

# OGDEN CITY

## MARKETING, MEDIA, AND COMMUNICATION AGENCY

### REQUEST FOR QUALIFICATIONS (RFQ)

#### ADDENDUM

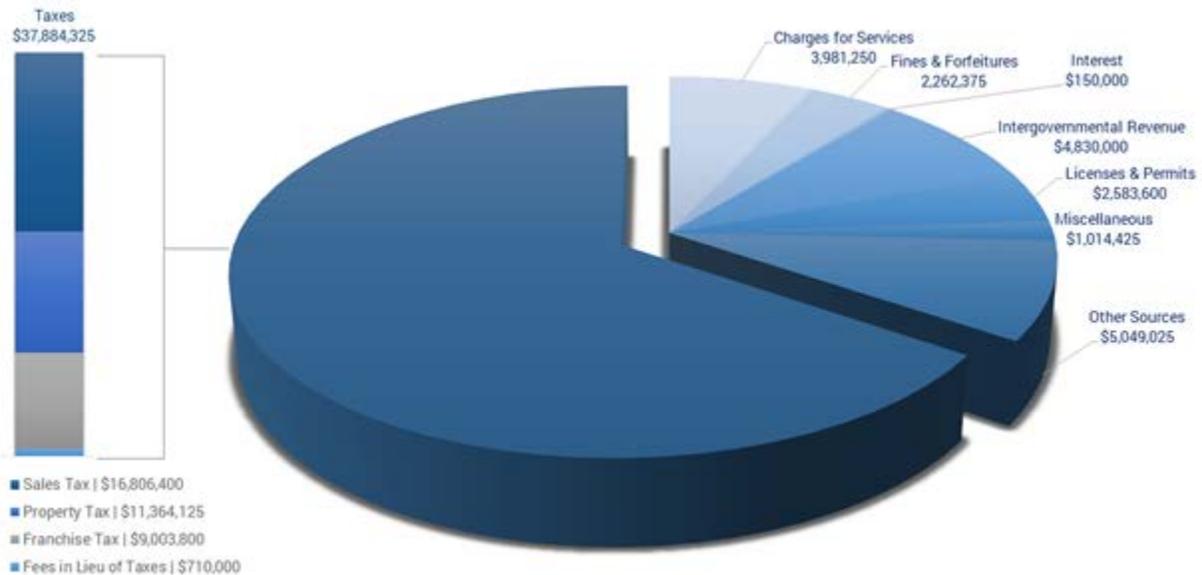
- **Is Ogden seeking to work with a single entity or is it open to working with multiple entities? That is, multiple entities teaming up to take on various segments of the scope of work together, under one project manager?**
  - Ogden is seeking to contract with a single agency; however, the City would be open to that agency subcontracting segments of the scope of work under one project manager.
- **You mention a final budget will be established upon awarding the contract. However, is there an initial range for your overall advertising/communications budget(s)? This will help us provide context for our strategic recommendations.**
  - No, neither an initial range nor a budget has yet been allocated, which is why the City is issuing a request for qualifications instead of a request for proposals. The information received will help determine the budget.
- **Tied to the previous question, can you provide any initial guidance for how the budget has been allocated, or is typically allocated, to different departments or initiatives as stated in this RFP?**
  - The City has an account for branding that will be the source of funding during the initial phase of the contract and the primary source thereafter. Individual departments will likely pull from their budgets to cover some of the ongoing services in the later phases of the contract. However, the City is open to suggestions received during the assessment and strategic planning phase.
- **As it relates to visitors and tourism, do you run any marketing or advertising through Ogden City, or is it all funneled through the CVB/ Visit Ogden?**
  - The City runs marketing campaigns for City-sponsored events and efforts that draw in visitors and tourism. Most of the marketing and advertising, as it relates to visitors and tourism, is funneled through Visit Ogden.
- **Are KPIs for tourism (activity/bookings/etc.) funneled through [www.visitogden.com](http://www.visitogden.com), or are your tracking any success metrics through [www.OgdenCity.com](http://www.OgdenCity.com)?**
  - The KPIs for tourism are funneled through [www.visitogden.com](http://www.visitogden.com).
- **Can you provide any background or demographic info on Ogden's current visitors – both in-state and out-of-state?**
  - A host of world-class events are held in Ogden annually, drawing visitors from around the country and the world. The Ogden Marathon is ranked one of the top ten marathons in the country; Ogden's Christmas Village draws crowds from all over the United States and has been recognized as one of the top ten Christmas celebrations in the country; Ogden has been a satellite venue of the Sundance Film Festival; the Xterra World Championships are held in Ogden; the USA Cycling Collegiate Road National Championships and USA Cycling Fat Bike National Championships have been held in Ogden. Ogden's close proximity to three ski resorts is also a draw for visitors.
- **As it relates to your goal of increasing brand favorability, do you have recent research studies and/or benchmarks for brand awareness and favorability for locals, students, business professionals, etc?**

- Ogden launched a community-involved branding process in early 2016 that included an assessment, research, and analysis, including an online survey that received an overwhelming response from 1,712 people, group interviews with nearly 100 individuals from various sectors of our community, and the engagement and input of a Brand Development Team, consisting of numerous community stakeholders and area residents. The outcome of this process was the [Brand Style Guide](#) and [Joint Resolution](#). Aside from the studies conducted to identify the community's brand, no follow research has yet been conducted.
- **Additionally, is there information available regarding the current agency of record and their engagement with Ogden City?**
  - The City does not have a current agency of record that serves the functions outlined in the RFQ. This is a new request that came as a result of the City's 2016 rebranding initiative.
- **What is the primary business challenge(s) facing Ogden. From reading the RFP it appears that things are strong and going in the right direction.**
  - Things are very much going in the right direction. The greatest challenge has been changing old perceptions through Ogden's incredible story of progress in recent years.
- **What are the key, measurable, objectives that will be achieved through this effort?**
  - The key objectives are:
    - Establish a unified communication strategy that promotes the essence of Ogden in ways that are positive, personally relevant, and targeted to key audiences. The strategy should also differentiate Ogden from similar communities along the Wasatch front.
    - Establish criteria for evaluating communication and provide an action plan for moving forward.
    - Support Community and Economic Development department's efforts to increase awareness among site selection consultants and business leaders/decisions.
    - Consistent and creative use of brand throughout the City.
    - Increase visitors.
    - Increased brand awareness by Ogden and Utah residents.
- **We have read about Ogden being described as the last true mountain community and destination – that all others have become too expensive and developed. What does the community feel about growth in demand for visitation or residency?**
  - Based on the community-involved branding process the City underwent in early 2016, the community is largely supportive of the growth in demand for visitation and residency. Residents see the improvements to the City that come about as a result of these efforts and are very proud of Ogden's identity. They are eager to share our story.
- **Who do you believe are your biggest competitors? Why?**
  - Communities along the Wasatch Front are Ogden's greatest competitors. Without knowing Ogden's story, it can be easy to pass by Ogden or choose to visit, live, or start your business somewhere else in Utah.
- **What budget (or budget range) has been identified for each of the target segments (visitation, business, residency)?**
  - Neither an initial range nor a budget has yet been allocated, which is why the City is issuing a request for qualifications instead of a request for proposals. The information received will help determine the budget.

- **Can you please share more about the in-house marketing and communications team at the City of Ogden and the Ogden CVB? Who would our main contact be?**
  - City Administration currently has a two-person marketing and communications team housed in the Management Services Department that coordinates the marketing efforts of the City's administrative departments listed here: <https://www.ogdencity.com/170/Departments>. The City Council also has a two-person marketing and communications team that oversees the City's legislative communications. The selected agency's main contacts will be the Marketing and Communication Administrator and the Council Communications Manager. These individuals will report progress to the Brand Executive Team and coordinate partnership involvement, including the CVB, when appropriate.
- **Could you please share the Ogden strategic marketing plan you refer to under B. Phase II, bullet three?**
  - The RFQ is asking that the selected agency create a strategic marketing plan. The City does not currently have one in place. The City did adopt by joint resolution several recommendations to provide a framework for brand implementation: <http://council.ogdencity.com/DocumentCenter/Home/View/2354>. The City is currently working with its partners to adjust these recommendations and divide the workload.
- **Under B. Phase II, bullet seven, you mention the need for the city's assets, including "others." Would that include departments listed on <https://www.ogdencity.com/170/Departments>?**
  - No, not all City departments require independent but complimentary branding. The Redevelopment Agency and City assets, such as the airport and golf courses, would benefit from having their own brand further developed in such a way that compliments the City's overarching brand. "Others" was included in the case the selected agency identifies other City assets with a similar need.
- **What does collaboration look like between the City and the CVB? Who is driving the marketing strategy for Ogden as a travel destination?**
  - Through our different roles, the City, the CVB, and other community partners work together to support the goals of making Ogden a vacation destination, a shopping destination, a place to do business, and a place to call home. During the initial branding process, Ogden's many partners came together to develop the vision and brand for the community. Steps have been taken by various entities toward the implementation of the goals outlined. The City has driven some actions to build the brand; Visit Ogden and other community partners have driven others. Visit Ogden probably has the greatest role in marketing Ogden as a travel destination.
- **Under B. Phase II, can you further elaborate on how often as needed services might be expected for photography, graphic design and videography?**
  - The level and frequency of requested services depends on the outcome of the assessment and funding availability.
- **Could you please describe the gatekeeper role you mention under C. Phase III in more detail?**
  - The selected agency will serve as the City's agency of record and work with City departments and divisions to provide ongoing support for design and marketing services upon request. In cases where the brand is used inappropriately and inconsistently, the agency may, upon request, need to provide training and support to the City departments and divisions that are making the errors.
- **Could you please confirm that all pricing information should be included in a separate, sealed envelope? We should not include pricing information under Item 6, Additional Services Menu, correct?**
  - Yes, all pricing information should be included in a separate, sealed envelope.

- **Are you able to share more information about your funding structure, including taxes, membership or other sources?**
  - Ogden’s General Fund Revenue comes from various sources, including taxes, charges for services, fines and forfeitures, interest, intergovernmental revenue, and licenses and permits. A breakdown of the FY2018 General Fund revenue is provided in the Chart below.

## General Fund Revenue



- **Can you share who is currently serving as your marketing and communications partner? What is driving you to secure a new partner at this time?**
  - The City does not have a marketing and communications partner that serves the functions outlined in the RFQ. This is a new request that came as a result of the City’s 2016 rebranding initiative.
- **Our services are flexible and scalable, so even sharing a budget range would be helpful. Has a budget been allocated for this project?**
  - A budget has not yet been allocated, which is why the City is issuing a request for qualifications instead of a request for proposals. The information received will help determine the budget.
- **Is there a primary or preferred audience you are looking to target with this effort? You mention students, young professionals, military members and job seekers. What has led you to these audiences to-date? Are you searching for a younger audience? Is the primary goal to get visitors or more residents?**
  - The primary goal is to cohesively implement and build upon Ogden’s brand promise to create a community identity that is recognized by residents and visitors alike: *“As Utah’s Renaissance City, fiercely independent and unabashed Ogden always offers an unconditional welcome in an adventurous mountain-metro setting.”*

While working toward that primary goal, the City would like to improve Ogden's image as a vacation destination, a shopping destination, a place to do business, and a place to call home. The selected agency would help implement marketing campaigns to achieve these micro-goals. The target audience will vary depending on which goal the City is working toward.

- **How newly formed is the group that will head this effort?**
  - This effort will be headed by Ogden City, which was incorporated in 1851. The Brand Executive Team, which is comprised of the following City representatives, was formed in 2015 to oversee the City's branding process:
    - Mayor
    - Council Chair
    - Chief Administrative Officer
    - Council Executive Director
    - Council Communications Manager
    - Marketing and Communication Administrator
    - Community and Economic Development representative
    - Deputy City Attorney
- **How will this contract be funded?**
  - The City has an account for branding that will be the source of funding during the initial phase of the contract and the primary source thereafter. Individual departments will likely pull from their budgets to cover some of the ongoing services in the later phases of the contract. Ogden's General Fund Revenue comes from various sources, including taxes, charges for services, fines and forfeitures, interest, intergovernmental revenue, and licenses and permits.
- **Is there a do not exceed amount for the fiscal budget?**
  - A budget will be determined based on the responses received and resources available.
- **If you were to think of one city who has successfully achieved something similar to what you are trying to be, what city would that be?**
  - We are not trying to emulate any other community. In fact, we are trying to distinguish our community from others and enlisting in the help of a professional marketing and communications agency to tell our unique story.
- **If you had to pick a single most important goal of this effort, what would it be?**
  - Increase awareness of the "new" Ogden throughout the state and country.
- **How do you measure overall success?**
  - Overall success can be measured in a number of ways, including: how people and media throughout the state and country talk about Ogden, resident satisfaction, the number of visitors to Ogden, events and conferences held in Ogden, etc.
- **What is your biggest challenge in achieving your goals?**
  - The greatest challenge has been changing old perceptions through Ogden's incredible story of progress in recent years.
- **What are the most important attributes you are looking for when partnering with a marketing firm?**
  - Some of the most important attributes we are looking for when partnering with a marketing and communications agency, include: quality of work, expertise, integrity, transparency, ingenuity, care about our goals, objectives, and perceptions, ability to set and manage expectations, structured, established systems and processes, talented staff, a proven track record.

- **If price were not an issue, what would you like us to do for your organization?**
  - Our primary objectives would remain the same. The scale would and likely will be subject to change based on cost and resources.
  
- **Do you have a specified timeline for Phase 1 and Phase 2?**
  - No, we do not have a specified timeline for Phase 1 and Phase 2. The timeline will be determined based on the responses we receive.
  
- **An updated city website is not listed among the Phase 2 deliverables, does this need to be included?**
  - No, the City did a complete update of its website in early 2017.
  
- **Public Relations is not listed among the service areas Ogden City is seeking support. PR will continue to be valuable tool as part of the development and implementation of the marketing strategy—should this also be included in the marketing proposal?**
  - Public relations may be included in the Statements of Qualifications.
  
- **Additional Services Menu: here it has been requested that each agency list all agency services including pricing—are you looking for general rates and pricing or a more detailed bid specific to Phase 1 and Phase 2 requests?**
  - We are seeking general rates and pricing. However, these should be reflective of the services that will be provided to complete Phase 1 and Phase 2 in the contract.