

**San Diego Tourism Authority Master Plan RFP Questions/Answers
As of August 3, 2023**

1. If we have partners/subcontractors joining our team, can the page requirements/case study limitations (i.e. 1 page About the Company, 3 case studies) be applied to each individual firm added to the team?

Yes, you may follow the same guidelines with 1 page for the Company and 3 case studies.

2. Has San Diego previously conducted a sustainability audit of the destination? If so, can a copy be provided for review ahead of proposal submission to help inform our approach?

No, a sustainability audit has not yet been conducted.

3. Does the 2023 Leisure & Hospitality Employment Sector Study quantify the value of the different tourism sub-industries and provide estimates for their Gross Regional Product (GRP), earnings, and taxes, as well as forecast projected growth of talent, unemployment trends, workforce availability, and compensation analysis?

The employment study does identify the sub-industries of the sector, direct and indirect, along with the earnings, taxes, and GRP for those within the various sectors. The study does not look at forecasted data.

4. Does SD Tourism Authority have a recent tourism demand forecast (as typically provided by Tourism Economics) or is this market analysis anticipated as part of the consultant's destination assessment scope?

Yes, the SDTA has Tourism Economics do bi-annual demand forecasts for the entire San Diego tourism sector and quarterly demand forecasts for the lodging sector.

5. Has SD Tourism Authority conducted any recent resident sentiment surveys?

No, but Visit California is currently conducting resident sentiment surveys throughout the state of California as part of its 2024 Master Plan project.

6. Has SD Tourism Authority conducted a brand perception study recently and has the team developed targeted personas?

Yes, qualitative brand research was conducted nationally through focus group studies in August 2021. Ongoing measurement is done through Omnitrak as part of the Marketing ROI Reporting.

7. Are you able to share any materials relating to your brand platform once work starts?

Yes.

8. What type of research was conducted as part of the 'Visitor Industry Performance Analysis' and when was this conducted?

Destination Analysts did a 2022 San Diego Visitor Profile study using intercepts with over 5,000 visitor groups in San Diego County. DA also does ongoing industry performance measurement including visitor volume, hotel performance, border crossings, air arrivals, etc.

9. Which key recommendations from the 2014-2015 20-year Destination Master Plan were implemented? Who were key partners involved in the implementation of recommendations from the previous Master Plan?

The SDTMD utilized the 2014-2015 Destination Master Plan to help guide its investment in sales, marketing and new product development with a focus on:

- a. Advocacy to support expansion of the San Diego Convention Center*
- b. Investment in special events as a tourism draw*
- c. Support of new airline route development*
- d. New audience development*

10. What, if any, process challenges came up during the 2014-2015 Destination Master Plan that will need to be overcome this time?

NA

11. How is SD Tourism Authority monitoring and reporting progress on recommendations from the current Destination Master Plan? Will recommendations for a monitoring, evaluation and reporting process need to be included within the update?

The SDTMD managed the plan and provided updates in its reporting cycle to stakeholders. The SDTA aligned its sales and marketing plan to the Destination Master Plan and provided quarterly updates to the SDTMD and in its annual report.

12. Does the SD Tourism Authority have a current crisis communications/management plan?

Yes.

13. How does the SD Tourism Authority anticipate this scope of work/project to align with regional plans being developed by Visit California or is this project in place of that assignment? Will the consultant working on Visit California's regional plans be involved in the master planning process for San Diego? If so, in what capacity?

The SDTA's plan will be completed prior to the Visit California plan (estimated delivery in December 2024). It is anticipated that the SDTA plan will be provided as an input to VCA.

14. How does SD Tourism Authority anticipate the selected consultant will work with the engagement consultant that SDTA has already hired (i.e. to serve as on-the-ground boots to execute the engagement plan developed by the selected consultant or to serve as strategic advisors on the design of the engagement strategy, or both)? Are you able to share the name of the firm leading the engagement work and the size of the firm/number of staff persons dedicated to execution of engagement for the tourism plan to help inform our internal resource distribution?

We have retained Intesa Communications to assist SDTA staff with establishing any community meetings, information gathering, presentations, etc. as needed. The selected consultant and engagement consultant are seen as partners to help support the process and SDTA team deliver the plan.

15. Does SD Tourism Authority have a steering committee in place, or a list of key industry stakeholders, that will provide oversight on the development of the destination master plan?

We have not yet established a steering committee and we have many stakeholders. The size, shape and composition of a committee is to be determined based on best practices.

16. Has the engagement consultant developed a stakeholder map identifying key partners/organizations/industry leaders to inform the engagement plan?

It is in development.

17. Does the SD Tourism Authority anticipate being the primary implementer for the updated plan, or is the expectation that responsibilities for implementation will be held more widely with other organizations too?

The SDTA is open to recommendations based on the findings of the plan. It is anticipated that the SDTA will play a leading role.

18. In addition to identifying tourism infrastructure gaps, does the SDTA expect that the consultant will recommend specific projects and if so, should the consultant perform cost/benefit analyses or feasibility studies of the recommended projects?

Open for discussion.

19. Has the SDTA conducted any economic impact studies of the tourism industry?

Yes.

20. Will SD Tourism Authority be sharing a list of firms submitting questions regarding this RFP?

All questions will be combined and publicly posted.

21. Is SDTA looking for marketing and promotion recommendations for its existing efforts, or is it looking for the Tourism Master Plan to include an updated Tourism Marketing Strategy for the organization?

Recommendations to help guide investment to enhance brand perception, sustainable tourism, DE&I, workforce development and event programming.

22. Is SDTA looking for recommendations on a particular audit organization and methodology that should be implemented at some later date (post-Tourism Master Plan Update), or is SDTA looking for this project to conduct an audit and include the results in the Tourism Master Plan?

Provide recommendations on specific audits as called out in the RFP.

23. Please define the "San Diego Region". What geographies does this include? City of San Diego, County of San Diego, something different?

County of San Diego with an understanding of the City of San Diego versus County overall.

24. Should the bidder assume creative development time and estimated production costs (such as printing) as part of our scope and budget?

Bidder should assume their time in developing the report and key messaging is included in their budget. Printing and design costs for communications materials will be considered outside of scope.