Lee – Lead Content Creator

- Team: Digital
- Role pursuant to this RFP: Lead digital team, ensuring all content is of highest quality and aligns with GVB's objectives. Oversees team to track digital and social media campaign performances.

LJ Mingoy – Creative Content Manager

- Team: Creative
- Role pursuant to this RFP: Lead the development and execution of visual and creative elements for projects. Oversees the creation of branding assets, promotional materials, and campaign visuals, ensuring cohesive and impactful designs that align with GVB's objectives.

Danielle Hagen – Content Producer

- Team: Digital
- Role pursuant to this RFP: Produce content and support content creation lead, while assisting in digital marketing strategies for GVB campaigns and initiatives.



Garion Abulencia – Digital Marketing Specialist

- Team: Digital
- Role pursuant to this RFP: Lead digital marketing strategies and initiatives for GVB campaigns.

Virgle Avendano – Senior Marketing & Media Executive

- Team: Branding/PR
- Role pursuant to this RFP: Support strategic planning and execution for branding and public relations initiatives. Oversee media planning and buying to ensure cohesive message across all platforms.

Marlah Natuel – Senior Marketing Executive

- Team: Branding/PR
- Role pursuant to this RFP: Support branding and public relations efforts by managing campaign implementation, coordinating stakeholder communications, and developing marketing strategies to align with GVB's goals.

Christian Glory – Digital Marketing Executive

- Team: Digital
- Role pursuant to this RFP: Provide strategic and operational support to the digital team, ensuring it aligns with GVB's digital marketing objectives. Assist in managing social media content and digital ads.

Hai Yeng Tan – UX Designer & Consultant

- Team: Digital
- Role pursuant to this RFP: Ensure website functionality and assist with GVB's CRM platform management.

Joseph Baik – Marketing Coordinator

- Team: Branding/PR
- Role pursuant to this RFP: Provide comprehensive support for GVB campaigns and projects, including coordination of marketing materials and assisting in vendor and stakeholder communications.

Alyssa Roces – Project Coordinator

- Team: Events & Logistics – Event Coordination Team
- Role pursuant to this RFP: Handle event coordination and support for events.



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Josephine R. Hagen – Event Coordinator

- Team: Events & Logistics – Event Coordination Team
- Role pursuant to this RFP: Handle event coordination and provides additional digital content support.

Sierra Tenorio – Event Coordinator

- Team: Events & Logistics – Event Coordination Team
- Role pursuant to this RFP: Handle event coordination and provides additional digital content support.

Lauryn Fernandez – Content Creator

- Team: Digital – Digital Content Creation Team
- Role pursuant to this RFP: Create digital content and visual storytelling for GVB campaigns and initiatives.

Javier Garrido – Content Creator

- Team: Digital – Digital Content Creation Team
- Role pursuant to this RFP: Create digital content and visual storytelling for GVB campaigns and initiatives.

Jullan Castaneda – Multimedia Content Creator

- Team: Creative
- Role pursuant to this RFP: Create engaging multimedia content, including videos and reels for GVB campaigns.

Arvin Dimaquibo – Multimedia Artist

- Team: Creative
- Role pursuant to this RFP: Develop multimedia assets, including video and graphic content, to enhance GVB's digital campaigns.

Samyra Tate Duenas – Graphic Artist

- Team: Creative – Graphic Artist Team
- Role pursuant to this RFP: Create visual assets for campaigns, ensuring designs align with GVB's branding and objectives.

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GVB0796



John Lucero – Graphic Artist

- Team: Creative – Graphic Artist Team
- Role pursuant to this RFP: Create visual assets for campaigns, ensuring designs align with GVB's branding and objectives.

Akihisa Matsunaga – Graphic Artist

- Team: Creative – Graphic Artist Team
- Role pursuant to this RFP: Create visual assets for campaigns, ensuring designs align with GVB's branding and objectives.

Patricia Long Diego – PR and Content Support

- Team: Events & Logistics – Event Content Creation Team
- Role pursuant to this RFP: Provide PR and content support for events.

Christopher "Taco" Rowland – Electronic Developer

- Team: Events & Logistics – Event Content Creation Team
- Role pursuant to this RFP: Provide video, photography, audio and digital support to events.

Burt Sardoma – Photographer/Videographer

- Team: Events & Logistics – Event Content Creation Team
- Role pursuant to this RFP: Provide additional video and photo coverage support for events.

Jason Davis – Creative Artist

- Team: Events & Logistics – Event Content Creation Team
- Role pursuant to this RFP: Provide additional creative content support for events.

Ivan Gumataotao – Master Electrician

- Team: Events & Logistics – Technical Team
- Role pursuant to this RFP: Provide technical support for events.

Cedric Diaz – Carpenter/Fabricator

- Team: Events & Logistics – Technical Team
- Role pursuant to this RFP: Provide technical assistance and creates, installs structural setups for events.



A.3 – Team Members Levels of Expertise, Job Performance and Abilities

Marcos Fong – Managing Director



Marcos Fong is a proud graduate of the University of Guam and calls the island home alongside his wife and two children. Having grown up in the islands, he has a deep appreciation for Guam's culture, history, and the unique way of life that shapes this community.

He also has a strong business acumen rooted in local practices. His organization is an employer of over 150 individuals, many of which are considered neighbors and friends. Marcos demonstrates a commitment to the community through his active involvement with the University of Guam Board of Regents, the American Red Cross, the SBPA Advisory Council, and the Guam Chamber of Commerce Board of Directors.

Marcos understands the distinctiveness of Guam and has a proven track record of helping multinational companies navigate this uniqueness in his businesses. Through his personal connections with friends and family in key source markets like Korea and Japan, he brings a nuanced understanding of their travel needs and desires. This insight allows him to effectively contribute to the Guam Visitors Bureau plans, bridging local strengths with global expectations.



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Sharleen Marchesseault – Director of Marketing Strategy



Sharleen Marchesseault has built a results-oriented career spanning 30 years. Starting with two years of general education courses at the University of Guam, her real-life work experience started as an office assistant. She worked her way up through every facet of tactical and strategic messaging which led her to join the team at Glimpses Advertising.

Sharleen has worked with an extensive portfolio of clients, including local and global brands, including Subway Restaurants, Coca-Cola, Budweiser, BMW, Foremost Foods, Pay-Less Supermarkets, Guam Premier Outlets (GPO), Chili's Grill & Bar. Her expertise extends to government and institutional clients such as the Guam Army National Guard, Guam Visitors Bureau, A.B. Won Pat Guam International Airport Authority, Guam Power Authority, University of Guam Cancer Research Center. Additionally, she has supported high-profile sponsors and conferences at international destination marketing events and regional industry forums.

In her role as project manager for this RFP, Sharleen will oversee the strategic direction, execution, and coordination of all project activities. She is qualified to lead this effort, due to her experience with high-profile clients and successfully managing campaigns for global and government organizations. She will also ensure seamless coordination of multi-channel marketing initiatives with her expertise in media and event planning. Sharleen's strong leadership and organizational skills will inspire her team to deliver results while maintaining focus on GVB's goals.

Sharleen Marchesseault has been selected as the overall project manager because of her experience and qualifications. She leads and motivates a team of marketing and creative professionals by example. Her work ethic is driven by a sincere desire to earn her keep while making a difference for her clients. She has nearly 30 years of experience in broadcast, strategic marketing, and advertising, and she currently manages the Glimpses Advertising office. She is proud to work with some of the world's most recognized brands. She oversees agency satellite operations in the CNMI and is also involved in a broader group of companies that include media operations, and food & beverage wholesale and retail spanning the Pacific.

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GVB0799



Sharleen has a proven track record of success in managing high-profile campaigns for both private and public sector clients. Her ability to deliver measurable results and navigate complex projects demonstrates her capability to meet the demands of this RFP.

Key Expertise and Achievements:

- Managed operations and logistics alongside the GVB Project Lead for the 2023 and 2024 Ko'ko' Weekend. Leading the team to bring back a GVB Signature event after a temporary pause. A variety of precautions were executed to ensure safety and confidence for all participants.
- Led strategic planning and management efforts for the 2024 Guam Micronesia Island Fair. Another GVB Signature event brought back to its origins at the Governor Joseph Flores Memorial Park also known as Ypao Beach Park. Careful planning and logistics were executed to bring community partners together to celebrate the diversity and hospitality of our island culture.
- Spearheaded operations to bring a plan for Guam's first Aviation Open House to reality. Working with a non-profit group of aviation enthusiasts, the Women in Aviation, Guam Chapter allowed our team the privilege to bring this event to life for the community to enjoy. Since the event was to be held in Tiyan, along the runway, coordination with the Guam Airport Authority Management, Operations, Police and Fire units were called in to ensure all safety precautions were taken.
- Directed an integrated holiday campaign for Mobil Oil Guam to partner with Don Don Donki Guam. Supporting marketing messages were executed across both partner locations via onsite materials and partnering digital platforms to ensure a mass market reach.
- Managed the comprehensive rebranding for the Bank of Saipan. This included the development of a new logo to reflect the Bank of Saipan's cultural roots with a modern look. The rebranding culminated in the successful launch of the bank's new headquarters, with all creative collateral reflecting the new brand identity.

Leadership and Value to this RFP

Sharleen's nearly three decades of experience in marketing and media make her uniquely qualified to lead the projects in this RFP. Her expertise in managing complex campaigns and her dedication to delivering measurable results align directly with the goals in this RFP's scope of work.



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Vikki Fong – General Manager



With over 14 years of experience in the media and advertising industry, Vikki brings a wealth of expertise in strategic planning, creative direction, and team leadership. She holds a degree in Mass Communication from the University of Guam and also studied at California State University – East Bay, where she expanded her perspective on marketing and communication strategies.

As General Manager of Glimpses, Vikki oversees processes and ensures smooth operations across divisions, while also playing a strategic role in major projects. For the GVB RFP, she will focus on aligning the team's efforts with the project's vision, managing workflows, and ensuring seamless collaboration between internal teams and external partners. Her involvement will enter on strategic oversight in shaping the direction of campaigns to ensure alignment with GVB's goals and objectives. She'll also continue to guide the team in translating creative ideas into actional strategies.

Throughout her career, Vikki has successfully helped manage campaigns for a diverse range of local and international brands. Her ability to bridge creative vision with strategic goals ensures campaigns are both innovative and effective.

Key Expertise and Achievements:

- **Strategic Oversight:** Guide high-level campaigns, ensuring alignment with client goals and smooth collaboration across various teams and partners
- **Creative Direction:** Bridges creative vision with strategic goals to produce innovative campaigns across diverse platforms, including initiatives such as the Guam Visitors Bureau Vaccination Campaign and the American Red Cross Guam Chapter's "Red Ball in a Box." These projects showcase her ability to adapt strategies to meet challenging objectives.

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- **Team Leadership:** Cultivates a collaborative environment that empowers teams from different areas of specialization to deliver exceptional work while maintaining focus on objectives.
- **Operational Expertise:** Ensures smooth processes and workflow management across divisions, supporting efficiency and adaptability in high-pressure environments.

Leadership and Value to this RFP

Vikki's experience in strategic planning, marketing, and creative direction ensures that the team's efforts will align with GVB's vision. Her leadership and operational expertise are vital to achieving the objectives outlined in this RFP's scope of work.

Events & Logistics Team

Geraldine "Geri" M. Leon Guerrero – President and General Manager
(Adztech and Public Relations Inc.)



With over 20 years of experience in marketing, public relations, advertising and event management, Geraldine "Geri" Leon Guerrero brings unparalleled expertise in strategic campaign planning and seamless project execution. As the owner of Adztech & Publication Relations, Inc., Geri has led her team to deliver impactful results for a variety of high-profile projects across Guam and the Marianas.

Geri excels in event planning and logistics management, with a proven ability to oversee complex initiatives from concept to completion. For this GVB RFP, Geri will focus on leading the Events and Logistics Team, leveraging her extensive knowledge of Guam's cultural and operational landscape to ensure every event aligns with GVB's goals. Her involvement will

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GVB0802



center on coordinating resources, managing on-the-ground execution, and collaborating with stakeholders to deliver dynamic events that elevate Guam as a premier destination.

Geri has extensive experience in managing high-profile, large-scale events, strategic campaigns and community outreach initiatives for both private and public sector clients. Her ability to coordinate complex logistics, form strong relationships with stakeholders and the community and deliver seamless event execution makes her a major asset to this RFP.

Key Expertise and Achievements:

- Mayors' Council of Guam Mayoral and Vice Mayoral Inauguration – included overseeing all aspects of event execution, including logistics, program coordination, and branding.
- Guam International Coastal Cleanup and Sand Art Festival – Led the two-in-one event that combined environmental action with cultural celebration and brought together diverse stakeholders for a successful inaugural event.
- 2022 Pacific Mini Games – Delivered seamless event logistics for the multi-day prestigious regional competition, despite challenges posed by the COVID-19 pandemic.
- 12th Festival of Pacific Arts (FestPac) in Guam – Oversaw the largest cultural celebration in the Pacific and coordinated logistics for this 14-day celebration that included thousands of artists and performers across 27 nations.
- Don Don Donki Grand Opening Series – Led the three-day event that included a VIP Pre-Opening Ceremony, Vendor Day and Grand Opening Day that involved high community engagement.

Leadership and Value to this RFP

With over two decades of experience, Geri is uniquely positioned to lead the Events and Logistics team for this RFP. Her expertise in managing high-profile events and coordinating with a diverse group of individuals and organizations ensure that every event is seamlessly executed. Geri's ability to align logistical details with strategic goals makes her a critical contributor to the success of these goals outlined in this RFP.



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**Paul D. Mendiola – Agency Manager
(Adztech and Public Relations Inc.)**



Paul brings over 30 years of experience in sales, marketing and property management. He brings unmatched expertise in marketing, event logistics, operational planning and creative problem solving. As a lead support to the events and logistics team, he plays a pivotal role in overseeing client projects, ensuring seamless execution and exceptional results.

Key Expertise and Achievements:

- **Event Logistics Leadership:** Managed intricate logistics of large-scale events, such as the 12th Festival of Pacific Arts (FestPac) and 2022 Pacific Mini Games, ensuring smooth coordination across multiple venues and stakeholders.
- **Creative and Operational Expertise:** Spearheaded unique setups for high-profile events, including the Guam International Coastal Cleanup and Sand Art Festival, where his attention to detail and problem-solving skills ensured a flawless event experience.
- **Hands-On Execution:** Directed complex installations and setups for large-scale events; personally, managing challenging setups and on-the-ground logistics.

Leadership and Value to this RFP

Paul's extensive experience in events logistics and his ability to manage complex operational challenges make him a key contributor to the success of projects outlined in this RFP. His hands-on approach, creative problem-solving, and dedication to excellence ensure every event detail aligns with GVB's goals.



Alyssa Roces – Project Coordinator

- **Coordinates event logistics and operations**
- **Skills: production management, photography, videography, and graphic design**

Josephine Hagen – Event Coordinator

- **Assists in event planning and on-site coordination, with experience in community events**
- **Skills: social media management, event planning, event logistics, vendor/stakeholder communication, teamwork**

Sierra Tenorio – Event Coordinator

- **Supports event planning, logistics, and execution for large-scale community and tourism-focused initiatives**
- **Skills: content creation, teamwork and collaboration, event planning, audience engagement**

Patti Long Diego – PR and Content Support

- **35+ years of experience in strategic communications and stakeholder engagement**
- **Skills: writing, editing, public relations and content development to enhance outreach and communication**

Christopher “Taco” Rowland – Electronic Developer

- **20+ years of experience in multimedia production and technical implementation**
- **Skills: Overseeing electronic media production, including video, photography and audio for event support**

Burt Sardoma – Photographer/Videographer

- **20+ years of experience in video production, digital editing and live streaming**
- **Skills: photography, videography, editing, content creation**

Jason Davis – Creative Artist

- **20+ years of graphic design experience**
- **Skills: Adobe Illustrator and Photoshop, designing visual assets and marketing materials for various platforms**



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Digital Team

Dong Won Lee – CEO and Content Creator
(Klara M)



Dong Won Lee has over seven years of leadership and entrepreneurial experience and brings a unique combination of expertise in digital marketing, drone technology, and creative content production. As the founder of 2cofly and KLARA M, he is well-equipped to lead the digital team and has demonstrated expertise in delivering impactful results through technology, innovation and creativity.

Key Expertise and Achievements:

- **Social Media Campaign Leadership:** Skilled in leading dynamic social media campaigns that drive engagement and visibility, including crafting compelling narratives, and coordinating influencer partnerships.
- **Video Storytelling and Content Creation:** Proven success in producing award-winning corporate videos for high-profile clients such as Dusit Thani, the Guam Memorial Hospital, NAVFAC, United Airlines and FIFA, using videography, drone imaging and photography. Lead team that created content for TV shows and celebrities in Japan and Korea. This includes proficiency in all stages of production, including concept development, storyboarding, scriptwriting to art direction, and post-production editing.
- **Performance Tracking:** Experienced in monitoring KPIs and analyzing social media metrics to assess campaign performance and optimize strategies. This includes delivering regular reports to ensure alignment with client goals and measuring success.

Leadership and Value to this RFP

As the lead for the Digital Team, Dong will be responsible for driving Guam's digital presence by leading social media campaigns, producing compelling video and photo storytelling, and building

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GVB0806



influencer partnerships to amplify Guam's visibility to GVB's source markets and beyond. His team will ensure all content is aligned with Guam's cultural uniqueness, natural beauty and event offerings, while delivering regular performance reports, tracking DPIS to measure success.

Christian Glory – Digital Marketing Executive

- 6 years of marketing experience, AS in Marketing, AA in Visual Communication, Completed Marketing Internship with Guam Football Association (GFA)
- Experience: Worked professionally as a Digital Marketing Specialist for a world-renowned real estate agency and an established advertising agency with clients from Guam and the local region, managing multiple digital platforms and channels for agency's clients, creating content, ads and messaging for each platform – to include social media, email marketing, website content and digital billboards.
- Google Analytics Certified
- Skills: strategic content planning, social media and project management, data analytics, pay-per-click (PPC) advertising, communication skills, email marketing

Garion Abulencia – Digital Marketing Specialist

- 8 years of digital marketing experience
- Proficient in META platforms, Google My Business, YouTube
- Skills: Digital advertising, copywriting, logistics and coordination, photography and graphic design

Hai Yeng Tan – UX Designer & Consultant

- 2024 Master of Arts in Interaction Design & Interactive Art, California State University, East Bay; 2020 Bachelor of Arts in Studio Art (Graphic Design), minor in Retail Studies, Santa Clara University
- Experience: Extensive experience in UX design, social media marketing, and graphic design. Created impactful user experiences and elevated brand presence for organizations through strategic content creation, competitive analysis, and innovative design solutions. Collaborated with diverse teams to implement user-centered designs and manage multi-channel marketing campaigns.
- Skills: UX/UI design, web design, project management, visual design, graphic design, and social media marketing.

Danielle Hagen – Content Producer

- 5+ years of experience in digital marketing, client relations and content production
- Proficient in Final Cut Pro X, Adobe Lightroom, Photoshop
- Skills: Client relations, production management, photography, videography, drone flight
- Japanese language fluency



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Lauryn Fernandez – Content Creator

- Visual storytelling and all phases of content creation
- Proficient in Final Cut Pro X, Adobe Lightroom, Canva
- Skills: Scriptwriting, production, video editing

Javier Garrido – Content Creator

- Visual storytelling and all phases of content creation
- Proficient in Blender, DaVinci Resolve
- Skills: FPV drone flight, videography, production

Branding and PR Team

Virgie Avendano – Senior Marketing and Media Executive

- **Formal Education:** 1991 B.A. English with Concentration in Creative Writing, University of the Philippines
- **Experience:** 30+ years of solid marketing and communications experience. Worked as a copywriter in the Philippines, China and Saipan and as a journalist for CNMI and regional publications. Worked in marketing and communications with clients on Guam and the local region; managed all stages of campaigns for clients from conceptualization, media planning, creative executions, budget management, PR coverage and reviewing marketing initiatives.
- **Skills:** Strategic marketing, diverse writing skills with experience in journalism, public relations, copywriting, and copyediting; sharp attention to detail, and highly organized.
- **Awards:** Best Feature Writer, 1996, Society of Professional Journalists Saipan Chapter; Feature Writer of the Year, 1996, Governor's Art Awards, CNMI
- **Languages:** English and Tagalog (both spoken and written)

Mariah Natuel – Senior Marketing Executive

- **BBA in International Tourism and Hospitality Management** from University of Guam
- **Experience:** 3+ years of marketing experience, 8+ years of project and event management experience, 9+ years of customer service experience. Effectively managed several projects simultaneously within a Marketing Agency servicing clients from Guam with a focus on project management, social media management, marketing strategies, campaign planning, coordinate email marketing/newsletters, website content, and overall marketing initiatives to meet project and client deadlines.

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- **Skills:** Results-focused business professional with strength in communication and organization skills, marketing strategy development, and project and social media management. Efficiency-driven and organized with a team-oriented mentality, dedication to customer satisfaction, and business goals. Able to work in complex, aggressive time frame, and high-pressure circumstances.

Seungwoo "Joseph Baik" – Marketing Coordinator

- **Currently** pursuing a Bachelor's degree in Business with a Professional Pathway in Marketing at the University of Guam
- **Experience:** 4 years in the tourism and hospitality industry, collaborating with various teams
- **Skills:** Efficiency-driven, team-oriented, and committed to delivering great customer service. Skilled in creating graphics, caption writing, coordinating email marketing/newsletters, vendor communication and assisting with marketing projects

Creative Team

LJ Mingoy – Creative Content Manager

LJ brings over 11 years of extensive experience in the advertising and marketing industry, specializing in brand development, creative direction, and digital design. As the head of the Creative Department, LJ leads a talented team spanning Guam and Manila and works closely with vendors to ensure high-quality creative solutions for clients across local, international, and government sectors.

Key Expertise and Achievements:

- Manages and mentors a dynamic creative team of artists and content creators, collaborating closely with them to meet and exceed project expectations
- Designed compelling visual identities for high-profile rebranding campaigns, including the launch events, marketing materials and company collaterals, along with publication layouts
- Crafts digital assets and marketing strategies for platforms including social media, websites and email campaigns



- Experience in overseeing photoshoots and video production for various campaigns, including retail, food and beverage, editorial and large-scale productions such as events and product launches
- Skilled in managing vendor relationships to bring creative projects, campaigns and events to life

Leadership and Value to this RFP

For this RFP, LJ will work with the rest of the team on strategies and goals of GVB's campaigns and will lead the creative development and execution of campaign materials, ensuring alignment with GVB's vision. She will oversee the creation of visual assets, including branding elements, advertising materials, and digital content, tailored to resonate with both local and global audiences. Her strong leadership and creative expertise will be instrumental in delivering cohesive and impactful campaigns across all media platforms.

Arvin Dimaquibo – Multimedia Artist

- **Formal education:** BA Marketing, University of Guam – Magna Cum Laude
- **Worked professionally for 4+ years**
- **Skills and Experiences:** Proficient in design software such as Adobe Photoshop, Adobe Illustrator, Adobe Premiere Pro and Adobe After Effects. Additional experience includes a strong background in motion design, creating brand identities, creative conceptualization, marketing and social media management.

Julian Castaneda – Multimedia Content Creator

- **10+ years of experience as a Multimedia Artist**
- **Skills and Experience:** Expertise in Adobe Photoshop, Illustrator, Premiere Pro and After Effects. A seasoned professional in videography, photography and creating visual content.

Samyra Tate Duenas – Graphic Designer

- **Formal education:** AS in Visual Communications and AS in Marketing, Guam Community College
- **Worked professionally for 3+ years**
- **Skills and Experiences:** Proficient in design software such as Adobe Photoshop, Illustrator and InDesign. Additional skills include digital illustration and ideation. Work includes design for print media (publication layouts, posters, print ads, large-format collateral) and digital (social media, digital billboards, websites).



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John Lucero – Graphic Designer

- **4+ years of experience as a graphic artist**
- **Skills and Experience:** Proficient in Adobe Photoshop, Illustrator, and InDesign. Work includes creating visual content for online and print platforms such as websites, social media, print ads, posters and marketing collateral.

Akihisa Matsunaga - Graphic Designer

- **Formal education:** AS in Visual Communications, Guam Community College
- **Skills:** Adobe Photoshop, Illustrator, and InDesign. Supplementary skills: Print design principles, Drawing, and Blender.
- **Experiences:** Assisted in designing promotional material (print and digital) for Guam Community College's 2024 "Show & Sell" event. Creative Department Intern at Glimpses of Guam 2024

Marcos W. Fong

PO Box 21869 GMF
Barrigada, Guam 96921

Office: (671) 646-4782
Mobile: (671) 687-9939
E-mail: mf@subwaypacific.com

Professional Career

3PD, LLC dba GoodToGo We Deliver 01/2023 - present

Technology company providing online delivery platform; Barrigada, Guam
Chief Executive Officer: Executive level leader responsible for strategic growth and scaling of business.

Foremost Foods, Inc./Coca-Cola Beverage (Guam) Co. 10/2012 - present

Regional wholesaler and distributor of food and beverages; Barrigada, Guam
Chief Executive Officer: Executive level leader responsible for all aspects of operations and strategic oversight.

Glimpses Advertising & Media 01/2005 - present

Marketing Agency and Communications Firm; Barrigada, Guam
Managing Director: Management executive responsible for execution of firm's strategic planning and partnerships.

Retail Food Group 06/1997 - present

Regional Franchise Rights for Subway Restaurants, Chili's Gril & Bar, and Cinnabon; Barrigada, Guam
Managing Director: Management executive responsible for direct operations of 17 restaurants and oversight of 20+ Subway® franchises throughout US military bases in the Pacific region

Past positions held:

- *Senior Field Consultant, Multi-unit Operations Manager, Advertising Representative*

Solomon, Smith, Barney/Consulting Group 01/2001 – 05/2001

Investment Banking/Financial Consulting Firm; Agana, Guam
Internship: Participated in financial analysis of investment accounts on behalf of senior partner

Hongkong Shanghai Banking Corporation 09/2000 – 12/2000

International Bank offering financial services to businesses and individuals; Tamuning, Guam
Internship: Worked with Retail and Private Banking Managers to evaluate accounts and Compliance Manager to update privacy requirements

Subway Investments Corporation 03/1994 - 06/1997

Operator of 3 Subway franchises; Saipan, CNMI
Certified sandwich artist

Community Organizations

American Red Cross, Guam Chapter 2010 - Present

Local chapter of the national American Red Cross

Chairman of the Board

UOG School of Business and Public Administration Advisory Council **2016 - Present**
Community industry advisor to the SBPA faculty and Dean
Member

Guam Business Partners for Recycling, Inc. **2006 - Present**
501c not-for-profit organization (I-Recycle program)
Board of Directors

University of Guam Board of Regents **2009 - 2015**
Trustee for the largest institution of higher education in the Western Pacific
Regent Member/Treasurer/Vice-Chairman

University of Guam "Student Employee of the Year" Program **2005 - 2008**
National program sponsored by the Career Development Office
Selection Committee Vice-Chair

Education

University of Guam **1997 - 2001**

- Bachelor of Business Administration – Finance & Economics major
- Cumulative 3.85 GPA (on 4.0 scale)
- *Awards:* Graduated Magna Cum Laude
 National Dean's List (multiple years)
 Government of Guam Merit Award scholar

Trinity Christian High School – Valedictorian graduate with Honors

References

Roseann M. Jones, PhD
Dean, School of Business & Public Administration
University of Guam, CBPA
(671) 735-2511
murphyjones@mac.com

Daniel J. Berman
Attorney -at-Law
Berman, O'Connor, and Mann
(671) 477-2778
djberman@pacificlawyers.law

David J. Burger
Certified Public Accountant
Burger & Comer, P.C.
(670) 235-8722
daveb@bcmcpa.com

SHARLEEN A. MARCHESSEAU

DIRECTOR OF MARKETING STRATEGY

671 688 7586

DIR_AGENCY@GLIMPSESOFGUAM.COM

SUMMARY

Self-motivated and detail-oriented director of marketing with over 20 years of career-oriented experience as both an in-house marketer and a B2B client-focused one.

SKILLS & ABILITIES

Interpersonal Skills

Project Management

Budget Management

Time Management

Event Promotions

Growth Mindset

EXPERIENCE

2012 - Present Director of Marketing Strategy, Glimpses Advertising

Glimpses Advertising is the longest running marketing support agency in the region that uniquely is part of a group of companies inclusive of international and local businesses. Our Team provides full-service marketing solutions to both internal and external clients.

- **Strategic Planning:** Develops comprehensive marketing strategies that align with client goals.
- **Market Analysis:** Conducts detailed marketing research to identify trends, opportunities, and competitive positioning.
- **Brand Management:** Enhance and maintain client's brand image.
- **Project Management:** Oversees projects tasks from conception to execution, ensuring timely delivery.
- **Team Leadership:** Leads and motivates marketing team for high performance.
- **Communication Skills:** Strong verbal and written communication skills for crafting compelling messaging and presentations.

May 2007 – April 2012 Senior Marketing Executive, Glimpses Advertising

Overall lead on client projects and marketing support services.

- Collaborates with the creative team to develop marketing support materials for multiple clients.
- Manage regular communication and updates to clients on ongoing projects.
 - Liase with third-party vendors to support client projects.

COMMUNICATION

Strong written and verbal communication skills, including the ability to provide timely feedback and collaborate effectively with project leaders, teams and other stakeholders.

LEADERSHIP

Ability to manage multiple projects simultaneously and meet tight deadlines, while maintaining the highest standards of quality.

COMMUNITY ORGANIZATIONS

2021 - 2024 Parent Volunteer
Academy of Our Lady of Guam Basketball Program

2021 – Guam Company of the Year Volunteer Judge
Junior Achievement Guam

2020 Committee Volunteer
Guam Chamber 96th Anniversary Gala

2018 Volunteer to Present
Guam Business Partners for Recycling, Inc. (i*Recycle Program)

2017 – Committee Volunteer
Chamber Business Women’s Network, Guam Chamber of Commerce

VIKKI FONG

141 Road F, Apt D, Tamuning GU 96913 | vikki.fong@gmail.com | 671.687.8455

Skills Summary

Educational background is in Mass Communication and with 15+ years of experience working at a media and advertising company. Key skills include:

- Leadership and team management, collaboration
- Strategic planning and concept development for multi-channel campaigns
- Writing, copy editing, creative direction for various platforms and channels
- Social media strategy and management, audience engagement and analytics
- Creative design and content creation tailored for print and digital channels
- Vendor coordination and project management for marketing collateral and campaigns

Education

University of Guam- BA in Mass Communication

2003 – 2008

Part of the UOG Communications Society

California State University – East Bay

Transferred from UOG: 2007 - 2008

Experience

Glimpses of Guam

General Manager — 2023 - Present

Oversee overall operations for Glimpses of Guam, including advertising, media and creative divisions • focus on high-level strategy, ensuring alignment with business goals and client objectives • provide leadership across departments, fostering collaboration and efficiency • lead operational planning, resource allocation, and streamlining workflows • continue to oversee creative initiatives at a strategic level, guiding concept development

Glimpses of Guam

Creative Content Manager — 2008 - 2023

13+ years of experience of work for media and advertising industry • leading and managing Creative team of artists and content creators • work closely with marketing team and clients

on different projects, with clients ranging from local brands in Guam and Micronesia to international brands • creative work includes all collaterals for marketing (print, digital, large-scale events) to publications and writing for magazines, booklets, websites, and digital platforms; photography and editing • participate in marketing strategy, brainstorming and concepting

Glimpses of Guam

Graphic Artist — 2008 - 2016

Copyediting and freelance writing for publications; graphic artist work and related tasks such as photography, magazine/publication layouts, graphic design for print, digital marketing collaterals and photo editing

Awards and Acknowledgements

Dean's List

University of Guam 2003 – 2004

Volunteer Work

Victim Advocates Reaching Out

Support Volunteer — present

Internship in 2006

World Vision

Child Sponsor — 2015 - present

Circle K International (community service)

California State University East Bay — 2007 - 2008

Geraldine “Geri” M. Leon Guerrero

Adztech and Public Relations, Inc.
President and General Manager

*“When you have integrity, everything else flows:
Team work, commitment, and creativity.
With these in place, success naturally follows.”
(quote by Geri)*

For over 20 years, Adztech & Public Relations, Inc. has quietly but powerfully impacted major projects in the realms of Marketing, Public Relations, Advertising, Publication, and Event Management. This small business found itself in new heights as it became woman-owned under the eye of Ms. Geraldine ‘Geri’ Leon Guerrero. Since then, the adventures have only begun.

Geri’s is the driving force behind ADZTECH. Her creative mind and experience in event planning, public relations, media, production, and more, fuels the hunger that drives Adztech & Public Relations, Inc. into a variety of projects around the island and in the Marianas. She oversees overall operations and ensures communication amongst her team is seamless. Geri excels in strategizing, crafting, supervising, and executing events, media campaigns, public relations, and outreach programs. She takes a hands-on approach, working closely with clients to assess their advertising needs, develop impactful strategies, and maintain strong, lasting relationships.

In addition to her leadership in campaigns, Geri’s extensive experience in local community outreach, combined with her active involvement in government, construction, and military affairs, has given her a deep understanding of Guam’s unique dynamics and needs.

Geri’s ability to wear many hats while maintaining her commitment to excellence makes her an invaluable asset to ADZTECH and its clients. With her at the helm, every project is guaranteed to be innovative, well-coordinated, and impactful. Her inviting energy and unwavering dedication ensure success in every endeavor she undertakes.

Education

SBA Emerging Leaders Program Hagatna, Guam, 2021
Academy of Our Lady of Guam Hagatna, Guam, 1990
University of Portland Portland, Oregon, 1993
Western Business College Portland, Oregon, 1997

Community Involvement

Guam Contractors Association, Board of Director
Marianas Disabled Workforce Industries, President
Special Olympics Guam, Communications Director

KPRG Public Radio Guam, Underwriter
Lupus Awareness Group of Guam, Board Member
Former Guam Women’s Chamber of Commerce Board Member
NAWIC Chartering Vice President
Former GovGuam RevTax ABC Board Vice Chair

Recognition

2013 National Association Women in Construction Vision of Excellence Award
2013 Guam Contractors’ Association Champion Award

Paul D. Mendiola

Adztech and Public Relations, Inc.
Agency Manager

*"A successful campaign is not just
about meeting our objectives...
it's more about how we go about achieving the goals.*

*Everyone has something different to bring to the table...
you gotta be versatile, willing to learn and
understand we all don't think alike."
(quote by Paul)*

Paul is the superman of our agency. He can leap above small stacks, is faster than a speeding pellet gun, and is hands down the expert leader of logistics. Whether it's orchestrating intricate setups or being the quickest installer of ornaments at 80 feet high, Paul handles it all with unmatched precision.

Paul serves as our Agency Marketing Manager, bringing over 30 years of experience in Sales and Marketing and 14 years in property management. He oversees marketing, creativity, and production for the agency, managing special client projects, event management, and logistical planning and support. His expertise and dedication ensure every detail is flawlessly executed. He has held certification in fireworks, further expanding his versatile skill set.

Education

John F. Kennedy High School Tamuning, Guam, 1984
Dale Carnegie Better Communication and Leadership Course, 1986
Pro Schools Real Estate Portland Oregon, 2004
Self-Storage Seminars Oregon & Las Vegas 2000 – 2009
Certified Pyro Technician Operator 2017 –2018

Community Involvement

Special Olympics Guam, National Sports Director
Knights of Columbus, 4th Degree Brother Knight
Guam National Badminton Federation, Board Member
Guam Little League, Coach

Recognition

2000 National Self Storage Association Leader
1999 Kevin Howard Real Estate Manager of the Year Runner up
1989 & 1990 Continental Airlines Outstanding Employee of the Year



DONG WON LEE

MARKETING PROFESSIONAL

PROFILE

Entrepreneur with over seven years of leadership and business experience in digital marketing and drone technology. Founder of 2cofly, Micronesia's leading drone service provider, and KLARA M, a local marketing agency specializing in creative solutions. Proven expertise in leading complex drone missions, training over 250 drone pilots in Guam, and driving business growth through creative marketing strategies and content. Adept at combining technology and innovation to provide cutting-edge services across industries, including surveying, advertising, marketing and education.

WORK EXPERIENCE

KLARAM 2018 - PRESENT

CEO & Content Creator

- Marketing strategy and managing campaigns
- Content strategy and production
- Monitor brand consistency across marketing channels and materials.

2cofly 2020 - PRESENT

Chief Pilot, Senior Project Manager

- Lead all drone operations
- Facilitate drone workshops and training program
- Data processing and analysis

Korean Chamber of Commerce 2018 - 2020

Board Member - Secretary

- Advertised and managed all chamber events
- Web master
- Overall planning and strategy

CONTACT

Phone: (671) 988-4532

Email: dwl@klaram.co

Address: 802 Davan Plaza Tamuning

Website: www.klaram.co

CERTIFICATION

FAA PART 107

- Remote Pilot Certification

AD/SAI TOP OPERATOR

- Professional drone certification

SKILLS

Technical

- Video production
- Digital Advertising
- GIS mapping
- Drone operations

Marketing

- Social Media Strategy
- Content Creation
- SEO

Business

- Project Management

LANGUAGES

- English (Fluent)
- Korean (Conversational)

REFERENCE

ANDREW PARK

HOTEL TANO

Phone: (671) 486-5460

Email: andy@hoteltano.com

MARISSA BORJA

DUSIT THANI

Phone: (671) 688-6949

Email: marissa.borja@gmail.com



GlimpsesAdvertising

DEMONSTRATED CAPABILITY AND CAPACITY

B.1 – Capacity and Capability

The Glimpses Advertising team has engaged in marketing communications for over 40 years. Throughout that time, our archives include a collection of Guam and the region's most memorable marketing and public information campaigns. Our mission is to Connect People with Information – a task we take seriously and thoughtfully. We have experience in a broad range of projects, from community outreach to driving brand awareness, and have worked across an ever-evolving landscape of media platforms.

Due to the varied nature of our clientele, our team has a diverse background of experience that caters to different audiences and formats. Whether it is an information campaign or one with emotional appeal, we have the experience to execute. As outlined in our organization profile, we have a team of professionals from each discipline that can put their specialized knowledge to work. This ensures that we can speak credibly to a wide variety of audiences, while having subject matter experts to ensure consistency of messaging and understanding.

Communication effectiveness is at the core of every strategy we work on. Depending on the desired outcome, there are multiple ways to deliver a message. Whether that be in the form of a direct and straight-forward approach or using emotional cues, every strategy is crafted with the outcome and audience in mind. Aside from the message itself, a critical component of the strategy is the use of the appropriate delivery vehicles. We have experience in the effective deployment of traditional media (newspaper, magazine, radio, television), non-traditional media (OOH-out of home, billboards, flyers, signs) and digital media (social media, email marketing, blogs/vlogs, apps) in media mix.

In the following section B.2, we provide three sample works that demonstrate our ability to execute the Scope of Work outlined in this RFP. In the current climate of recovery, we have had to adapt to the needs of our clients to keep their messages and brands relevant through both traditional and non-traditional platforms.



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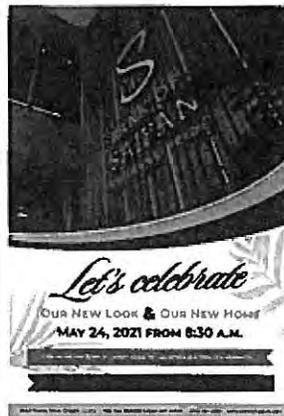
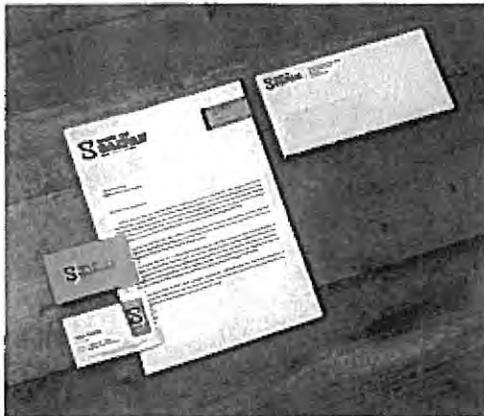
B.2 – Three Examples of Work

Client: Bank of Saipan

Project Relevance: Comprehensive Rebranding

Project Summary:

- Communication strategy and public relations support
- Creative graphic design and concepting
- Strategic planning for effective messaging
- Event planning support
- Engaging content creation (videography, photography, posts, messages)
- Social media management and content planning



LOGO VARIATIONS

Small text describing logo variations and usage guidelines.



www.glimpsesofguam.com

P 671.649.0883
F 671.649.8883

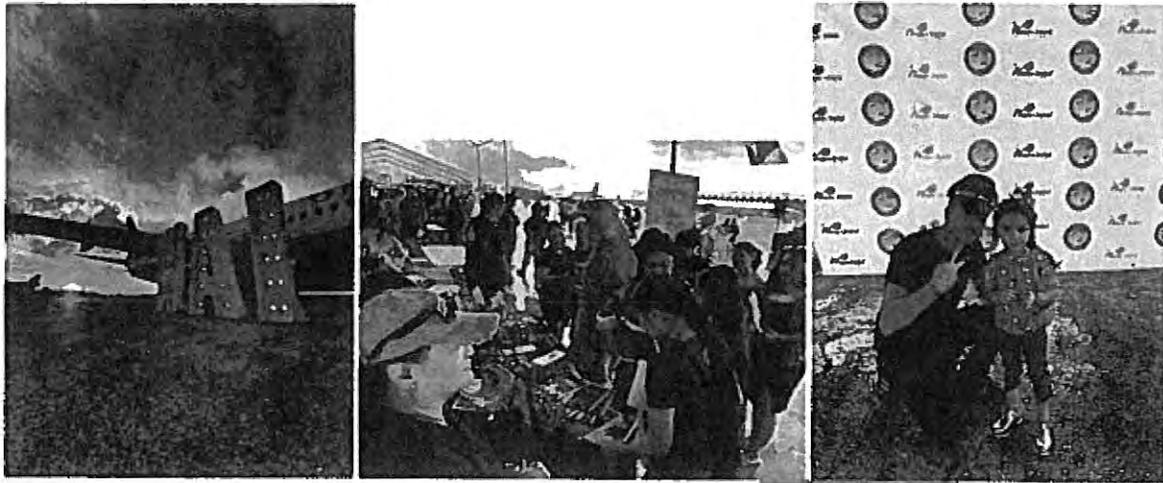


GlimpsesAdvertising

Client/Project name: Women in Aviation
Project Relevance: Wings in Paradise event

Project Summary:

- Communication strategy and public relations support
- Creative graphic design and concepting
- Engaging content creation (videography, photography)
- Strategic planning for effective messaging
- Event planning support



www.glimpsesofguam.com

 671.649.0883
 671.649.8883



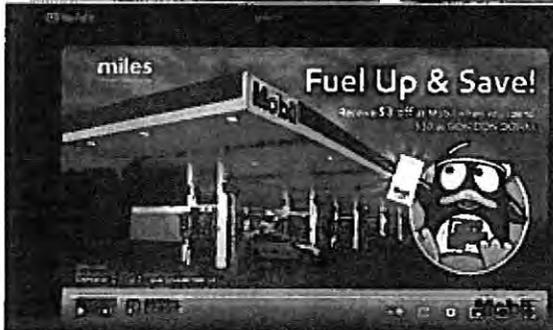
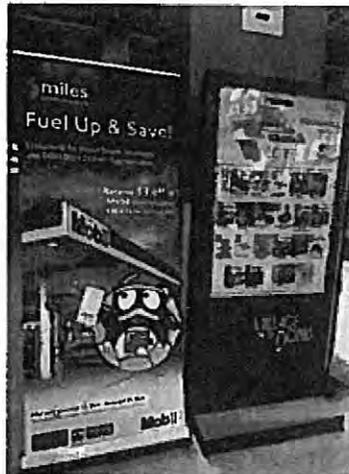
GlimpsesAdvertising

Client/Project name: Mobil Oil Guam – Fuel Promotion

Project Relevance: Glimpses Advertising provided project management support, including vendor and partner coordination to execute an onsite promotion. Creative services and digital marketing for broad audience appeal.

Project Summary:

- Marketing communications strategy
- Creative graphic design and concepting
- Engaging content creation
- Strategic media planning for targeted and mass market audience reach
- Vendor coordination for production and installation of promotional materials



www.glimpsesofguam.com

P 671 649.0883
F 671 649.8883



GlimpsesAdvertising

B.3 – Past Performance Questionnaires

Past Performance Questionnaire forms were sent to each of the three clients above and requested to be submitted directly to GVB as reference of our work. We may provide contact information for follow up upon request by GVB.



GlimpsesAdvertising

QUALITY AND RESPONSIVENESS

C.1 – Proof of License & Statement of No Pending Legal Issues

DEPARTMENT OF REVENUE AND TAXATION
GOVERNMENT OF GUAM
P.O. Box 22087
Hagåtña, Guam 96921
www.guam.gov

BUSINESS LICENSE Serial# 2507900

Domestic Corporation Service

EXPIRES: 6/30/2025 ACCOUNT NO. 13-000006783-001

FEE	50.00
PENALTY	
	80.00

ISSUED TO: GLIMPSES OF GUAM, INC.
 OWNER/BUSINESS AS: GLIMPSES ADVERTISING
 TYPE OF LICENSE: MARKETING/ADVERTISING

BUSINESS LOCATION: 181 US ARMY JUAN C. FEJERAN STREET
 BARRIGADA HEIGHTS, GUAM 96913
 MAILING ADDRESS: 181 US ARMY JUAN C F
 BARRIGADA GUAM

TELEPHONE: HOME 0 BUSINESS 6498883

96913 BUSINESS 6498883

KEEP POSTED IN A CONSPICUOUS PLACE.
 LICENSE MUST BE PRODUCED UPON DEMAND TO ANY AUTHORIZED GOV'T OFFICIAL.

ACTING DIRECTOR OF REVENUE AND TAXATION

DEPARTMENT OF REVENUE AND TAXATION
GOVERNMENT OF GUAM
P.O. Box 22087
Hagåtña, Guam 96921
www.guam.gov

BUSINESS LICENSE Serial# 2507814

Domestic Corporation Service

EXPIRES: 6/30/2025 ACCOUNT NO. 13-000006783-002

FEE	
PENALTY COPY	3.00
	3.00

ISSUED TO: GLIMPSES OF GUAM, INC.
 OWNER/BUSINESS AS: GLIMPSES MEDIA
 TYPE OF LICENSE: MASS MEDIA COMMUNICATION, PUBLISHING,
 RADIO BROADCASTING

BUSINESS LOCATION: 181 US ARMY JUAN C FEJERAN STREET
 BARRIGADA HEIGHTS, GUAM 96913
 MAILING ADDRESS: 181 US ARMY JUAN C
 BARRIGADA, GUAM

TELEPHONE: HOME 0 BUSINESS 6490883

96913 BUSINESS 6490883

JUN 08 2024
 Treasurer of Guam
 Marie P. Lizama
 ACTING DIRECTOR

KEEP POSTED IN A CONSPICUOUS PLACE.
 LICENSE MUST BE PRODUCED UPON DEMAND TO ANY AUTHORIZED GOV'T OFFICIAL.

ACTING DIRECTOR OF REVENUE AND TAXATION

Certification of Legal Standing: This certifies that Glimpses of Guam, Inc. does not have any current legal issues with the Government of Guam or any other private company.

www.glimpsesofguam.com

671.649.0883
671.649.8883

VISION PASSION SOLUTION



C.2 – Affidavits (notarized)

All required affidavits are attached in the following pages, to include:

- A-1: Affidavit Disclosing Ownerships and Commissions
- A-2: Affidavit re Non-Collusion
- A-3: Affidavit re No Gratuities or Kickbacks
- A-4: Affidavit re Ethical Standards
- A-5: Declaration re Compliance with U.S. DOL Wage Determination
- A-6: Affidavit re Contingent Fees
- A-7: Restriction Against Contractors Employing Convicted Sex Offenders from Working at Government of Guam Venues

C.3 – Offeror information

- a. Glimpses Advertising, a subsidiary of Glimpses of Guam Inc.
Address: 161 US Army Juan C. Fejeran Street, Barrigada Heights, GU 96913
- b. Business Age: 50 years (incorporated 1974 under Territory of Guam)
- c. Subcontractors:
 - Graphic Center / Island Color & Copy
 - Victoria Printing & Graphics, Inc.
 - Pacific Charlie Co.
 - Johnny Cool Equipment Rental Services
 - James Davis Productions (Exigent Films)
 - Eleventh Essence
 - Alter Ego Entertainment
 - Marketing Connections
 - JamzMedia Productions and Promotions
 - Pacific Sign Shop
 - Shooting Star Productions
 - Adztech & Public Relations, Inc.
 - KLARA M

2. AFFIDAVIT re NON-COLLUSION

Name of Offeror Company: GLIMPSES OF GUAM, INC.

CITY OF BARRIGADA)
) ss
COUNTRY ISLAND OF GUAM)

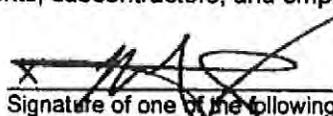
MARCOS W. FONG [state name of affiant signing below], being first duly sworn, deposes and says that:

1. The name of the offering company or individual is [state name of company]
GLIMPSES OF GUAM, INC.

2. The proposal for the solicitation identified above is genuine and not collusive or a sham. The offeror has not colluded, conspired, connived or agreed, directly or indirectly, with any other offeror or person, to put in a sham proposal or to refrain from making an offer. The offeror has not in any manner, directly or indirectly, sought by an agreement or collusion, or communication or conference, with any person to fix the proposal price of offeror or of any other offeror, or to fix any overhead, profit or cost element of said proposal price, or of any other offeror, or to secure any advantage against the government of Guam or any other offeror, or to secure any advantage against the government of Guam or any person interested in the proposed contract. All statements in this affidavit and in the proposal are true to the best of the knowledge of the undersigned. This statement is made pursuant to 2 GAR Division 4 § 3126(b).

3. I make this statement on behalf of myself as a representative of the offeror, and on behalf of the offeror's officers, representatives, agents, subcontractors, and employees.

Date: JAN. 13, 2025


Signature of one of the following:
Offeror, if the offeror is an individual;
Partner, if the offeror is a Partnership;
Officer, if the bidder is a Corporation.

Subscribed and sworn to before me this 13th day of January, 2025


Notary Public
My Commission Expires OCT 09, 2026

(AG Procurement Form 002 (Rev Jul 12, 2010))

HEATHER S. CHAMFAJONS
NOTARY PUBLIC
In and for Guam, U.S.A.
My Commission Expires: OCT. 09, 2026
P.O. Box 10795 Tamuning, Guam 96931

3. AFFIDAVIT re NO GRATUITIES or KICKBACKS

Name of Offeror Company: GLIMPSES OF GUAM, INC.

CITY OF BARRIGADA)

COUNTRY KLAND OF GUAM) ss

MARKUS W. FONG [state name of affiant signing below], being first duly sworn, deposes and says that:

1. The name of the offering firm or individual is [state name of offeror/company] GLIMPSES OF GUAM, INC. Affiant is AN OFFICER OF THE OFFEROR [state one of the following: the offeror, a partner of the offeror, an officer of the offeror] making the foregoing identified bid or proposal.

2. To the best of affiant's knowledge, neither affiant, nor any of the offeror's officers, representatives, agents, subcontractors, or employees have violated, are violating the prohibition against gratuities and kickbacks set forth in 2 GAR Division 4 § 11107(e). Further, affiant promises, on behalf of offeror, not to violate the prohibition against gratuities and kickbacks as set forth in 2 GAR, Division 4 § 11107(e).

3. To the best of affiant's knowledge, neither affiant, nor any of the offeror's officers, representatives, agents, subcontractors, or employees have offered, given or agreed to give, any government of Guam employee or former government employee, any payment, gift, kickback, gratuity or offer of employment in connection with the offeror's proposal.

4. I make these statements on behalf of myself as a representative of the offeror, and on behalf of the offeror's officers, representatives, agents, subcontractors, and employees.

[Signature]
Signature of one of the following:
Offeror, if the offeror is an individual;
Partner, if the offeror is a Partnership;
Officer, if the bidder is a Corporation.

Subscribed and sworn to before me this 13th day of January, 2025

[Signature]
Notary Public
My Commission Expires OCT 09, 2026

HEATHER S. CHAMBAUDS
NOTARY PUBLIC
In and for Guam, U.S.A.
My Commission Expires: **OCT. 09, 2026**
P.O. Box 10795 Tarragon, Guam 96931

(AG Procurement Form 004 (Rev. Jul. 12, 2010))



5. DECLARATION RE COMPLIANCE WITH U.S. DOL WAGE DETERMINATION

Name of Offeror Company: GLIMPSES OF GUAM, INC.

I, MARIUS W. FONG hereby certifies under penalty of perjury:

(1) That I am AN OFFICER OF THE OFFEROR [please select one: the offeror, a partner of the offeror, an officer of the offeror] making the bid or proposal in the foregoing identified procurement;

(2) That I have read and understand the provisions of 5 GCA § 5801 and § 5802 which read:

§ 5801. Wage Determination Established.

In such cases where the government of Guam enters into contractual arrangements with a sole proprietorship, a partnership or a corporation ('contractor') for the provision of a service to the government of Guam, and in such cases where the contractor employs a person(s) whose purpose, in whole or in part, is the direct delivery of service contracted by the government of Guam, then the contractor shall pay such employee(s) in accordance with the Wage Determination for Guam and the Northern Mariana Islands issued and promulgated by the U.S. Department of Labor for such labor as is employed in the direct delivery of contract deliverables to the Government of Guam.

The Wage Determination most recently issued by the U.S. Department of Labor at the time a contract is awarded to a contractor by the government of Guam shall be used to determine wages, which shall be paid to employees pursuant to this Article. Should any contract contain a renewal clause, then at the time of renewal adjustments, there shall be made stipulations contained in that contract for applying the Wage Determination, as required by this Article, so that the Wage Determination promulgated by the U.S. Department of Labor on a date most recent to the renewal date shall apply.

§ 5802. Benefits.

In addition to the Wage Determination detailed in this Article, any contract to which this Article applies shall also contain provisions mandating health and similar benefits for employees covered by this Article, such benefits having a minimum value as detailed in the Wage Determination issued and promulgated by the U.S. Department of Labor, and shall contain provisions guaranteeing a minimum of ten (10) paid holidays per annum per employee.

(3) That the Offeror is in full compliance with 5 GCA § 5801 and § 5802, as may be applicable to the procurement referenced herein;

(4) That I have attached the most recent wage determination applicable to Guam issued by the U.S. Department of Labor.

[Signature] JAN. 13, 2025
Signature Date

(AG Procurement Form 006 (Rev. Feb 16, 2010))

"REGISTER OF WAGE DETERMINATIONS UNDER
THE SERVICE CONTRACT ACT
By direction of the Secretary of Labor

U.S. DEPARTMENT OF LABOR
EMPLOYMENT STANDARDS ADMINISTRATION
WAGE AND HOUR DIVISION
WASHINGTON D.C. 20210

Daniel W. Simms
Director

Division of
Wage Determinations

Wage Determination No.: 2015-5693
Revision No.: 22
Date Of Last Revision: 07/22/2024

Note: Contracts subject to the Service Contract Act are generally required to pay at least the applicable minimum wage rate required under Executive Order 14026.

If the contract is entered into on or after January 30, 2022, or the contract is renewed or extended (e.g., an option is exercised) on or after January 30, 2022: determination,	Executive Order 14026 generally applies to the contract. The contractor must pay all covered workers at least \$17.20 per hour (or the applicable wage rate listed on this wage determination, if it is higher) for all hours spent performing on the contract in 2024.
--	--

The applicable Executive Order minimum wage rate will be adjusted annually. Additional information on contractor requirements and worker protections under the Executive Orders is available at www.dol.gov/whd/govcontracts.

States: Guam, Northern Marianas, Wake Island

Area: Guam Statewide
Northern Marianas Statewide
Wake Island Statewide

GVB0833

05130 - Motor Equipment Metal Mechanic	17.40
05160 - Motor Equipment Metal Worker	15.28***
05190 - Motor Vehicle Mechanic	17.40
05220 - Motor Vehicle Mechanic Helper	12.00***
05250 - Motor Vehicle Upholstery Worker	14.22***
05280 - Motor Vehicle Wrecker	15.28***
05310 - Painter, Automotive	16.34***
05340 - Radiator Repair Specialist	15.28***
05370 - Tire Repairer	12.67***
05400 - Transmission Repair Specialist	17.40
07000 - Food Preparation And Service Occupations	
07010 - Baker	12.21***
07041 - Cook I	15.29***
07042 - Cook II	17.82
07070 - Dishwasher	10.00***
07130 - Food Service Worker	10.18***
07210 - Meat Cutter	13.34***
07260 - Waiter/Waitress	9.89***
09000 - Furniture Maintenance And Repair Occupations	
09010 - Electrostatic Spray Painter	19.70
09040 - Furniture Handler	11.94***
09080 - Furniture Refinisher	19.70
09090 - Furniture Refinisher Helper	14.47***
09110 - Furniture Repairer, Minor	17.15***
09130 - Upholsterer	19.70
11000 - General Services And Support Occupations	
11030 - Cleaner, Vehicles	10.12***
11060 - Elevator Operator	10.38***
11090 - Gardener	15.28***
11122 - Housekeeping Aide	10.38***
11150 - Janitor	10.38***
11210 - Laborer, Grounds Maintenance	11.55***
11240 - Maid or Houseman	10.24***
11260 - Pruner	10.34***
11270 - Tractor Operator	13.99***
11330 - Trail Maintenance Worker	11.55***
11360 - Window Cleaner	11.60***
12000 - Health Occupations	
12010 - Ambulance Driver	20.86
12011 - Breath Alcohol Technician	20.86
12012 - Certified Occupational Therapist Assistant	28.62
12015 - Certified Physical Therapist Assistant	28.62
12020 - Dental Assistant	18.79
12025 - Dental Hygienist	39.73
12030 - EKG Technician	31.60
12035 - Electroneurodiagnostic Technologist	31.60
12040 - Emergency Medical Technician	20.86
12071 - Licensed Practical Nurse I	18.65
12072 - Licensed Practical Nurse II	20.86
12073 - Licensed Practical Nurse III	23.25

14045	- Computer Operator V		23.62
14071	- Computer Programmer I	(see 1)	15.73***
14072	- Computer Programmer II	(see 1)	19.50
14073	- Computer Programmer III	(see 1)	23.84
14074	- Computer Programmer IV	(see 1)	
14101	- Computer Systems Analyst I	(see 1)	24.23
14102	- Computer Systems Analyst II	(see 1)	
14103	- Computer Systems Analyst III	(see 1)	
14150	- Peripheral Equipment Operator		15.71***
14160	- Personal Computer Support Technician		21.33
14170	- System Support Specialist		21.24
15000	- Instructional Occupations		
15010	- Aircrew Training Devices Instructor (Non-Rated)		24.23
15020	- Aircrew Training Devices Instructor (Rated)		29.32
15030	- Air Crew Training Devices Instructor (Pilot)		34.91
15050	- Computer Based Training Specialist / Instructor		24.23
15060	- Educational Technologist		31.17
15070	- Flight Instructor (Pilot)		34.91
15080	- Graphic Artist		20.47
15085	- Maintenance Test Pilot, Fixed, Jet/Prop		34.91
15086	- Maintenance Test Pilot, Rotary Wing		34.91
15088	- Non-Maintenance Test/Co-Pilot		34.91
15090	- Technical Instructor		17.67
15095	- Technical Instructor/Course Developer		23.78
15110	- Test Proctor		15.70***
15120	- Tutor		15.70***
16000	- Laundry, Dry-Cleaning, Pressing And Related Occupations		
16010	- Assembler		11.38***
16030	- Counter Attendant		11.38***
16040	- Dry Cleaner		12.98***
16070	- Finisher, Flatwork, Machine		11.38***
16090	- Presser, Hand		11.38***
16110	- Presser, Machine, Drycleaning		11.38***
16130	- Presser, Machine, Shirts		11.38***
16160	- Presser, Machine, Wearing Apparel, Laundry		11.38***
16190	- Sewing Machine Operator		13.53***
16220	- Tailor		14.07***
16250	- Washer, Machine		11.91***
19000	- Machine Tool Operation And Repair Occupations		
19010	- Machine-Tool Operator (Tool Room)		19.70
19040	- Tool And Die Maker		24.77
21000	- Materials Handling And Packing Occupations		
21020	- Forklift Operator		15.36***
21030	- Material Coordinator		22.97
21040	- Material Expediter		22.97
21050	- Material Handling Laborer		13.83***
21071	- Order Filler		10.62***
21080	- Production Line Worker (Food Processing)		15.36***
21110	- Shipping Packer		17.12***
21130	- Shipping/Receiving Clerk		17.12***

23530 - Machinery Maintenance Mechanic	25.08
23550 - Machinist, Maintenance	20.98
23580 - Maintenance Trades Helper	11.77***
23591 - Metrology Technician I	20.98
23592 - Metrology Technician II	22.31
23593 - Metrology Technician III	23.62
23640 - Millwright	20.98
23710 - Office Appliance Repairer	19.46
23760 - Painter, Maintenance	18.74
23790 - Pipefitter, Maintenance	19.96
23810 - Plumber, Maintenance	18.75
23820 - Pneudraulic Systems Mechanic	20.98
23850 - Rigger	20.98
23870 - Scale Mechanic	18.43
23890 - Sheet-Metal Worker, Maintenance	20.80
23910 - Small Engine Mechanic	18.43
23931 - Telecommunications Mechanic I	20.98
23932 - Telecommunications Mechanic II	22.31
23950 - Telephone Lineman	22.68
23960 - Welder, Combination, Maintenance	19.96
23965 - Well Driller	21.13
23970 - Woodcraft Worker	20.98
23980 - Woodworker	15.81***
24000 - Personal Needs Occupations	
24550 - Case Manager	16.09***
24570 - Child Care Attendant	10.22***
24580 - Child Care Center Clerk	13.25***
24610 - Chore Aide	14.06***
24620 - Family Readiness And Support Services Coordinator	16.09***
24630 - Homemaker	16.12***
25000 - Plant And System Operations Occupations	
25010 - Boiler Tender	22.79
25040 - Sewage Plant Operator	22.89
25070 - Stationary Engineer	22.79
25190 - Ventilation Equipment Tender	15.72***
25210 - Water Treatment Plant Operator	22.89
27000 - Protective Service Occupations	
27004 - Alarm Monitor	11.21***
27007 - Baggage Inspector	10.02***
27008 - Corrections Officer	14.59***
27010 - Court Security Officer	14.59***
27030 - Detection Dog Handler	11.21***
27040 - Detention Officer	14.59***
27070 - Firefighter	14.59***
27101 - Guard I	10.02***
27102 - Guard II	11.21***
27131 - Police Officer I	14.59***
27132 - Police Officer II	16.21***
28000 - Recreation Occupations	

30461 - Technical Writer I	25.51
30462 - Technical Writer II	31.21
30463 - Technical Writer III	37.75
30491 - Unexploded Ordnance (UXO) Technician I	28.73
30492 - Unexploded Ordnance (UXO) Technician II	34.76
30493 - Unexploded Ordnance (UXO) Technician III	41.67
30494 - Unexploded (UXO) Safety Escort	28.73
30495 - Unexploded (UXO) Sweep Personnel	28.73
30501 - Weather Forecaster I	28.25
30502 - Weather Forecaster II	34.36
30620 - Weather Observer, Combined Upper Air Or	(see 2) 22.96
Surface Programs	
30621 - Weather Observer, Senior	(see 2) 25.51
31000 - Transportation/Mobile Equipment Operation Occupations	
31010 - Airplane Pilot	34.76
31020 - Bus Aide	8.97***
31030 - Bus Driver	12.75***
31043 - Driver Courier	10.26***
31260 - Parking and Lot Attendant	9.91***
31290 - Shuttle Bus Driver	11.65***
31310 - Taxi Driver	11.41***
31361 - Truckdriver, Light	11.21***
31362 - Truckdriver, Medium	12.16***
31363 - Truckdriver, Heavy	17.57
31364 - Truckdriver, Tractor-Trailer	17.57
99000 - Miscellaneous Occupations	
99020 - Cabin Safety Specialist	16.95***
99030 - Cashier	10.26***
99050 - Desk Clerk	10.01***
99095 - Embalmer	28.73
99130 - Flight Follower	28.73
99251 - Laboratory Animal Caretaker I	25.47
99252 - Laboratory Animal Caretaker II	27.83
99260 - Marketing Analyst	21.54
99310 - Mortician	28.73
99410 - Pest Controller	16.07***
99510 - Photofinishing Worker	15.10***
99710 - Recycling Laborer	17.32
99711 - Recycling Specialist	23.38
99730 - Refuse Collector	16.40***
99810 - Sales Clerk	10.63***
99820 - School Crossing Guard	18.82
99830 - Survey Party Chief	24.38
99831 - Surveying Aide	13.87***
99832 - Surveying Technician	18.02
99840 - Vending Machine Attendant	25.47
99841 - Vending Machine Repairer	32.44
99842 - Vending Machine Repairer Helper	25.47

at least \$684 per week if paid on a salary or fee basis) likely qualify as exempt computer professionals under 29 U.S.C. 213(a)(1) and 29 U.S.C. 213(a)(17), this wage

determination may not include wage rates for all occupations within those job families. In such instances, a conformance will be necessary if there are nonexempt employees in these job families working on the contract.

Job titles vary widely and change quickly in the computer industry, and are not determinative of whether an employee is an exempt computer professional. To be exempt, computer employees who satisfy the compensation requirements must also have a primary duty that consists of:

(1) The application of systems analysis techniques and procedures, including consulting with users, to determine hardware, software or system functional specifications;

(2) The design, development, documentation, analysis, creation, testing or modification of computer systems or programs, including prototypes, based on and related to user or system design specifications;

(3) The design, documentation, testing, creation or modification of computer programs related to machine operating systems; or

(4) A combination of the aforementioned duties, the performance of which requires the same level of skills. (29 C.F.R. 541.400).

Any computer employee who meets the applicable compensation requirements and the above duties test qualifies as an exempt computer professional under both section 13(a)(1) and section 13(a)(17) of the Fair Labor Standards Act. (Field Assistance Bulletin No. 2006-3 (Dec. 14, 2006)). Accordingly, this wage determination will not apply to any exempt computer employee regardless of which of these two exemptions is utilized.

2) AIR TRAFFIC CONTROLLERS AND WEATHER OBSERVERS - NIGHT PAY & SUNDAY PAY: If you work at night as part of a regular tour of duty, you will earn a night differential and receive an additional 10% of basic pay for any hours worked between 6pm and 6am.

If you are a full-time employed (40 hours a week) and Sunday is part of your regularly scheduled workweek, you are paid at your rate of basic pay plus a Sunday premium of 25% of your basic rate for each hour of Sunday work which is not overtime

(i.e. occasional work on Sunday outside the normal tour of duty is considered overtime work).

** HAZARDOUS PAY DIFFERENTIAL **

**** SERVICE CONTRACT ACT DIRECTORY OF OCCUPATIONS ****

The duties of employees under job titles listed are those described in the "Service Contract Act Directory of Occupations", Fifth Edition (Revision 1), dated September 2015, unless otherwise indicated.

**** REQUEST FOR AUTHORIZATION OF ADDITIONAL CLASSIFICATION AND WAGE RATE, Standard Form 1444 (SF-1444) ****

Conformance Process:

The contracting officer shall require that any class of service employee which is not listed herein and which is to be employed under the contract (i.e., the work to be performed is not performed by any classification listed in the wage determination), be classified by the contractor so as to provide a reasonable relationship (i.e., appropriate level of skill comparison) between such unlisted classifications and the classifications listed in the wage determination (See 29 CFR

4.6(b)(2)(1)). Such conforming procedures shall be initiated by the contractor prior to the performance of contract work by such unlisted class(es) of employees (See 29 CFR 4.6(b)(2)(ii)). The Wage and Hour Division shall make a final determination of conformed classification, wage rate, and/or fringe benefits which shall be paid to all employees performing in the classification from the first day of work on which contract work is performed by them in the classification. Failure to pay such unlisted employees the compensation agreed upon by the interested parties and/or fully determined by the Wage and Hour Division retroactive to the date such class of employees commenced contract work shall be a violation of the Act and this contract. (See 29 CFR 4.6(b)(2)(v)). When multiple wage determinations are included in a contract, a separate SF-1444 should be prepared for each wage determination to which a class(es) is to be conformed.

The process for preparing a conformance request is as follows:

- 1) When preparing the bid, the contractor identifies the need for a conformed occupation(s) and computes a proposed rate(s).
- 2) After contract award, the contractor prepares a written report listing in order the proposed classification title(s), a Federal grade equivalency (FGE) for each proposed classification(s), job description(s), and rationale for proposed wage rate(s), including information regarding the agreement or disagreement of the authorized representative of the employees involved, or where there is no authorized representative, the employees themselves. This report should be submitted to the contracting officer no later than 30 days after such unlisted class(es) of employees performs any contract work.



7. AFFIDAVIT RE RESTRICTION AGAINST CONTRACTORS EMPLOYING CONVICTED SEX OFFENDERS FROM WORKING AT GOVERNMENT OF GUAM VENUES

Name of Offeror Company: GLIMPSES OF GUAM, INC.

CITY OF BARRIGADA)
) ss
COUNTRY ISLAND OF GUAM)

MARIOS W. PONG being first duly sworn, is _____
(NAME OF PERSON) PLEASE STATE "INDIVIDUAL"

PRESIDENT of GLIMPSES OF GUAM, INC.
IF SOLE PROPRIETOR; "PARTNER" IF A PARTNERSHIP; OR "OFFICER" OF A CORPORATION (NAME OF OFFEROR)

101 US ARMY JUAN C. PEJERAN ST. TEL: 471-644-4783
(MAILING ADDRESS) BARRIGADA HEIGHTS, GUAM (TELEPHONE NUMBER)

and a duly authorized representative of said offeror on whose behalf this affidavit is being submitted. Said offeror has affirms that he/she has read and understands the provisions of **5 GCA, CHP 5 55253 RESTRICTION AGAINST CONTRACTORS EMPLOYING CONVICTED SEX OFFENDERS FROM WORKING AT GOVERNMENT OF GUAM VENUES.**

The offeror understands that:

- (1) No person convicted of a sex offense under the provisions of Chapter 25 of Title 9 Guam Code Annotated, or an offense as defined in Article 2 of Chapter 28, Title 9 GCA in Guam, or an offense in any jurisdiction which includes, at a minimum, all of the elements of said offenses, or who is listed on the Sex Offender Registry, and who is employed by a business contracted to perform services for an agency or instrumentality of the government of Guam, shall work for his employer on the property of the government of Guam other than a public highway.

Further, the offeror represents:

- (1) that no person providing services on behalf of the contractor has been convicted of a sex offense under the provisions of Chapter 25 of Title 9 GCA or an offense as defined in Article 2 of Chapter 28, Title 9 GCA, or an offense in another jurisdiction with, at a minimum, the same elements as such offenses, or who is listed on the Sex Offender Registry; and,
- (2) that if any person providing services on behalf of the contractor is convicted of a sex offense under the provisions of Chapter 25 of Title 9 GCA or an offense as defined in Article 2 of Chapter 28, Title 9 GCA or an offense in another jurisdiction with, at a minimum, the same elements as such offenses, or who is listed on the Sex Offender Registry, that such person will be immediately removed from working at said agency and that the administrator of said agency be informed of such within twenty-four (24) hours of such conviction.

X [Signature]
Signature

Subscribed and sworn to before me this 13th day of JANUARY, 2025

[Signature]
Notary Public
My Commission Expires OCT 09, 2026





FORM 1

CONTACT FOR CONTRACT NEGOTIATION

RFP NUMBER: GVB RFP NO. 2025-002

NAME	Marcos W. Fong
TITLE	Managing Director
COMPANY	Glimpses of Guam, Inc.
MAILING ADDRESS	161 US Army Juan C. Fejeran St. Barrigada Heights, GU 96913
TELEPHONE NUMBER	671-649-0883
FACSIMILE NUMBER	671-649-8883
EMAIL	managingdirector@glimpsesofguam.com





PLAN OF PERFORMANCE – APPROACH & STRATEGY

D.1 – Branding/Image Building

a. Strategic Approach to Reinforce Guam's image

Our proposed branding concept, "This is Guam," is bold and versatile and invites audiences to explore the island through diverse experience. It positions the island as a multidimensional destination that celebrates its authentic CHamoru culture, pristine natural beauty, and dynamic modern offerings. This campaign combines modern messaging with authentic cultural storytelling by moving beyond traditional stereotypes and highlights Guam's identity as a destination rich in history, vibrant in culture, unique in offerings and globally relevant.

Key Messaging Themes

- **Dynamic Themes** – Campaign taglines such as "This is Culture," "This is Adventure," and "This is How We Roll" capture the diverse and unique facets of Guam that resonate with travelers of all types and those seeking meaningful and varied experience. Paired with high-quality and impactful imagery and video, this versatile message can be crafted to highlight any specific initiative while maintaining consistency under the overarching "This is Guam" branding.
- **Cultural Depth** – This campaign celebrates authentic CHamoru traditions and culture, creating avenues for storytelling that highlight Guam's unique people, history and heritage. By focusing on meaningful experiences, it goes beyond surface-level depictions or cultural stereotypes of the island. It celebrates Guam's identity in a thoughtful and engaging way.
- **Versatility and Simplicity** – The overarching concept, "This is Guam" is bold, short and simple, making it easy to translate into messaging for the different source markets. This concept can also be adapted to any event or promotion. All GVB's signature events, from the Guam Ko'ko' Road Race to BBQ competitions and the Guam Micronesia Island Fair, becomes part of the Guam experience, seamlessly tying into the "This is Guam" brand's message.



b. Year-round plan for branding consistency

To maintain brand consistency across all platforms and initiatives, we propose a year-round content calendar that integrates:

Signature Events

- Tie in events such as the Guam Micronesia Island Fair (GMIF), directly into the branding. The event reflects unique elements that ties into "This is Culture," and "This is Friendship." For the International BBQ & Food Competition, it can tie into the taglines such as "This is Delicious," "This is How We Party," and "This is Your Invitation."

Digital Marketing

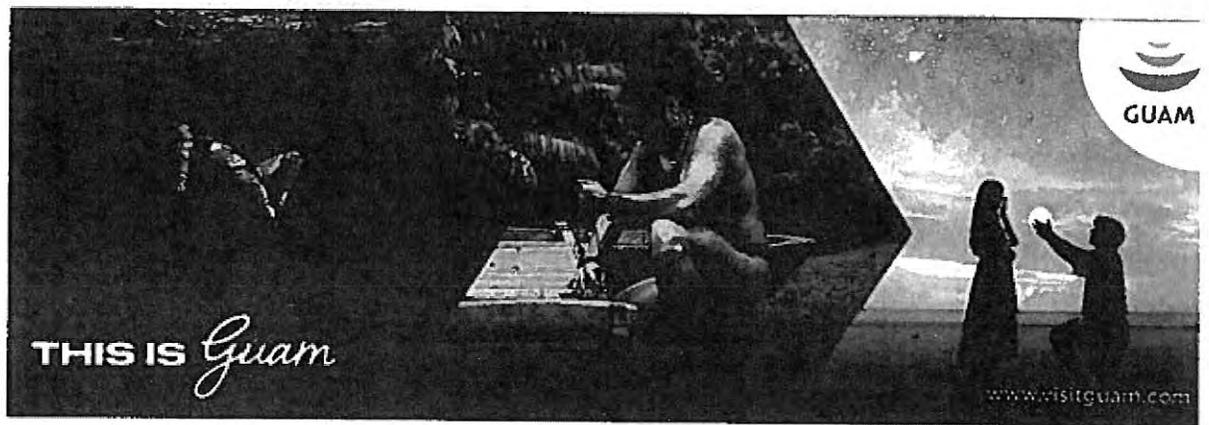
- Regular social media content and storytelling through "This is Guam" taglines, with visuals – beautiful photography and breathtaking drone footage, showcasing local culture, pristine landscapes and modern experiences.
- Collaborations with key opinion leaders and influencers from target markets (Japan, Korea, Taiwan, and the Philippines) where they can share their Guam experience and tie it into "This is Guam."

c. Creatives for brand image and communication plan

Our proposed campaign is brought to life through the attached creative materials, which include a visual representation of the overarching branding concept, sample taglines and visual designs from the series, a storyboard for a short campaign video reel, and mockups demonstrating how these pieces translate into-real-world applications.

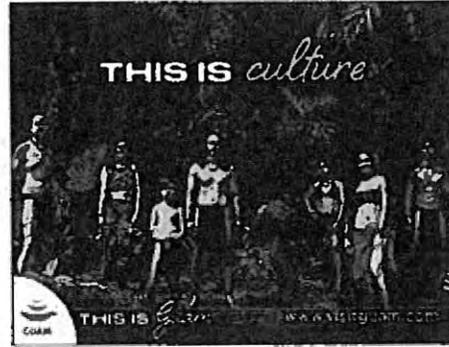
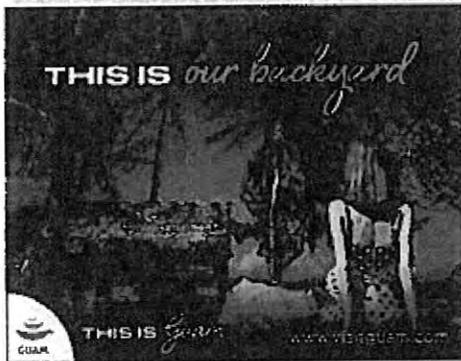
Note: Please see the accompanying sheets immediately following this section for a detailed visual representation of our branding campaign.

Overall Concept



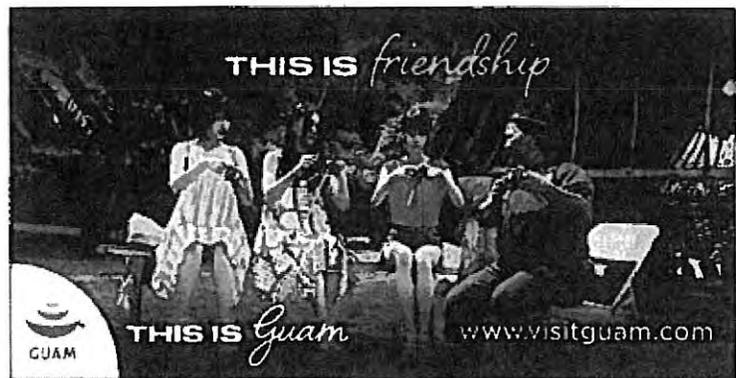
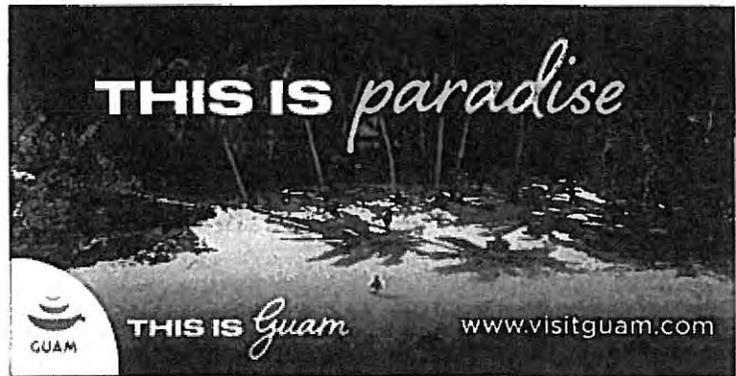
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Series Creatives



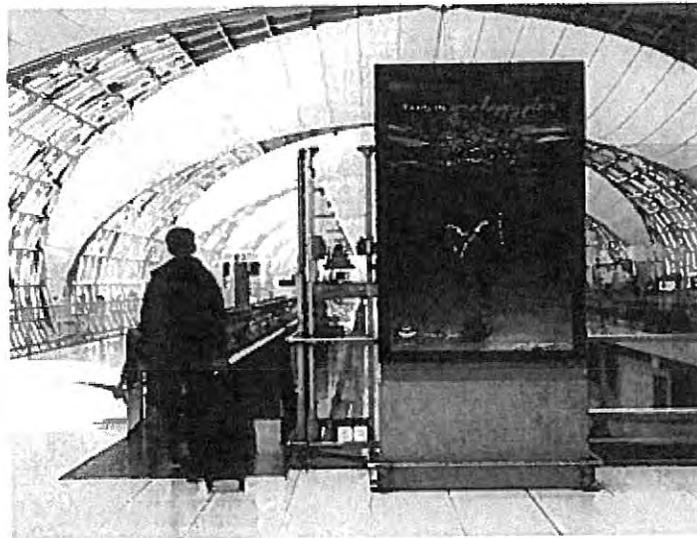
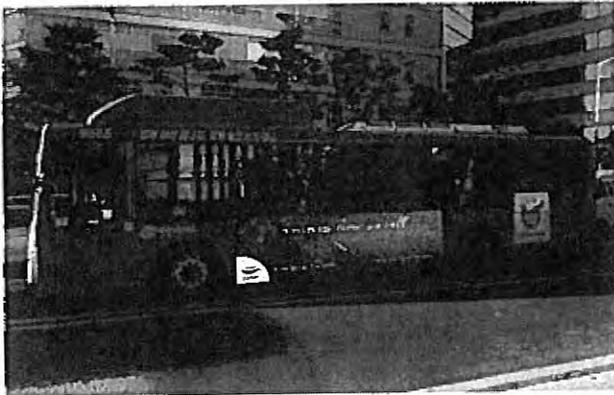
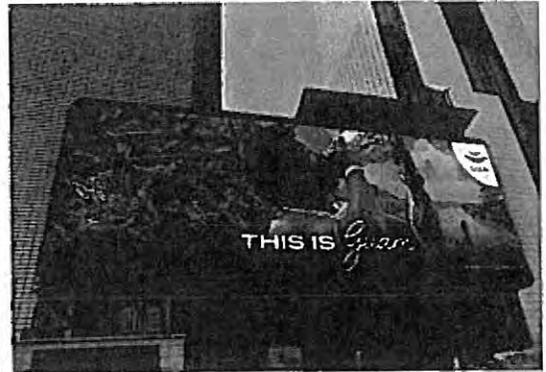
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Mockups in Real-World Applications



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Web Banner & Social Media Mock Up



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Social Media Reel Storyboard Concept



AUDIO VOICE OVER
Guam...

VIDEO DESCRIPTION: Aerial shot of a person waving in Two Lover's Point



AUDIO VOICE OVER:
...where paradise...

VIDEO DESCRIPTION: Zooming in drone shot of a couple at shore



AUDIO:
...meets adventure.

VIDEO: Clip of hiker walking under a tree branch



AUDIO VOICE OVER:
Come, let us share with you our story

VIDEO DESCRIPTION: Camera pans up and shows the statue of Chief Kepuha



AUDIO VOICE OVER
rich in culture

VIDEO DESCRIPTION: Zooming in shot of cultural dancers in costume



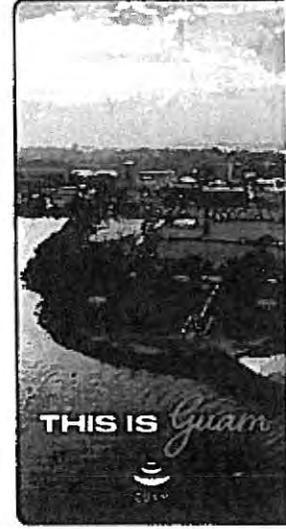
AUDIO:
and unique flavors

VIDEO DESCRIPTION: Camera pans to a plate of Apigi'ge



AUDIO:
Experience your next escape with us.

VIDEO DESCRIPTION: Aerial shot of a person in Priest Pools looking over the sunset



AUDIO:
This is Guam

VIDEO DESCRIPTION: Aerial shot of Agaña. The text "This is Guam" and GV logo appears on screen.



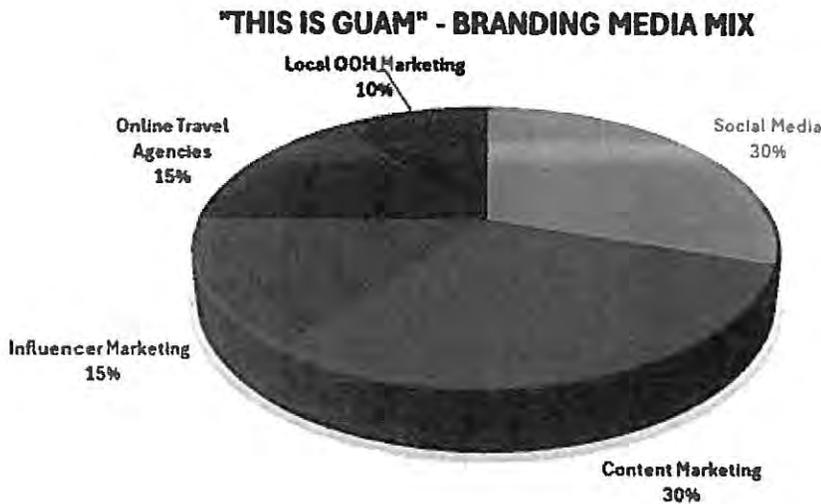
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d. Media mix addressing frequency, reach and message for each market segment

Pie Chart Distribution

- **Social Media:** vibrant and inviting imagery via the top social platforms that allow source market audiences to share experiences, travel plans and connect with a mass audience.
 - Japan – LINE, Twitter, Instagram and TikTok
 - Korea – Kakao Talk, Instagram, Naver Band and Twitter
- **Content Marketing:** video content platforms such as Blogs and YouTube with high-quality content that is effective in increasing visibility and awareness that attracts and encourages engagements with the audience.
- **Influencer Marketing:** continuing partnerships with social influencers/bloggers for direct access to their followers and gain credibility through personal reviews.
- **Online Travel Agencies:** forming partnerships with experienced online travel agencies to feature the Guam destination and upcoming events to further attract audiences.
- **Local OOH Marketing:** inspire and engage our local audience by utilizing visible platforms such as billboards, bus stop shelters, moving billboards and wall murals to feature the "This is home...This is Guam" campaign message.





D.2 – Test Scenario – Summer Event Enticing Travel to Guam

The Guam Experience 2025 (working title: GU-XP) is a three-day, immersive event designed to highlight Guam's rich cultural heritage, pristine natural beauty, unique activities and modern-day vibrant culture. Each day features a unique theme and location, encouraging visitors to explore the island beyond the central tourist areas. This event will showcase the different facets of Guam, tied together by a unified identity. The event will entice families and individuals from key target markets to experience the full spectrum of what Guam has to offer, from our traditional culture to our iconic natural beauty, beaches, activities and contemporary arts. By integrating incentives and consistent branding across all three days, the event ensures that our visitors view it as one complete journey, that will provide an authentic, all-encompassing experience of Guam.

This approach encourages longer visitor stays, maximizes economic impact, and supports GVB's goals of cultural preservation, sustainability, and community involvement.

a. Positioning and communications plan for summer season travel to Guam in 2025

"Discover the full Guam Experience: 3 days, 3 themes, 1 unforgettable journey." The event positions Guam as a must-visit summer destination by offering a single cohesive event that highlights its culture, natural beauty, unique activities and modern lifestyle. The unified identity ties together the diverse themes of the event, ensuring that visitors see it as a comprehensive experience worth attending in full.

Key Messaging Themes

- **Day 1 – Culture Day (The Roots of Guam):** This day transforms the southern villages of Guam into a vibrant, multi-village festival. Each participating village will offer unique activities and storytelling that reflects its distinct history and culture. Visitors can enjoy guided tours that connect these villages, featuring local historians, cultural showcases, and performances. Villages can host workshops for traditional arts and crafts, such as weaving and carving, to provide hands-on experiences. Food vendors will offer traditional CHamoru cuisine and pop-up vendors will specifically feature local artisans and their products. This approach encourages visitors to explore beyond central tourist areas.
- **Day 2 – Beach Day (Sun, Sand and Sea):** Located at Ypao Beach or a similar beach park, this day highlights Guam's natural beauty and its appeal as a family-friendly, sun-soaked



destination. Visitors will enjoy a variety of beach activities, including watersports like paddleboarding, kayaking, and snorkeling. Games and competitions for all ages, along with kid-friendly adventures such as sandcastle-building contests and scavenger hunts, will engage families and create memories. Food vendors will offer a mix of kid-friendly meals and snacks, and local and American-style cuisine.

- **Day 3 – Modern Guam (Arts, Music and Culture of Now):** Featuring Guam's contemporary arts and creative groups like the GAX community, popular musicians and bands, and local streetwear brands and merchandise. It'll also showcase a popup of young entrepreneurs and their arts and crafts, along with unique food concepts that showcase the island's unique culinary landscape. This evening event captures the youthful energy and creativity of modern Guam, while maintaining the unified identity of The Guam Experience.

Unified Branding and Communication Plan

- The event will have a singular brand identity (logo, slogan, visual themes) for The Guam Experience that resonates across all three days.
- Incorporate an incentive – partner with local entrepreneur group (GUMA) to develop a unique, collectible promotional gift to unify the event. Each day will feature a distinctive piece tied to the theme of that day, encouraging attendees to participate in all three days. Attendees who collect all three will have the opportunity to claim a special prize, adding an element of excitement and engagement to the experience.
- Consistent messaging through multi-platform campaigns to ensure the event is perceived as a cohesive three-day journey rather than three separate events.

b. Campaign objectives and desired target market segments

Campaign Objectives

- Position Guam as a premier summer destination by showcasing its cultural heritage, natural beauty, unique activities and modern vibrancy in a unified campaign.
- Encourage longer visitor stays by tying all three events together under a single identity.
- Boost community pride and support sustainable tourism through collaboration with local stakeholders such as the Mayors Council of Guam, Guam Unique Merchandise & Arts (GUMA), historians and revitalization efforts such as the Islandwide Beautification Task



Force can tie in with a unified island-pride campaign, to amplify a unique selling point of Guam being renowned for its hospitality.

- Drive attendance and economic impact from key markets, ensuring a family-friendly and memorable experience.

Target Market Segments

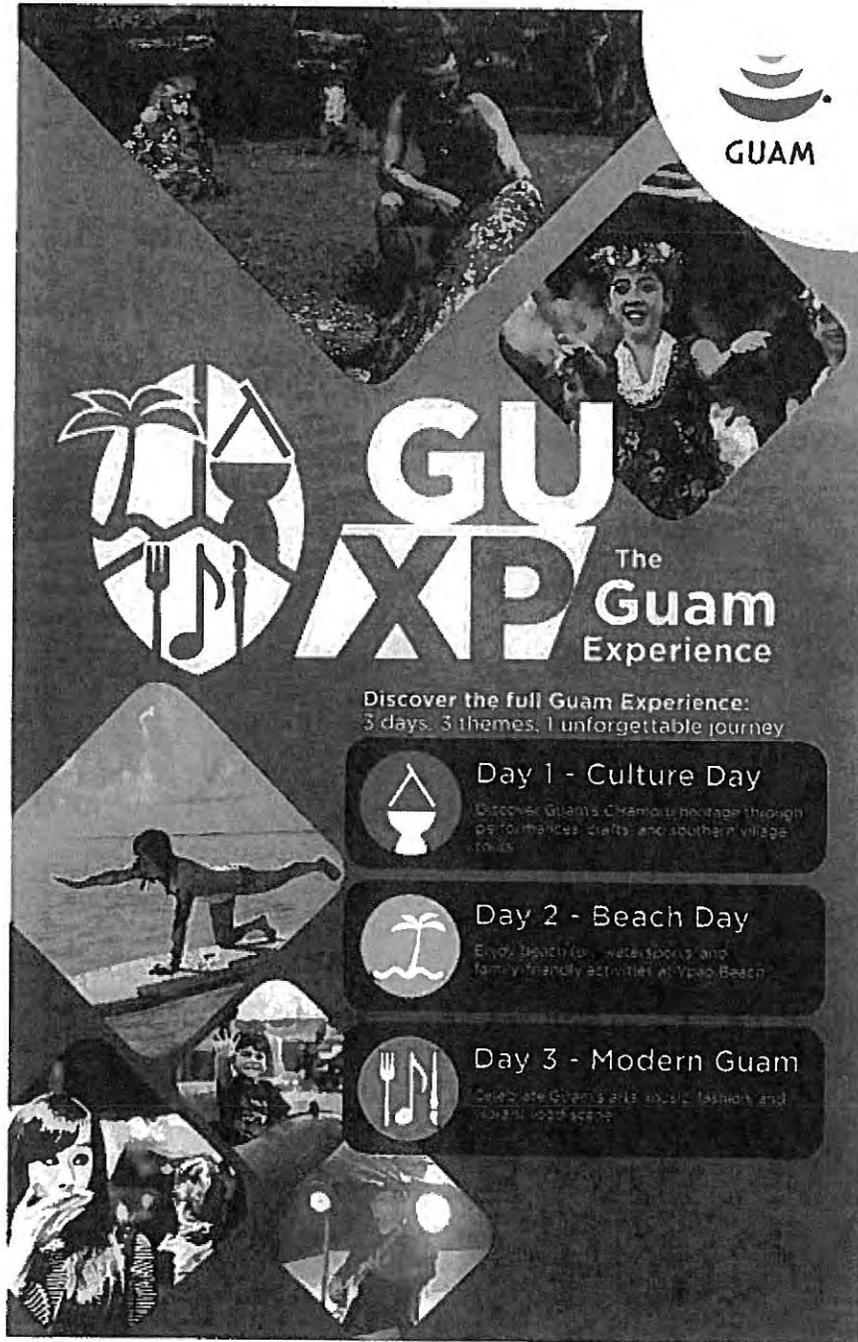
- **Families:** Highlight family-friendly activities, vibrant visuals, and collectible charm incentive to group participation.
- **Young Professionals (Korea, Taiwan, Japan, Philippines):** Emphasize the modern, artistic vibe of Day 3 to attract younger travelers.
- **Multi-Generational Groups:** Design themes and activities that appeal to a broad age range, encouraging full family attendance.
- **First-time visitors:** Providing a three-day all-encompassing Guam experience event provides them with the full experience without having to do their own research and presents an all-in-one package.

c. Campaign creative images and communication plan to reach objectives

Our creative assets for *GU-XP: The Guam Experience* includes a blend of digital and print materials that highlight the 3-day event concept while maintaining consistency with the campaign's overarching goals. This includes event posters, logo concepts incorporating three distinct symbols, each representing one event day, seamlessly forming a cohesive singular mark. The concepts include social media teasers for event days and mockups.

Note: Please see the accompanying sheets immediately following this section for a detailed visual representation of our event concept.

"The Guam Experience" Event Poster Concept



Client understands and acknowledges that this document, content and appendices have been developed by Glimpses of Guam by the investment of time, effort and expense and that this document is a valuable, special, and unique asset and is to be considered intellectual property of Glimpses of Guam. In consideration for the disclosure of the presented artwork, client agrees to hold in confidence and will not disclose, copy or modify the information contained in this document to any person or entity without prior written consent of Glimpses of Guam.

"The Guam Experience" Event Logo & Symbols

Primary Event Logo



Symbols

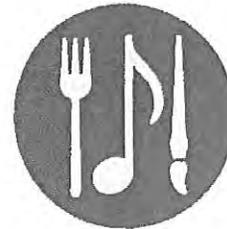
Each day is associated with a specific thematic symbol that corresponds to that day's theme.



The Roots of Guam
CULTURE DAY

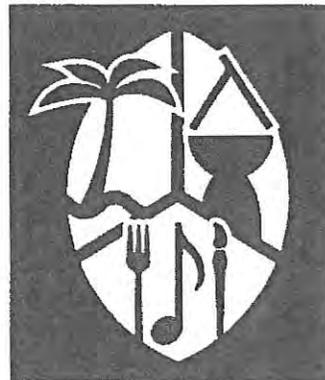


Sun, Sand and Sea
BEACH DAY



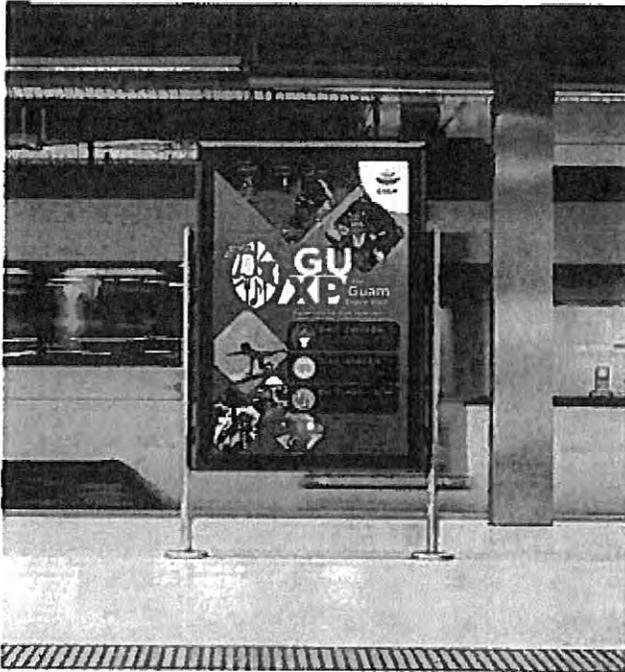
Arts, Music and Culture of Now
MODERN GUAM

The main logo integrates all three symbols as a unified element



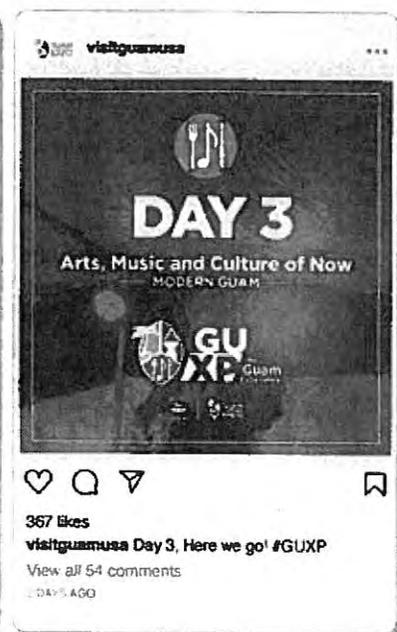
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"The Guam Experience" Event Real World Mock Ups



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"The Guam Experience" Event Social Media Posts



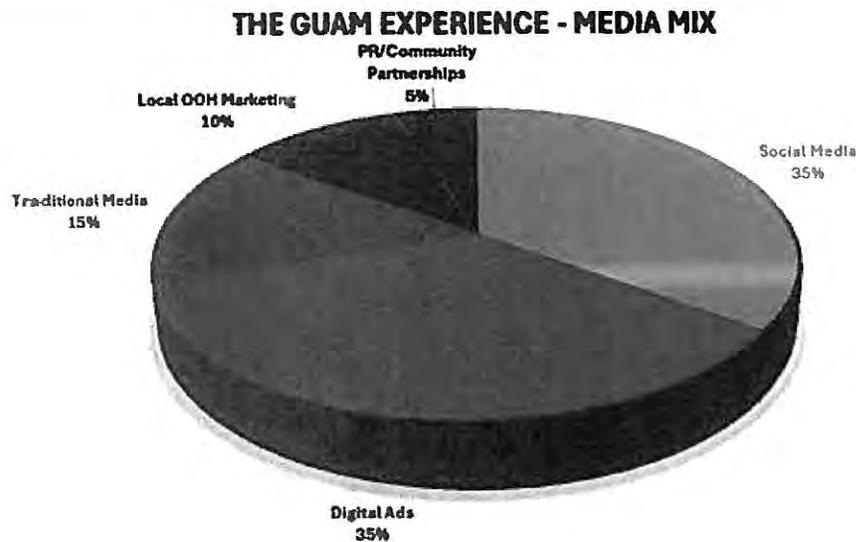
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d. Media mix addressing frequency, reach and message for each market segment

Pie Chart Distribution

- Social Media: IG, FB to promote event with teasers and each day's theme, and a unique gift to engage with a younger audience; partner with influencers
- Digital Ads: on travel platforms, social media platforms (Instagram, YouTube, X, Facebook) and social and blog platforms specific to source markets – Korea (Kaokao Talk, Naver) Japan (Line, Mixi, Ameba)
- Traditional Media: local and multi-generational audiences in source markets
- PR and Community Partnerships: local stakeholders (mayors, cultural organizations, GUMA, businesses) and local beautification taskforces and initiatives to instill local pride and community involvement
- Local OOH marketing: Posters, banners and materials for hotels and tourist sites, car rentals, Lam Lam tours, airlines, travel agencies, etc.





GlimpsesAdvertising

Message Customization by Market:

- Korea, Japan, Taiwan: Highlight immersive cultural experience, family activities and adventures, charm collection and prize incentive
- Taiwan and Philippines: Beaches, adventure activities, modern vibes, charm collection and prize incentive

D.3 – Subcontractors

To deliver a full turn-key service for the Guam Visitors Bureau, Glimpses Advertising has partnered with the following subcontractors who bring extensive experience and specialized expertise to key areas of the RFP scope of work.

- Adztech & Public Relations, Inc.
 - Role: Core of Events & Logistics Team, managing event planning, logistics, and on-site execution for GVB initiatives.
 - Expertise: Over 20 years of experience coordinating high-profile events such as the Pacific Mini Games and Festival of Pacific Arts (FestPac).
- Klara M
 - Role: Leads the Digital Team, responsible for social media and digital marketing, including content creation, influencer partnerships, and KPI tracking
 - Expertise: Award-winning provider of corporate videos, drone imagery and video work, digital campaigns and SEO.

Note: Relevant work and project details for Adztech & Public Relations, Inc. and Klara M are attached following this section for reference.

Adztech and Public Relations, Inc.

2025 Event

Mayors' Council of Guam 18th Mayoral and Vice Mayoral Inauguration

The 18th Mayors' Council of Guam Mayoral and Vice Mayoral Inauguration, held on January 4, 2025, marked a significant moment for Guam, celebrating leadership and community. Adztech served as the Event Management firm for this historic occasion, overseeing every aspect of the event's execution. From strategic planning and logistics to program coordination and event branding, Adztech ensured a seamless and memorable experience. The team managed the venue setup, audiovisual elements, and overall ambiance, creating a dignified and celebratory atmosphere. As the first inaugural event since the COVID-19 pandemic, Adztech played a pivotal role in uniting the community to honor Guam's mayors and their shared vision for the island's future.

Scope of Work:

- Event Management
- Program Development
- Electronic Media
- Graphic Design
- Print Production
- Set Design
- Writing/Editing Script, Speech
- Logistics
- Publication
- Catering
- Live Stream Broadcasting
- Audio/Sound



2024 Event: Guam SandFest

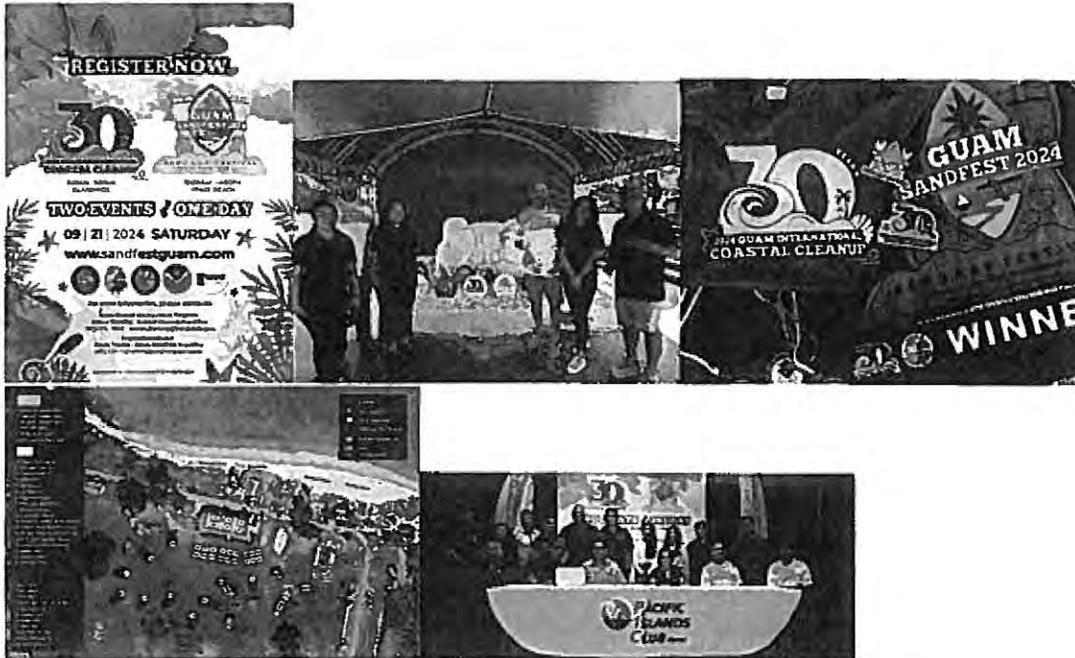
Two Events, One Day: Guam International Coastal Cleanup + Sand Art Festival

A one-of-a-kind event celebrating 30 years of sustainability and culture, the Guam International Coastal Cleanup and Inaugural SandFest combined into a vibrant experience featuring two award winning sand sculptors, sand sculpting, workshops, live music, and eco-education. This unique two-in-one event showcased Guam's dedication to environmental stewardship and cultural preservation, bringing the community together for a day of impactful action and joyful celebration.

Adztech proudly served as the Event Management firm for this inaugural occasion.

Scope of Work:

- Event Management
- Marketing and Strategy
- Program and Competition Development
- Public Relations
- Advertising
- Electronic Media
- Creatives
- Graphic Design
- Print Production
- Promotional Materials
- Website Management
- Logistics
- Sales and Services: Sponsorship, Vendors, Entertainment
- Audio, Sound
- Writing/Editing
- Photography/ Videography
- Hotel/Airfare/Transportation/Stipend (Award winning Sculptors)
- Memorabilia conceptualize and fabricate



2024 Event: The Village of Don Don Donki - (3) Day Event

VIP Pre-Opening Ceremony
Vendor Day
Grand Opening

The Don Don Donki VIP Pre-Opening Ceremony and Grand Opening Day marked an exciting milestone for Guam, celebrating the arrival of the island's first Don Don Donki store. Adztech proudly coordinated all three events, ensuring a seamless and memorable experience from start to finish. The exclusive VIP Pre-Opening Ceremony offered distinguished guests a first look at the store's unique selection of Japanese products, setting the tone for the week ahead. On Grand Opening Day, Adztech managed the logistics and program as enthusiastic customers lined up early to explore the store's offerings. The energy and excitement of these events made this launch a resounding success, solidifying Don Don Donki's place in Guam's retail landscape.

Scope of Work:

- Event Management
- Marketing and Strategy
- Public Relations
- Advertising
- Social Media
- Electronic Media
- Creatives
- Graphic Design
- Print Production
- Videography and Photography
- Writing/Editing
- Staffing & Support
- Stage/ Decorations
- Logistics and Operational Support
- Traffic Control and Security



Guam Contactor's Association (2007-current)

The Guam Contractors Association (GCA) is committed to supporting and advancing Guam's construction industry. As a leading advocate for contractors and industry professionals, GCA offers valuable resources, training, and networking opportunities to strengthen the industry's workforce and infrastructure.

Adztech manages GCA's marketing and publications and also proudly oversees their yearly GCA Excellence in Construction and Contractor of the Year Event.

Scope of Work:

- Event Management
- Marketing and Strategy
- Online Events
- Outreach campaigns and programs
- Program Development
- Electronic Media
- Creatives
- Graphic Design
- Print Production
- Promotional Materials
- Website Management
- Logistics
- Publications
- Writing/ Editing
- Photography/ Videography



Pacific Mini Games: 2022

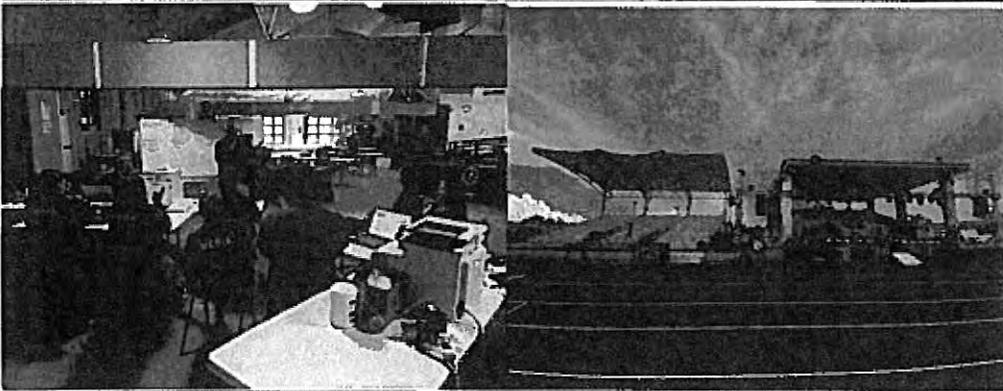
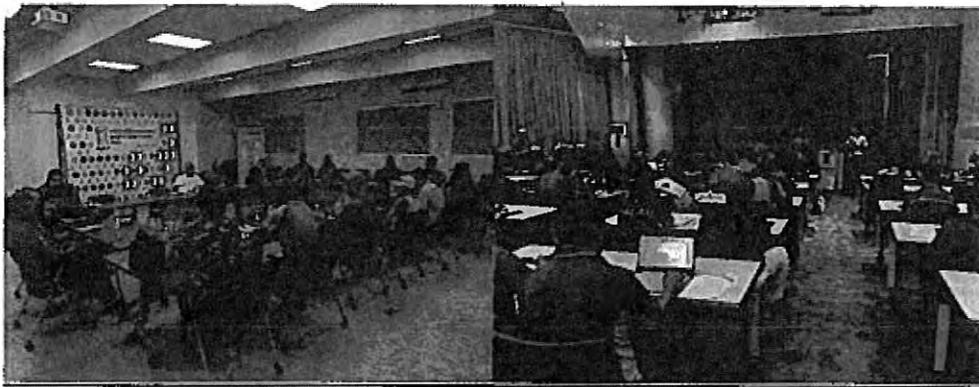
The 2022 Pacific Mini Games took place in the Northern Mariana Islands, marking a historic first for the Commonwealth as the host of this prestigious event. Originally scheduled for 2021, the Games were postponed to 2022 due to the COVID-19 pandemic. This eleventh edition brought together athletes from across the Pacific region to compete in a variety of sports, celebrating unity, resilience, and athletic excellence despite global challenges. The event not only showcased CNMI's natural beauty but also highlighted the enduring strength and solidarity of the Pacific community.

Adztech proudly served as the Event Management Firm for this landmark occasion.

Scope of Work:

- Event Management
- Marketing & Strategy
- Advertising
- Public Relations
- Outreach
- Social Media
- Media Liaison Officers
- Journalism
- Risk Management
- Training
- Media Management
- Scripting, Writing and Editing
- Media Campaign & Buys
- Contracting and Fabricating
- Electronic Media
- Creatives
- Graphic Design
- Print Production
- Promotional Materials
- Logistics & Operations
- Maintenance
- Programming
- Publication
- Press
- Photography/Videography





12th Festival of Pacific Arts Guam 2016

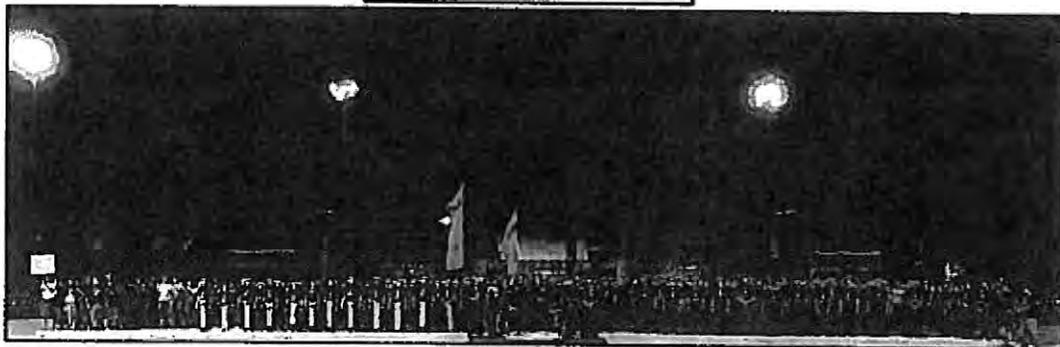
The 12th Festival of Pacific Arts (FestPac) was held in Guam from May 22 to June 4, 2016, marking the first time this prestigious event was hosted on the island and for the United States. The festival brought together thousands of artists, performers, and cultural practitioners from across the Pacific, making it the largest celebration of Pacific heritage. Featuring traditional arts, music, dance, storytelling, and crafts, FestPac fostered cultural exchange and unity among 27 island nations.

Hosted under the theme "What We Own, What We Have, What We Share, United Voices of the Pacific," the event highlighted Guam's unique Chamorro culture while embracing the rich diversity of the Pacific region. FestPac 2016 was a vibrant celebration of resilience, identity, and shared traditions.

Adztech proudly served as the Event Management Firm for this historic occasion.

Scope of Work:

- Event Management
- Marketing & Strategy
- Advertising
- Public Relations
- Outreach
- Media Campaign & Buys
- Contracting and Fabricating
- Training and Education
- Electronic Media
- Creatives
- Graphic Design
- Print Production
- Promotional Materials
- Logistics & Operations
- Housing & Transportation
- Food and Catering
- Maintenance
- Programming
- Publication
- Writing/Editing
- Radio and Video Recording
- Photography/Videography



Special Olympics Guam (2010-current)

Special Olympics Guam is a nonprofit organization dedicated to empowering individuals with intellectual disabilities through the transformative power of sports. With a range of year-round athletic programs, the organization creates opportunities for athletes to build confidence, develop skills, and form lasting friendships. Among its many offerings, track and field shines as the centerpiece of its programs, celebrating the determination, strength, and resilience of its athletes.

Supported by thousands of volunteers, families, and the community, Special Olympics Guam fosters inclusion and unity through the joy of sport for 500 athletes. Adztech proudly oversees the planning and execution of its events, ensuring their success and impact for over 15 years.

Scope of Work:

Track and Field Event
Softball
Bowling
Badminton
Soccer

- Non-Profit Campaign
- Event Management
- Program Management
- Marketing & Strategy
- Graphic Design
- Print Production
- Public Relations
- Online Events
- Fundraising
- Opening Ceremonies
- Website Development & Management
- Logistics
- Grant Writing
- Photography/Videography
- Social Media Management
- Creatives
- Uniforms and Promotional Materials
- Clinics and Training



GTA (2019- current)

GTA is Guam's leading telecommunications provider, offering reliable and innovative solutions in mobile, internet, and home services. With a commitment to advancing technology and delivering exceptional customer service, GTA has hosted several impactful events to engage and support the community.

Adztech proudly served as the Event Management Firm for several of these initiatives, including the Youth Leadership Event: Leading with Purpose, the grand opening of their flagship store, village outreach programs, and ground-breaking events to introduce fiber connectivity into local villages. Through these collaborations, Adztech ensured each event was expertly planned and executed, leaving a lasting impression on attendees and the community.

Scope of Work:

- Event Management
- Online Events
- Marketing and Strategy
- Graphic Design
- Logistics
- Village Outreach



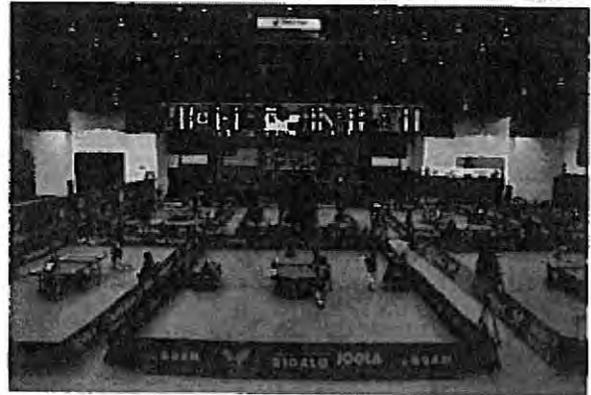
2012 International Table Tennis Tournament (ITTF)

The International Table Tennis Federation Guam 2012 World Cadet Challenge
In 2012, Guam proudly hosted the International Table Tennis Federation (ITTF) World Cadet Challenge, bringing together the world's best young table tennis talents for an unforgettable competition. This prestigious event showcased the skill, speed, and determination of athletes from all corners of the globe as they competed at the highest level of the sport. The tournament also highlighted Guam's growing presence in the international sports community, offering a platform for cultural exchange and fostering friendships through the love of table tennis. The 2012 World Cadet Challenge was a landmark event, inspiring the next generation of athletes on Guam and beyond.

Adztech was the Event Management Firm.

Scope of Work:

- Event Management
- Marketing & Strategy
- Public Relations
- Advertising
- Media Campaigns & Buys
- Electronic Media
- Creatives
- Graphic Design
- Print Production
- Promotional Material
- Hosting and Travel Arrangements
- Logistics & Installation
- Publication
- Photography/Videography

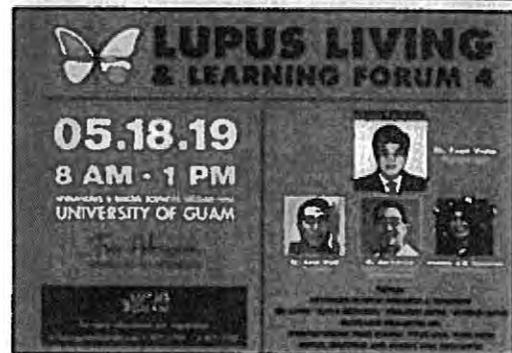
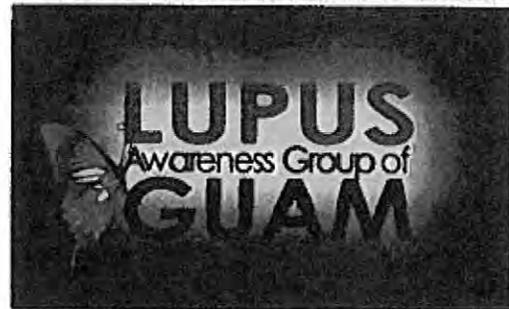


Lupus Awareness Group of Guam
2014- current

The Lupus Awareness Group of Guam is a dedicated nonprofit organization committed to supporting individuals living with lupus and their families. Through education, advocacy, and community outreach, the group works tirelessly to raise awareness about lupus, a chronic autoimmune disease that affects many on Guam and around the world. By hosting support groups, awareness events, and providing resources, the Lupus Awareness Group of Guam empowers patients, fosters understanding, and encourages early diagnosis and treatment. Together, they strive to bring hope and improve the quality of life for those impacted by lupus on the island.

Scope of Work:

- Non-Profit Campaign
- Event Management
- Marketing & Strategy
- Advertising
- Public Relations
- Online Events
- Program Management
- Electronic Media
- Graphic Design
- Print Production
- Promotional Materials
- Website Development & Management
- Logistics
- Writing
- Videography
- Photography



Coast 360 Federal Credit Union

Coast360 Federal Credit Union is a trusted financial institution serving the people of Guam with a full range of financial products and services. Dedicated to empowering members and supporting the island community, Coast360 offers innovative banking solutions, including savings and checking accounts, loans, and digital banking options. With a focus on member satisfaction and community engagement, Coast360 continues to help individuals and families achieve their financial goals while contributing to Guam's economic growth.

Scope of Work:

- Event Management
- Marketing & Strategy
- Advertising
- Media Campaigns & Buys
- Electronic Media
- Graphic Design
- Print Production
- Promotional Materials
- Logistics & Installation
- Publication
- Photography/Videography



The Five Deeps Exhibition

Public Relations firm for the world's first manned expedition to the deepest point in each of the five oceans. This expedition was done with the Challenger Deep and successfully completed combing one of the deepest parts of our earth, the Marianas Trench. Adztech was the Public Relations firm that assisted the Expedition team led by Rob McCallum. Team included: Victor Vescovo (set new record), Don Walsh (first expedition dive to the Trench).

Scope of Work:

- Public Relations
- Tour and Visit Coordination
- Safety and Security
- Timeline & Agenda
- Communication with National Media
Discovery Channel P.R. Company based in London



11th Annual Guam Food Safety Education Fair and Training 2023

The 11th Annual Guam Food Safety Education Fair and Training 2023 - this two day event brought together industry experts, food vendors, and community members to raise awareness about the importance of food safety. This event featured informative presentations, hands-on demonstrations, and resources to help local businesses and residents understand best practices in food handling, sanitation, and preparation. With a focus on promoting public health and ensuring the safety of Guam's food supply, the fair highlighted the latest food safety trends and fostered a culture of responsibility across the island's food industry.

Adztech was the Event Management Firm.

Scope of Work:

- Event Management
- Marketing & Strategy
- Advertising
- Public Relations
- Program Management
- Social Media Management
- Outreach Campaign
- Electronic Media
- Creatives
- Graphic Design
- Print Production
- Promotional Materials
- Logistics
- Publication
- Safety Training Coordination
- Radio and Video Recording
- Photography

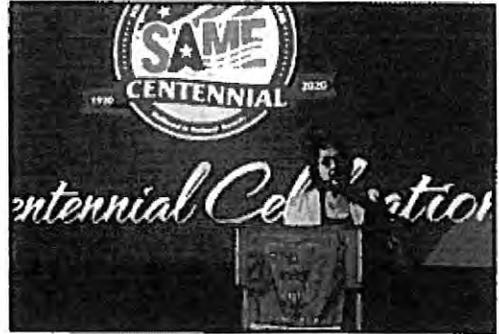


SAME Centennial - 2020

Adztech proudly served as the event management company for the SAME Centennial Celebration at the Hyatt Regency Guam, commemorating 100 years of the Society of American Military Engineers, a distinguished non-profit organization. From the initial planning stages to the event day, Adztech managed every aspect, including logistics, marketing strategy, graphic design, printing, and photography/videography. Their meticulous attention to detail and creative expertise ensure a seamless and memorable celebration honoring the legacy and contributions of SAME.

Scope of Work:

- Non-Profit Campaigns
- Event Management
- Marketing & Strategy
- Advertising
- Sales & Service: Sponsors, Vendors
- Electronic Media
- Creatives
- Graphic Design
- Print Production
- Promotional Materials
- Logistics
- Photography/Videography



KLARA M

Company description

KLARA M is a dynamic digital marketing agency based in Guam, specializing in professional content creation and storytelling that captivates audiences and drives results. Since its establishment in 2018, KLARA M has partnered with clients across diverse industries, producing high-quality photos, videos, graphic designs, and strategic campaigns tailored to each brand's unique needs.

From crafting memorable wedding and event visuals to delivering impactful corporate branding and advertisements, KLARA M's expertise spans a wide range of creative and marketing solutions. Notable accomplishments include winning two prestigious corporate awards from Dusit International for best video production and leading the complete rebranding of Guam Memorial Hospital—including its logo, website, branding, imagery, and content strategy.

At its core, KLARA M offers comprehensive services, including social media management, targeted advertising, website development, and story-driven content creation. With a commitment to excellence and innovation, KLARA M empowers businesses and organizations to tell their stories, elevate their brands, and connect meaningfully with their audiences.

Relevant Past Projects (Content)

Dusit Thani & Dusit Beach

KLARA M has done extensive work for Dusit Thani over the course of 5 years, from award-winning corporate videos to Covid safety videos and aesthetic social media reels.

FIFA event coverage

During FIFA President Infantino's very first visit to Guam, FIFA's media team hired KLARA M to capture the entire experience from start to finish. KLARA M set up 4 different camera angles including drone imaging to meet FIFA's expectations and requirements. During FIFA's second visit, they hired KLARA M again to capture event photos.



United Airlines

United Airlines Chief Pilot Pierre Frenay hired KLARA M to create several videos. These projects involved filming multiple scenes, people and even flying drones at the airport. The KLARA M team can handle difficult logistical challenges effectively to ensure quality content.

NAVFAC Marianas

NAVFAC Marianas hired KLARA M to create a commercial for their recruitment initiative and to showcase Guam as a destination. This involved highlighting the balance of work and play

Enterprise

Enterprise Rent A Car hired KLARA M to showcase Guam as a travel destination while highlighting their rental cars and their partnership with USO. This video played in the theaters for several months in 2024.

Suite 401 DNA Building
 238 Archbishop Flores St.
 Hagåtña, Guam 96910



TRANSMITTAL

To:	Ms. Regine Biscoe Lee President & Chief Executive Officer Guam Visitors Bureau 401 Pale San Vitores Road Tumon, Guam 96913 Email: Regine.lee@visitguam.org	From:	Benjamin J.F. Cruz Public Auditor Office of Public Accountability
		Pages:	13 (including cover page)
CC:	Mr. Daniel J. Berman, Esq Attorney for Appellants Glimpses of Guam, Inc. Berman Law Firm Suite 503, Bank of Guam Bldg. 111 Chalan Santo Papa Hagåtña, Guam 96910 Phone: (671) 477-2778 Fax: (671) 477-4366 Email: djberman@pacificlawyers.law	Date:	March 12, 2025
		Phone : Fax:	(671) 475-0390 x. 204 (671) 472-7951

Re: OPA-PA-25-002 Notice of Receipt of Appeal

For Review
 Please Comment
 Please Reply
 Please Recycle

Comments:

Please acknowledge receipt of this transmittal by re-sending this cover page along with your firm or agency's receipt stamp, date, and initials of receiver.

Thank you,
 Jerrick Hernandez, Auditor
jhernandez@guamopa.com

This facsimile transmission and accompanying documents may contain confidential or privileged information. If you are not the intended recipient of this fax transmission, please call our office and notify us immediately. Do not distribute or disclose the contents to anyone. Thank you.



OFFICE OF PUBLIC ACCOUNTABILITY

Suite 401 Pacific News Building, 238 Archbishop Flores St., Hagåtña, Guam 96910

Phone: (671) 475-0390 / FAX: (671) 472-7951

March 12, 2025

Ms. Regine Biscoe Lee
President & Chief Executive Officer
Guam Visitors Bureau
401 Pale San Vitores Road
Tumon, Guam 96913

VIA EMAIL: Regine.lee@visitguam.org

Re: Notice of Receipt of Appeal – OPA-PA-25-002

Dear Ms. Biscoe Lee,

Please be advised that Glimpses of Guam, Inc. (hereinafter referred to as “Glimpses”) filed an appeal with the Office of Public Accountability (OPA) on March 11, 2025, regarding the Guam Visitors Bureau’s (GVB) denial of its protest decision related to the procurement for Integrated Communications, Advertising and Event Support Service (GVB RFP 2025-002). OPA has assigned this appeal case number OPA-PA-25-002.

Immediate action is required of GVB pursuant to the Rules of Procedure for Procurement Appeals, found in Chapter 12 of the Guam Administrative Regulations (GAR). Copies of the rules, the appeal, and all filing deadlines are available at OPA’s office and on its website at www.opaguam.org. The first eleven pages of the notice of appeal filed with OPA is enclosed for your reference.

Please provide the required notice of this appeal to the relative parties with instructions that they should communicate directly with OPA regarding the appeal. You are also responsible for giving notice to the Attorney General or other legal counsel for your agency. Promptly provide OPA with the identities and addresses of interested parties and a formal entry of appearance by your legal counsel.

Pursuant to 2 GAR, Div. 4, Ch. 12, §12104(3), the submission of one complete copy of the procurement record for the procurement solicitation above, as outlined in Title 5, Chapter 5, §5249 of the Guam Code Annotated is required no later than **Wednesday, March 19, 2025**, five work days following this Notice of Receipt of Appeal. We also request one copy of the Agency Report for each of the procurement solicitations cited above, as outlined in 2 GAR, Div. 4, Chap. 12, §12105, by **Wednesday, March 26, 2025**, ten work days following receipt of this notice.

When filing all required documents with our office, please provide one original and one copy to OPA (**electronic filings will be acceptable and highly encouraged, and can be emailed to jhernandez@guamopa.com**), and serve a copy to Glimpses.

GVB1189

Thank you for your prompt attention to this matter. Please contact Jerrick Hernandez at jhernandez@guamopa.com or 475-0390 ext. 204 should you have any questions regarding this notice.

Sincerely,



Benjamin J.F. Cruz
Public Auditor

Enclosure: First 10 pages of the Notice of Appeal – OPA-PA-25-002

Cc: Daniel J. Berman, Esq., Attorney for Glimpses

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PROCUREMENT APPEAL

BERMAN LAW FIRM
Suite 503, Bank of Guam Bldg.
111 Chalan Santo Papa
Hagåtña, Guam 96910
Telephone No.: (671) 477-2778
Facsimile No.: (671) 477-4366

3/11/25

2:43 ✓ Thomas Quicharko
002

Attorneys for Appellant:
GLIMPSES OF GUAM, INC.

BEFORE THE OFFICE OF PUBLIC ACCOUNTABILITY

IN THE APPEAL OF
GLIMPSES OF GUAM, INC.,
Appellant.

NOTICE OF PROCUREMENT APPEAL
Docket No. OPA-PA-002

To: Office of Public Accountability ("OPA")

Appellant Information

Name: Glimpses of Guam, Inc. ("Glimpses")

Mailing Address: 161 US Army Juan C. Fejeran Street
Barrigada Heights, Guam 96913

For purposes of this Appeal, please direct filings and
correspondence to Glimpses' legal counsel:

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

Business Address: 161 US Army Juan C. Fejeran Street
Barrigada Heights, Guam 96913

Email Address: djberman@pacificlawyers.law

Daytime Contact No.: 671-477-2778

Fax No.: 671-477-4366

1 On January 27, 2025, Glimpses served its Sunshine Law and FOIA requests on
2 GVB. See Exhibit "7", Glimpses Sunshine Law Request No. 1 (request for bid of
3 "RIMS") dated January 27, 2025, attached. And on February 1, 2025, GVB served its
4 Responses, but withheld and concealed any bid submission from "RIMS".

5 On February 4, 2025, Glimpses timely filed its protest with GVB. See Exhibit "5".

6 On February 24, 2025, GVB issued its decision and rejection of Glimpses' protest
7 and "Notice of Determination of Award Without Delay". See Exhibit "1", GVB Letter
8 dated February 24, 2025 to Glimpses (without 254 pages of exhibits), attached hereto.
9 Therein, GVB provided explanation behind their award.

10 This procurement is for integrated advertising and marketing services. The RFP
11 provides that "...GVB is seeking visionary businesses to play a pivotal role in
12 establishing the island as a premier destination in the Asia Pacific region ..." See RFP,
13 p. 9 of 40. Despite its stated intention to seek out a visionary business, GVB awarded
14 the right to contract to a lesser qualified bidder.

15 In the evaluation, Glimpses was ranked third with 220 points and "Manhita" was
16 ranked first¹ with 271 points. However, only Glimpses held a previously unblemished
17 and solid performance on their contract previously awarded by GVB for marketing
18 services over a term between January 1, 2024 to September 30, 2025. See Exhibit "3",
19 Letter from GVB to Glimpses dated September 27, 2024, extending the contract.

20 But, no RFP or prior Notice to the Governor, Legislature or the public of Guam
21 exists that converted this procurement into a state of declared public emergency so as to
22 apparently circumvent the automatic stay on the issue of a new contract to its preferred
23 bidder. *Id.; also*, 5 GCA § 5425(g). Glimpses is unaware of a state of public emergency
24 caused by a suspense of advertising and marketing services for GVB to tourist markets
25 for the purpose of the conduct of OPA review.

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27 ¹ Glimpses cannot be sure if some form of serious typographical error exists, or if a "Manhita" or "The
28 Manhita Group" exists, or has been improvidently or illegally replaced by GVB to now read "RIMS".

1 **2. GVB's Acceptance Of The RIMS Bid Violated The RFP**

2 The scope of work in the RFP 2025-002, subsections *Communications & Advertising*
3 *Scope of Work* and *Metrics & Reporting*, were almost identical to the Contract C24025
4 (awarded to Glimpses) that had been renewed in C25010 on September 27, 2024
5 through September 30, 2025, only to be terminated by GVB in December 2024. *See*
6 Exhibits "2", GVB/Glimpses Contract November 29, 2023; *also*, Exhibit "3", GVB Letter
7 dated September 27, 2024. There has never been any indication of unsatisfactory work
8 by Glimpses; and in fact, Glimpses had been praised for their quick turnaround of
9 projects and execution of events. This RFP appears unnecessary at best and biased at
10 worst.

11 **A. No State of Public Emergency Exists**

12 The urgency of a public emergency to resume marketing activities, while noted,
13 is as speculative as it is unsupported by the surprise declaration. The alleged urgency
14 does not override the public policy necessity of procurement law for a fair procurement
15 procedure and the valid concerns presented in the Glimpses protest. Stated another
16 way, the last-minute conversion of this procurement into a sole source emergency
17 contract is not warranted, nor does it explain how and why GVB management and
18 employees cannot perform any or some of the marketing and advertising actions
19 without the bidder RIMS. Any bona fide public emergency would have been stated in
20 the RFP and up front.

21 **B. No Objective Evaluation**

22 Inside the GVB evaluation scoresheet, the Glimpses proposal received a
23 noticeably low score from Evaluator B, particularly under *Qualifications and Experience*.
24 But, as an objective measure, having Glimpses' contract admittedly renewed as recently
25 as September 27, 2024 for a one year period, demonstrates that Glimpses' work and
26 qualifications more than met the needs of GVB. This scoring can only be explained
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1 through an unfair, biased approach that is contrary to objective criteria, if such were in
2 place.

3 Moreover, the evaluation score sheet of GVB shows that "Manhita" or "The
4 Manhita Group" had the highest score of 271 and was ranked no. 1. See GVB award to
5 RIMS (Evaluation of Proposals), Exhibit "4". But, RIMS is not even mentioned on the
6 Evaluation of Proposals. "Manhita" is first, and remains an unknown bidder to the
7 present, and apparently was denied an award despite receipt of the highest score.²

8 GVB's evaluation table provides four (4) factors for review and satisfaction. The
9 first three (3) are "qualifications and experience" for 150 points; "demonstrated
10 capability and capacity to respond" for 15 points; and, "quality and responsiveness" for
11 15 points. Given that it is undisputed that Glimpses performed the same contract in
12 2023-2024 without blemish or any kind of deficiency, Glimpses could not have received
13 less than the maximum points in these three (3) of four (4) categories nor be ranked
14 below that of the top 2 finishers. See Exhibits "2" to "6", attached. In contrast, RIMS
15 had no prior experience in performing these contract services. More, the demonstration
16 of "capability and capacity" could only be top rank, given the unqualified success of
17 Glimpses on its November 29, 2023 contract. The Glimpses quality and responsiveness
18 had to be given a maximum score of 15 based upon the record. The total for Glimpses
19 should have been 180 just for these three (3) categories.

20 Glimpses could find no material or qualitative differences in the fourth category
21 "D. Plan of Performance - Approach and Strategy" between the bids of Glimpses and
22 Manhita because the Manhita or "RIMS" bid was not produced pursuant to Sunshine
23 Law request No. 1. As a consequence, Glimpses requests a *de novo* review and neutral
24 and objective re-evaluation of the submitted bids.

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28 ² *Supra* at footnote 1.

1 **3. GVB Failure and Refusal to Notify Glimpses of Right to Review and Appeal**

2 GVB's notice of rejection to Glimpses failed or refused to give notice that the
3 aggrieved bidder Glimpses has the legal right to an appeal to the OPA or the Court.
4 5 GCA § 5425(c)(3); Compare Exhibit "1", GVB Notice of rejection dated February 24,
5 2025. Failure to give notice of the right to appeal is a violation of procurement law. The
6 Public Auditor's power to review agency protest action is *de novo*. 5 GCA § 5703.

7
8 **4. A Crucial Portion Of The Specifications Are Ambiguous And Unfair And The**
9 **Procurement Must Be Rebid**

10 The Glimpses proposal was given a low score on the *Plan of Performance -*
11 *Approach and Strategy* which asked to create a hypothetical scenario with very little or no
12 guidance on budget, expected performance outcome(s) or relevant criteria for
13 judgment.³ Glimpses does not believe that this category is a valid basis for evaluation of
14 capabilities.

15 Guam procurement law provides in relevant part at 5 GCA § 5211(e) that:

16 ... Bids shall be evaluated based on requirements set forth in
17 the invitation for Bids, which may include criteria to
18 determine acceptability such as inspection, testing, quality,
19 workmanship, delivery and suitability for a particular
20 purpose. Those criteria that will affect the bid price and be
21 considered in evaluation for award shall be objectively
22 measurable, such as discounts, transportation costs, and
23 total or life cycle costs. The Invitation for Bids shall set forth
24 the evaluation criteria to be used. No criteria may be used in

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27 ³ It is well settled that a municipal service contract is governed by the provisions of article 5-A of
28 the General Municipal Law, which are designed "with the dual purposes of fostering honest
 competition and also to guard against favoritism, improvidence, extravagance, fraud and
 corruption" (*Le Cesse Bros. Contr. v. Town Bd.*, 62 AD2d 28, 31, *affd* on *opn* below 46 NY2d 960).
 To promote those purposes, a municipality is obligated, "in advance of bidding, to convey in
 precise terms to prospective bidders the exact basis on which the contract will be awarded, so
 that each such bidder will be enabled to make an intelligent evaluation and bid" (*Matter of*
 Suffolk Roadways v. Minuse, 19 AD2d 888, 89; see also, *Matter of Progressive Dietary*
 Consultants of N.Y. v. Wyoming County, 90 AD2d 214, 217). Furthermore, the municipality is
 "required to furnish specifications which state the nature of the work as definitely as practicable
 and which contain all the information necessary to enable bidders to prepare their bids" and "it
 must award the contract on the basis provided for in the specifications and determine the 'lowest
 responsible bidder' in accordance with the specifications" (*Matter of Progressive Dietary*
 Consultants of N.Y. v. Wyoming County, supra, at 217). *Browning-Ferris*, 204 A.D. 2d at 1047-
 1048 (N.Y. App. Div. 1994).

bid evaluation that are not set forth in the Invitation for Bids.
(emphasis added)

This provision is necessary to ensure that bidders are in fact bidding in all respects on the same procurement.⁴ This theme is repeated in Guam's procurement regulations. 2 GAR § 4102(a)(1) provides in relevant part that "... Specifications shall be drafted with the objective of clearly describing the territory's requirements". 2 GAR § 3115(d)(2)(A)(ii) provides that a solicitation may be cancelled after bid opening if "... ambiguous or otherwise inadequate specifications were part of the solicitation ...". The Public Auditor has recognized that ambiguous or conflicting IFB requirements mandate that the solicitation be cancelled. See OPA Decision dated March 20, 2015, in *In the Appeal of Pacific Data Systems, Inc.*, OPA-PA-14-007. That ruling is consistent with case law on this issue.

In *Inferno Associates v. Division of Administration*, 692 So.2d 1280 (La. App. 1997), the state issued an IFB for construction and installation of three medical waste incinerators. Two bids were submitted. The lowest bidder failed to provide specifications for the construction. Although the IFB required that detailed construction specifications be furnished with the bid package, it did not define what was meant by "detailed construction specifications". The hearing officer determined that the IFB was ambiguous as to what information was required, and when it was required. The hearing officer ordered that the solicitation be set aside as a result of this ambiguity. On appeal, the court upheld the decision of the hearing officer, concluding that the evidence demonstrated that the specifications as written could not fairly be used to evaluate the bids. *Id.* at p. 1284. See also *Caber Systems, Inc. v. Dept. of General Services*, 530 So.2d 325 (Ct. App. Fla. 1988); *Mark Dunning Industries, Inc. v. Perry*, 890 F.Supp. 1504 (M.D. Ala. 1995); *Gale v. City of St. Paul*, 98 N.W.2d 377 (1959).

⁴ "No criteria may be used in bid evaluation that are not set forth in the Invitation for Bids". 5 GCA § 5211(e).

1 The point is that the solicitation for bids, and importantly the bids themselves,
2 must be apple to apple. If the specifications are incomplete, as in the *Inferno Associates*
3 case, this is not possible. It is respectfully submitted that the situation here is far more
4 egregious. The problem is not only that GVB failed to specify what it wanted, and that
5 it recommended "key goals", but instead that the solicitation was highly misleading
6 since the bid made by Glimpses was not prohibited for non-responsiveness. It became
7 inevitable that a bidder who ignores GVB's recommendation and provides for a
8 different kind of response will be the winner. That is extremely unfair.

9 Specifically, the evaluation fourth "criteria" of GVB, worth 120 points out of 300;
10 that is, "D. Plan of Performance - Approach and Strategy" (Exhibit "4"), was not set
11 forth in the RFP either in those words nor in weighting (40%). See Exhibit "6", RFP
12 Scope of Work, "Communications & Advertising Scope of Work", excerpt § 1.1, at pp.
13 10-12, attached. While wordy and verbose, the RFP sub-sections 1 to 7 in § 1.1, p. 10, do
14 not explain to the bidders the exact criteria "D" that was actually used for evaluation.
15 *Compare and contrast*, Exhibit "6" p. 10 to Exhibit "4" Evaluation Table, attached.

16 The only fair result is that GVB be ordered to clearly decide what precisely in the
17 RFP was sought different than the previous contract issued to Glimpses, and issue a
18 new solicitation, so that all bidders will be bidding on the same project.

19 **5. GVB Was Required to Issue Only an Invitation for Bid**

20 The issue of an "RFP" for the operation and management of an advertising and
21 marketing plan is not a "professional service". Only the service of "accountants,
22 physicians, lawyers, dentists, licensed nurses, other licensed health professionals and
23 other professionals" are procured by a Request for Proposals. 5 GCA § 5216, 5121(a); 2
24 GAR § 3114(a); also, *Fleet Serv. Inc. v. Dept. of Admin.*, 2006 Guam 6, ¶15.

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Ruling Requested

Glimpses requests that the Request for Proposal and intent to award be voided.

Alternatively, Glimpses requests that the OPA order that GVB seek independent re-evaluation of the bids submitted for this procurement. The scope of the procurement was ambiguous, and the failure of GVB to unambiguously state whether it required the same or different performance criteria from the contract issued to Glimpses in the RFP, and the resulting inevitable failure of the bidders to submit parallel bids, has subverted the purpose of this procurement and is cause to re-evaluate the bids.

Separately, the GVB evaluation is unconnected to the undisputed facts of the record; that is, the apparent top ranked bid submission of Glimpses, based on their actual performance in 3 of 4 required categories, that should have lead to an award of the contract to Glimpses.

Declaration Re No Court Action

Pursuant to 5 GCA Chapter 5 § 5425(g), unless the court requests, expects, or otherwise expresses interest in a decision by the Public Auditor, the Office of Public Accountability will not take action on any appeal where action concerning the protest or appeal has commenced in any court.

The undersigned party does hereby confirm that to the best of his or her knowledge, no case or action concerning the subject of this Appeal has been commenced in court. All parties are required to and the undersigned party agrees to notify the Office of Public Accountability within 24 hours if court action commences regarding this Appeal or the underlying procurement action.

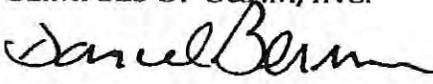
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DATED this 11 day of March, 2025.

Respectfully submitted,

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

By: 

DANIEL J. BERMAN

Address: Suite 503, Bank of Guam Building
111 Chalan Santo Papa
Hagatna, Guam 96910

Telephone: 671-477-2778



March 19, 2025

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

Subj: Notice of Appeal
Re: GVB RFP 2025-002 Integrated Communications, Advertising and Event Support Services

Hafa adai Mr. Ruder:

Please be advised that Glimpses of Guam, Inc. (hereinafter referred to as "Glimpses") filed an appeal with the Office of Public Accountability (OPA) on March 11, 2025, regarding the Guam Visitors Bureau's (GVB) denial of its protest decision related to the procurement for Integrated Communications, Advertising and Event Support Service (GVB RFP 2025-002). OPA has assigned this appeal case number OPA-PA-25-002.

Pursuant to 2 GAR Division 4, Chapter 12, we are required to issue this notice to you as the current contractor for this service. You should communicate directly with OPA regarding the appeal if you have any questions.

Thank you for your continued support of the Bureau.

Régine Biscoe Lee
President and CEO
Chief Procurement Officer