Addendum 3: Request for Proposals for Digital Marketing Services for the Lookout Mountain Incline Railway

Please see below for responses to questions from potential proposers:

1. Addendum 1 says the agency bills paid media and CARTA reimburses at cost. Could CARTA instead pay the ad platforms directly, put a CARTA card on the accounts, or advance media funds each month? No, CARTA is only able to reimburse at cost.
2. For a firm with no employees, is worker's compensation coverage still required, or would CARTA accept a statement of exemption? CARTA can accept a statement of exemption.
3. Does "production of ad creative assets" mean building ads from CARTA-supplied photos and video, or should the retainer include new photo or video shoots? CARTA will supply the creative, but open for discussion.
4. Who manages Google Tag Manager and the ticket purchase tracking today, and would the selected firm get admin access? The Reinert Group handles ticketing via Fareharbor
5. Give the 2,000 daily passenger cap, should campaigns focus on growing off-peak and shoulder-season visitation rather than peak summer volume? The main focus will be for off-peak, however the marketing needs to be constant throughout the year.
6. Are there planned closures, renovations, master plan milestones, or new offerings during the contract that campaigns should support or work around? CARTA plans to close in January and February every two years for maintenance activities. CARTA has maintenance track work scheduled for January and February 2027 with the next closure scheduled for winter 2029.
7. How are combination tickets sold through Lookout Mountain Attractions and Southern Highlands Attractions tracked, and does the Incline receive revenue credit for them? We no longer sell tickets through Lookout Mountain Attractions. Southern Highland Attractions are tracked as part of overall ticket sales. The Incline Railway does not receive revenue credit for these tickets.
8. Which ticketing platform does the Incline use, and are purchases currently tracked in GA4 and the ad platforms through cross-domain or server-side tracking? The platform is Fare Harbor. The assumption is yes, sales are tracked in GA4.
9. Are the Google Ads, Meta, native, GA4, and Tag Manager accounts owned by CARTA, and will they transfer to the selected firm with full historical data? Yes
10. What is the typical turnaround for landing page and tracking changes on ridetheincline.com and who handles those requests? CARTA will be taking over the ridetheincline.com website on February 1, 2027.
11. Does the ad creative scope include video production, and does CARTA maintain a current photo and video library we can use? Up for discussion for inclusion in the annual digital marketing budget outside of the monthly retainer or estimated fee. It is not anticipated that this will be required in the near term.

12. Is there a DBE participation goal for this contract? No, there is not a DBE participation goal for this contract.
13. Is the current vendor eligible to submit a proposal, and is this solicitation a scheduled re-procurement under CARTA's procurement policy? The current vendor subcontracts digital marketing, and CARTA is making a change to only have digital marketing services procured.
14. What are CARTA's top two or three priorities for the digital marketing program over the next 12-24 months? Are there specific challenges or opportunities you're hoping a new partner can address? Build the brand and increase ticket sales.
15. Beyond website traffic and ticket revenue, what KPIs will CARTA prioritize when evaluating the success of its digital marketing partner? 1. Audience reach and engagement. 2. Brand awareness. 3. Visitor mix and market reach
16. The RFP provides helpful performance data from July 2026. Would CARTA be willing to share additional performance data, such as a 12-month summary of advertising spend, conversions, and return on ad spend, to help proposers understand seasonality and establish realistic goals? Yes, if requested.
17. Does CARTA anticipate maintaining its current mix of digital marketing channels, or is it interested in exploring new channels and strategies? Both
18. What volume of new digital creative does CARTA anticipate needing each month and quarter? Will existing photography, video, and other brand assets be available to the selected agency? Once a month, CARTA has a limited asset bank to pull from.
19. Does CARTA expect the selected agency to develop and write new SEO-focused website content, or primarily provide recommendations for CARTA's website team to implement? Provide recommendations.
20. Since website maintenance is outside the scope, who currently manages ridetheincline.com? How will the selected marking partner coordinate with that team on landing pages, conversion tracking, and SEO recommendations? CARTA will manage the website in-house starting on February 1, 2026. The vendor will work with CARTA directly.
21. Who will serve as the primary day-to-day contact for the selected agency, and what internal resources will be available to support campaign approvals, creative development, and implementation? Brandon Meredith, Director of Communications will be the main contact. Brandon has two staff members that can help support.
22. What is the approximate annual paid media budget, and how is it currently allocated across paid search, paid social, display, and native advertising? Appx $100,000.
23. The RFP requests pricing for the initial year and four potential renewal years. Does CARTA anticipate a consistent scope and level of effort throughout this period, or should proposers account for potential changes in services and budgets? CARTA anticipates a consistent scope.
24. The evaluation criteria allocate 10% to tourism, attraction, hospitality, or transit-related marketing experience. Would CARTA consider comparable digital marketing experience in other sectors, particularly government and mission-driven organizations, equally relevant? Potential proposers should provide their experience

and expertise, and CARTA will evaluate based on the evaluation criteria. CARTA prefers documented experience in tourism, attraction, hospitality, or transit-related digital marketing services because that is the industry in which the Incline Railway operates.

25. Can an India-incorporated company submit a proposal and enter into a contract directly with CARTA without establishing a US subsidiary or maintaining a registered US office? An international company is eligible to submit a proposal.
26. Is there any requirement for the selected agency to have a physical office, locally based employees, or an on-ground representative in Tennessee? No, CARTA's digital marketing partner is not required to have a local presence.
27. Are there any specific federal registrations, certifications, or compliance requirements that an India-incorporated contractor must fulfill under this contract? Federal clauses and certifications have been included in the Request for Proposal.
28. Can an international agency provide equivalent insurance coverage issued by an Indian insurance provider, or must the required policies be issued by a US-based insurer? Insurance requirements are included in the Request for Proposals.
29. What tax documentation and vendor registration requirements apply to an India-based company receiving payments from CARTA? Can payments be made to an Indian corporate bank account? CARTA requires a W9 form for vendor registration.
30. Regarding the advertising expenditures reimbursement process, could you clarify the expected reimbursement timeline? Will CARTA provide an advance or working-capital arrangement, or will the selected agency be expected to fund the advertising expenditures upfront? The selected agency will be expected to fund the advertising expenditures upfront. CARTA's terms of payment are net 30.
31. Is there an indicative or maximum annual agency-fee budget separate from the allocated advertising media budget of $97,500? To be determined
32. Could you confirm the deadline for submitting clarification questions? Clarification questions should be submitted by November 23, 2026.
33. What is CARTA's anticipated annual budget for digital marketing services, excluding paid media expenditures? $100,000
34. What is the anticipated annual paid media budget? $100,000
35. Can CARTA disclose the current agency's monthly retainer or annual professional services fees? Yes – CARTA currently pays a $2,000 a month retainer
36. Approximately how many campaigns are anticipated annually across paid search, paid social, display, and native advertising? Would need recommendations from vendor.
37. What is the anticipated monthly volume of new advertising creative assets? Will CARTA provide existing photography, video, and other brand assets? CARTA will supply what is available.
38. Given that the website maintenance is excluded, will CARTA's existing website provider implement technical and on-page SEO recommendations developed by the selected agency? Yes
39. Which advertising platforms, analytics tools, reporting dashboards, and conversion-tracking solutions are currently being used? Will the selected agency receive access

to existing accounts and historical performance data? Mostly GA4, Yes, selected agency will receive access to these accounts.

40. Are there established annual targets for ticket sales, revenue, return on advertising spend, or other conversion metrics? CARTA's annual budget serves as a target for revenue.
41. Will CARTA consider proposals from qualified agencies headquartered outside Tennessee, including California-based firms? Are there any geographic preferences or requirements for local representation? CARTA will consider proposals from qualified agencies outside of Tennessee.
42. Section V allocates 10% of evaluation points to tourism, attraction, hospitality, or transit-related digital marketing experience. Will comparable experience developing and managing digital campaigns for large consumer-facing organizations also be considered? Potential proposers should provide their experience and expertise, and CARTA will evaluate based on the evaluation criteria. CARTA prefers documented experience in tourism, attraction, hospitality, or transit-related digital marketing services because that is the industry in which the Incline Railway operates.
43. Are subcontractors permitted under this engagement? If so, may the prime contractor utilize qualified specialist subcontractors for paid media, SEO, creative production, and analytics, provided their qualifications and responsibilities are clearly identified in the proposal? CARTA intends to work directly with a digital marketing firm. Subcontractors may be utilized for video production or other services on an as needed basis, but this is anticipated to be a rare occurrence.
44. Is there any requirement for on-site personnel or regularly-scheduled in-person meetings, or can services be delivered remotely? Remotely
45. Are there any mandatory minimum qualifications that proposers must satisfy to be considered responsive, such as minimum number of years in business, specific industry experience, professional certifications, minimum annual revenue, or prior government contract experience? If so, could CARTA identify these requirements? CARTA does not have mandatory minimum qualifications and will utilize the evaluation criteria to evaluate proposals.
46. Addendum 2 lists the deadline as December 2 at 2:00 PM. Can you confirm that Eastern Time? Confirmed.
47. For work samples, would CARTA prefer to see ad creative, campaign performance and reporting examples, or a mix of both. CARTA prefers to see both.
48. The scope references paid social on "Meta and other platforms." Are there specific platforms beyond Meta that CARTA expects the selected firm to manage? Google ads should be included.
49. For SEO, will the selected firm have access to the website to make technical and on-page changes? Or will our role to provide audits and prioritized recommendations for the Reinert Group to implement? It is anticipated that the selected firm will have access to the website to make technical and on-page changes as long as confirmed and approved by Brandon Meredith.

50. Does the “search-focused content strategy” call for the firm to write content, such as blog posts or page copy? Or should we plan to provide content briefs and recommendations? Content briefs and recommendations.
51. Will the selected firm get admin access to Google Tag Manager and to FareHarbor’s conversion tracking settings? And what is the typical turnaround for tracking and landing page changes through the Reinert Group? It is anticipated that the selected firm will be provided admin access to Google Tag Manager, etc. Turnaround time is estimated at approximately 5 days.
52. Is the allocation of the $97,500 annual media budget across channels set by the agency’s recommended plan, or does CARTA have a preferred spilt? CARTA would be utilizing the awarded firm’s recommended plan.
53. Our team may include individual contractors retained directly. How does CARTA handle the approval process for independent contractors under the subcontracting provision? Is there anything specific we should include in the proposal to support that approval? CARTA intends to work directly with a digital marketing firm. All subcontractor information should be included in proposals if known, with enough information to enable staff to determine responsibility and responsiveness. If after the contract has been awarded, all subcontractor information will need to be approved through Brandon Meredith.
54. Which months are your peak and slowest and are there periods when you would like marketing to focus on filling capacity. December through February are the Incline’s slowest months. Peak is from March through November. Filling capacity during slower months is a focus.
55. Are joint promotions with other Lookout Mountain attractions, or group and school sales, part of what you would like this contract to support? No.
56. Which channels or tactics have worked especially well, or not well, for the Incline in the past, so we can build on them or avoid them? Google and Meta ads have been successful as well as running geotargeted ads.

Annie Powell

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Annie Powell, Director of Grants & Procurement, 11.20.26