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**ADDENDUM TO  
REQUEST FOR PROPOSALS  
FOR  
MARKETING, BRANDING, CAMPAIGN DEVELOPMENT  
AND  
STRATEGIC PLANNING SERVICES**

**ISSUED:  
AUGUST 19, 2020**

## **PURPOSE:**

This Addendum (“Addendum”) is being issued to provide answers to questions about the City of Rancho Mirage Request for Proposals for Marketing, Branding, Campaign Development and Strategic Planning Services, dated August 4, 2020 (“RFP”), which questions prospective bidders submitted requesting further details regarding the RFP. Included below are said questions and answers thereto, all of which shall be made part of the RFP by inclusion into this Addendum.

## **GENERAL INSTRUCTIONS:**

This Addendum constitutes an integral part of the RFP and shall be read in conjunction with the RFP. Where inconsistent with the RFP, this Addendum shall govern. It is the responsibility of all respondents to the RFP to conform to this Addendum. Unless specifically changed herein, all other requirements, terms and conditions of the RFP remain unchanged. All respondents must acknowledge receipt of this Addendum by signing and submitting the form that is attached to this Addendum as Exhibit “A.”

## **QUESTIONS AND ANSWERS:**

**Question 1:** Do you have existing research? When was it conducted? Can you share?

**Answer 1:** The City has conducted a few brand audits the past couple months, those will be shared during the strategic planning process with the selected candidate.

**Question 2:** Are you looking to create a brand for Visit Rancho Mirage (tourism) or for the City that will use this brand for tourism? Is this a new brand or are we replacing an existing? Most destinations have a sub brand (i.e. Visit Rancho Mirage)...is this your vision?

**Answer 2:** The primary focus will be the sub brand (right now Relax Rancho Mirage); however, the main City branding will need to be included in the brand guidelines presentation as that currently does not exist. There may be some findings during the process where staff may identify overlap and find ways to enhance the City branding as well.

**Question 3:** Is there any affiliation/tie-in with the Greater Palm Springs brand?

**Answer 3:** There are a few collaborations and good solid working relationship. The opportunity is for Rancho Mirage to find its unique brand positioning that is consistent with GPSCVB narrative promoting the destination.

**Question 4:** Does economic development play a role in the new brand? Or is this primarily a tourism brand?

**Answer 4:** Tourism has been and is the primary focus; however, staff anticipates Economic Development to be addressed in the discovery and strategic planning process.

**Question 5:** How will success be measured? By whom? How often?

**Answer 5:** There has not been a strategic plan here for many years. There are many significant events and developments in the coming years that will allow the City to build a strategic plan around. The City expects to identify key performance indicators for each of the strategic plans annual objectives and review those on a quarterly and annual basis with the Marketing team, director and report to the City Manager and City Council.

**Question 6:** On a scale of 1-5 (5 being most aggressive), rate your desire to be pushed creatively?

**Answer 6:** This is City government with many stakeholders; however, the marketing team wants to be pushed creatively between a 3-5.

**Question 7:** On a scale of 1-5 (5 being most aggressive), rate your desire to be pushed strategically?

**Answer 7:** The Marketing team wants to be pushed strategically between a 4-5.

**Question 8:** Are you currently working with an Agency/creative shop?

**Answer 8:** The City is not currently working with an agency in this area. The City has a month to month agreement with an agency that manages web and social media.

**Question 9:** Are case studies included in the not to exceed 20- page count response?

**Answer 9:** The proposal is limited to 20 pages; however, case studies may be added provided they are located in an Appendix at the back of the proposal.

**Question 10:** Will answers be sent directly back to me? May I request all Q/A's regarding this RFP?

**Answer 10:** An Addendum with all questions and answers will be posted on Wednesday, August 19, 2020, by the end of the day to answer all questions. City staff will not answer questions directly.

**Question 11:** Who is your target audience(s) and what type of data do you have around this?

**Answer 11:** This will be identified and agreed upon in the strategic planning process.

**Question 12:** Could you let us know if you are open to a Canadian agency that has and continues to work with clients in the US?

**Answer 12:** Any agency is welcome to submit a proposal.

**Question 13:** Could you confirm per your tenders page that we are to submit our proposal via email to your address as opposed to submitting this over regular mail in print? If still in print, can we please request a digital submission as the courier companies are not guaranteeing delivery dates/times currently?

**Answer 13:** See the RFP General Instructions for Submittal. Proposals submitted by Mail must be delivered on time in accordance with the RFP General Instructions for Submittal. The City RFP webpage also provides that the proposal may be submitted by Email.

**Question 14:** Could you identify what the budget, the range or the upset amount would be for the project?

**Answer 14:** The City has not undergone a strategic planning process, built a branding campaign and corresponding brand guidelines in a while. The City is looking for bidders to layout the scope of work and associated costs for that work. The City has not established a budget range at this time.

**Question 15:** We've just downloaded your RFP and wanted to ask you a question. We are a group of former big agency creatives that have worked on projects building creative strategic strategies, brand development, and brand voice that speaks to the target audience at those agencies for several years. The question is: Our company has only been in business for two years and our client list is small, are we still eligible to submit a proposal?

**Answer 15:** Any agency is welcome to submit a proposal.

**Question 16:** What is the budget for this effort?

**Answer 16:** The City has not undergone a strategic planning process, built a branding campaign and corresponding brand guidelines in a while. The City is looking for bidders to layout the scope of work and associated costs for that work. The City has not established a budget range at this time.

**Question 17:** Is there an incumbent currently or previously being used for the City's marketing and communication work? If so, who is it?

**Answer 17:** No, all contracts with prior agencies have been canceled and the City has one agency working month to month on web support and social media strategy and implementation.

**Question 18:** As a practice, we do not respond to RFPs without a budget or at least a budget range. Could you please share what the anticipated budget will be for the entirety of the project inclusive of media spending budget?

**Answer 18:** The City has not undergone a strategic planning process, built a branding campaign and corresponding brand guidelines in a while. The City is looking for bidders to layout the scope of work and associated costs for that work. The City has not established a budget range at this time.

**Question 19:** I came across your RFP for MARKETING, BRANDING, CAMPAIGN DEVELOPMENT AND STRATEGIC PLANNING SERVICES and we are very interested in submitting a proposal. I was able to access the RFP but wanted to make sure we didn't have to fill out a vendor form to submit a proposal. When I clicked on it, it went to a form so I wanted to be sure we did everything we were supposed to do for proper submission.

**Answer 19:** The submission form filled out on the City's website is only to allow download of the RFP. If you plan to submit a proposal on this RFP, follow the General Instructions for Submittal in the body of the RFP.

**Question 20:** My company is interested in participating in your RFP process. Are you able to provide any budget guidance, such as a maximum?

**Answer 20:** The City has not undergone a strategic planning process, built a branding campaign and corresponding brand guidelines in a while. The City is looking for bidders to layout the scope of work and associated costs for that work. The City has not established a budget range at this time.

**Question 21:** The strategic 4-year plan appears to be focused on the new tourism opportunity outlined, thus the plan would be a tourism plan not a general city communications plan. Is this correct? Both would appear to be two separate plans.

**Answer 21:** The Marketing Department is responsible for tourism marketing, but also public information (i.e. general city communication) and planning and executing events. The 4-year strategic plan needs to marry those three functions together by identifying overlap and synchronizing process. Currently, they operate very independently and there is no cohesion. The objectives of the public information portion may have different tasks but should not be a separate plan.

**Question 22:** For clarity, you've requested new video production and photography be included in this proposal in SCOPE OF SERVICES Stage II. Is this correct?

**Answer 22:** The last bullet point in that section reads "Production and launch of final brand identity release including video, social, photo, ads, etc." This would only be assets related to launching or unveiling the new branding campaign" Once campaign/brand has been selected, the selected agency will build assets announcing the campaign.

**Question 23:** Has there been a 'ballpark' budget identified for this project and implementation?

**Answer 23:** The City has not undergone a strategic planning process, built a branding campaign and corresponding brand guidelines in a while. The City is looking for bidders to layout the scope of work and associated costs for that work. The City has not established a budget range at this time.

**Question 24:** Do there appear to be any issues working with qualified marketing agencies out of state?

**Answer 24:** Any agency is welcome to submit a proposal.

**Question 25:** How many years do you have to be in business to submit an RFP?

**Answer 25:** Any agency is welcome to submit a proposal.

**Question 26:** What is the primary business problem you hope the branding and marketing efforts will help solve? Attracting new residents? New tourists? New businesses?

**Answer 26:** Events, communication, branding, public information all operate mostly independently and there needs to be a plan, vision and cohesion. Once that framework is identified during the strategic planning process, key objectives and associated tasks will be flushed out.

**Question 27:** Can you clarify who you see as your target audience for this effort? We are assuming that building tourism to Rancho Mirage would be a critical objective in the long run. But is this an *immediate* goal (tapping into the tourism that already comes to the entire Palm Springs area) or a goal once the development is completed? In this initial scope of work, is it instead developers, businesses and/or residents you would be hoping to attract?

**Answer 27:** The main stakeholders in Rancho Mirage are residents, businesses, events and guests (tourism). The City is looking to build a strategic plan that identifies key opportunities for each audience.

**Question 28:** Can you give insight into how your marketing department is structured functionally?

**Answer 28:** The Marketing Department has 5 separate positions; the Marketing Director, Communications Specialists, Event and Marketing Specialist, Management Analyst and Video Production.

**Question 29:** Who would the chosen agency be reporting to within that department?

**Answer 29:** The Director of Marketing.

**Question 30:** We've worked with a number of cities/towns on their identity and marketing/communications (it's a niche of ours), so we're well-versed in understanding that with an effort of this magnitude there are typically quite a number of stakeholders. Can you give us any insight into who your stakeholders would be? For instance: the office of tourism

- the downtown district
- an historical preservation group
- residents
- business owners

We imagine the agency would collaborate with some stakeholders, and in other cases we might just need to ensure the work is complementary to their efforts. Can you clarify?

**Answer 30:** The City Council, City Manager, Director of Marketing. Based upon the objective, other key stakeholders can be identified (i.e. Resorts, businesses, residents, Greater Palm Springs Convention and Visitors Bureau).

**Question 31:** Do you have any relevant existing research findings that might prove helpful as foundational and/or background to this project?

**Answer 31:** The City has conducted a few brand audits the past couple months, and those will be shared during the strategic planning process with the selected candidate.

**Question 32:** What are your identified knowledge gaps? What are you hoping to learn with research?

**Answer 32:** There is no existing strategic plan. Most of the marketing department is new within past couple years and there is little strategy and cohesion to current branding, events, communication, etc. The goal is to enhance that with the assistance of subject matter experts.

**Question 33:** Secondary research we can, of course, conduct as needed (eg, benchmarking/competitive landscape analysis). But in terms of primary research, there are several stages in an effort such as this where testing could prove valuable:

**Answer 33:** Staff was not able to discern a question here.

**Question 34:** Are you looking to learn more about your target audience(s) – views, habits, perceptions, etc.?

**Answer 34:** Not currently. The City is missing the key fundamentals currently. Once those are established and identified this may be a key objective in years 2-4 of the strategic plan.

**Question 35:** Do you have a budget that would support testing 2-4 potential positioning directions with your defined target audience?

**Answer 35:** You will need to submit your proposal for what “testing” entails and what the costs associated with that would be.

**Question 36:** Another stage that we could seek audience input would be once actual creative has been concepted (those 3 potential campaign directions you outlined in the RFP). Is this of interest?

**Answer 36:** The City’s intention would be to loop in key stakeholders for input.

**Question 37:** Do you have any methodologies you prefer? (Obviously, in the COVID environment many of the more traditional methods either can’t be used or need to be adapted. Our research expert has been conducting research in this new environment and could help guide the effort accordingly.)

**Answer 37:** The City is open to all methodologies and will also consider methods that relate to COVID19, since this may be our new normal.

**Question 38:** You mention wanting to conduct research “locally, globally and domestically.” Do you have any target areas for the domestic and global research? Do you see this as primary or secondary research?

**Answer 38:** The objective here is to create a tier of local, national and global Cities that match closely to Rancho Mirage to use as case studies for best practices, etc.

**Question 39:** Are the “workshop sessions” you mention in the RFP meant for you to download/brief us (eg, stakeholder interviews or stakeholder group discussions) or were you thinking of them as more to brainstorm or to co-create?

**Answer 39:** Initially with the City’s marketing team and then branching out as needed to stakeholders.

**Question 40:** Do you have existing photography and/or video that you’re happy with? Or do you anticipate the need to shoot new photography/video?

**Answer 40:** Most of the assets in the archive are dated. At some point new material will be needed. Knowing that photo/video shoots and postproduction carry many levels of investment and variables, the City fully expects proposals to include a set price and a notation that if custom photography/video are required, that will need to be quoted separately. The City does not expect that they be fully included. The City is looking for brand ideas and then the source files.

**Question 41:** Obviously this is a biggie. Can you give a sense of your overall budget for

the scope of work as outlined in the RFP? Good People Branding is set up as a collaborative and we can customize a team based on your needs, your budget and your timing, but it would be helpful to know budget so that we can assemble the absolute right team for you.

**Answer 41:** The City has not undergone a strategic planning process, built a branding campaign and corresponding brand guidelines in a while. The City is looking for bidders to layout the scope of work and associated costs for that work. The City has not established a budget range at this time.

**Question 42:** The RFP document asks for three hard copies to be received by 4pm on Monday, Aug. 31. However on the Request for Proposals page of the Rancho Mirage website it states that "RFPS WILL BE ACCEPTED ELECTRONICALLY VIA EMAIL IN PDF FORMAT AND MAY SUBMITTED TO THE CONTACT NAMED IN THE RFP."

I just want to clarify which submission format or formats are permissible, particularly since our office is still working remotely.

**Answer 42:** See the RFP General Instructions for Submittal. Proposals submitted by Mail must be delivered on time in accordance with the RFP General Instructions for Submittal. The City RFP webpage also provides that the proposal may be submitted by Email.

**Question 43:** Proposals may be submitted electronically or when submitted by mail, submit three hard copies in accordance with RFP.

**Answer 43:** Yes, this is correct.

**Question 44:** For campaign #1 (Grand Oasis), the large development, what elements would fall under this assignment and what are the commercial development partners responsibilities?

**Answer 44:** This project was mentioned as it will be completely unique to the area and really boost tourism and revenue over the coming years.

**Question 45:** What is the development timeline for campaign one? What are the landmarks, is there a phased opening of different elements? Will it's "official" opening correspond to the 50th anniversary of Rancho Mirage? Is it a celebration of the 50th?

**Answer 45:** The Grand Oasis may correspond with the 50th anniversary; however, because of COVID19, this may change.

**Question 46:** The city's logo appears to be a ram, is there significance to this?

**Answer 46:** The ram is significant because of their protection within the city.

**Question 47:** How much does the population of Rancho Mirage grow during the winter season?

**Answer 47:** The population grows approximately 10,000+ during season.

**Question 48:** For the logo development what aspects are needed for this particular part of the project? Would you be inclined to having a suite of related iconography or would each be independent of each other?

**Answer 48:** The branding assessment will be flushed out during the strategic planning session. The City may agree that all elements need to be changed or only some of the taglines, etc. The City does not have a specific answer currently.

**Question 49:** Is the name, Grand Oasis Crystal Lagoon and any subset areas of the development, set or will the selected agency be responsible for brand development/naming of the commercial and residential aspects of this project?

**Answer 49:** The City will not be involved in the brand development of the Grand Oasis. The City is just informing agencies that this is something exciting coming to the City of Rancho Mirage.

**Question 50:** Is the target audience within the Los Angeles and Orange County areas, or are we focused on a state and national campaign? The area also enjoys a large Canadian tourism base. Would that be an additional audience?

**Answer 50:** Those questions are all relevant and need to be determined in the strategic planning session. The Greater Palm Springs CVB does a lot to market the destination. The City wants to ensure the branding and positioning is representative of Rancho Mirage is and what it will be in the next 3-5 years. Currently, the City does not feel like it does. Once that has been established, target marketing can be a focus identified in the strategic plan.

**Question 51:** Can you provide the campaigns, areas and results that you have achieved with previous marketing efforts. Including where the spend media buys were placed.

**Answer 51:** Previous spends were sporadic and did not have documented strategy, objectives or measured results. Not much incite to glean here. The City is looking for a clean slate with this process.

**Question 52:** After development of the creative campaign will the selected agency be responsible for the execution of the creative across all platforms?

**Answer 52:** No, wanted to make this a very clean transaction. Submitting agency should be great at strategic thinking and planning, be able to suggest innovation branding and marketing campaign, and provide big ideas and assist with drafting a road map for the next 4 years. Once that process has been completed, and with help of the assisted brand

guidelines, the City has internal sources that can create assets. However, the City may decide to issue a separate RFP for ongoing design, strategy and services such as web, design, etc.

**Question 53:** The writers festival and the observatory (library) has it's own staff and board of directors, what would the dynamics of this engagement entail? Would we pitch the City of Rancho Mirage and/or then the writers fest/observatory? Will the decision making be defined (who will approve, this could cause delays and expense). We recognize that the observatory seems to be made up of the city's members of government.

**Answer 53:** The City Council, City Manager, Executive team and Marketing Director will be the recommending and approving parties. The scope of this RFP will be strategy and branding for the City and City's tourism branding. Library and Writers Festival will not be included in branding pitches, etc. The Marketing department is tasked with managing marketing and public relations for the Writers Festival, so wrapping the process with events into the strategic plan is important to us.

**Question 54:** The project outline appears to be six months, would the selected agency work on the fulfillment of the campaigns over the rest of the 4 year period?

**Answer 54:** No, the scope of work would be completed once a 4-year strategic plan is completed, branding campaign and guidelines have been established and the corresponding source files have been delivered. The City may issue a separate RFP for various services such as web, design, strategy, etc.

**Question 55:** Do you have a defined social media strategy with messaging pillars?

**Answer 55:** Yes, however, the City will need to reassess during the strategic planning workshops.

**Question 56:** Do you have/work with community-based photographers or videographers on a contract basis?

**Answer 56:** Yes, the City works with photographers and has its own videographer. The City does not have contracts with any businesses currently.

**Question 57:** Can you confirm whether the interview round must be done in person? With Covid-19 we have a freeze on staff travel for safety and health reasons. Will you be allowing video conference call interviews, or must they be in-person?

**Answer 57:** The City anticipates all interviews to be via Zoom or similar platform of video conferencing.

**Question 58:** What is the budget you have allocated for the agency work outlined in this RFP?

**Answer 58:** The City has not undergone a strategic planning process, built a branding campaign and corresponding brand guidelines in a while. The City is looking for bidders to layout the scope of work and associated costs for that work. The City has not established a budget range at this time.

**Question 59:** Can you provide clarity on the production of the new creative campaign on an ongoing basis? What are your expectations of agency involvement versus the responsibilities of your in-house team?

**Answer 59:** The scope of work would be completed once a 4-year strategic plan is completed, branding campaign and guidelines have been established and the corresponding source files have been delivered. The City may issue a separate RFP for various services such as web, design, strategy, etc.

**Question 60:** Do you consider the scope of this work to span for 12+ months or a specific project period?

**Answer 60:** The City anticipates 6 months from beginning to end and depends on timing of completing the defined deliverables. The scope of work would be completed once a 4-year strategic plan is completed, branding campaign and guidelines have been established and the corresponding source files have been delivered. The City may issue a separate RFP for various services such as web, design, strategy, etc.

**Question 61:** Are you interested in other marketing services in addition to those specifically outlined since we are a full-service agency?

**Answer 61:** Possibly, please provide experience and additional services for consideration.

**Question 62:** Will the agency be responsible for media planning and placement? What is the budget allocated to media buys?

**Answer 62:** Not for this project. They will be responsible for suggesting media planning and placement for areas applicable in the strategic planning process. An RFP may be issued for services for media planning and placement in the future

**Question 63:** If a media plan is already in place, what specific media platforms are you planning (digital, broadcast, print, etc.)

**Answer 63:** There is no media plan currently in place.

**Question 64:** Regarding the new master planned development, will those plans need to be included in the marketing messages your new agency will help you create? If so, can you share more specific development plans and timelines for that project?

**Answer 64:** Specific details will not need to be included; however, any agency wanting to research more about this project can review the specific plan at the City's website: <https://ranchomirageca.gov/our-city/city-departments/planning/section-31/>

**Question 65:** Regarding organic social media, which platforms will be supported? (YouTube, Facebook, Twitter, Instagram, Pinterest etc.) Do you have an in-house community manager?

**Answer 65:** The City does not have an in-house community manager, but fully expects the strategic planning process to cover social media and identify key areas of improvement.

**Question 66:** Is there a separate agency handling PR and social media influencers, or is these services also included as part of this RFP?

**Answer 66:** There is an agency on a month to month contract assisting with social media. The above services will be requested via a separate RFP after the scope of work on this project has been completed.

**Question 67:** You mention a previous relationship with Greater Palm Springs Convention & Visitors Bureau. Do you plan to continue participation in funding that effort?

**Answer 67:** The funding mechanism for the GPSCVB is done outside of the marketing department; however, the City continues to participate (via the marketing budget) in their Co-Op opportunities for the resorts and restaurants. The City also will continue to look for ways to work together.

**Question 68:** Since major events like golf tournaments are on hold for now due to COVID-19, are you planning to repurpose those sponsorship funds back into the overall marketing budget?

**Answer 68:** Significant funds have been removed from the marketing budget to assist with bridging the revenue shortfall to the City's general fund. The City sees this as the opportune time to proceed with the strategic planning process and branding.

**Question 69:** How are you planning on dealing with group business and conventions during COVID-19?

**Answer 69:** Not within our sightlines currently. The City will work with the GPSCVB and resorts with how the City's marketing department can assist in those efforts.

**Question 70:** Is there an incumbent, if yes who? What was their contract amount for?

**Answer 70:** There is not an incumbent for this scope of work. The City has not undergone a strategic planning process, built a branding campaign and corresponding brand

guidelines in a while. The City is looking for bidders to layout the scope of work and associated costs for that work. The City has not established a budget range at this time.

**Question 71:** What is the estimated budget for this work?

**Answer 71:** The City has not undergone a strategic planning process, built a branding campaign and corresponding brand guidelines in a while. The City is looking for bidders to layout the scope of work and associated costs for that work. The City has not established a budget range at this time.

**Question 72:** What are your KPI's year over year?

**Answer 72:** The City does not have a current strategic plan for the marketing department, so there are no KPI's at this time.

**Question 73:** What are your current metrics? Total visitation, room nights in your properties, revenue from your members?

**Answer 73:** There are no established metrics for marketing and events at this time.

**Question 74:** Can you provide previous year's metrics, including visitation numbers, media spend and ROAS, etc.

**Answer 74:** The data is not currently tracked by the City's marketing department and available to provide.

**Question 75:** Current top inbound markets. Within California, states and countries.

**Answer 75:** Currently our top markets are Canada, Washington State, Northern California, Los Angeles, Orange County and San Diego.

**Question 76:** Do you have a relationship or reliance on Visit California and other CVBs in the area?

**Answer 76:** The City is currently supporting the local Greater Palm Springs CVB and Rancho Mirage Chamber of Commerce.

**Question 77:** What do your current tourism segments consist of and how are they attracting them?

**Answer 77:** Currently tourism is from our Relax Rancho Mirage Instagram and Facebook pages, as well as the website [whereisranchomirage.com](http://whereisranchomirage.com).

**Question 78:** What is the existing and planned for meeting space (if any other than hotel space) planned for the future project?

**Answer 78:** Conceptual plans for our local Ritz Carlton, but nothing solid happening or in planning right now.

**Question 79:** What is the expected completion date?

**Answer 79:** The City aims to be a bit fluid because of the COVID-19 pandemic. The City's aim would be to complete the project in 6 months. Target end of February of 2021.

**Question 80:** Are family vacationers a target audience?

**Answer 80:** Yes.

**Question 81:** Is your destination along a route that would lend itself for regional itinerary/ Fly/Drives?

**Answer 81:** Yes, the City of Rancho Mirage is located in the Palm Springs area, and is 2.5 hours from San Diego, 2 hours from Los Angeles and Orange County, 4 hours from Las Vegas and Arizona and 7 hours from San Francisco. The City also has a local airport Palm Springs International, as well as Ontario International Airport.

**Question 82:** How does Rancho Mirage currently differentiate itself from its neighbors?

**Answer 82:** The City's current taglines are Playgrounds of Presidents and Heart of the Palm Springs Valley. This is an area the City would like to explore and make changes.

**Question 83:** What other events or festivals have taken place in the past or planned?  
Professional Services agreement, Section 6: Extra work: if this exceeds a reasonable amount, which is determine how, can this be invoiced for separately?

**Answer 83:** Currently we are home to the ANA Inspiration and the Rancho Mirage Writer's Festival.

The aim of Section 6 is to create a provision that if staff agrees that a task needs to be completed and is not covered in the original scope of work, the City can request and must preauthorize additional work to be performed that would be billed separately.

**Question 84:** Are there any sensitivities between different communities to be aware of?

**Answer 84:** Not that we are currently aware of.

**Question 85:** How many proposers will be invited to the finalist interview round?

**Answer 85:** The City anticipates the top 6-10 depending on quality of the responses.

**Question 86:** Will the finalist interview round be conducted virtually or in person?

**Answer 86:** The finalist round will be conducted virtually.

**Question 87:** Is there a target budget the City is trying to stay within for the four year plan?

**Answer 87:** The City has not undergone a strategic planning process, built a branding campaign and corresponding brand guidelines in a while. The City is looking for bidders to layout the scope of work and associated costs for that work. The City has not established a budget range at this time. If the question is about budgets to be allocated and included in the 4-year strategic plan, those items will be discussed in the strategic planning process.

**Question 88:** Is the city able to provide previous years' estimated spends for reference?

**Answer 88:** The City has not undergone a strategic planning process, built a branding campaign and corresponding brand guidelines in a while. The City is looking for bidders to layout the scope of work and associated costs for that work. The City has not established a budget range at this time.

**Question 89:** Is there a preferred proposer staffing number that the City prefers to have on their business?

**Answer 89:** The City does not have a preferred proposer staffing number.

**Question 90:** Does the City mandate or prefer that the proposer have staff and or offices locally?

**Answer 90:** The City currently do not have a preference; however, it would be nice for the proposer to have knowledge of the area and city.

**Question 91:** Is the city open to proposers co-collaborating on RFP submission?

**Answer 91:** Any agency is welcome to submit a proposal; however, the City is not looking to contract with multiple agencies. The proposal should be submitted by one agency that is able to deliver on the scope of work.

**Question 92:** What other cities does the City of Rancho Mirage think are marketing and branding well?

**Answer 92:** The Marketing team has not had the bandwidth to research other cities at this point. The City will look to create a list of cities that resemble Rancho Mirage as case studies and best practices.

**Question 93:** What attributes are you responsive to as part of their marketing and branding?

**Answer 93:** At this point, the City is looking to identify what makes Ranch Mirage unique and craft a quality narrative and strategy around that.

**Question 94:** Who are the key stakeholders, and how will they be involved with the RFP process? Are City Council, Chamber of Commerce, or Development Partners involved?

**Answer 94:** The Marketing department will present, solicit input and obtain final approval from the City Manager and City Council.

**Question 95:** How will the City Council, Chamber of Commerce, Rancho Mirage marketing team, and key development partners work together?

**Answer 95:** The City envisions that by having an actual strategic plan, branding guidelines and a cohesive brand campaign it will enable collaboration with all key stakeholders.

**Question 96:** Is there a previously developed or in progress master plan or a long term vision for Rancho Mirage? If so, what are the pillars, principles, and milestones?

**Answer 96:** There is not an existing master plan in place.

**Question 97:** How prominent should the development of the Grand Oasis Crystal Lagoon and Town Center be as a part of the eventual position / messaging?

**Answer 97:** Once it is complete, it will be the first one in California and the second largest in the world. It will attract two new 5-star resorts and redefine the culinary industry. It is very significant for Rancho Mirage and should be very prominent.

**Question 98:** When is the development supposed to be complete?

**Answer 98:** Currently 3-5 years; however, that may change due to COVID19.

**Question 99:** What's the marketing behind the development? What, if any, overlap will there be with City of Rancho Mirage marketing?

**Answer 99:** The marketing will come from the development of the Grand Oasis. The City will promote the Grand Oasis as a destination like no other.

**Question 100:** Is there flexibility in the phased timing, and can we propose our own schedule to align with our process?

**Answer 100:** Yes, please propose your own schedule and process.

**Question 101:** In light of COVID, can we submit our response digitally instead of mailed? If not, can we share a supplementary version of our response digitally? Notably, we would like to include examples of our video work?

**Answer 101:** See the RFP General Instructions for Submittal. Proposals submitted by Mail must be delivered on time in accordance with the RFP General Instructions for Submittal. The City RFP webpage also provides that the proposal (video work included) may be submitted by Email.

**Question 102:** How many other groups are submitting responses?

**Answer 102:** Currently, 77 people have downloaded the RFP. It is unknown how many bidders plan to submit a response.

**Question 103:** What level of involvement will the agency have in launching the brand assets? Will the winning agency build all the brand / campaign / strategy elements and turn in the documents to an internal team / agency to execute the tactical elements?

**Answer 103:** The selected agency would build the source files and brand guidelines and a specific set of assets and see it through launch, then it would be handed off internally. The City may issue an additional RFP for future and ongoing execution services.

**Question 104:** Can you share your budget or if not can you share the previous budget for services similar to the ones requested in the RFP?

**Answer 104:** The City has not undergone a strategic planning process, built a branding campaign and corresponding brand guidelines in a while. The City is looking for bidders to layout the scope of work and associated costs for that work. The City has not established a budget range at this time.

**Question 105:** Can you share a specific cost proposal format if one is needed for the RFP?

**Answer 105:** The City does not require a specific format. It is suggested that either itemizing each phase or providing a total cost to conduct the scope of work and deliver the requested items.

**Question 106:** Does the city have any relationships with any marketing agencies in the city that will be bidding on the RFP as well?

**Answer 106:** The RFP process does not allow staff to communicate with agencies directly. The City does not know which agencies will submit until actual proposals are submitted. The RFP process is in accordance with the City's purchasing policy and procedures.

**Question 107:** Do you envision a separate web presence for this brand?

**Answer 107:** The City envisions a more cohesive web presence from either expanding current websites or consolidating the websites into one.

**Question 108:** To clarify, the agency is requested to brand the tourism efforts of the city as a whole or is it specific to the Grand Oasis?

**Answer 108:** Correct, this is a bid for branding the City of Rancho Mirage and included the Grand Oasis as something spectacular coming to the city soon. The Grand Oasis is its own entity not owned or built by the city but rather an independent contractor and corporation.

**Question 109:** What is the relationship between [whereisranchomirage.com](http://whereisranchomirage.com) and [ranchomirageca.gov](http://ranchomirageca.gov)?

**Answer 109:** WhereisRanchoMirage.com is the city's tourism website and the ranchomirageca.gov is the city website. The City is open to consolidating these two websites to be more cohesive.

**Question 110:** How is the organization funded -- just room tax or other businesses?

**Answer 110:** The City's marketing department is primarily funded by a portion of the revenues collected via the hotel transient occupancy tax (TOT) and sales tax.

**Question 111:** Do you anticipate the selected consultant producing the video and photo shoots or just providing concepts? Could you please confirm that you are seeking the completion of video production and photo shoots in February 2021?

**Answer 111:** The City is looking for concepts from the agencies that submit proposals. The City marketing staff will produce the videos and hire the photographers, unless that agency has samples from preferred photographers.

**Question 112:** Our experience is that a project of this magnitude can be done in 6 months but we often find that in order to reach consensus and the highest quality outcome it can take longer. Is there flexibility in the timeline or completion date depending on the exact scope of work?

**Answer 112:** Yes, there is flexibility in the timeline, and the City aims to remain fluid because of COVID-19. February 2021 is just a target deadline.

**Question 113:** Are there any budget guidelines or is there a not-to-exceed budget for this project?

**Answer 113:** No.

**Question 114:** Please comment on your preferred level of community engagement and outreach during the process.

**Answer 114:** The City envisions that during the discovery and strategic planning process, some level of community engagement would be recommended and agreed upon and the City would confirm it at that time.

**Question 115:** Insurance: Given the nature of this work, would \$1,000,000 for aggregate automobile liability coverage and \$1,000,000 aggregate professional liability coverage be acceptable rather than the \$2,000,000 for each?

**Answer 115:** No.

**Question 116:** Do you have a budget in mind for this project/ these services?

**Answer 116:** The City has not undergone a strategic planning process, built a branding campaign and corresponding brand guidelines in a while. The City is looking for bidders to layout the scope of work and associated costs for that work. The City has not established a budget range at this time.

**Question 117:** Your RFP notes that responses must be kept under 20 pages in length. Would case studies and/ or creative samples be included in those 20 pages? Or, should they simply be included in the Appendix section?

**Answer 117:** The proposal is limited to 20 pages; however, case studies and/or creative samples may be added provided they are located in an Appendix at the back of the proposal.

**Question 118:** What are you looking for in an agency partner for this endeavor?

**Answer 118:** Strong strategic skillset, creative ideas and able to assist in crafting roadmap to success.

**Question 119:** Are there any destination marketing brands/ organizations that you, or your team, think are "getting it right"? If so, who?

**Answer 119:** Hyper focused on implementing the basics of planning and vision for now and then staff can review what others are doing.

**Question 120:** Is there any recent research/ data on visitation to the market? If so, can you share that data? If not, can you share, generally, who you would describe as your target audience, top feeder markets, and peak season(s) for visitation?

**Answer 120:** Currently the City does not have access to this data; however, the target audience would be local, domestic and international tourism, residents and business/corporations calling Rancho Mirage home. The City's feeder markets are San Diego, Orange County, Los Angeles, Northern California and Canada.

**Question 121:** Where do you envision the destination in 5 years?

**Answer 121:** The complete tourism, business and residential landscape has the possibility of being transformed. The Grand Oasis Lagoon will be a distinct year- round attraction, 2,000 luxury residential spaces added, culinary and retail redefined. The time to create a plan to grow in scale and sophistication with this plan is now.

**Question 122:** How do you currently measure success?

**Answer 122:** It is difficult without having a plan, vision or key performance indicators imbedded in the process.

**Question 123:** Can you share any past strategic marketing plans you've developed?

**Answer 123:** There are none that have been located.

**Question 124:** Is an agency outside CA allowed to participate in the RFP?

**Answer 124:** Any agency may submit a proposal.

**Question 125:** Size of the opportunity: is there an initial budget for this project?

**Answer 125:** The City has not undergone a strategic planning process, built a branding campaign and corresponding brand guidelines in a while. The City is looking for bidders to layout the scope of work and associated costs for that work. The City has not established a budget range at this time.

**Question 126:** Timing: is it a project that will finish in Feb'21 or we should estimate a monthly fee to support MKT department?

**Answer 126:** The City has set Feb 2021 as a target but will remain fluid. All agencies should review the scope of work and the deliverables and propose costs associated with delivering on those.

**Question 127:** Research: Should the researchers' costs be included in the proposal or should be considered as a separated part? There is no clarity of the research available.

**Answer 127:** A reasonable amount of discovery research will be needed for the agency to collaborate with the scope of work. Suggest each agency embed a reasonable amount of research into their proposal and denote what would be considered "extra work" if concerned.

**Question 128:** Media: is it necessary to include a media plan budget?

**Answer 128:** The City expects a media plan and recommended budget allocation to be flushed out during the strategic planning process. The City does not currently have one, so looking for recommendations on general templates and solid process.

**Question 129:** Campaign concept creation: were you expecting the concept creation, or we just need to estimate the costs for doing it after the research phase?

**Answer 129:** The City of Rancho Mirage is expecting to receive 3-4 concepts and then finalized campaign overview with source files and a brand guidelines presentation.

**Question 130:** Campaign Production: should we add a fee for campaign production support?

**Answer 130:** Not currently. The City may issue a future RFP for ongoing campaign production support.

**Question 131:** This article regarding the RFP Opportunity for the City of Rancho Mirage was forwarded to us by our client, Travel Costa Mesa. I was hoping to put our name in that hat should that be a possibility.

**Answer 131:** Any agency may submit a proposal. You may download the Request for Proposals located on the City's website and read the RFP General Instructions for Submittal.

**EXHIBIT "A"**

**ADDENDUM RECEIPT  
ACKNOWLEDGEMENT FORM**

By signing this form, I hereby acknowledge receipt of the Addendum dated August 19, 2020 ("Addendum") to the City of Rancho Mirage Request for Proposals for Marketing, Branding, Campaign Development and Strategic Planning Services, dated August 4, 2020 ("RFP"). I agree to include this signed instrument as part of any proposal package submitted in response to the RFP and Addendum.

\_\_\_\_\_  
By:

\_\_\_\_\_  
Title:

Date: \_\_\_\_\_, 2020