

Fort Bragg  
Agency of Record | Scope of Work  
10/01/18



## INTRODUCTION

The primary objective of this contract is to research and develop an enhanced brand for Fort Bragg to create effective, engaging and relevant marketing materials for audiences across a variety of advertising mediums. Ultimately, we want to give Fort Bragg its own voice and its own visual language to communicate to the right people at the right time using the right message to increase visitors to Fort Bragg.

The proposed scope of work through June 2019 has been outlined below in the following seven phases. Cubic will work with the city's project manager to identify check-in points/approvals for each phase/deliverable of the project:

1. Immersion
2. Creative Strategy and Development
3. Media Budget (Hard Costs)
4. Creative Design, Execution and Measurement
5. Photography/Video
6. Travel
7. Website Design and Development

## 1. IMMERSION

In order for us to create the brand experience required to engage visitors to drive them to Fort Bragg, the work we do must be strategic and backed by rationale. And this is where Immersion begins. Immersion allows us to dig deep into the brand and the community so that we can communicate exactly what we should do based on the planning and insights through our immersion process. Immersion will take us down an evidence-based approach that connects your brand to a creative strategy that allows us to develop a measurable plan for marketing Fort Bragg. Plan will be based on findings from Immersion.

Brand immersion is the first step in our brand development process. This is a thorough exploration of Fort Bragg and the people who make up the visitor experience. Immersion is our information-gathering phase that consists of strategic and intentional techniques designed to help us gain insight into the heart of your brand.

Our exploration of creative ways to express your authentic brand is strategically driven by what comes out of immersion. We consider all the ways your target audience(s) will encounter your brand. Our goal is to get them to notice you, and then make their journey from discovery to an action (i.e. an inquiry, a visit, etc.) as easy and as much fun as we can.

a. Research Review and Analysis

Fort Bragg will provide all existing research, analytics, marketing reports and plans, spending reports, tax revenue reports, surveys and other necessary items for Cubic to review and analysis. The new brand study results will also be shared with Cubic. Tapestry reports and other secondary research may be used and conducted at the discretion of Cubic. A deep dive into the website will be executed to review content, functionality, ADA compliancy, etc. to identify future opportunities.

b. Communication Review

Fort Bragg will provide all existing communications, advertising and marketing material (online and traditional) to Cubic. Photo libraries will be provided from the city and all contractual obligations and agreements will be provided. This process will:

- Allow Cubic to gain perspective on how Fort Bragg is currently being positioned to tourists in and outside of the city.
- Provide a platform to identify efficiencies and partnership opportunities while in-market and as we move forward together.

c. Competitive Review

Cubic will conduct a tourism review and analysis online and offline of 3-5 peer cities (Monterey, Santa Cruz, etc.). This process will:

- Allow Cubic to gain perspective on how these cities position themselves in the marketplace.
- Identify what types of language and visuals are already used so we can find ways to differentiate Fort Bragg.
- Allow Cubic to gain perspective on their brand personalities, product offerings, etc.

d. Boots on the Ground

Without question, one of the most authentic parts of the immersion process is putting our team in Fort Bragg. Fort Bragg will help us pair up with brand enthusiast/ambassadors to give us a behind the scenes look at Fort Bragg through the eyes of the visitors. Fort Bragg will also be responsible for setting up groups for our team and coordinating meeting times and locations. The scope of work includes the following\*:

- 3 brand ambassador meetings (we recommend talking to an ambassador from the harbor district, the arts and an outdoor enthusiast)
- 1 city officials group (ideally, we would like a councilor to participate)
- 1 hospitality group (hotel managers/owners & attractions)
- 1 retail/business group
- \*Scope is subject to change based on client direction/needs.

Brand Immersion Budget Allocation: \$20,000

## 2. CREATIVE STRATEGY AND DEVELOPMENT

Creative strategy and development bridges the gap from “what-if” scenarios to actual creative concepts that deliver on the Fort Bragg brand. Our team will develop no less than three creative concepts based on findings and conclusions. Creative concept will include (depending on findings):

- Conceptual advertising (look and feel, tone, language, sample visuals)
  - Print
  - Digital
  - Social
- Other marketing and advertising ideas that may be developed based on findings

Together, we will select a creative strategy and direction including tone and messaging. Once complete, we will develop an execution and photography plan.

Creative Strategy & Development Budget Allocation: \$10,000

## 3. MEDIA BUDGET (Hard Costs)

Based on the objectives, creative strategy and budget, Cubic will develop a media strategy and plan. This plan will be presented to you for approval. The plan will include all recommended media for contract year to included traditional, digital, social and experiential if applicable. Deliverable includes:

- Approved media plan & purchase of media

Media Budget Allocation: \$32,000



#### 4. CREATIVE DESIGN, EXECUTION AND MEASUREMENT

Creative/Design and copy/content creation to fulfill client-approved media buy.

- Includes account strategy and management.
- Should hard costs associated with creative design and execution be incurred, they will be billed separately following client approval of costs.

Social Media Management & Content Creation.

- Ongoing management of Visit Fort Bragg's social media presence and engagement.
- Ongoing collaboration and management of third-party local social media vendor
- The objective is to generate more interaction & increase followers through the proper use of social media channels and build a strong reputation for all utilized social channels.
- Our goals are to increase traffic to the website through all social channels, increase first-page search engine rankings by generating social content, increase visibility of online campaigns. Includes:
  - Copy Development
  - Social Media Monitoring & Reporting
  - Direction and Management of Third-Party/Local Content Developer

Digital Strategies, Management & Analytics Reporting

- Ongoing media management, media negotiations, and reporting for the duration of approved media plan. Reporting includes:
  - Dashboard Access: online dashboard providing analytics on digital ad placements
  - Quarterly digital reporting
  - One annual report: follow the end of run of annual media placements

Creative Design/Execution/Measurement Budget Allocation: \$42,000

#### 5. PHOTOGRAPHY/VIDEO

Cubic will be responsible for adding an adequate number of assets to existing asset library to satisfy the needs of initial stages of the campaign.

- Cubic will develop a shot list (to work in conjunction with the items we need to shoot for the advertising campaign) to include still and video
- Cubic will be responsible to contract with and directly pay a professional photographer and will negotiate usage terms on behalf of Fort Bragg (note, we always push for full City ownership with all rights transferred to the City upon full payment).
- Cubic will art direct the photo shoot
- Cubic will color correct photos and provide assets on a hard drive and deliver to client.
- Travel is included

Photography/Video Budget Allocation: \$18,000

## 6. TRAVEL

We have included two team trips as part of this contract. One trip will be used for immersion and the second trip will be coordinated with client in the Spring. Additional trips requested will require an additional signed cost estimate prior to booking.

## 7. WEBSITE DESIGN AND DEVELOPMENT

### Website Research, Planning, and Immersion

Website Immersion started for Cubic at the time we decided to respond to your request for a bid. A certain level of preliminary research and brainstorming was completed to develop this scope of work. Final Immersion will begin with a project kick-off meeting with your team so that we can explore your brand and project in more detail and document our findings for further analysis and action.

The goal of Immersion is:

- Dive deep into the brand and project to learn as much as possible about the current challenges and to develop a strong understanding of the needs, desires and goals driving this project.
- Eliminate any unknowns related to the scope of work, timeline, visual assets, copy technology requirements, etc.
- Build a robust framework for the creation of realistic, on brand and budget ideas during the Ideation.

Tasks performed during Immersion include:

#### Observation & Documentation

- Brand Contextualization: Where do we start? What does the brand say today? What do people currently think? How do people experience the brand? How does this project fit within the larger brand ecosystem?
- Digital Landscape Review: Review industry-leading competitors' websites and other reference websites from a visual, information architecture, functionality and social perspective.
- Inventory of Assets: Review Corporate ID standards; existing content, visual assets and third-party content. Determine if new assets are required and who creates them.
- CMS and Technology Assessment: Who will manage the application? How is it done now? What resources are available (people, budget, tech, etc.)? Review third-party technology to integrate and any special functionality requirements. Determine the hosting environment and database requirements. A WordPress CMS will be implemented.
- Social Media and Analytics Review: Review the existing social media channels in use. Review Analytics data for the current website.

#### Planning & Strategy Development

- Creative Direction
- Information Architecture
- Content Hierarchy
- Functionality Plan
- Project Timeline

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At the end of Immersion, we will have an accurate description of the web-based application that outlines the brand, goals and target audience; current digital landscape (competitors and reference websites); overall tone and personality and design criteria; information architecture; content hierarchy; and functionality requirements.

Sample website functionality is provided in Appendix A. A sample timeline and payment schedule is outlined in Appendix B. Following the project kick-off meeting and Website Research, Planning, & Immersion, appendices specific to this project will be provided.

Estimated Time: 2-3 weeks

Deliverables: Cubic Internal Project Brief

### **Ideation**

One of Cubic's primary differentiators is that we believe form IS function - meaning that design and purpose are all the same and should not be subordinated to one or the other. A great website is great because it works, not because it is pretty (but we make them pretty anyway).

The goal of Ideation is:

- Translate what we learned during Immersion into a narrow set of feasible and distinct solutions (typically 2 to 3 max).
- Integrate content, aesthetics and technology into a coherent, unified design prototype that responds most effectively to the requirements set forth during the project immersion phase.
- Activate and test any pre-existing desired components (unique features, tech, etc.) that may have been discussed earlier in the process to validate their effectiveness and build out as needed.

Tasks performed during Ideation include:

Design Exploration

- Look and feel
- Navigation & User Interface (UX)
- Messaging and content approach
- Proposed photography, support graphics, styling, etc.

At the end of Ideation, you will be able to easily see, understand and select from 2 to 3 different concepts. The design prototypes will help you visualize the general design direction. They are an effective tool to convey the intended design quickly and accurately for a web-based application by presenting a sample page layout including proposed navigation method, basic buttons and link behaviors and content hierarchy scheme within the browser window. This approach minimizes the discrepancies experienced when trying to visualize website designs through static Photoshop documents, printouts, pdfs, etc.

Estimated Time: 2 weeks

Deliverables: Design Prototype



## Execution

Execution begins with the migration of all assets from the design prototype into the functional prototype. Cubic will extend the development of the user experience and functionality by adding responsive CSS to ensure ease of use, legibility and visual impact across multiple devices, by fully developing the user functionality, and by finalizing the navigation elements and any additional page layouts. Concurrently, Cubic will fully implement the CMS and build out any modules necessary to address specific functionality requirements. Cubic written copy for the website will be done at this time. Final copy documents are entered into the CMS.

The goal of Execution is:

- Build the final framework for the actual website starting from the approved design prototype.
- Resolve any unforeseen technical or design issues during the creation of additional pages, content modules, etc.
- Finalize the CMS implementation.
- Deliver a fully functional BETA website with all copy and assets integrated for client review.

Tasks performed during Execution include:

- Server set-up
- CMS implementation
- Responsive layout and breakpoints
- Creation of sub-pages, modules, and sections
- Content migration (or content creation, if included in this scope of work)
- Functionality and cross-browser testing (Chrome, IE 11+, Safari & Firefox only)

At the end of Execution, you will see how the design prototype transformed into a functional prototype including CMS integration and responsive states. The BETA site will be made available to a select group of users to experience and test with the goal of identifying any content edits, minor design changes, and website performance issues.

Estimated Time: 12-14 weeks

Deliverables: BETA Site

## Deployment

During Deployment Cubic will train your employees on the use of the CMS and operation of the web-based application. Together, we will finalize a date and time to launch the website.

Tasks performed during Deployment include:

- Employee CMS training
- CMS documentation
- DNS Zone Record update
- Public launch plan (if applicable)
- Redirection of previous website URLs for up to 10 days after website launch. This is to help reduce the loss of search engine rankings within major search engines. (if include in the scope of work)

At the end of Deployment, you will be ready to promote and operate your new website.  
Deliverable: Fully functional website as described in the Project Brief.



### Hosting Recommendation

Cubic recommends using Amazon AWS scalable solution for hosting your website. This type of solution scales with website traffic and provides more resources when needed. With the AWS cloud, not only are infrastructure headaches removed but so are many of the security issues that come with them. AWS's world-class, highly secure data centers utilize state-of-the-art electronic surveillance and multi-factor access control systems. Data centers are staffed 24x7 by trained security guards, and access is authorized on a least privileged basis.

Environmental systems are designed to minimize the impact of disruptions to operations. Multiple geographic regions and Availability Zones allow you to remain resilient in the face of most failure modes, including natural disasters or system failures. The AWS virtual infrastructure has been designed to provide optimum availability while ensuring complete customer privacy and segregation.

Hosting will be paid by the client. As stated above, Cubic will build the website on WordPress – a free, open source CMS platform.

Website Project Budget Allocation: \$60,000

### Sample Appendix A: Website Functionality

Sample functionality for a similar website scope of work is outlined below.

- Base CMS - Core CMS to manage pages, posts, navigation, document uploads, etc.
- Messaging Module - Manage marketing messages for the home page utilizing images, video, headlines and links for more information.
- Blog/News Module - Manage categorized news stories utilizing a blog format (this will be the core code for transitioning the existing blog to the main website in Phase II)
- Events Module - Manage categorized events
- Career Module - Manage categorized career postings
- Career Application - Manage application forms for each type of career position. Allow applicants to submit their applications online (and resumes, if applicable). Applicant information will be submitted to the corporate office and maintained within the CMS for future review and archiving.
- Inquiry Form - General contact form with Name, Company, Title, Email, Phone, Comment and Captcha with the submissions going to the Corporate office. These inquiries will be maintained within the CMS and accessible by the Corporate staff.
- Document Download Access - Implement functionality that requires visitors to complete the Inquiry Form prior to downloading documents from the website.
- SEO Management - Implement an SEO tool that will provide the option to update key SEO information for each page/post within the CMS.



## Sample Appendix B: Timeline & Payment Schedule



Milestone	Timeline	Payment
Project Start	TBD	10%
Immersion Complete	2-3 weeks	20%
Ideation Complete	2 weeks	20%
Execution Halfway	6-7 weeks	20%
Execution Complete	12-14 weeks	20%
Deployment Complete	TBD Launch Date	10%