

You are requesting 10 hard copies. In trying to do our part to be a good steward of our planet, will you accept 1 hard copy as well as an electronic copy? **Yes, that is fine.**

Safe to assume these will be via Zoom or other online meeting facility? **Yes.**

"Sauk County qualifies for governmental discounts; unit prices shall reflect these discounts." Assuming this item does not apply to a branding consultancy. Please confirm. **We are a tax-exempt agency. If those are not included in the cost, you are correct.**

We are insurance compliant with all our national clientele. We are able to meet all the insurance obligations you've requested except for the Excess Liability (Umbrella) amount. All our clientele request \$1,000,000.00 (each occurrence and aggregate) or less. We would like to request a reduction from the \$5,000,000.00 to \$1,000,000.00 given that our work has much less impact than that of a general contractor paving streets or putting up light posts. Please confirm. **\$1,000,000 is adequate.**

6.32 Recycled Material. Much of this passage would not apply to a branding consultancy. Correct? **Correct**

6.33 Patent, Copyright and Trademark Infringement. Will the trademark search be done by Sauk County or its legal staff/firm? Or will that be bid out separately? **The contractor needs to guarantee the product does not infringe on any patent, copyright or trademark.**

Would you like us to separate out the Deliverables and Resources from the Outline of overall process? Or, could we list the Deliverables and Resources within each Step of the Outline so they are attached to the step or task for reference? **Deliverables and Resources should be within each Step of the Outline.**

Under "SECTION 4 PROPOSAL CONTENTS" Are you requesting that we put the first five items in bold on the cover? Or can we incorporate them into the proposal -- perhaps into the cover letter? **Either cover or cover letter are acceptable.**

If our package is date stamped for 12/18, is that acceptable? **If you submit an electric copy to me and cc our clerk (becky.evert@saukcountywi.gov), we will accept the submission if the hard copy is date stamped.**

Just confirming an electronic submission will be accepted for the branding RFP. **We will accept an electronic copy but will also require one hard copy submitted.**

Are you open to working with a company based out of state? And, if so, how much in-person interaction would be anticipated/desired and/or would remote video conferencing be sufficient (until pandemic-related concerns are less prevalent)? **We are looking for the best fit for our community and vision. The location of a consultant has no impact on our decision making process. Obviously with COVID, we anticipate a majority of in-person interaction for the time being. Being out of state, we anticipate some level of video conferencing so long as long as the consultant is able to provide the quality of work we expect.**

Is there special consideration for a company that is within the county? **No, we are looking for the best fit for our community and vision. The location of a consultant has no impact on our decision making process.**

On page 10, under Background and Experience, #5 "In addition, please provide at least one complete copy of a finished project." -- Our final reports are confidential and are also quite lengthy. We would need to seek permission from clients. Would you accept an executive summary instead? **The copy is to provide our committee an opportunity to review the work you have completed. If you believe an executive summary could provide enough information for the committee to make a decision, that would be acceptable.**

Insurance: Although our insurance coverage is across all of the U.S., our insurer does not write specifically in the State of Wisconsin. Is this acceptable? **As long as they are licensed to.**

It is mentioned to include anticipated costs related to the implementation matrix. We typically put forward the cost of putting the matrix or plan together, but until we actually do the matrix/plan it is difficult to determine the cost of the elements, because we don't know exactly what our recommendations will be until we dive into the planning. Would a general budget range be acceptable, even if it's broad? **Yes, we are just looking for a cost not to exceed. Your range can be as broad as you needed.**

Do you have an overall do-not-exceed budget, or range, in mind for this initiative? Much of these elements are scalable. If we know what you have to spend, we can better tailor or response/approach to fit your budget. Any information in this regard would be appreciated. **We do not have an overall not to exceed budget. As this is the first step in a larger initiative, we want to be sure we have the most appropriate platform to launch everything else from. We do not want to limit the product in anyway however, if a consultant is selected but the cost is an issue we would work together to scale some of the elements.**

"Estimated cost/budget associated with the implementation process." Is this a separate budget from the branding budget? **We want to see the breakout of costs based on the task, one being branding and the other the implementation of that brand, what steps are involved and what are their estimated costs.**

Suggested "potential funding sources". Does this refer to sources other than the cities/towns/villages of Sauk County? **This refers to funding sources outside of Sauk County and could include local municipalities, private business, grants, etc. Based on the consultants experience, what other sources of creative funding exist to support this type of program.**

What role will the Wisconsin tourism promotion and tourism development tax proceeds play in funding this branding initiative? **We are looking at ways outside agencies can help to support this initiative as identified in question 3.4 Part 6 Implementation Matrix (b).**

Is there a paid media budget? If so, what is it? **No, our budget is open but all items should be identified in your final not to exceed budget**

Do we anticipate having budget to do creative testing throughout the process to validate our direction or allow us to pivot based on findings? **Yes, if this is identified in your proposal and incorporated into your final not to exceed budget**

Would the collateral printing costs be an outside expense, or should it be included in the proposal costs? Without full specs and quantities, would a range be acceptable for printing costs? **The not to exceed cost can be a range but must include any cost the County would be charged for.**

Is a preliminary budget for the IMC expected as a part of the RFP response, or as a part of the final deliverable? **The County will be looking for a total cost not to exceed. We understand that this may be difficult; we are open to a submittal with a cost not to exceed range.**

Is the county also looking for a cost not to exceed/range for the implementation of the marketing strategy that will be developed as a part of this scope of work?

Yes. I know it may be a bit difficult to get an accurate estimate so a range is acceptable. We just want to have a good understanding of what the total cost for the program may be.

The RFP notes that the contract would start in February of 2021. Do you have a desired completion date in mind? Or at least a general target? **We are looking to get this done in 2021 although do not have a specific target date. We understand the process and timeline will differ depending on the responses received. This is the first step in a larger multi-year initiative.**

Can you provide a list of other county agencies and partners that will be part of this process? Will the brand need to work for each partner/agency? Confirming this branding project is only for the County itself. **The other agencies involved at this time are the four local chambers of commerce: Sauk Prairie, Spring Green, Baraboo and Reedsburg. The intention is to include more community partners as we progress. This is the first step in a larger initiative, which will see a regional approach to various elements including but not limited to the economy, culture, tourism, residents, entrepreneurial spirit and government.**

Who are the ideal ED prospects? Are there industries you are a good fit for? What have you done thus far regarding ED marketing? **The County has not done much regarding ED marketing however, there are outside agencies (chambers of commerce, Sauk County Economic Development Corporation) that have limited engagement. Sauk County has a diverse mix of industry and all are needed to support our community now and in the future. With that being said, our communities are located within a short drive to the University of Wisconsin. Ideally, we would like to better position ourselves to tap into the businesses and talent coming out of the school.**

Who is the ideal visitor? Who comes now? Do you have any data on current visitors? **Data for visitors could be collected from any of the chambers of commerce, or the Wisconsin Department of Tourism. We have a range of visitors and many nationally recognized destination such as Taliesin, American Players Theater, Wisconsin Dells, Devils Lake State Park, etc.**

How does the county measure success for tourism? Hotel occupancy? Tax revenue? What are the specific goals here? How will it be measured? Who is measuring it and how often? **At the county level, success is measured by revenue generated, including sales tax and hotel/resort tax. Currently, Sauk County ranks third in the state when looking at direct visitor spending yet 49th overall for year-over-year increase. The top two counties when looking at direct visitor spending have an average of 3.99% growth whereas Sauk County is only 1.07. Our goal is to exceed the average annual growth of the these other**

counties. In terms of total business sales, Sauk County is fourth in the state yet our year-over-year growth is half of what the top three are. Again, the goal is to continue being a leader in the state, which means increasing our annual growth. (<http://industry.travelwisconsin.com/research/economic-impact>)

Please confirm your staff will be responsible for executing the plan and campaign. Can you define the roles on your team (making sure we set up a program that your team can actually execute). At this point in time Sauk County Staff include:

Jared Pinkus – Community Development Coordinator

Brent Miller – Sauk County Administrator

The four chambers of commerce will share responsibility along with other potential community agencies such as the Sauk County Development Corporation. If additional staff/resources are needed for the plan and campaign, we will find those at the appropriate time.

Does the County have a current marketing plan for tourism and ED? Can you share it? **We do not.**

On a scale of 1-5 (5 being most aggressive), rate the desire to be pushed strategically and creatively. **5 – Sauk County has depended heavily on our historic strengths but have not done much to build off of these recently. To achieve the goals identified above, we need to take a more aggressive approach.**

Can you define further "...the ideal brand will be a "natural" play off the well-known "Wisconsin Dells Waterpark Capital of the World"? Should this be interpreted as a "must include"? **The Waterpark Capital of the World marketing campaign is managed by the Dells Visitor and Convention Bureau. This campaign has been very successful and the Dells is the main driver in tourism related revenue. Our focus is not to compete with the Dells but rather add to their marketing efforts through promoting other opportunities in the area.**

"...strengthen collaboration between county and other local agencies." Can you comment on the current level of collaboration? **The County works very closely with certain agencies (chamber of commerce, school districts, local nonprofits), but are looking at ways to strengthen our relationship with local municipalities. Outside of working together on a few regional projects (Great Sauk State Trail, Baraboo River Corridor) the County is generally seen as a nuisance. Moving forward we want to strengthen these relationships and become partners with our local communities.**

"...review previous studies...(and) competitor marketing strategies." How many studies have been done and what is their age & audience? Do they include the "Next Generation Sauk County" Study? Do they include assessments of competitors marketing strategies? Who/what does Sauk County consider competitors? **A few studies include:**

Sauk County Place Plan: <https://www.co.sauk.wi.us/cpz/place-plan>

Sauk County Outdoor Recreation Plan: <https://www.co.sauk.wi.us/cpz>

Baraboo River Corridor Plan: <https://www.co.sauk.wi.us/cpz>

Sauk County Housing Study: <http://www.scdc.com/assets/Uploads/HousingStudy.pdf>

They do not include assessments of competitors marketing strategies as we have never had one ourselves. The main competitors to our communities would be those located primarily in western Dane

County. Our communities are located within a short drive to the University of Wisconsin. Ideally, we would like to better position ourselves to tap into the businesses and talent coming out of the school.

"Selection Criteria" refers to "unique social, geographic and economic situation in Wisconsin" Can you elaborate on that situation? This would include our geographic location in the state, proximity to Madison/Dane County but also on a regional level looking at Milwaukee, Chicago and the Twin Cities. Sauk County is also located in the "Driftless Area" and is a prime destination for tourism; Sauk is ranked third in terms of revenue generated from tourism activities. Sauk County has also had a strong level of support for the arts; we are one of three counties in the State to have a fund to support local artists, and the only rural one at that. We are also home to Taliesin, American Players Theater among other nationally/internationally recognized attractions. Finally, as mentioned before we are located in the Driftless Area and our natural resources are unique. Aldo Leopold wrote *The Sand County Almanac* while living in Sauk County with his family; we are also home to the International Crane Foundation among other equally important conservation agencies.

How well does the Sauk county Branding and Development Marketing coordinate with "One Sauk. Naturally" and the Future Regions initiative? The Future Regions Initiative (One Sauk, Naturally) was an initiative with a similar theme but was not successful. The purpose of releasing the RFP and hiring a professional consultant is to ensure our vision/goals are successful.

The County's 2021 Budget cites "Placemaking and Economic Development" as a Strategic Issue. Does this include branding? Yes.

Does the County expect the "One Sauk, Naturally" program to integrate into this process? No. What is the hierarchy of focus among target audiences? The proposal mentions wanting guidance for targeted campaigns such as: prospective economic development targets, visitors, residents, etc.

Where should our focus be? The campaign should be more than about just visiting Sauk County, it should communicate why Sauk County is a great place to "live, work, play." The messaging though needs to be authentic and highlight what makes our communities desirable. Our priority would be to target businesses, which would be followed by new residents and then visitors.

Will "Sauk County" be the brand name? Or, is there flexibility to evolve the brand name based on research and insights that support your overarching goals? There is no set brand name.

How will you measure success?

1. Brand awareness will be measured by website traffic, social media engagement (tags, mentions, check-in, followers, etc). In addition to brand awareness from visitors/public, we need to get buy-in from our local communities, businesses and other organizations. Metrics should also include how often and to what degree these agencies are using our branding/marketing campaign.
2. At the county level, success is measured by revenue generated. For tourism this includes including sales tax and hotel/resort tax. Currently, Sauk County ranks third in the state when looking at direct visitor spending yet 49th overall for year-over-year increase. The top two counties when looking at

direct visitor spending have an average of 3.99% growth whereas Sauk County is only 1.07. Our goal is to exceed the average annual growth of these other counties. In terms of total business sales, Sauk County is fourth in the state yet our year-over-year growth is half of what the top three are. Again, the goal is to continue being a leader in the state, which means increasing our annual growth. (<http://industry.travelwisconsin.com/research/economic-impact>)

3. In terms of economic development and attracting new residents, success is measured in revenue generated, new businesses/developments, etc.

Clarify goal of brand identity project. Is this an economic development campaign? **Yes.**

What is to be included: Brand identity (logo and tagline), brand guideline, brand values, mission/vision statement, communications audit, brand strategy (marketing research: survey and focus groups), 12-month integrated communications plan – **That is up to the consultant and will vary based on their opinions. We are not the experts and therefore, do not want to limit what you may think is necessary for a successful campaign.**

What is the scope of the integrated communications plan? Local, state, regional, national? **This would include our geographic location in the state, proximity to Madison/Dane County and the University of Wisconsin. Ideally, we would like to better position ourselves to tap into the businesses and talent coming out of the school. When considering tourism as a component as economic development, we are only a 90-minute drive from Milwaukee and near the halfway point between Chicago and the Twin Cities.**

Will media buying be part of the scope? **If the consultant identifies that as a strategic component of the campaign.**

Will Sauk County execute the integrated communications plan or will your agency partner? **Sauk County staff will be the primary staff managing this program. Additionally, the four chambers of commerce will share responsibility along with other potential community agencies such as the Sauk County Development Corporation. If additional staff/resources are needed for the plan and campaign, we will find those at the appropriate time.**

How many other companies are submitting a response to this RFP? **We don't have any specifics identified however, we have had multiple firms reach out indicating interest.**

Is this a refresh or complete redesign? **Complete redesign.**

Are you open to seeing a collaborative agency effort? **Yes**

What has been your main stumbling block up to now? Why does Sauk County feel this branding is needed at this time? **The County works very closely with certain agencies (chamber of commerce, school districts, local nonprofits), but are looking at ways to strengthen our relationship with local municipalities. Outside of working together on a few regional projects (Great Sauk State Trail, Baraboo River Corridor) the County is generally seen as a nuisance. Moving forward we want to strengthen these relationships and become partners with our local communities. COVID has presented many challenges to our residents and communities alike but has also provided us an opportunity to think differently about the way we function, what our goals are and we collaborate with our community partners.**

Can you share samples of any of your marketing materials (i.e. brochures, digital ads, direct mail, etc.) The County does not have any marketing materials however, we do have four area chambers of commerce that do:

1. Baraboo <https://www.baraboo.com/>
2. Sauk Prairie <https://www.saukprairie.com/>
3. Spring Green <https://www.springgreen.com/>
4. Reedsburg <http://www.reedsburg.org/>

Sauk County does have a social media presence

Facebook: <https://www.facebook.com/SaukCountyWI>

Instagram: <https://www.instagram.com/discoverSauk/>

Would we be making website design and programming updates with the new branding? If the consultant identifies that as a strategic component of the campaign.

When testing the brand and identity concepts – will this be in person? Electronically? If in-person, will you be responsible for scheduling? This is dependent on what the consultant feels is the best approach. County staff will be available to support the consultant when needed.

Do you have any existing photography assets for the collateral materials, or should the proposal include photography costs (stock or on-location)? We have existing photography but may need additional on-location materials.

An RFP for Baraboo Branding Services was advertised in 2017 - was a contract awarded? If yes, is there work or momentum from this effort that we might consider building upon? Yes, the City did award a contract. That effort was only for the City of Baraboo and did not consider anything outside of their municipality.

Regarding 3b under 3.4 Scope of Services on page 7: Is the analysis of "current efforts and existing elements" referring to those in market through 2020, or the concepts that will be developed through this effort. Those in market currently. The County does not have any marketing materials however, we do have four area chambers of commerce that do:

5. Baraboo <https://www.baraboo.com/>
6. Sauk Prairie <https://www.saukprairie.com/>
7. Spring Green <https://www.springgreen.com/>
8. Reedsburg <http://www.reedsburg.org/>

Sauk County does have a social media presence

Facebook: <https://www.facebook.com/SaukCountyWI>

Instagram: <https://www.instagram.com/discoverSauk/>

Is the qualitative and quantitative analysis for the "current image and positioning" referring to that which is in market through 2020, or the concepts that will be developed through this effort. In Market

