



CITY OF GRAND JUNCTION, COLORADO

PROFESSIONAL SERVICES CONTRACT

This CONTRACT made and entered into this **21st** day of **May, 2021** by and between the **City of Grand Junction, Colorado**, a government entity in the County of Mesa, State of Colorado, hereinafter in the Contract Documents referred to as the "Owner" and **Centro of Denver, Colorado**, hereinafter in the Contract Documents referred to as the "Contractor."

The Contractor shall perform the work set forth and described by the Solicitation Documents and known as **RFP-4855-21-SH Advertising and Media Measurement Services.**

The total amount of the Contract shall not exceed **\$1,522,000.00** paid by the Owner. The Contractor shall be paid in accordance with the work done based on each individual campaign, or season, or key performance indicator (KPI) being driven by Visit Grand Junction (Visit GJ). **There is no guarantee that any work will be done, nor is there a guaranteed amount of work, or a minimum cost of work. There is no minimum or maximum guarantee as a result of this contract.**

Seven (7) firms were chosen as finalists and all seven (7) may or may not have the opportunity to participate in the advertising and media measurement needs of Visit GJ. The six (6) firms are divided into three categories as follows:

- Advertising:** Centro, Epsilon/Conversant, Foursquare, Adtheorent
- Measurement:** PlacelQ, Foursquare/Placed
- Verification:** Lucidity

This contract signifies approval that Visit GJ may work with each individual firm as needed, if needed.

To receive payment, Contractor must **submit invoices to Elizabeth Fogarty, Visit Grand Junction Director at elizabethf@gjcity.org** for work completed.

Contract Administrator for the Owner is **Elizabeth Fogarty, Visit GJ Director, 970-256-4052, elizabethf@gjcity.org**

Contract Administrator for the Contractor is **Chelsea Gerberich, Client Lead, 630-615-8118, chelsea.gerberich@centro.net.**

The term of this Contract shall be from **May 21, 2021 to May 21, 2022**, with the option for up to three (3) annual renewals at the same rates noted above.

Firms shall provide the insurance bonds and indemnities required in the Solicitation Documents.

Contract Documents: The clauses provided in the Solicitation apply to the terms used in the Contract and all the Contract Documents. It is agreed by the parties hereto that the following list of instruments, drawings, and documents which are attached hereto, bound herewith, or incorporated herein by reference constitute and shall be referred to either as the "Contract Documents" or the Contract, and all of said instruments, drawings, and documents together as a whole constitute the Contract between the parties hereto, and they are fully a part of this agreement as if they were set out verbatim and in full herein. The order of contract document governance shall be as follows:

- a. The body of this contract agreement
- b. Solicitation Documents for the Project and all Addenda; **IFB-4855-21-SH;**
- c. Contractors Response to the Solicitation
- d. Change Orders.

CITY OF GRAND JUNCTION, COLORADO

DocuSigned by:
By: Elizabeth Fogarty 6/17/2021 | 23:14 EDT
Elizabeth Fogarty, Visit Grand Junction Director Date

CENTRO

DocuSigned by:
By: Chelsea Gerberich 5/24/2021 | 13:11 PDT
Chelsea Gerberich, Client Lead Date



**Request for Proposal
RFP-4855-21-SH**

**ADVERTISING AND MEDIA
MEASUREMENT SERVICES**

RESPONSES DUE:

January 27, 2021 prior to 2:30 P.M.

Accepting Electronic Responses Only

**Responses Only Submitted Through the Rocky Mountain E-Purchasing
System (RMEPS)**

www.bidnetdirect.com/colorado

(Purchasing Representative does not have access or control of the vendor side of RMEPS. If website or other problems arise during response submission, vendor MUST contact RMEPS to resolve issue prior to the response deadline. 800-835-4603)

Due to recent developments with increased COVID-19 cases in Mesa County, public in-person bid openings are temporarily being suspended until further notice. Bid openings will take place on their designated date and time virtually, and bid tabulations will be posted for public view/access. The virtual link is noted below to attend the bid opening. Public may attend via video or via phone for audio only.

**Please join Advertising & Media Measurement Svcs RFP-4855-21-SH on GoToConnect from your computer using the Chrome browser.
<https://my.jive.com/meet/929354797>**

**You can also dial in using your phone.
US: (571) 317-3129**

Access Code: 929-354-797

PURCHASING REPRESENTATIVE:

Susan Hyatt
susanh@gjcity.org
970-244-1513

This solicitation has been developed specifically for a Request for Proposal intended to solicit competitive responses for this solicitation and may not be the same as previous City of Grand Junction solicitations. All offerors are urged to thoroughly review this solicitation prior to submitting. Submittal by **FAX, EMAIL or HARD COPY IS NOT ACCEPTABLE** for this solicitation.

REQUEST FOR PROPOSAL

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REQUEST FOR PROPOSAL

SECTION 1.0: ADMINISTRATIVE INFORMATION & CONDITIONS FOR SUBMITTAL

- 1.1 Issuing Office:** This Request for Proposal (RFP) is issued by the City of Grand Junction. All contact regarding this RFP shall be directed to:

RFP Questions:

Susan Hyatt

susanh@gjcity.org

The City would like to remind all Contractors, Sub-Contractors, Vendors, Suppliers, Manufacturers, Service Providers, etc. that (with the exception of Pre-Bid or Site Visit Meetings) all questions, inquiries, comments, or communication pertaining to any formal solicitation (whether process, specifications, scope, etc.) must be directed (in writing) to the Purchasing Agent assigned to the project, or Purchasing Division. Direct communication with the City assigned Project Managers/Engineers is not appropriate for public procurement prior to award and may result in disqualification.

- 1.2 Purpose:** The purpose of this RFP is to obtain proposals from qualified professional firms to provide paid advertising and media measurement services for the Grand Junction, CO, area as described in Section 4.0.
- 1.3 Compliance:** All participating Offerors, by their signature hereunder, shall agree to comply with all conditions, requirements, and instructions of this RFP as stated or implied herein. Should the City omit anything from this packet which is necessary to the clear understanding of the requirements, or should it appear that various instructions are in conflict, the Offeror(s) shall secure instructions from the Purchasing Division prior to the date and time of the submittal deadline shown in this RFP.
- 1.4 Procurement Process:** Procurement processes shall be governed by the most current version of the City of Grand Junction [Purchasing Policy and Procedure Manual](#).
- 1.5 Submission:** Please refer to section 5.0 for what is to be included. Each proposal shall be submitted in electronic format only, and only through the Rocky Mountain E-Purchasing website, www.bidnetdirect.com/colorado. The uploaded response shall be a single PDF document with all required information included. This site offers both "free" and "paying" registration options that allow for full access of the City's documents and for electronic submission of proposals. (Note: "free" registration may take up to 24 hours to process. Please Plan accordingly.) For proper comparison and evaluation, the City requests that proposals be formatted as directed in Section 5.0 "Preparation and Submittal of Proposals." Submittals received that fail to follow this format may be ruled non-responsive. (Purchasing Representative does not have access or control of the vendor side of RMEPS. If website or other problems arise during response submission, vendor **MUST** contact RMEPS to resolve issue prior to the response deadline. **800-835-4603**)
- 1.6 Altering Proposals:** Any alterations made prior to opening date and time must be initialed by the signer of the proposal, guaranteeing authenticity. Proposals cannot be altered or amended after submission deadline.

- 1.7 Withdrawal of Proposal:** A proposal must be firm and valid for award and may not be withdrawn or canceled by the Offeror for sixty (60) days following the submittal deadline date, and only prior to award. The Offeror so agrees upon submittal of their proposal. After award this statement is not applicable.
- 1.8 Addenda:** All Questions shall be submitted in writing to the appropriate person as shown in Section 1.1. Any interpretations, corrections and changes to this RFP or extensions to the opening/receipt date shall be made by a written Addendum to the RFP by the City. Sole authority to authorize addenda shall be vested in the City of Grand Junction Purchasing Representative. Addenda will be issued electronically through the Rocky Mountain E-Purchasing website at www.bidnetdirect.com/colorado. Offerors shall acknowledge receipt of all addenda in their proposal. Addenda and solicitations are posted on the City's website, www.gjcity.org/business-and-economic-development/bids, for informational purposes.
- 1.9 Confidential Material:** All materials submitted in response to this RFP shall ultimately become public record and shall be subject to inspection after contract award. "**Proprietary or Confidential Information**" is defined as any information that is not generally known to competitors and which provides a competitive advantage. Unrestricted disclosure of proprietary information places it in the public domain. Only submittal information clearly identified with the words "**Confidential Disclosure**" and uploaded as a separate document shall establish a confidential, proprietary relationship. Any material to be treated as confidential or proprietary in nature must include a justification for the request. The request shall be reviewed and either approved or denied by the City. If denied, the proposer shall have the opportunity to withdraw its entire proposal, or to remove the confidential or proprietary restrictions. Neither cost nor pricing information nor the total proposal shall be considered confidential or proprietary
- 1.10 Response Material Ownership:** All proposals become the property of the City upon receipt and shall only be returned to the proposer at the City's option. Selection or rejection of the proposal shall not affect this right. The City shall have the right to use all ideas or adaptations of the ideas contained in any proposal received in response to this RFP, subject to limitations outlined in the section titled "Confidential Material". Disqualification of a proposal does not eliminate this right.
- 1.11 Minimal Standards for Responsible Prospective Offerors:** A prospective Offeror must affirmably demonstrate their responsibility. A prospective Offeror must meet the following requirements:
- Have adequate financial resources, or the ability to obtain such resources as required.
 - Be able to comply with the required or proposed completion schedule.
 - Have a satisfactory record of performance.
 - Have a satisfactory record of integrity and ethics.
 - Be otherwise qualified and eligible to receive an award and enter into a contract with the City.
- 1.12 Nonconforming Terms and Conditions:** A proposal that includes terms and conditions that do not conform to the terms and conditions of this Request for Proposal is subject to rejection as non-responsive. The City reserves the right to permit the Offeror to withdraw nonconforming terms and conditions from its proposal prior to a determination by the City of non-responsiveness based on the submission of nonconforming terms and conditions

- 1.13 Open Records:** All proposals shall be open for public inspection after the contract is awarded. Trade secrets and confidential information contained in the proposal so identified by offer as such shall be treated as confidential by the City to the extent allowable in the Open Records Act.
- 1.14 Sales Tax:** City of Grand Junction is, by statute, exempt from the State Sales Tax and Federal Excise Tax; therefore, all fees shall not include taxes.
- 1.15 Public Opening:** Proposals shall be opened in the City Hall Auditorium, 250 North 5th Street, Grand Junction, CO 81501, immediately following the proposal deadline. Offerors, their representatives and interested persons may be present. Only the names and locations on the proposing firms will be disclosed.

Due to recent developments with increased COVID-19 cases in Mesa County, public in-person bid openings are temporarily being suspended until further notice. Bid openings will take place on their designated date and time virtually, and bid tabulations will be posted for public view/access. The virtual link is noted below to attend the bid opening. Public may attend via video or via phone for audio only.

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**You can also dial in using your phone.
US: (571) 317-3129**

Access Code: 929-354-797

SECTION 2.0: GENERAL CONTRACT TERMS AND CONDITIONS

- 2.1. Acceptance of RFP Terms:** A proposal submitted in response to this RFP shall constitute a binding offer. Acknowledgment of this condition shall be indicated on the Cover Letter by the Offeror or an officer of the Offeror legally authorized to execute contractual obligations. A submission in response to the RFP acknowledges acceptance by the Offeror of all terms and conditions, as set forth herein. An Offeror shall identify clearly and thoroughly any variations between its proposal and the City's RFP requirements. Failure to do so shall be deemed a waiver of any rights to subsequently modify the terms of performance, except as outlined or specified in the RFP.
- 2.2. Execution, Correlation, Intent, and Interpretations:** The Contract Documents shall be signed by the City and Contractor. By executing the contract, the Contractor represents that they have familiarized themselves with the local conditions under which the Work is to be performed, and correlated their observations with the requirements of the Contract Documents. The Contract Documents are complementary, and what is required by any one, shall be as binding as if required by all. The intention of the documents is to include all labor, materials, equipment, services and other items necessary for the proper execution and completion of the scope of work as defined in the technical specifications and drawings

contained herein. All drawings, specifications and copies furnished by the City are, and shall remain, City property. They are not to be used on any other project.

- 2.3. Acceptance Not Waiver:** The City's acceptance or approval of any work furnished hereunder shall not in any way relieve the proposer of their present responsibility to maintain the high quality, integrity and timeliness of his work. The City's approval or acceptance of, or payment for, any services shall not be construed as a future waiver of any rights under this Contract, or of any cause of action arising out of performance under this Contract.
- 2.4. Change Order/Amendment:** No oral statement of any person shall modify or otherwise change, or affect the terms, conditions or specifications stated in the resulting contract. All change orders/amendments to the contract shall be made in writing by the City Purchasing Division.
- 2.5. Assignment:** The Offeror shall not sell, assign, transfer or convey any contract resulting from this RFP, in whole or in part, without the prior written approval from the City.
- 2.6. Compliance with Laws:** Proposals must comply with all Federal, State, County and local laws governing or covering this type of service and the fulfillment of all ADA (Americans with Disabilities Act) requirements. Contractor hereby warrants that it is qualified to assume the responsibilities and render the services described herein and has all requisite corporate authority and professional licenses in good standing, required by law.
- 2.7. Debarment/Suspension:** The Contractor hereby certifies that the Contractor is not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Governmental department or agency.
- 2.8. Confidentiality:** All information disclosed by the City to the Contractor for the purpose of the work to be done or information that comes to the attention of the Contractor during the course of performing such work is to be kept strictly confidential.
- 2.9. Conflict of Interest:** No public official and/or City employee shall have interest in any contract resulting from this RFP.
- 2.10. Contract:** This Request for Proposal, submitted documents, and any negotiations, when properly accepted by the City, shall constitute a contract equally binding between the City and Offeror. The contract represents the entire and integrated agreement between the parties hereto and supersedes all prior negotiations, representations, or agreements, either written or oral, including the Proposal documents. The contract may be amended or modified with Change Orders, Field Orders, or Amendment.
- 2.11. Cancellation of Solicitation:** Any solicitation may be canceled by the City or any solicitation response by a vendor may be rejected in whole or in part when it is in the best interest of the City.
- 2.12. Project Manager/Administrator:** The Project Manager, on behalf of the City, shall render decisions in a timely manner pertaining to the work proposed or performed by the Offeror. The Project Manager shall be responsible for approval and/or acceptance of any related performance of the Scope of Work.

- 2.13. Contract Termination:** This contract shall remain in effect until any of the following occurs: (1) contract expires; (2) completion of services; (3) acceptance of services or, (4) for convenience terminated by either party with a written *Notice of Cancellation* stating therein the reasons for such cancellation and the effective date of cancellation at least thirty days past notification.
- 2.14. Employment Discrimination:** During the performance of any services per agreement with the City, the Offeror, by submitting a Proposal, agrees to the following conditions:
- 2.14.1.** The Offeror shall not discriminate against any employee or applicant for employment because of race, religion, color, sex, age, disability, citizenship status, marital status, veteran status, sexual orientation, national origin, or any legally protected status except when such condition is a legitimate occupational qualification reasonably necessary for the normal operations of the Offeror. The Offeror agrees to post in conspicuous places, visible to employees and applicants for employment, notices setting forth the provisions of this nondiscrimination clause.
 - 2.14.2.** The Offeror, in all solicitations or advertisements for employees placed by or on behalf of the Offeror, shall state that such Offeror is an Equal Opportunity Employer.
 - 2.14.3.** Notices, advertisements, and solicitations placed in accordance with federal law, rule, or regulation shall be deemed sufficient for the purpose of meeting the requirements of this section.
- 2.15. Immigration Reform and Control Act of 1986 and Immigration Compliance:** The Offeror certifies that it does not and will not during the performance of the contract employ illegal alien workers or otherwise violate the provisions of the Federal Immigration Reform and Control Act of 1986 and/or the immigration compliance requirements of State of Colorado C.R.S. § 8-17.5-101, *et. seq.* (House Bill 06-1343).
- 2.16. Ethics:** The Offeror shall not accept or offer gifts or anything of value nor enter into any business arrangement with any employee, official, or agent of the City.
- 2.17. Failure to Deliver:** In the event of failure of the Offeror to deliver services in accordance with the contract terms and conditions, the City, after due oral or written notice, may procure the services from other sources and hold the Offeror responsible for any costs resulting in additional purchase and administrative services. This remedy shall be in addition to any other remedies that the City may have.
- 2.18. Failure to Enforce:** Failure by the City at any time to enforce the provisions of the contract shall not be construed as a waiver of any such provisions. Such failure to enforce shall not affect the validity of the contract or any part thereof or the right of the City to enforce any provision at any time in accordance with its terms.
- 2.19. Force Majeure:** The Offeror shall not be held responsible for failure to perform the duties and responsibilities imposed by the contract due to legal strikes, fires, riots, rebellions, and acts of God beyond the control of the Offeror, unless otherwise specified in the contract.
- 2.20. Indemnification:** Offeror shall defend, indemnify and save harmless the City and all its officers, employees, insurers, and self-insurance pool, from and against all liability, suits,

actions, or other claims of any character, name and description brought for or on account of any injuries or damages received or sustained by any person, persons, or property on account of any negligent act or fault of the Offeror, or of any Offeror's agent, employee, subcontractor or supplier in the execution of, or performance under, any contract which may result from proposal award. Offeror shall pay any judgment with cost which may be obtained against the City growing out of such injury or damages.

- 2.21. Independent Firm:** The Offeror shall be legally considered an Independent Firm and neither the Firm nor its employees shall, under any circumstances, be considered servants or agents of the City. The City shall be at no time legally responsible for any negligence or other wrongdoing by the Firm, its servants, or agents. The City shall not withhold from the contract payments to the Firm any federal or state unemployment taxes, federal or state income taxes, Social Security Tax or any other amounts for benefits to the Firm. Further, the City shall not provide to the Firm any insurance coverage or other benefits, including Workers' Compensation, normally provided by the City for its employees.
- 2.22. Ownership:** All plans, prints, designs, concepts, etc. shall become the property of the City.
- 2.23. Oral Statements:** No oral statement of any person shall modify or otherwise affect the terms, conditions, or specifications stated in this document and/or resulting agreement. All modifications to this request and any agreement must be made in writing by the City.
- 2.24. Patents/Copyrights:** The Offeror agrees to protect the City from any claims involving infringements of patents and/or copyrights. In no event shall the City be liable to the Offeror for any/all suits arising on the grounds of patent(s)/copyright(s) infringement. Patent/copyright infringement shall null and void any agreement resulting from response to this RFP.
- 2.25. Remedies:** The Offeror and City agree that both parties have all rights, duties, and remedies available as stated in the Uniform Commercial Code.
- 2.26. Venue:** Any agreement as a result of this RFP shall be deemed to have been made in, and shall be construed and interpreted in accordance with, the laws of the City of Grand Junction, Mesa County, Colorado.
- 2.27. Expenses:** Expenses incurred in preparation, submission and presentation of this RFP are the responsibility of the company and cannot be charged to the City.
- 2.28. Sovereign Immunity:** The City specifically reserves the right to sovereign immunity pursuant to Colorado State Law as a defense to any action arising in conjunction to this agreement.
- 2.29. Public Funds/Non-Appropriation of Funds:** Funds for payment have been provided through the City's budget approved by the City Council/Board of County Commissioners for the stated fiscal year only. State of Colorado statutes prohibit the obligation and expenditure of public funds beyond the fiscal year for which a budget has been approved. Therefore, anticipated orders or other obligations that may arise past the end of the stated City's fiscal year shall be subject to budget approval. Any contract will be subject to and must contain a governmental non-appropriation of funds clause.

- 2.30. Collusion Clause:** Each Offeror by submitting a proposal certifies that it is not party to any collusive action or any action that may be in violation of the Sherman Antitrust Act. Any and all proposals shall be rejected if there is evidence or reason for believing that collusion exists among the proposers. The City may or may not, at the discretion of the City Purchasing Representative, accept future proposals for the same service or commodities for participants in such collusion.
- 2.31. Gratuities:** The Contractor certifies and agrees that no gratuities or kickbacks were paid in connection with this contract, nor were any fees, commissions, gifts or other considerations made contingent upon the award of this contract. If the Contractor breaches or violates this warranty, the City may, at their discretion, terminate this contract without liability to the City.
- 2.32. OSHA Standards:** All Offerors agree and warrant that services performed in response to this invitation shall conform to the standards declared by the US Department of Labor under the Occupational Safety and Health Act of 1970 (OSHA). In the event the services do not conform to OSHA Standards, the City may require the services to be redone at no additional expense to the City.
- 2.33. Performance of the Contract:** The City reserves the right to enforce the performance of the contract in any manner prescribed by law or deemed to be in the best interest of the City in the event of breach or default of resulting contract award.
- 2.34. Benefit Claims:** The City shall not provide the awarded Firm/s any insurance coverage or other benefits, including Worker's Compensation, normally provided by the City for its employees.
- 2.35. Default:** The City reserves the right to terminate the contract immediately in the event the Contractor fails to meet delivery or completion schedules, or otherwise perform in accordance with the accepted proposal. Breach of contract or default authorizes the City to purchase like services elsewhere and charge the full increase in cost to the defaulting Contractor.
- 2.36. Cooperative Purchasing:** Purchases as a result of this solicitation are primarily for the City. Other governmental entities may be extended the opportunity to utilize the resultant contract award with the agreement of the successful provider and the participating agencies. All participating entities will be required to abide by the specifications, terms, conditions and pricings established in this Proposal. The quantities furnished in this proposal document are for only the City. It does not include quantities for any other jurisdiction. The City will be responsible only for the award for our jurisdiction. Other participating entities will place their own awards on their respective Purchase Orders through their purchasing office or use their purchasing card for purchase/payment as authorized or agreed upon between the provider and the individual entity. The City accepts no liability for payment of orders placed by other participating jurisdictions that choose to piggy-back on our solicitation. Orders placed by participating jurisdictions under the terms of this solicitation will indicate their specific delivery and invoicing instructions.
- 2.37. Public Disclosure Record:** If the Proposer has knowledge of their employee(s) or sub-proposers having an immediate family relationship with a City employee or elected official, the proposer must provide the Purchasing Representative with the name(s) of these individuals. These individuals are required to file an acceptable "Public Disclosure Record", a statement of financial interest, before conducting business with the City.

2.38. Keep Jobs in Colorado Act: Contractor shall be responsible for ensuring compliance with Article 17 of Title 8, Colorado Revised Statutes requiring 80% Colorado labor to be employed on public works projects. Contractor shall, upon reasonable notice provided by the City, permit the City to inspect documentation of identification and residency required by C.R.S. §8-17-101(2)(a). If Contractor claims it is entitled to a waiver pursuant to C.R.S. §8-17-101(1), Contractor shall state that there is insufficient Colorado labor to perform the work such that compliance with Article 17 would create an undue burden that would substantially prevent a project from proceeding to completion, and shall include evidence demonstrating the insufficiency and undue burden in its response.

Unless expressly granted a waiver by the City pursuant to C.R.S. §8-17-101(1), Contractor shall be responsible for ensuring compliance with Article 17 of Title 8, Colorado Revised Statutes requiring 80% Colorado labor to be employed on public works projects. Contractor shall, upon reasonable notice provided by the City, permit the City to inspect documentation of identification and residency required by C.R.S. §8-17-101(2)(a).

2.38.1. "Public Works project" is defined as:

- (a) any construction, alteration, repair, demolition, or improvement of any land, building, structure, facility, road, highway, bridge, or other public improvement suitable for and intended for use in the promotion of the public health, welfare, or safety and any maintenance programs for the upkeep of such projects
- (b) for which appropriate or expenditure of moneys may be reasonably expected to be \$500,000.00 or more in the aggregate for any fiscal year
- (c) except any project that receives federal moneys.

SECTION 3.0: INSURANCE REQUIREMENTS

Insurance Requirements: The selected Contractor agrees to procure and maintain, at its own cost, policy(s) of insurance sufficient to insure against all liability, claims, demands, and other obligations assumed by the Contractor pursuant to this Section. Such insurance shall be in addition to any other insurance requirements imposed by this Contract or by law. The Contractor shall not be relieved of any liability, claims, demands, or other obligations assumed pursuant to this Section by reason of its failure to procure or maintain insurance in sufficient amounts, durations, or types. Contractor shall procure and maintain and, if applicable, shall cause any Subcontractor of the Contractor to procure and maintain insurance coverage listed below. Such coverage shall be procured and maintained with forms and insurers acceptable to the City. In the case of any claims-made policy, the necessary retroactive dates and extended reporting periods shall be procured to maintain such continuous coverage. Minimum coverage limits shall be as indicated below unless specified otherwise:

(a) **Worker Compensation:** Contractor shall comply with all State of Colorado Regulations concerning Workers' Compensation insurance coverage.

(b) **General Liability insurance with minimum limits of:**

ONE MILLION DOLLARS (\$1,000,000) each occurrence and
TWO MILLION DOLLARS (\$2,000,000) per job aggregate.

The policy shall be applicable to all premises and operations. The policy shall include coverage for bodily injury, broad form property damage (including completed operations), personal injury (including coverage for contractual and employee acts), blanket contractual, products, and completed operations. The policy shall include coverage for explosion, collapse, and underground hazards. The policy shall contain a severability of interests provision.

(c) Comprehensive Automobile Liability insurance with minimum limits for bodily injury and property damage of not less than:

ONE MILLION DOLLARS (\$1,000,000) each occurrence and
TWO MILLION DOLLARS (\$2,000,000) aggregate

(d) Professional Liability & Errors and Omissions Insurance policy with a minimum of:

ONE MILLION DOLLARS (\$1,000,000) per claim

This policy shall provide coverage to protect the contractor against liability incurred as a result of the professional services performed as a result of responding to this Solicitation.

With respect to each of Contractors owned, hired, or non-owned vehicles assigned to be used in performance of the Work. The policy shall contain a severability of interests provision. The policies required by paragraph (b) above shall be endorsed to include the City, and the City's officers and employees as additional insureds. Every policy required above shall be primary insurance, and any insurance carried by the City, its officers, or its employees, or carried by or provided through any insurance pool of the City, shall be excess and not contributory insurance to that provided by Bidder. No additional insured endorsement to any required policy shall contain any exclusion for bodily injury or property damage arising from completed operations. The Bidder shall be solely responsible for any deductible losses under any policy required above.

SECTION 4.0: SPECIFICATIONS/SCOPE OF SERVICES

- 4.1 General:** The City of Grand Junction, Colorado (City) is seeking proposals from qualified firms with the experience, resources, and expertise to provide paid advertising and ad measurement services. Ad measurement includes both media attribution for conversions and ad impression quality (e.g., waste and bot traffic/click fraud).

Visit Grand Junction (Visit GJ), a Department of the City, deploys paid media to promote the area as a destination to attract year-round travel and tourism, thereby providing for a sustainable and consistent economy and enhanced quality of life for residents. Visitor spending accounts for about 30 percent of the City's sales tax revenue and helps to diversify the local economic base. Visit GJ measures the results of advertising through a variety of indicators depending on the nature of the campaign (e.g., long-term brand awareness/inspiration vs. short-term arrivals/conversions). However, the two primary Visit GJ outcome measures (i.e., conversions) are: (1) in-person visitor arrivals in the destination that can be attributed to Visit GJ marketing & advertising exposure, and (2) visitor spending in the destination. Visit GJ also measures ad results based on media metrics, including click-through-rate (CTR), cost-per-click (CPC), quality of impressions (e.g., lack of waste or bot traffic/click fraud), and average website landing page duration, among others.

Visit GJ operates the official destination marketing website: VisitGrandJunction.com. In addition, Visit GJ operates a walk-in Visitor Center staffed by volunteer Tourism Ambassadors year-round, seven days a week. The Official Visitor Guide is published by Visit GJ and is distributed to all 50 states and internationally.

The City of Grand Junction is located along the I-70 corridor, halfway between Denver and Salt Lake City. Community partnerships and collaboration are vital to the success of destination marketing in Grand Junction. The City partners with a private management company to operate the Grand Junction Convention Center and Avalon Theatre located in the downtown Main Street area. Main Street is a well-preserved business and leisure district with award-winning public art sculptures in the area. The Grand Junction airport is the fourth largest airport in Colorado with numerous non-stop flights, including Denver, Salt Lake City, Dallas, Phoenix, Los Angeles, and Las Vegas. The City is facilitating the redevelopment of the Colorado riverfront area as a mixed-use, outdoor-friendly business and recreation area connected to downtown. The Grand Junction Sports Commission recruits and facilitates sporting events & tournaments in the local area.

- 4.2 Scope of Work:** The City is soliciting proposals to develop a travel destination advertising solution with results that can be attributed to the ad campaigns. Components include the following: (1) digital paid advertising campaigns (both managed-service and self-service will be considered), including search-engine marketing, display (both prospecting and retargeting), and other digital advertising formats (e.g., digital audio & video, native ads, and digital out-of-home), and (2) ad-measurement solutions relevant to destination marketing and tourism. Ad measurement includes both media attribution for conversions and ad impression quality (e.g., waste and bot traffic/click fraud). Proposers could provide some or all these components. If offering some components but not all, proposers should state which of these components the proposer wishes to provide.

The City reserves the right to select more than one company under this solicitation to provide the full array of advertising and performance measurement services needed. More than one

contract may be executed under this solicitation. There could be overlap among tasks within each component that could require collaboration with other agencies. The award of a contract for a component does not guarantee the agency exclusivity to perform the tasks under that component.

Visit GJ places a high value on its ad agency partnerships. The contracted agencies should demonstrate a high level of expertise in the following areas: (1) media planning & buying (i.e., ad deployment), (2) account services, (3) data-driven marketing & advertising strategy, (4) channel & media mix planning, (5) target markets & segmentation, (6) behavioral audience profiling, (7) campaign monitoring & optimization, (8) collaboration, and (9) data-driven measurement, return on investment, and reporting of results. The current estimated ad deployment budget is \$1-1.6 million per year total, which is derived from a lodging sales tax paid by out-of-town guests and subject to annual appropriation by the Grand Junction City Council.

Specific elements to address in a proposal include the following:

- Integrated (one view) people-based, cross-device, omni-channel (online and offline) vs. fragmented (multiple views) cookie-based, online only, and browser-based marketing approach.
- Mass & general segments vs. one-to-one, personalized messaging.
- Visitor arrival attribution methodology and reporting, including last click vs. multi-touch attribution.
- Arrival-lift methodology and reporting, including incremental arrivals (i.e., visitors who can be attributed to the incremental effect of the ads vs. those who would have visited anyway) and sample/panel-based arrival methodology vs. population/one-to-one arrival methodology.
 - On incremental visitors exposed to ads, including control group reporting, and how the solution addresses potential contamination of the control group.
 - Describe how the proposed solution is deterministic or probabilistic modeling.
- Visitor economic yield and return on investment reporting.
- Segmenting and tracking of business vs. leisure travelers to target leisure travelers who are more addressable through marketing.
- Segmenting and tracking of leisure travelers by origin market, behavioral, and demographic profiles.
- Segmenting and tracking of leisure travelers by fly market vs. drive market.
- Key performance indicators, including a discussion of ad-media metrics, ROI & ROAS, and economic/visitor-revenue metrics by consumer category.
- State the actual number of individual, unique consumers (i.e., real people) within reach of the proposer's ad-tech solution.
 - State percentage of unique consumer reach by mobile operating system (Android, Apple).
- Describe how the proposer's solution would be affected by Apple iOS 14 and what the proposer intends to do to maintain its ability to deliver personalized, relevant ads after iOS 14 implementation.
- How will the proposer reach those who opt out on iOS devices?
- How will the proposer maintain reporting attribution at the individual level with deterministic and granular insights into mobile marketing return on ad spending after iOS 14 implementation?

- Explain how your solution uses first-party vs. third-party audience identity data to gain insights, predict future patterns, personalize content, and deliver ads.
- Include what percentage of your clients are Destination Marketing Organizations.
- What does the proposer’s solution do that other solutions cannot do (to the best of your understanding)?
- State how your solution protects brand safety, and prevents ad waste, bot traffic, and click fraud.
- State how your solution ensures consumer protection, privacy, and compliance protocols.
- Include any ad campaign spending thresholds that need to be met to obtain higher levels of campaign performance reporting.
- Share if you provide mid-campaign reporting and how often.
- Indicate how you approach inspirational campaigns compared to arrival/conversion campaigns.
- Describe your methodology for measuring length-of-stay in a destination.
- State how you can determine that a visitor is not just passing through *en route* to a different place. Include a description of your ability to measure visitors staying more than four hours.
- Do you have an online performance dashboard that we can access in real time? If so, please describe.

Visit GJ’s ad campaigns are multi-faceted and coordinated. The total advertising amount could be subdivided and allocated among the agencies selected under this solicitation.

The ad agencies selected under this solicitation would create advertising solutions to market the new Grand Junction area brand to visitors. Proposers should describe their experience with tourism-related accounts. However, agencies with more general experience are also encouraged to apply for an award under this RFP.

It is critical that proposals come from solutions that allow for performance data to be exported to Visit GJ for use within a Tableau software environment. Visit Grand Junction has an in-house data analytics platform, brand named *Tourismo*, to support data-driven destination marketing. Visit GJ uses various data sources, including social listening, website analytics, real-time consumer surveys, and location intelligence, which are integrated using Tableau-based visualizations to provide the department actionable insights and strategic direction. Proposers should state how data analytics and reporting from ad campaigns will integrate with the *Tourismo* data platform.

Visit GJ has access to robust visitor profile data through a marketing research contract with Longwoods International. This visitor profile information would be made available to the selected agencies.

Please include if your agency offers any value-added services, such as campaign creative services and, if so, if there is a cost for these additional services.

4.3 RFP Tentative Time Schedule:

- | | |
|--|-------------------|
| • Request for Proposal available on or about | December 22, 2020 |
| • Inquiry deadline at noon, no questions after this date | January 12, 2021 |
| • Addendum issued, if needed | January 18, 2021 |

- Submittal deadline for proposals prior to 2:30 PM January 27, 2021
- Evaluation of proposals Jan 28 – Feb 5, 2021
- Invitations to Interview (video conferencing possible) February 8 – 9, 2021
- Interviews expected February 10 – 12, 2021
- Selection of agency(ies) week of February 15, 2021
- City Council Approval March 3, 2021

4.4 Questions Regarding Scope of Services:

Susan Hyatt

susanh@gjcity.org

4.5 Contract: The initial contract period shall be for one (1) year from **March 4, 2021 through March 3, 2022**. The awarded Firm(s) and the City agree the contract may, upon mutual agreement of the Firm(s) and the City, be extended under the terms and conditions of the contract for three (3) additional one (1) year contract periods, contingent upon the applicable fiscal year funding.

SECTION 5.0: PREPARATION AND SUBMITTAL OF PROPOSALS

Submission: Each proposal shall be submitted in electronic format only, and only through the BidNet website, www.bidnetdirect.com/colorado. This site offers both “free” and “paying” registration options that allow for full access of the City’s documents and for electronic submission of proposals. (Note: “free” registration may take up to 24 hours to process. Please Plan accordingly.) (Purchasing Representative does not have access or control of the vendor side of RMEPS. If website or other problems arise during response submission, vendor **MUST** contact RMEPS to resolve issue prior to the response deadline; **800-835-4603**). For proper comparison and evaluation, the City requests that proposals be formatted as directed. The uploaded response to this RFP shall be a single PDF document with all required information included. Offerors are required to indicate their interest in this Project, show their specific experience and address their capability to perform the Scope of Services in the Time Schedule as set forth herein. For proper comparison and evaluation, the City requires that proposals be formatted **A to E**.

- A. Cover Letter:** Cover letter shall be provided which explains the firm’s interest in the project. The letter shall contain the name/address/phone number/email of the person who will serve as the firm’s principal contact with City’s Contract Administrator and shall identify individual(s) who will be authorized to make presentations on behalf of the firm. The statement shall bear the signature of the person having proper authority to make formal commitments on behalf of the firm. By submitting a response to this solicitation the Contractor agrees to all requirements herein.
- B. Qualifications/Experience/Credentials:** Proposers shall supply their qualifications for consideration as a contract provider to the City of Grand Junction, including any prior research conducted in the State of Colorado. Include experience designing and conducting economic impact studies; as well as capabilities for data collection, analysis and technology. Staff profiles are necessary for those assigned to this project.
- C. References:** A minimum of three (3) **references** with name, address, telephone number, and email address that can attest to your experience in projects of similar scope and size. Include a brief narrative of the relationship.
- D. Fee Proposal:** Provide total cost using Solicitation Response Form found in Section 7.
- E. Additional Data (optional):** Provide any value-added products or services/modules in addition to the RFP scope of work.

Due to recent developments with increased COVID-19 cases in Mesa County, public in-person bid openings are temporarily being suspended until further notice. Bid openings will take place on their designated date and time virtually, and bid tabulations will be posted for public view/access. The virtual link is noted below to attend the bid opening. Public may attend via video or via phone for audio only.

Please join Advertising & Media Measurement Svcs RFP-4855-21-SH on GoToConnect from your computer using the Chrome browser.
<https://my.jive.com/meet/929354797>

You can also dial in using your phone.
US: (571) 317-3129

Access Code: 929-354-797

SECTION 6.0: EVALUATION CRITERIA AND FACTORS

- 6.1 Evaluation:** An evaluation team shall review all responses and select the proposal or proposals that best demonstrate the capability in all aspects to perform the scope of services and possess the integrity and reliability that will ensure good faith performance.
- 6.2 Intent:** Only respondents who meet the qualification criteria will be considered. Therefore, it is imperative that the submitted proposal clearly indicate the firm's ability to provide the services described herein.

Submittal evaluations will be done in accordance with the criteria and procedure defined herein. The City reserves the right to reject any and all portions of proposals and take into consideration past performance, if available. The following parameters will be used to evaluate the submittals (in no particular order of priority):

- **Responsiveness of submittal to the RFP (12%)**
(Contractor has submitted a proposal that is fully comprehensive, inclusive, and conforms in all respects to the Request for Proposals (RFP) and all of its requirements, including all forms and substance.)
- **Understanding of the project and the objectives (15%)**
(Contractor's ability to demonstrate a thorough understanding of the City's goals pertaining to this specific project.)
- **Experience, necessary resources and skills (21%)**
(Firm's proven proficiency in the successful completion of similar projects.)
- **Data collection, analysis and technology capabilities (21%)**
(Firm has proven their capability in each field.)
- **References (8%)**
(Proof of performance in projects of similar scope and size from previous clients. See Section 5 Item C – References.)
- **Fees (15%)**
(All fees associated with the project are provided and are complete and comprehensive. Most competitive fees will be ranked the highest.)
- **Additional value-added products and services/modules (8%)**
(Firm has addressed other areas of expertise.)

6.3 Oral Interviews: The City may invite the most qualified rated proposers to participate in oral interviews. Video conferencing will be considered.

6.3 Award: Firms shall be ranked or disqualified based on the criteria listed in Section 6.2. The City reserves the right to consider all of the information submitted and/or oral presentations, if required, in selecting the firm.

SECTION 7.0: SOLICITATION RESPONSE FORM
RFP-4855-21-SH

Offeror must submit entire Form completed, dated and signed.

Total cost to provide services as described: \$ _____

WRITTEN: _____ dollars.

The City reserves the right to accept any portion of the work to be performed at its discretion

The undersigned has thoroughly examined the entire Request for Proposals and therefore submits the proposal and schedule of fees and services attached hereto.

This offer is firm and irrevocable for sixty (60) days after the time and date set for receipt of proposals.

The undersigned Offeror agrees to provide services and products in accordance with the terms and conditions contained in this Request for Proposal and as described in the Offeror's proposal attached hereto; as accepted by the City.

Prices in the proposal have not knowingly been disclosed with another provider and will not be prior to award.

- Prices in this proposal have been arrived at independently, without consultation, communication or agreement for the purpose of restricting competition.
- No attempt has been made nor will be to induce any other person or firm to submit a proposal for the purpose of restricting competition.
- The individual signing this proposal certifies they are a legal agent of the offeror, authorized to represent the offeror and is legally responsible for the offer with regard to supporting documentation and prices provided.
- Direct purchases by the City of Grand Junction are tax exempt from Colorado Sales or Use Tax. Tax exempt No. 98-903544. The undersigned certifies that no Federal, State, County or Municipal tax will be added to the above quoted prices.
- City of Grand Junction payment terms shall be Net 30 days.
- Prompt payment discount of _____ percent of the net dollar will be offered to the City if the invoice is paid within _____ days after the receipt of the invoice.

RECEIPT OF ADDENDA: the undersigned Contractor acknowledges receipt of Addenda to the Solicitation, Specifications, and other Contract Documents.

State number of Addenda received: _____.

It is the responsibility of the Proposer to ensure all Addenda have been received and acknowledged.

Company Name – (Typed or Printed)

Authorized Agent – (Typed or Printed)

Authorized Agent Signature

Phone Number

Address of Offeror

E-mail Address of Agent

City, State, and Zip Code

Date



Purchasing Division

ADDENDUM NO. 1

DATE: January 15, 2021
FROM: City of Grand Junction Purchasing Division
TO: All Interested Parties
RE: Advertising and media Measurement Solutions RFP-4855-21-SH

Bidders responding to the above referenced solicitation are hereby instructed that the requirements have been clarified, modified, superseded and supplemented as to this date as hereinafter described.

Please make note of the following:

- 1. Question:** The current estimated deployment budget is \$1-1.6 million year total, which is derived from a lodging sales tax paid by out-of-town guests and subject to annual appropriation by the Grand Junction City Council. Can you confirm the specifics?
Answer: The ad budget is expected to fall within this range. The exact amount spent each year on ads will vary depending on actual lodging tax revenues in that year.
- 2. Question:** I saw the details for a my.jive call, but did not see a date.....any specifics on a call?
Answer: There is no call. If you are referring to the virtual bid opening, the link information can be found in the RFP document as well as the BidNet website.
- 3. Question:** KPIs: The brief mentions the KPI will focus on both visitor arrivals and awareness. Should one be prioritized over the other? If yes, what media metric will performance be evaluated off of?
Answer: Both KPIs are equally important.
- 4. Question:** Budget: Can you confirm that all partners should submit proposals at a \$1MM-\$1.6MM spend or is there another budget in mind for Foursquare specifically?
Answer: All Proposers should submit their responses based on the \$1MM-\$1.6MM budget.
- 5. Question:** Timing: When will this campaign run?
Answer: The RFP is not about a specific ad campaign. This is an RFP to select an ad tech solution(s) that Visit Grand Junction intends to use for multiple campaigns throughout the initial contract year and any subsequent renewal years. Please see Section 4.5 of the original RFP document.
- 6. Question:** Audiences: Aside from leisure travelers mentioned in the brief, are there any other audiences you'd like us to target? Any other specific insights on your demo/target would be helpful.

Answer: VGJ's target market is leisure travelers. Specific leisure audience segments used in the past include the following: (1) Family, (2) Adventure Travelers, (3) Scenic Open Space, (4) Art Travelers, (5) Dog/Pet Travelers, (6) Bird Watchers, (7) Craft Beverages (primarily wine) and Agritourism.

7. **Question:** The brief mentions both measurement and media targeting. Would you like us to submit ideas for holistic measurement across your entire partner list or for Foursquare media only?

Answer: Holistic measurement is required across all ad deployment partners.

8. **Question:** Would you like us to submit ideas for holistic measurement across your entire partner list or for Foursquare media only?

Answer: Yes. Please see Question 7.

9. **Question:** What does "courtesy copy" of your 2021-2022 RFP mean? It's a large project to undertake, so I want to confirm that "courtesy copy" doesn't mean that you're obligated to send this to GroundTruth and that our RFP would be seriously considered.

Answer: Please be assured that your proposal will be given full review taking all relevant factors into consideration.

10. **Question:** You mention visitation attribution and technical challenges with operating systems/browsers, as well as privacy developments impacting them. We are curious if the visitor spending primary outcome currently shows direct attribution to media investment, or is that outcome measured in arrears through aggregate life in lodging tax revenue reports?

Answer: The goal is to find the best solutions available in the market. Both approaches are feasible, based on research.

11. **Question:** Is Tableau and Turismo the same platform or are they separate systems and would need Basis (Centro's platform) data to flow into both separately?

Answer: Turismo is an internal brand name for the data platform. Turismo was built on Tableau and runs in Tableau. Partner data would only need to flow into Tableau.

12. **Question:** Please elaborate on what data you are referring to when you say "data analytics and reporting from ad campaigns"?

Answer: This is referring to the ad performance data and reporting provided through the selected ad vendor.

13. **Question:** How are you currently using Tableau & Turismo?

Answer: Tableau is used to integrate all data sources into one platform for visualization, analytics, and communication. Turismo is only an internal brand name for the data platform. Turismo was built on Tableau and runs in Tableau.

14. **Question:** How many companies or entities are being a part of the RFP process? Can you disclose who?

Answer: The RFP is open to all interested parties, and all applications are considered equally. There is no way to obtain which companies have applied until the due date and time of opening.

15. **Question:** Can you share all other questions asked?

Answer: All questions and responses are included in this Addendum document.

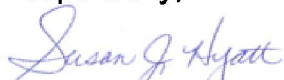
- 16. Question:** Bullet #2 of section 4.2: can you please elaborate on what you are looking for? Are you asking about our how and or who approach to general segments vs one-to-one messaging?
Answer: VGJ is looking for information about how a vendor approaches targeting consumers. Please explain if your approach is based on general market segments or individuals/one-to-one messaging.
- 17. Question:** It seemed the main KPI would be Arrivals/Visits or Arrival Lift? Do you have historical benchmarks (cost per or lift %?) Do you also want to track landing page visits?
Answer: VGJ wants to track all relevant metrics that lead to an arrival in the destination and consumer spending in the destination, including landing-page visits.
- 18. Question:** How are you currently measuring visitor economic yield?
Answer: There is no current ongoing solution to measure visitor economic yield tied to advertising. One of the purposes of this RFP is to select a solution that will satisfy this need.
- 19. Question:** Business vs leisure travelers. Is one a priority over the other? What do these percentages currently look like?
Answer: VGJ marketing strategy is currently focused more-so on leisure travelers; however, both are important. Currently, there is not a way to determine the precise percentages of each.
- 20. Question:** Do we need to provide reach for planning purposes or is this a request for reporting?
Answer: The selected vendor(s) will need to provide both planning and reporting reach data related to ad campaigns.
- 21. Question:** Is this a brand new RFP or is a previous contract ending?
Answer: This is a new RFP.
- 22. Question:** If there was a previous RFP is there an incumbent? If yes, who is that?
Answer: There is no incumbent. This is a new RFP.
- 23. Question:** Regarding the reference to the IOS 14 update, was there an important patch for tourism in the update? Or is it in reference to opting out of location data?
Answer: The reference to iOS 14 refers to opting out of location tracking.
- 24. Question:** Will you allow us to place pixels on your site for tracking purposes? Will we have access to website analytics?
Answer: Yes, the selected vendor(s) will be allowed to place pixels on our site and be given access to web analytics.
- 25. Question:** Do you have current creative assets? Or are you looking for new creative as part of deliverables?
Answer: New creative assets and/or creative services are not within the scope of this RFP.

26. **Question:** What platform do you use for reservations?
Answer: VGJ does not have a reservations platform. VGJ markets the destination and individual businesses have their own reservations platforms.
27. **Question:** Is there a visitation benchmark? If so, what is the % lift goal?
Answer: There is no specific benchmark or lift goals at this time.
28. **Question:** What is the expectation for CRM integration into your Turismo platform, API feeds or will you provide access?
Answer: If there is no pre-built integration with Tableau, VGJ would need raw data in CSV or Excel format so the data can be input into Tableau.
29. **Question:** Can you provide demographic or interest based insights on your audience?
Answer: VGJ's primary target market is primarily leisure travelers; however both leisure and business are important. Specific leisure audience segments used in the past include the following: (1) Family, (2) Adventure Travelers, (3) Scenic Open Space, (4) Art Travelers, (5) Dog/Pet Travelers, (6) Bird Watchers, and (7) Craft Beverages (primarily wine) and Agritourism.
30. **Question:** Based on the list of requested media in the RFP, what percentage of budget by tactic should be allocated to media?
Answer: There is no fixed budget percentage by tactic.
31. **Question:** What are your KPI's for this campaign? What are you measuring lift on – paid or organic?
Answer: The RFP is not about a specific ad campaign. This is an RFP to select an ad tech solution(s) that Visit Grand Junction intends to use for multiple campaigns throughout the initial contract year and any subsequent renewal years. VGJ would measure lift based on paid media ad deployment.
32. **Question:** Social wasn't listed as a desired tactic in the RFP. Is this medium being managed in a separate proposal, internally or by another agency?
Answer: Social media services are not within the scope of this RFP.
33. **Question:** Happy to accommodate this RFP request, but wondering what specific information you need about DV's verification solutions? This request does not appear to be specific to an advertiser.
Answer: This end goal of this RFP is to select one or more companies to provide advertising and media measurement solutions.

The original solicitation for the project referenced above is amended as noted.

All other conditions of subject remain the same.

Respectfully,



Susan Hyatt, Senior Buyer
City of Grand Junction, Colorado

SECTION 7.0: SOLICITATION RESPONSE FORM
RFP-4855-21-SH

Offeror must submit entire Form completed, dated and signed.

Total cost to provide services as described: \$ 300,000 (minimum)

WRITTEN: Three Hundred Thousand dollars.

The City reserves the right to accept any portion of the work to be performed at its discretion

The undersigned has thoroughly examined the entire Request for Proposals and therefore submits the proposal and schedule of fees and services attached hereto.

This offer is firm and irrevocable for sixty (60) days after the time and date set for receipt of proposals.

The undersigned Offeror agrees to provide services and products in accordance with the terms and conditions contained in this Request for Proposal and as described in the Offeror's proposal attached hereto; as accepted by the City.

Prices in the proposal have not knowingly been disclosed with another provider and will not be prior to award.

- Prices in this proposal have been arrived at independently, without consultation, communication or agreement for the purpose of restricting competition.
- No attempt has been made nor will be to induce any other person or firm to submit a proposal for the purpose of restricting competition.
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- Direct purchases by the City of Grand Junction are tax exempt from Colorado Sales or Use Tax. Tax exempt No. 98-903544. The undersigned certifies that no Federal, State, County or Municipal tax will be added to the above quoted prices.
- City of Grand Junction payment terms shall be Net 30 days.
- Prompt payment discount of 0 percent of the net dollar will be offered to the City if the invoice is paid within NA days after the receipt of the invoice.

RECEIPT OF ADDENDA: the undersigned Contractor acknowledges receipt of Addenda to the Solicitation, Specifications, and other Contract Documents.

State number of Addenda received: CO.

It is the responsibility of the Proposer to ensure all Addenda have been received and acknowledged.

Centro
Company Name – (Typed or Printed)
chelsea gerberich
Authorized Agent Signature
1200 17th St 27th Floor
Address of Offeror
Denver, CO , 80212
City, State, and Zip Code

Chelsea Gerberich
Authorized Agent – (Typed or Printed)
630.615.8118
Phone Number
chelsea.gerberich@centro.net
E-mail Address of Agent
1.27.21
Date



centre.

VISIT GRAND JUNCTION

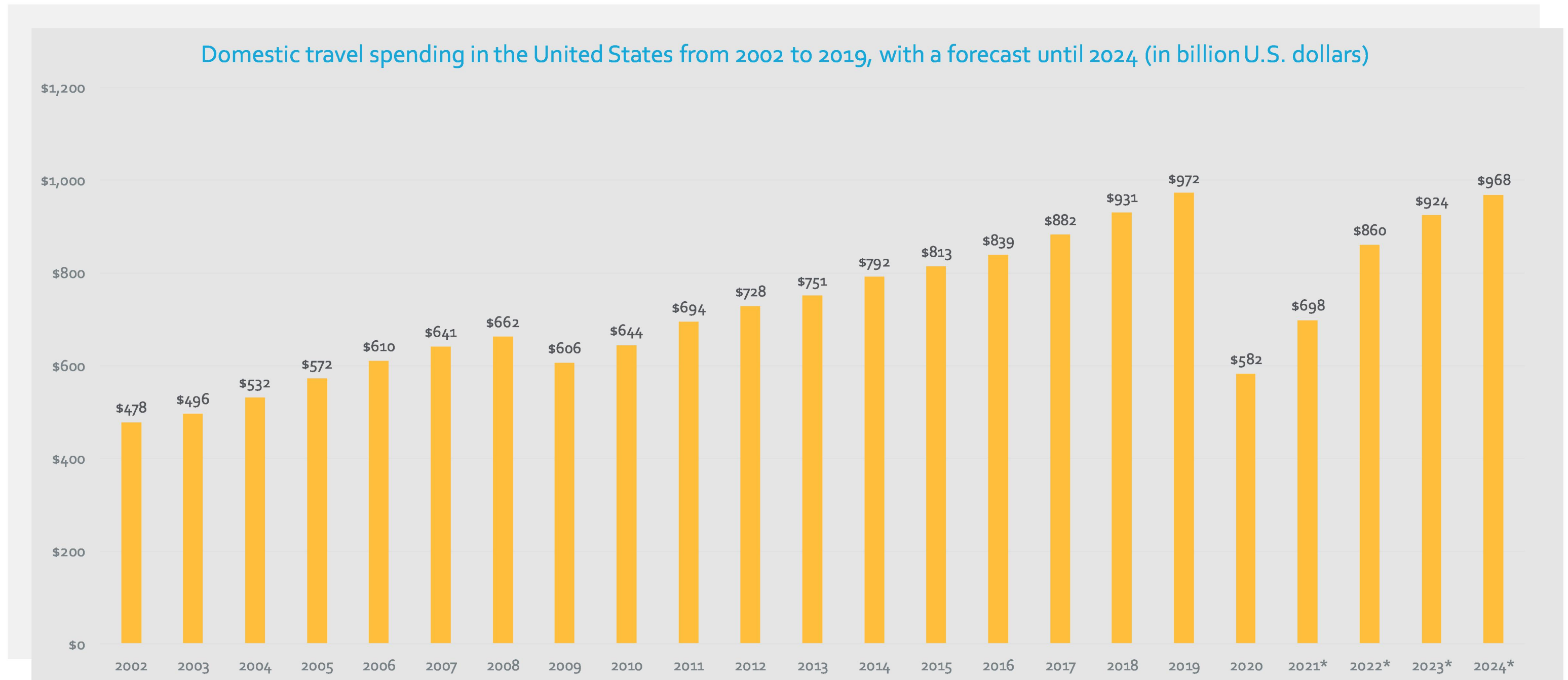
CONSUMER & VERTICAL INSIGHTS

JANUARY 2021

A window with a view of a city and a decorative gold tassel hanging from the top. The tassel is made of many thin, gold-colored rods of varying lengths, creating a shimmering effect. The window frame is white, and the view outside shows a cityscape with buildings and a clear sky. The text "VERTICAL INSIGHTS" is overlaid on the window in a bold, black, sans-serif font.

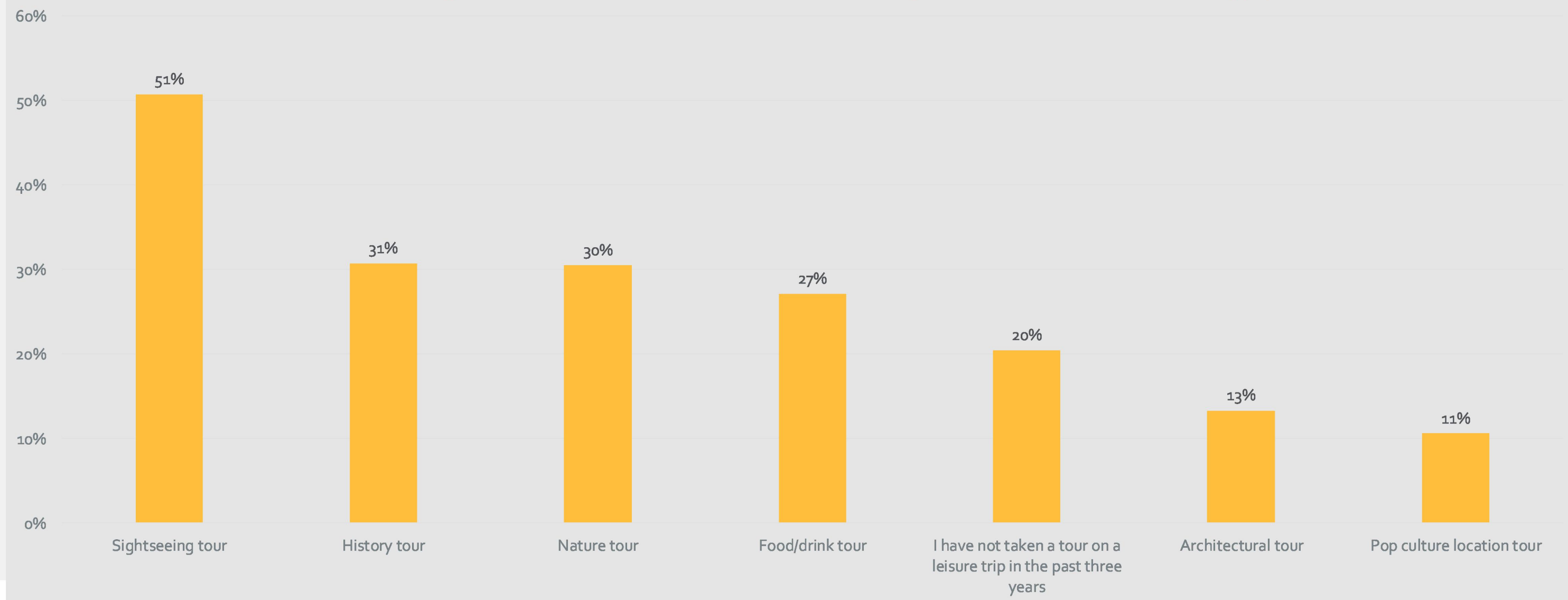
VERTICAL INSIGHTS

DOMESTIC TRAVEL SPENDING TOOK A HUGE HIT IN 2020 AND IS EXPECTED TO TAKE A WHILE TO RECOVER

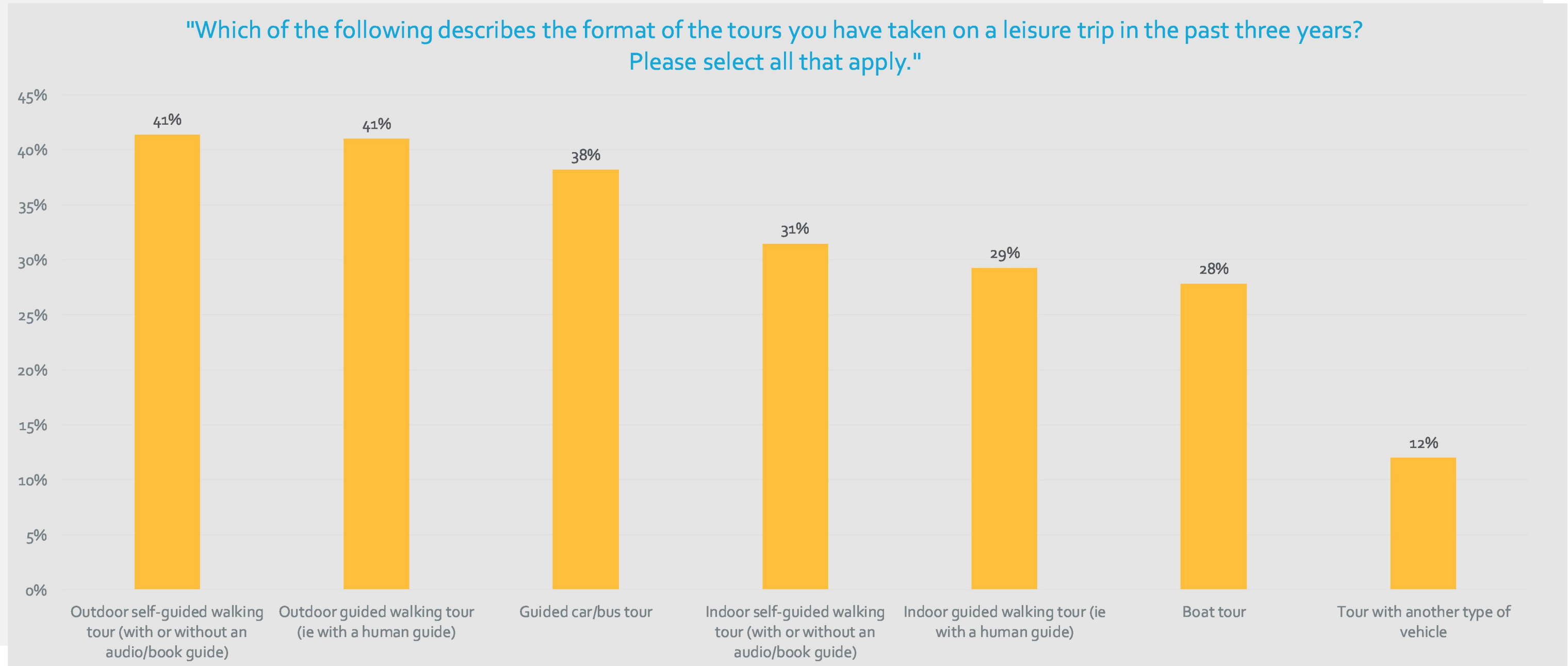


OVER HALF OF CONSUMERS HAVE GONE ON A SIGHTSEEING TOUR ON A LEISURE TRIP IN THE LAST THREE YEARS

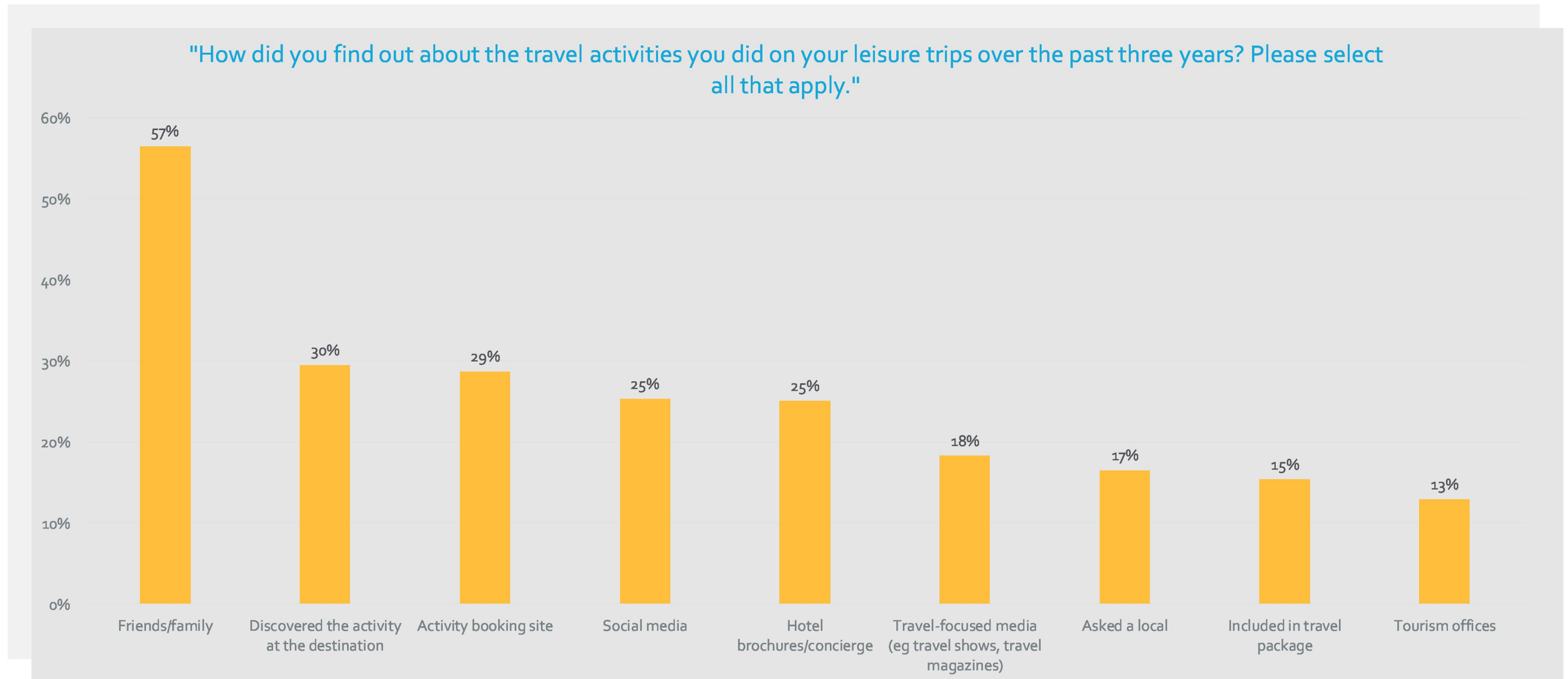
"What types of tours have you taken on a leisure trip in the past three years? These can include professional tours with a human guide and tours without one, such as audio guides. Please select all that apply."



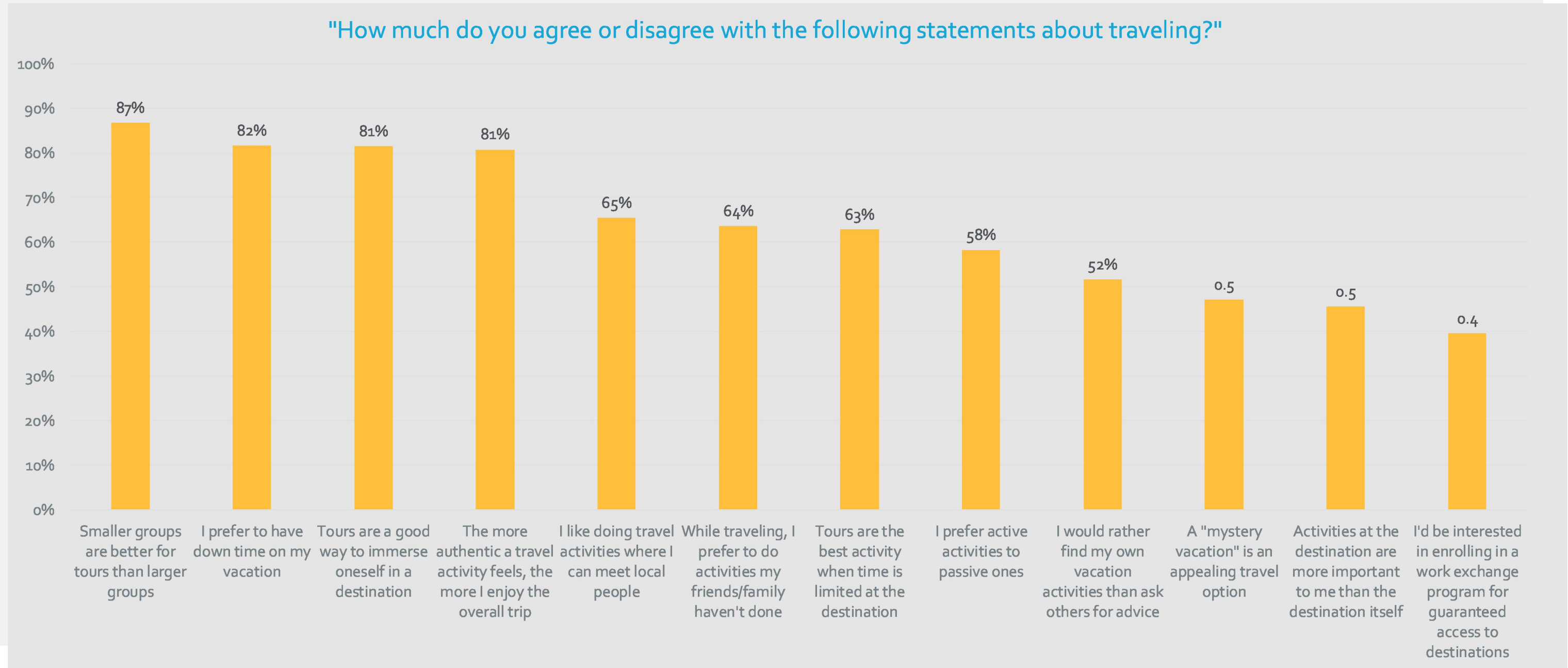
THE MOST POPULAR TOURS ON LEISURE TRIPS ARE OUTDOOR WALKING TOURS, GUIDED OR SELF-GUIDED



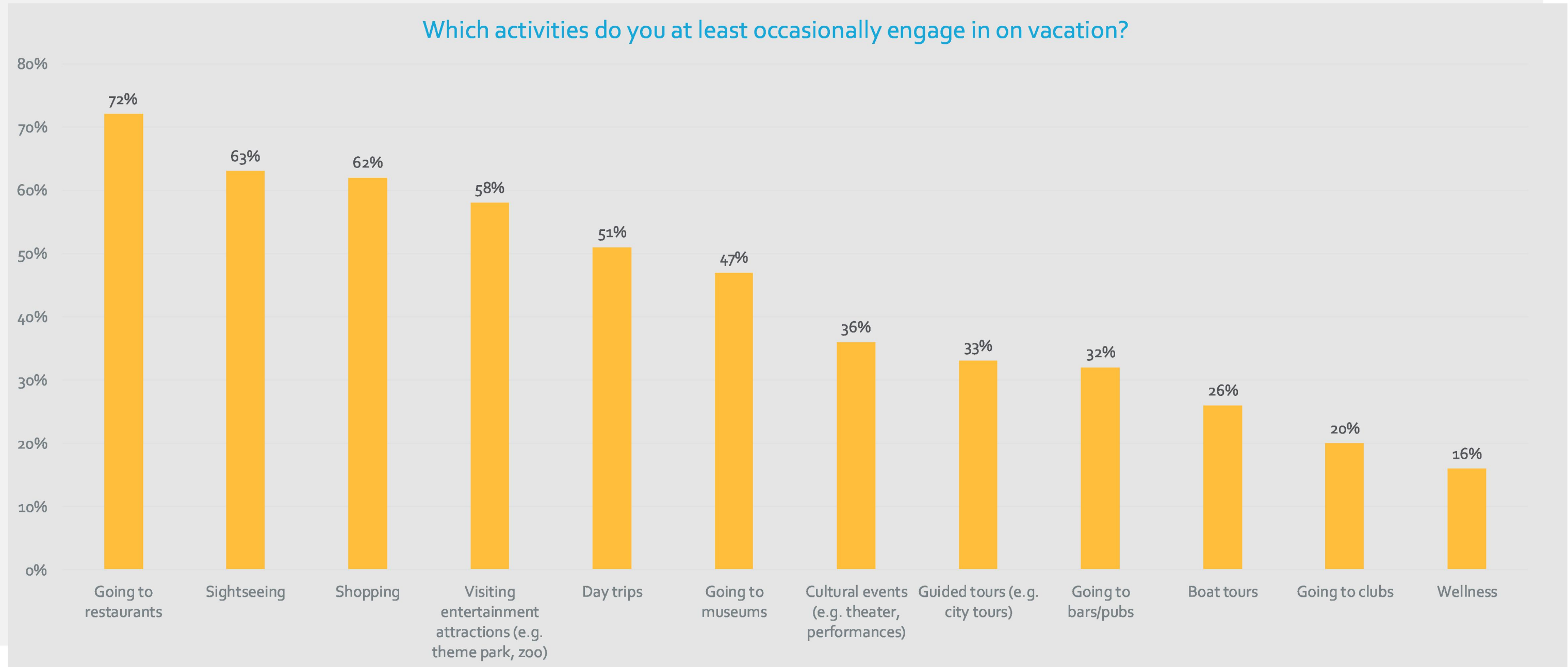
THE MOST POPULAR WAY THAT CONSUMERS FIND OUT ABOUT A TRAVEL ACTIVITY IS FRIENDS AND FAMILY



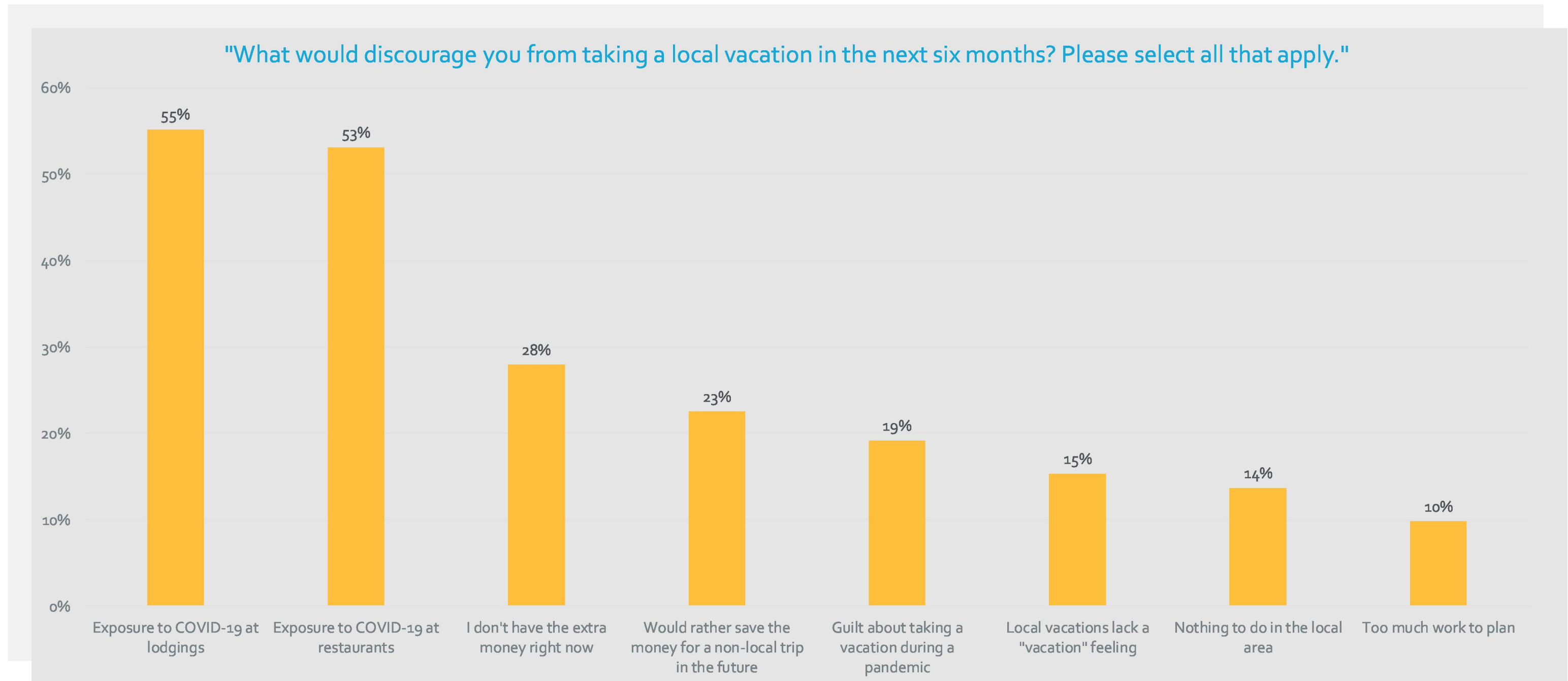
NEARLY 90% OF CONSUMERS AGREE THAT SMALLER GROUPS ARE BETTER FOR TOURS



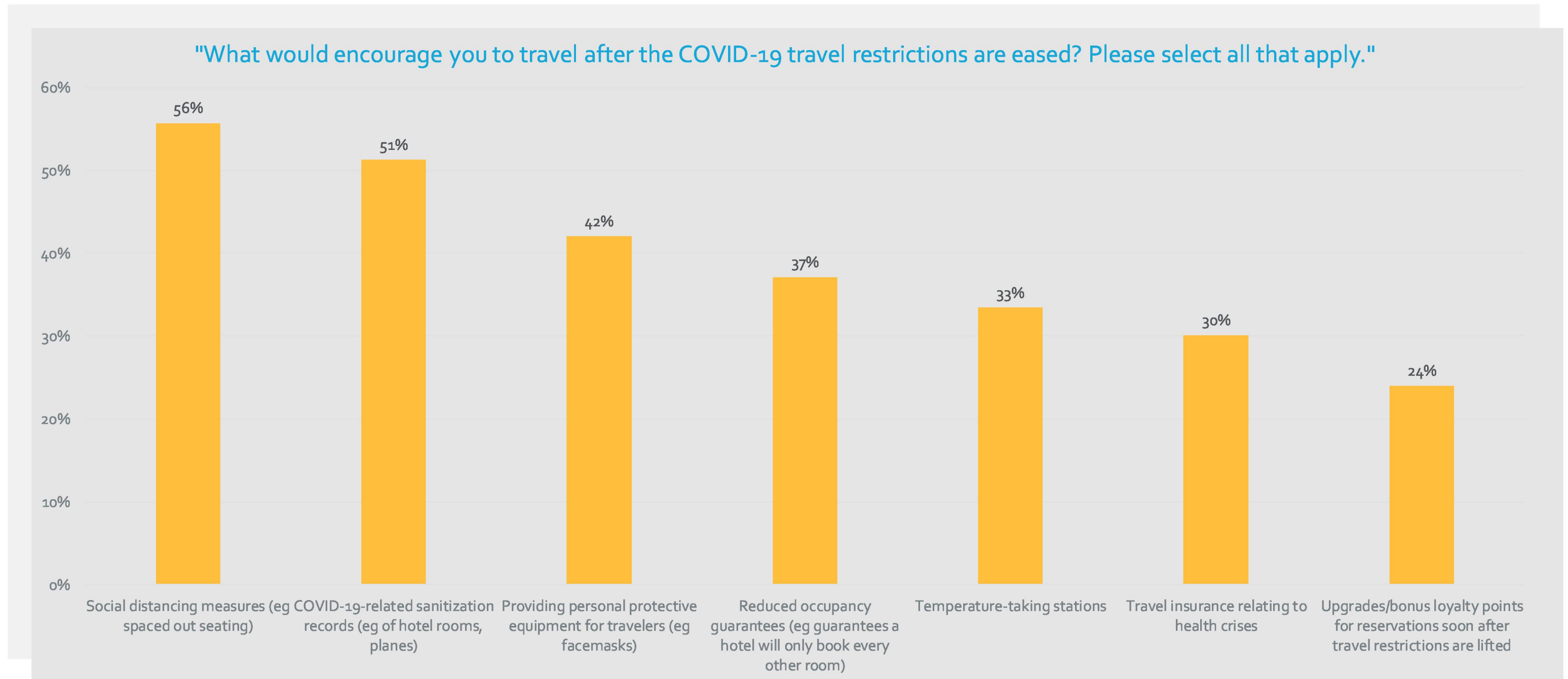
THE SECOND MOST POPULAR ACTIVITY THAT CONSUMERS ENGAGE IN ON VACATIONS IS SIGHTSEEING



THE LEADING FACTOR THAT IS DISCOURAGING LOCAL TRAVEL IS EXPOSURE TO COVID



THE LEADING FACTORS TO ENCOURAGE CONSUMERS TO TRAVEL ARE SOCIAL DISTANCING AND SANITIZATION RECORDS





TARGET AUDIENCE

1 - WHO IS THE TARGET?



FAMILY TRAVEL

Travels to Colorado

Travels with family



SIGHTSEEING

Travels to Colorado

Travel activities: general sightseeing



ACTIVE ADVENTURER

Travels to Colorado

Travel segment: active adventurer



CULTURAL HISTORICAL TRAVELER

Travels to Colorado

Travel activities: cultural/historical



FINE DINING TRAVELER

Travels to Colorado

Travel activities: fine dining

2 - HOW DO WE LEARN ABOUT THEM?

THROUGH QUANTITATIVE...

Find out how many people fit the target persona and see where they are concentrated

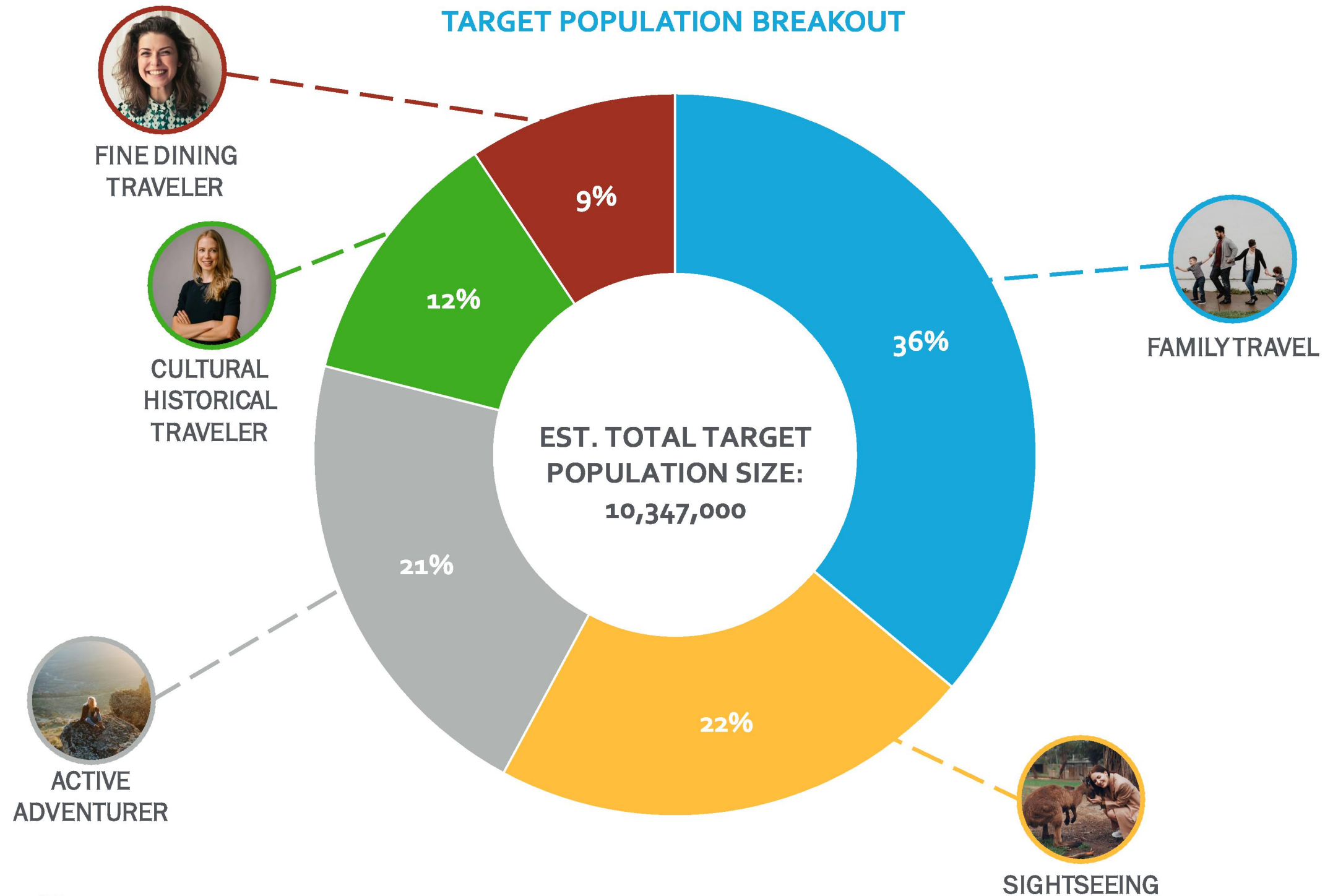


... & QUALITATIVE ANALYSIS

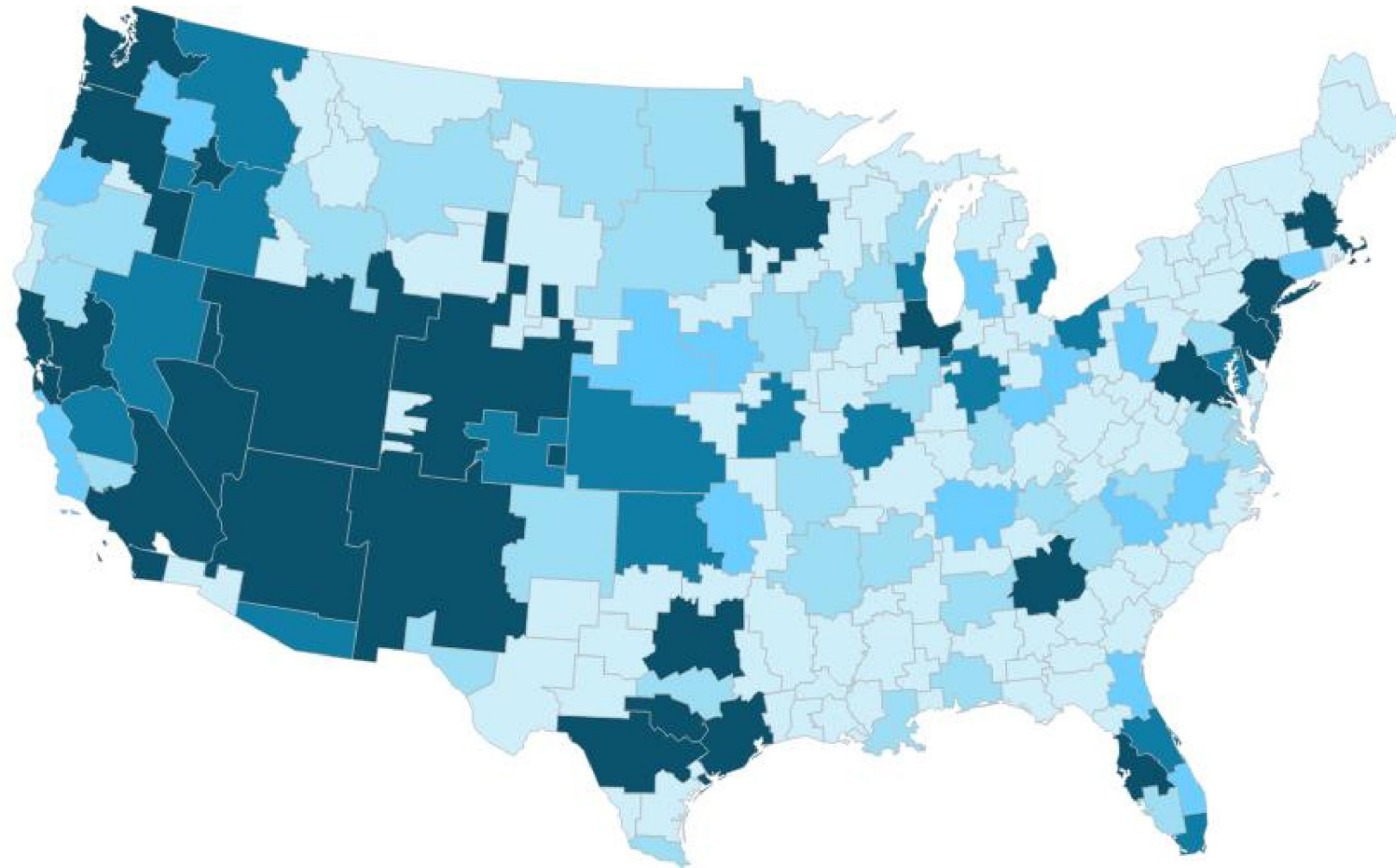
Explore the demographic, psychographic, and behavioral aspects of the target consumers



3 – WHAT ARE THE COUNTS WITHIN THE TARGETS?



4 - WHERE ARE THEY LOCATED?



What are the markets with the highest concentration for our overall target?

1. Los Angeles, CA
2. Denver, CO
3. Seattle-Tacoma, WA
4. Phoenix (Prescott), AZ
5. Dallas-Ft. Worth, TX
6. New York, NY
7. San Francisco-Oakland-San Jose, CA
8. Salt Lake City, UT
9. Sacramento-Stockton-Modesto, CA
10. Washington, DC (Hagerstown, MD)





**FURTHER
EXPLORING THE
PERSONAS**



FAMILY TRAVEL

I enjoy traveling with my loved ones



Mean Age: 47
Age Range: 25-64



49% Male
51% Female



73% Married



40% Have Kids



51% College Graduate



Mean HHI: \$133K

VALUES

1. Adventure: Seeking adventure and risk
2. Knowledge: Being well educated
3. Having fun: Having a good time
4. Stable personal relationships: Maintaining a long-term commitment to friends and love ones
5. Enjoying life: Doing things because I like them
6. Honesty: Being sincere, having integrity
7. Curiosity: Wanting to explore and learn about new things
8. Preserving the environment: Helping to preserve nature
9. Being in tune with nature: Fitting into nature
10. Protecting the family: Having safety for loved ones

GENERAL ATTITUDES

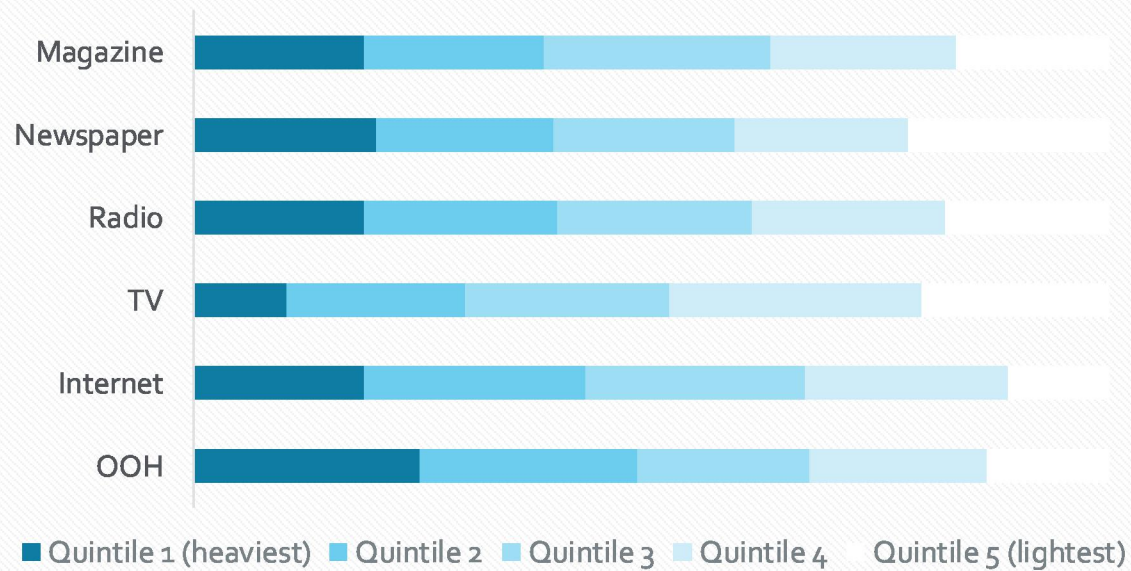
- I use the Internet to buy hard-to-find products
- I attend religious services regularly
- I try to eat dinner with my family almost every night
- I like to compare prices across different sites before purchasing something online
- I like to learn about foreign cultures
- Before purchasing a product online, I typically read online reviews submitted by others
- I prefer purchasing things online for a fixed price, as opposed to bidding in online auctions
- My spouse has a significant impact on the brands I choose.
- I don't have time to bother clipping or saving coupons.
- I always check the ingredients and nutritional content of food products before I buy them.



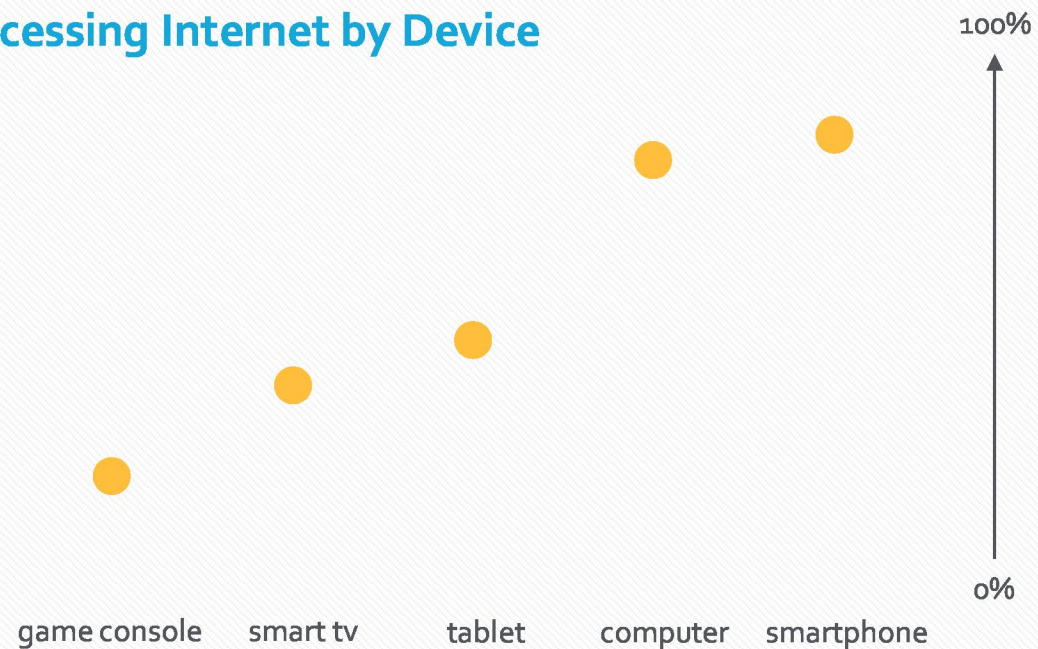
FAMILY TRAVEL

AND HOW DO WE REACH THEM?

Media Consumption by Channel



Accessing Internet by Device



Digital Behaviors & Device Ownership

- Spends 25 hours a week online
- 95% own a smartphone and 64% own a tablet
- 70% own a smart TV or internet-connectable device for TV

Search

- 92% use Google
- 19% use Yahoo!
- 13% use Bing
- 75% use a search engine on their smartphone

Mobile

- 71% use mobile apps
- 22% say apps make their life easier
- 56% searched for information about a product on their smartphone
- 48% purchased a product on their smartphone
- 45% watch videos on their smartphone

Streaming

- 80% use a video streaming service
- 30% use Hulu
- 73% use an audio streaming service
- 31% listen to podcasts
- 35% use Pandora & 28% use Spotify

Social

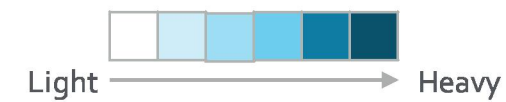
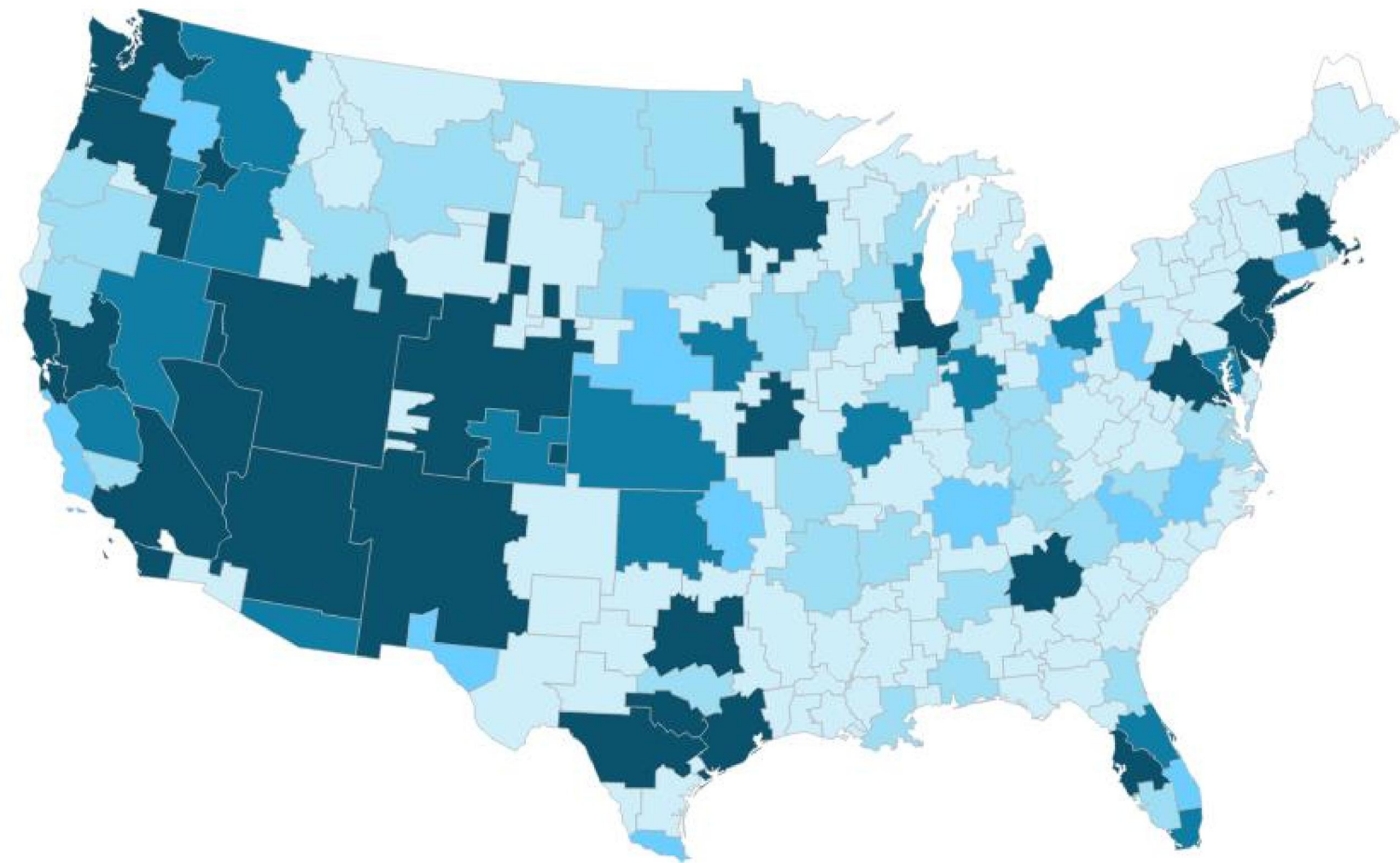
- 88% use a social networking site
- 58% use social networks on their smartphone
- 57% watch videos on social networking sites
- 60% visit YouTube
- 70% visit Facebook
- 42% visit Instagram
- 18% visit Twitter



FAMILY TRAVEL

WHERE CAN WE FIND THEM?

DMA	Index	% of Target
Los Angeles, CA	153	8.96%
Denver, CO	249	3.51%
Seattle-Tacoma, WA	203	3.41%
Dallas-Ft. Worth, TX	135	3.25%
Phoenix (Prescott), AZ	187	3.19%
San Francisco-Oakland-San Jose, CA	118	2.81%
Salt Lake City, UT	293	2.73%
Washington, DC (Hagerstown, MD)	118	2.56%
Sacramento-Stockton-Modesto, CA	182	2.50%
New York, NY	36	2.42%





SIGHTSEEING

I love going sightseeing on vacations to see all the amazing attractions



Mean Age: 47
Age Range: 25-54



49% Male
51% Female



68% Married



38% Have Kids



52% College Graduate



Mean HHI: \$133K

VALUES

1. Adventure: Seeking adventure and risk
2. Preserving the environment: Helping to preserve nature
3. Social responsibility: Working for the welfare of society
4. Being in tune with nature: Fitting into nature
5. Curiosity: Wanting to explore and learn about new things
6. Knowledge: Being well educated
7. Having fun: Having a good time
8. Protecting the family: Having safety for loved ones
9. Freedom: Having freedom of action and thought
10. Stable personal relationships: Maintaining a long-term commitment to friends and love ones

GENERAL ATTITUDES

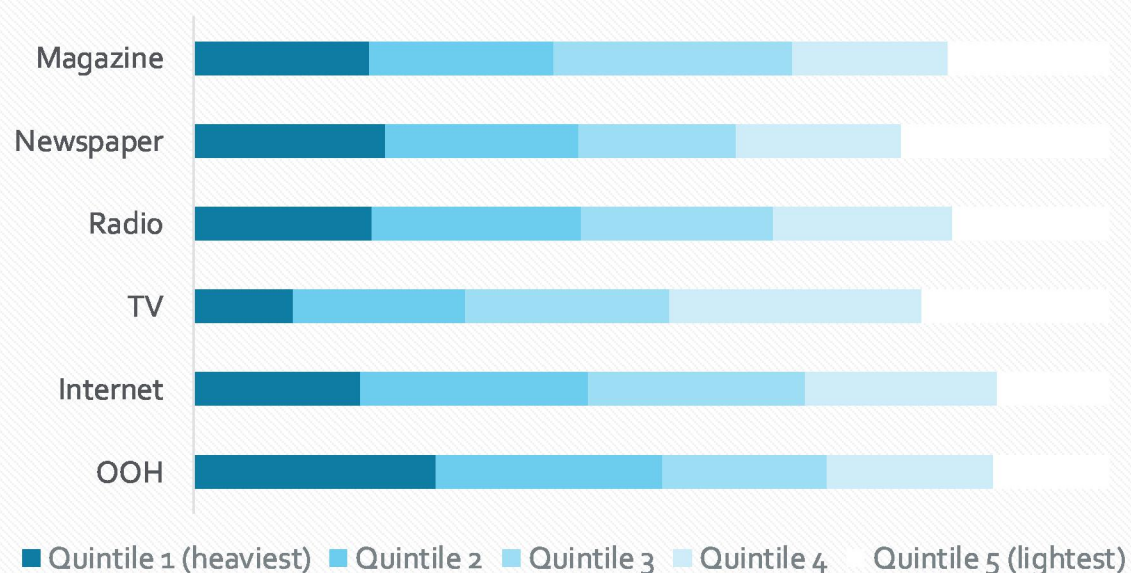
- I like to learn about foreign cultures
- I use the Internet to buy hard-to-find products
- I am willing to pay more for a product that is environmentally safe.
- I prefer purchasing things online for a fixed price, as opposed to bidding in online auctions
- I try to eat dinner with my family almost every night
- I always check the ingredients and nutritional content of food products before I buy them.
- I am more likely to purchase brands that support a cause I care about.
- I like to compare prices across different sites before purchasing something online
- Before purchasing a product online, I typically read online reviews submitted by others
- I am willing to give up convenience in return for a product that is environmentally safe.



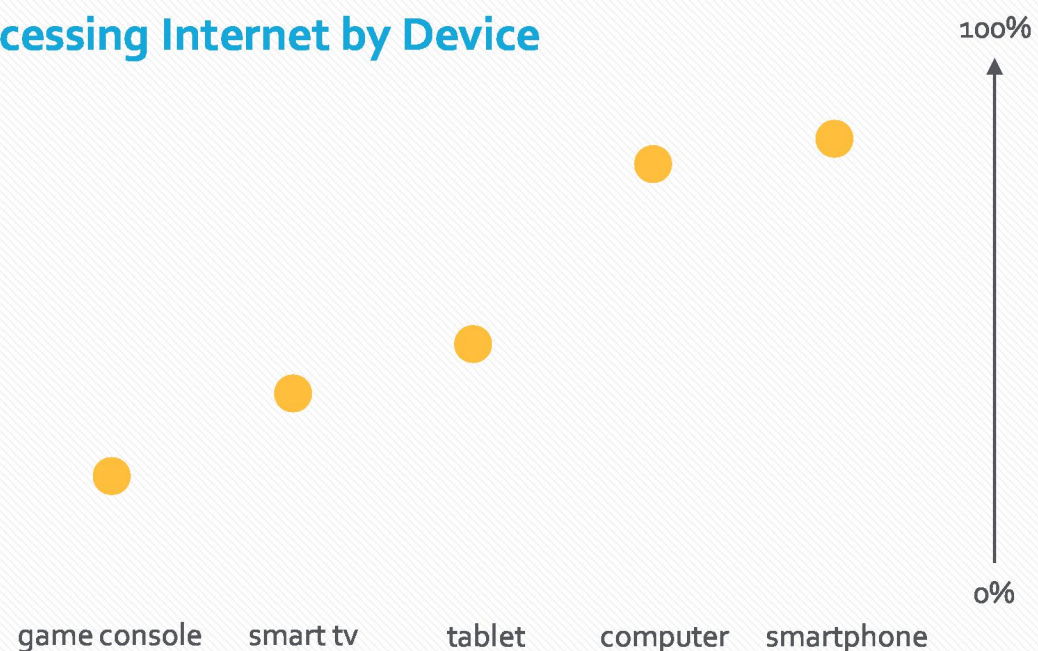
SIGHTSEEING

AND HOW DO WE REACH THEM?

Media Consumption by Channel



Accessing Internet by Device



Digital Behaviors & Device Ownership

- Spends 25 hours a week online
- 94% own a smartphone and 64% own a tablet
- 68% own a smart TV or internet-connectable device for TV

Search

- 93% use Google
- 20% use Yahoo!
- 12% use Bing
- 76% use a search engine on their smartphone

Mobile

- 72% use mobile apps
- 20% say apps make their life easier
- 57% searched for information about a product on their smartphone
- 49% purchased a product on their smartphone
- 45% watch videos on their smartphone

Streaming

- 77% use a video streaming service
- 28% use Hulu
- 72% use an audio streaming service
- 30% listen to podcasts
- 32% use Pandora & 27% use Spotify

Social

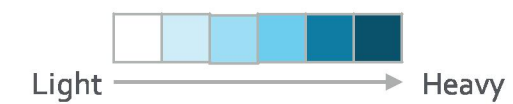
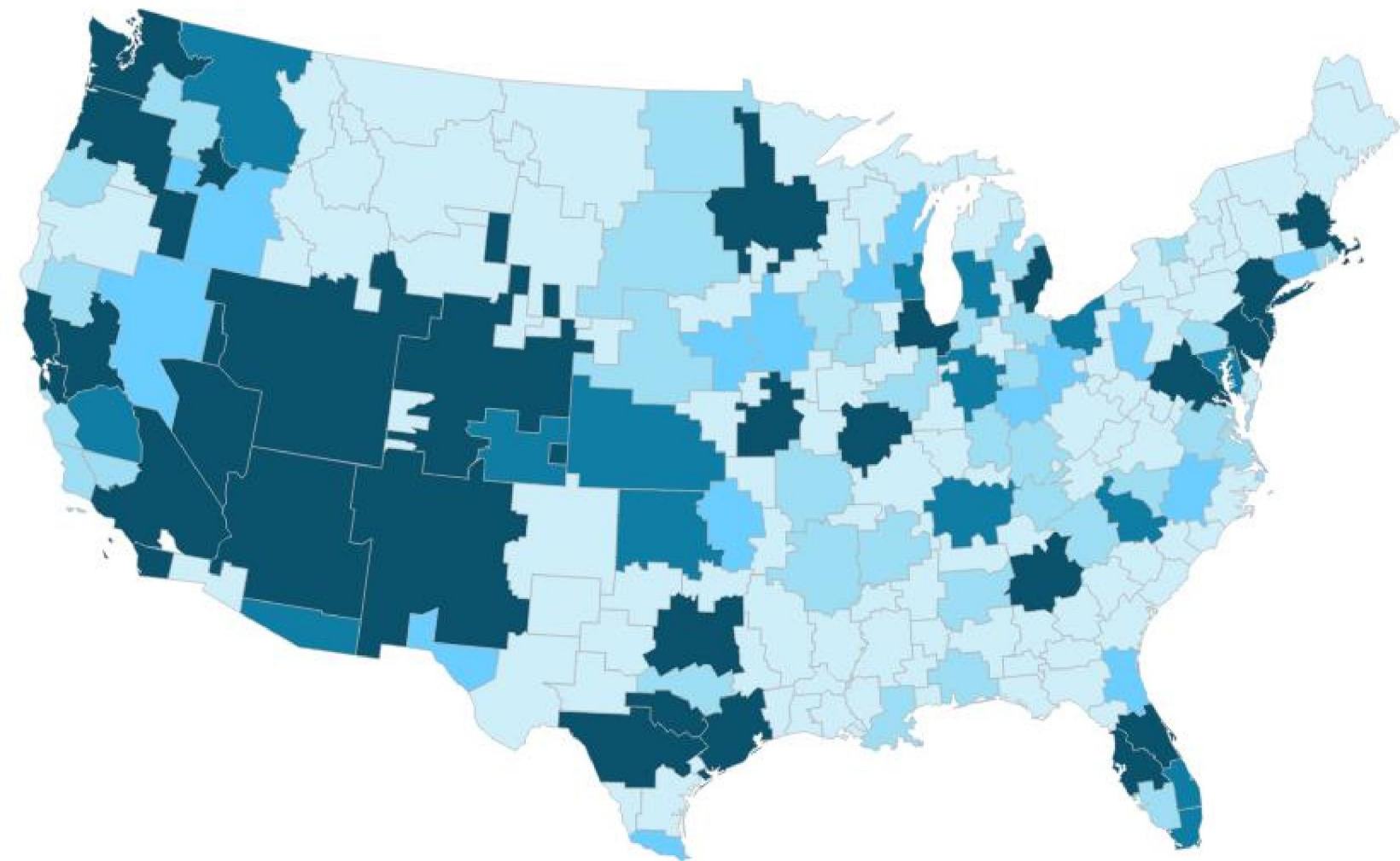
- 89% use a social networking site
- 61% use social networks on their smartphone
- 56% watch videos on social networking sites
- 61% visit YouTube
- 71% visit Facebook
- 43% visit Instagram
- 18% visit Twitter



SIGHTSEEING

WHERE CAN WE FIND THEM?

DMA	Index	% of Target
Los Angeles, CA	118	6.93%
Dallas-Ft. Worth, TX	139	3.35%
Denver, CO	238	3.35%
San Francisco-Oakland-San Jose, CA	140	3.33%
Seattle-Tacoma, WA	164	2.77%
Phoenix (Prescott), AZ	153	2.62%
Sacramento-Stockton-Modesto, CA	177	2.43%
Chicago, IL	81	2.42%
Houston, TX	109	2.37%
New York, NY	35	2.36%





ACTIVE ADVENTURER

I enjoy getting outdoors and being active when I travel



Mean Age: 46
Age Range: 25-54



48% Male
52% Female



64% Married



38% Have Kids



54% College Graduate



Mean HHI: \$138K

VALUES

1. Adventure: Seeking adventure and risk
2. Being in tune with nature: Fitting into nature
3. Preserving the environment: Helping to preserve nature
4. Curiosity: Wanting to explore and learn about new things
5. Knowledge: Being well educated
6. Excitement: Having stimulating experiences
7. Having fun: Having a good time
8. Honesty: Being sincere, having integrity
9. Friendship: Having close, supportive friends
10. Creativity: Being creative, imaginative

GENERAL ATTITUDES

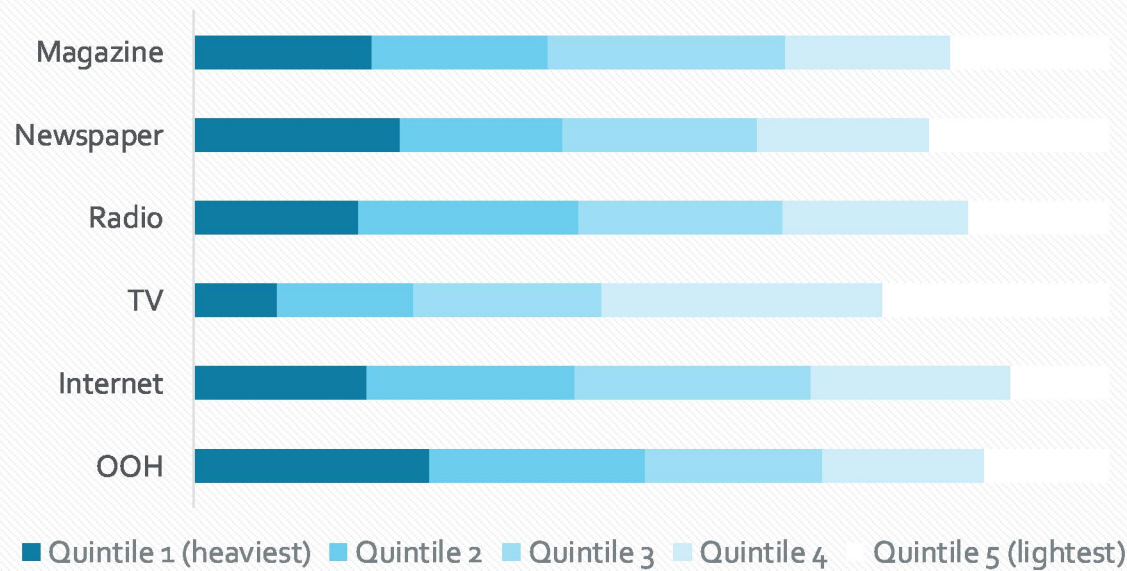
- I like to learn about foreign cultures
- I use the Internet to buy hard-to-find products
- I am willing to pay more for a product that is environmentally safe.
- I am interested in finding out how I can help the environment
- I prefer purchasing things online for a fixed price, as opposed to bidding in online auctions
- I like to compare prices across different sites before purchasing something online
- I always check the ingredients and nutritional content of food products before I buy them.
- I am typically willing to pay more for high-quality items
- Global warming is a serious threat
- The government should pay more attention to environmental issues



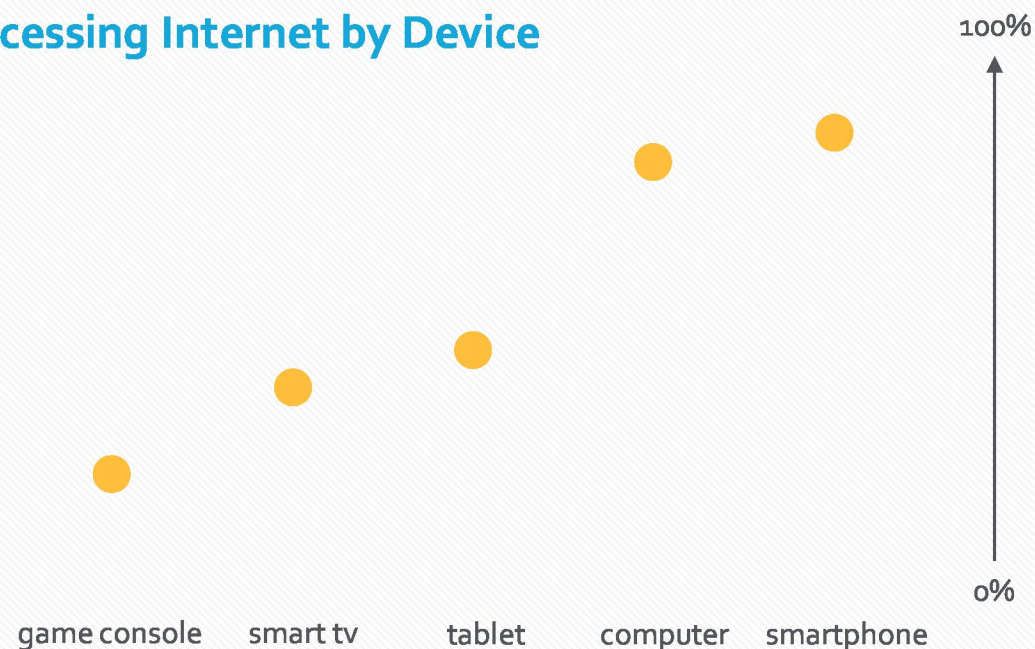
ACTIVE ADVENTURER

AND HOW DO WE REACH THEM?

Media Consumption by Channel



Accessing Internet by Device



Digital Behaviors & Device Ownership

- Spends 25 hours a week online
- 96% own a smartphone and 63% own a tablet
- 68% own a smart TV or internet-connectable device for TV

Search

- 94% use Google
- 19% use Yahoo!
- 13% use Bing
- 79% use a search engine on their smartphone

Mobile

- 75% use mobile apps
- 24% say apps make their life easier
- 61% searched for information about a product on their smartphone
- 57% purchased a product on their smartphone
- 47% watch videos on their smartphone

Streaming

- 81% use a video streaming service
- 30% use Hulu
- 77% use an audio streaming service
- 33% listen to podcasts
- 34% use Pandora & 29% use Spotify

Social

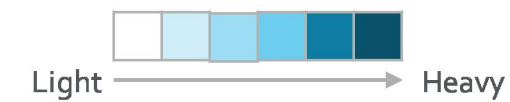
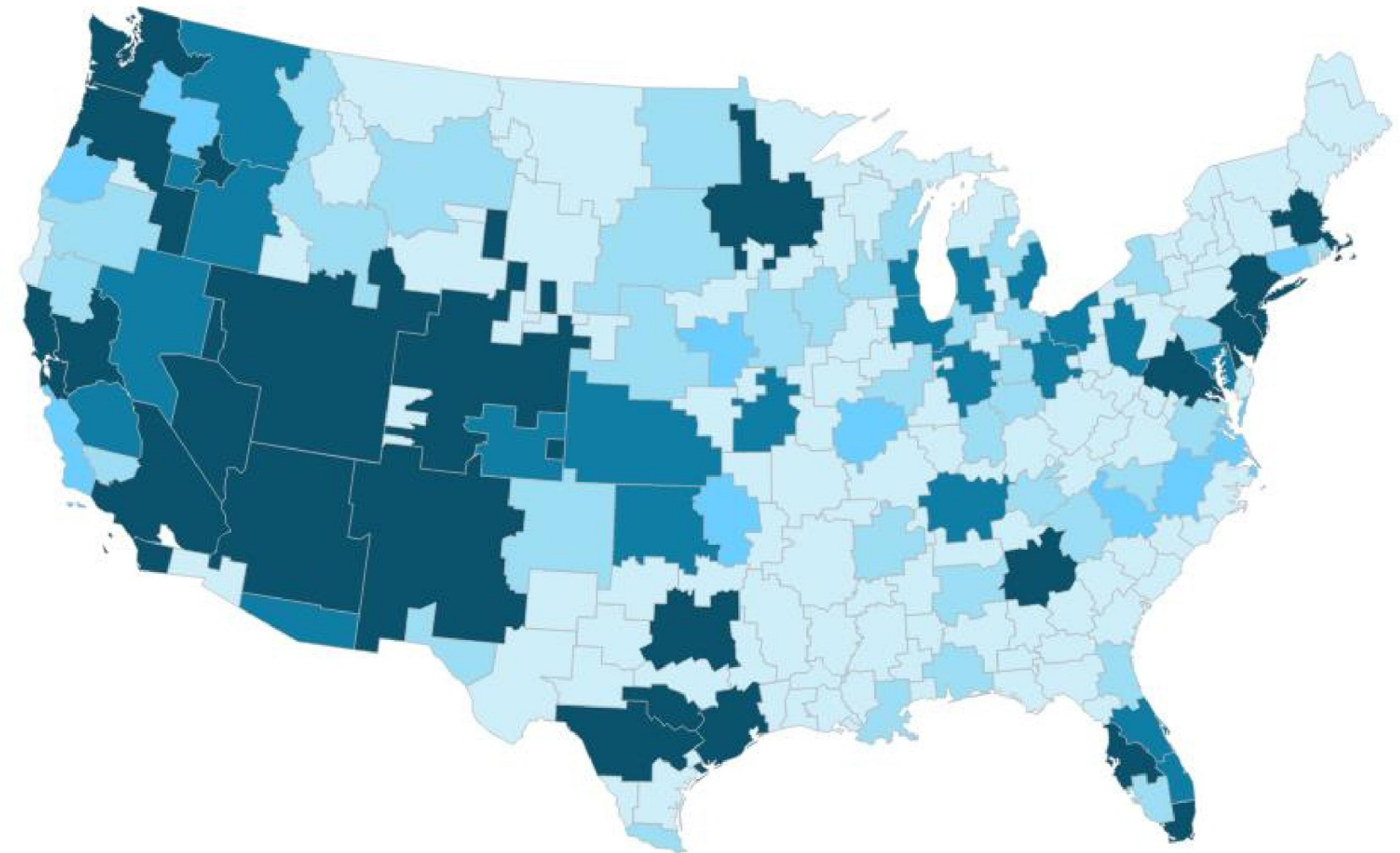
- 90% use a social networking site
- 62% use social networks on their smartphone
- 58% watch videos on social networking sites
- 61% visit YouTube
- 70% visit Facebook
- 44% visit Instagram
- 18% visit Twitter



ACTIVE ADVENTURER

WHERE CAN WE FIND THEM?

DMA	Index	% of Target
Los Angeles, CA	132	7.72%
New York, NY	57	3.85%
Seattle-Tacoma, WA	218	3.67%
Denver, CO	243	3.42%
Washington, DC (Hagerstown, MD)	139	3.02%
Phoenix (Prescott), AZ	163	2.79%
Sacramento-Stockton-Modesto, CA	193	2.65%
Salt Lake City, UT	284	2.64%
Portland, OR	213	2.27%
San Francisco-Oakland-San Jose, CA	94	2.25%





CULTURAL HISTORICAL TRAVELER

I love the history of the places that I travel to so I try to see as much of it as I can



Mean Age: 48
Age Range: 35+



42% Male
58% Female



68% Married



36% Have Kids



51% College Graduate



Mean HHI: \$131K

VALUES

1. Adventure: Seeking adventure and risk
2. Preserving the environment: Helping to preserve nature
3. Social responsibility: Working for the welfare of society
4. Curiosity: Wanting to explore and learn about new things
5. Knowledge: Being well educated
6. Friendship: Having close, supportive friends
7. Open-mindedness: Being broad-minded
8. Helpfulness: Making the effort to assist others
9. Freedom: Having freedom of action and thought
10. Duty: Fulfilling obligations to family, community and country

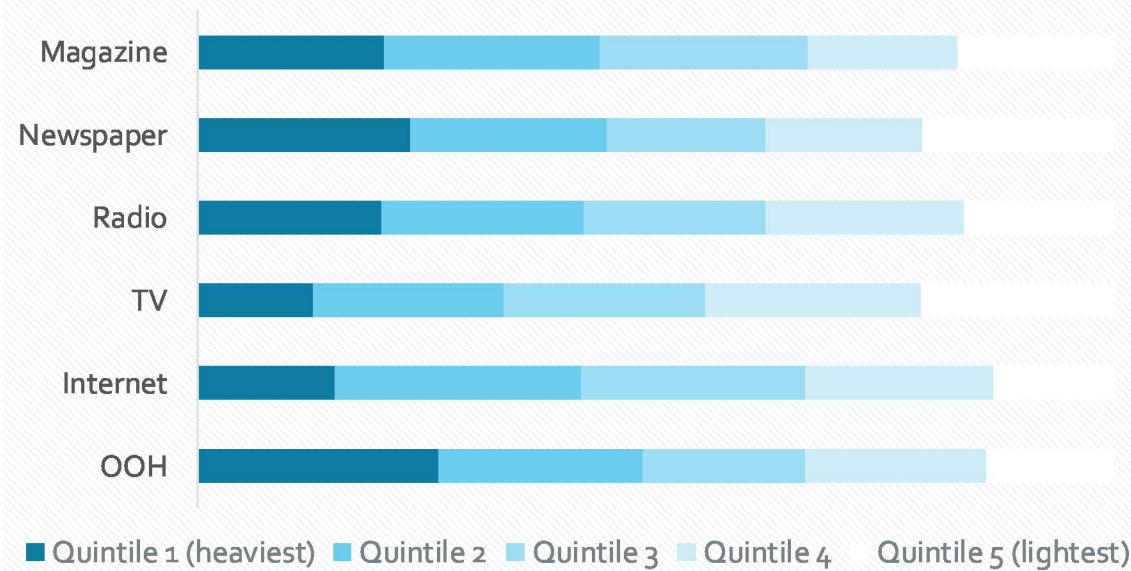
GENERAL ATTITUDES

- I like to learn about foreign cultures
- I always check the ingredients and nutritional content of food products before I buy them.
- I am willing to pay more for a product that is environmentally safe.
- I prefer purchasing things online for a fixed price, as opposed to bidding in online auctions
- I use the Internet to buy hard-to-find products
- I buy brands that reflect my style.
- To me, it is important to keep up-to-date with news and current affairs
- My spouse has a significant impact on the brands I choose.
- The government should pay more attention to environmental issues
- I am more likely to purchase brands that support a cause I care about.

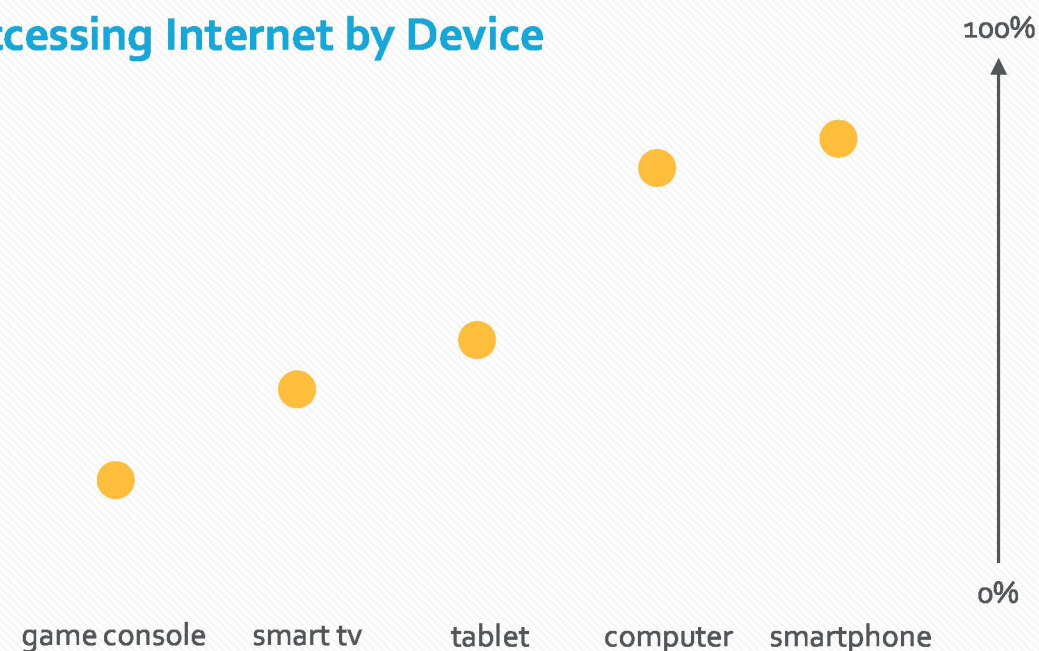


CULTURAL HISTORICAL TRAVELER AND HOW DO WE REACH THEM?

Media Consumption by Channel



Accessing Internet by Device



Digital Behaviors & Device Ownership

- Spends 24 hours a week online
- 96% own a smartphone and 64% own a tablet
- 67% own a smart TV or internet-connectable device for TV

Search

- 92% use Google
- 20% use Yahoo!
- 12% use Bing
- 79% use a search engine on their smartphone

Mobile

- 74% use mobile apps
- 21% say apps make their life easier
- 62% searched for information about a product on their smartphone
- 49% purchased a product on their smartphone
- 48% watch videos on their smartphone

Streaming

- 79% use a video streaming service
- 30% use Hulu
- 75% use an audio streaming service
- 30% listen to podcasts
- 33% use Pandora & 27% use Spotify

Social

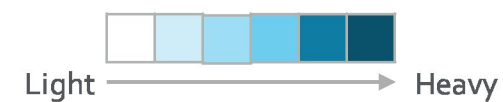
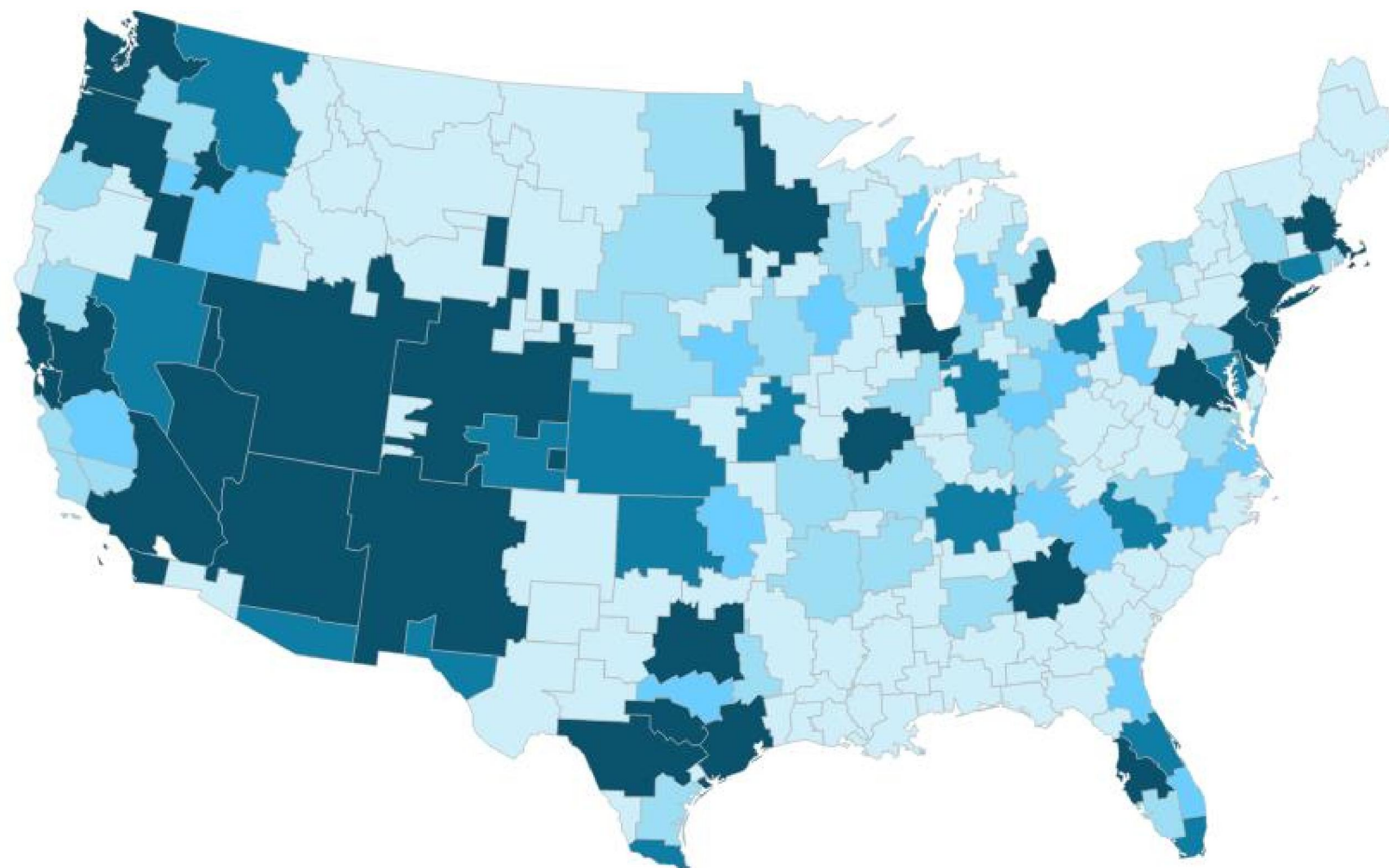
- 89% use a social networking site
- 64% use social networks on their smartphone
- 54% watch videos on social networking sites
- 58% visit YouTube
- 74% visit Facebook
- 43% visit Instagram
- 17% visit Twitter



CULTURAL HISTORICAL TRAVELER

WHERE CAN WE FIND THEM?

DMA	Index	% of Target
Los Angeles, CA	114	6.66%
New York, NY	53	3.60%
Denver, CO	246	3.47%
Dallas-Ft. Worth, TX	127	3.06%
Boston (Manchester), MA-NH	145	3.04%
Chicago, IL	85	2.55%
Seattle-Tacoma, WA	144	2.43%
San Francisco-Oakland-San Jose, CA	100	2.39%
Minneapolis-St. Paul, MN	158	2.31%
Salt Lake City, UT	242	2.25%





FINE DINING TRAVELER

I enjoy the finer things in life so that is what I look for in a vacation



Mean Age: 48
Age Range: 25-44



43% Male
57% Female



71% Married



36% Have Kids



55% College Graduate



Mean HHI: \$142K

VALUES

1. Adventure: Seeking adventure and risk
2. Curiosity: Wanting to explore and learn about new things
3. Having fun: Having a good time
4. Open-mindedness: Being broad-minded
5. Knowledge: Being well educated
6. Social responsibility: Working for the welfare of society
7. Being youthful: Feeling young
8. Enjoying life: Doing things because I like them
9. Preserving the environment: Helping to preserve nature
10. Friendship: Having close, supportive friends

GENERAL ATTITUDES

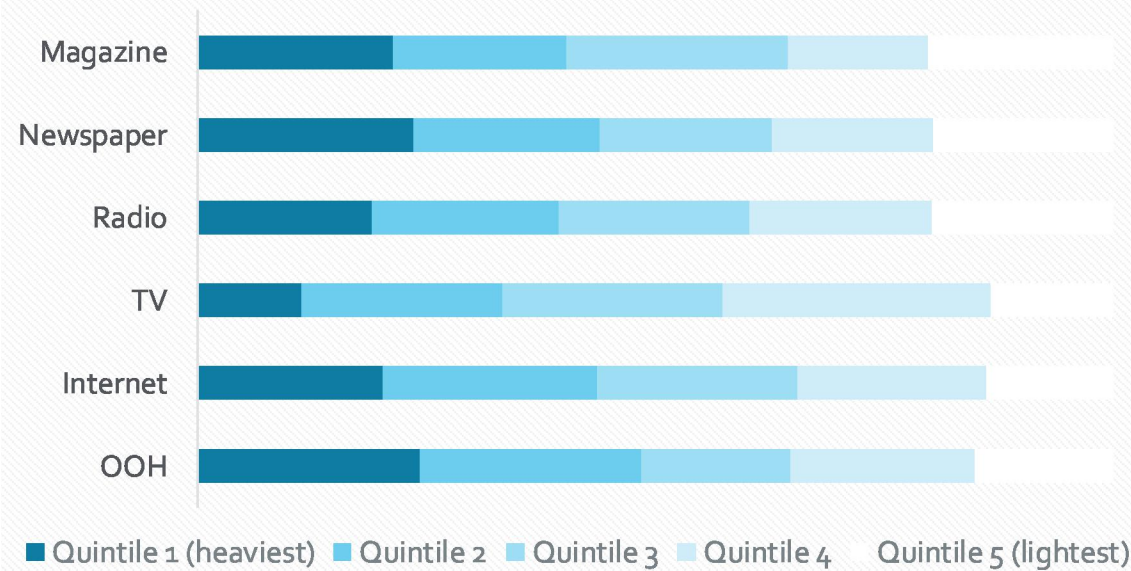
- I always check the ingredients and nutritional content of food products before I buy them.
- I like to learn about foreign cultures
- I prefer purchasing things online for a fixed price, as opposed to bidding in online auctions
- I use the Internet to buy hard-to-find products
- I am typically willing to pay more for high-quality items
- I'd rather receive a sample of a product than a coupon.
- I am willing to pay more for a product that is environmentally safe.
- I buy natural products because I am concerned about me and my family's health.
- I feel I am more environmentally conscious than most people.
- To me, it is important to keep up-to-date with news and current affairs



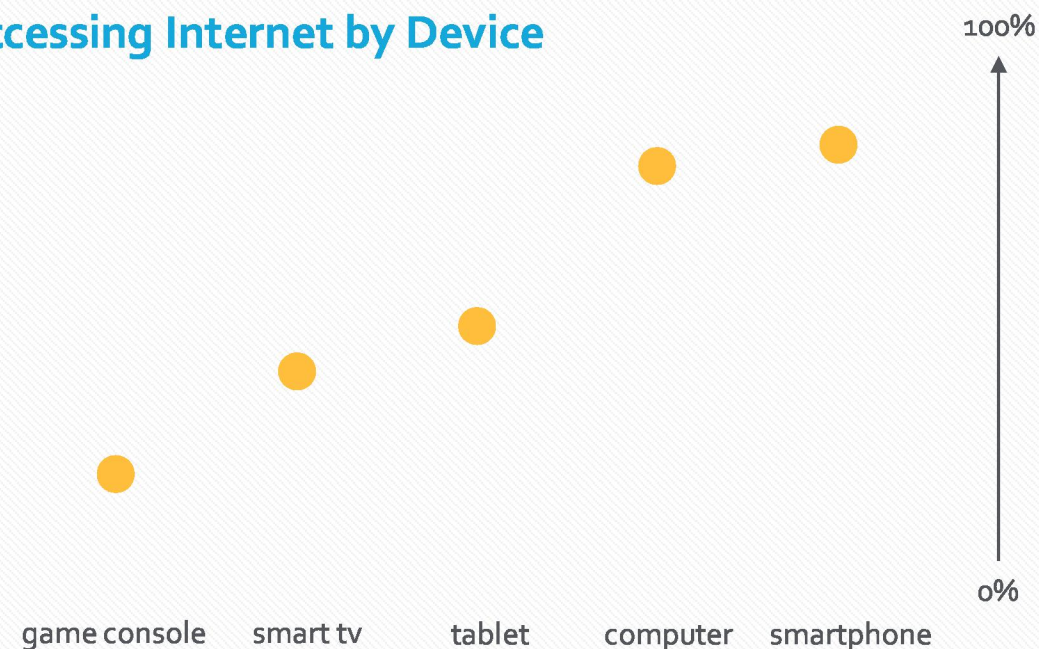
FINE DINING TRAVELER

AND HOW DO WE REACH THEM?

Media Consumption by Channel



Accessing Internet by Device



Digital Behaviors & Device Ownership

- Spends 26 hours a week online
- 95% own a smartphone and 65% own a tablet
- 71% own a smart TV or internet-connectable device for TV

Search

- 91% use Google
- 20% use Yahoo!
- 10% use Bing
- 75% use a search engine on their smartphone

Mobile

- 73% use mobile apps
- 21% say apps make their life easier
- 58% searched for information about a product on their smartphone
- 58% purchased a product on their smartphone
- 50% watch videos on their smartphone

Streaming

- 79% use a video streaming service
- 30% use Hulu
- 73% use an audio streaming service
- 30% listen to podcasts
- 34% use Pandora & 29% use Spotify

Social

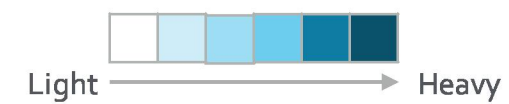
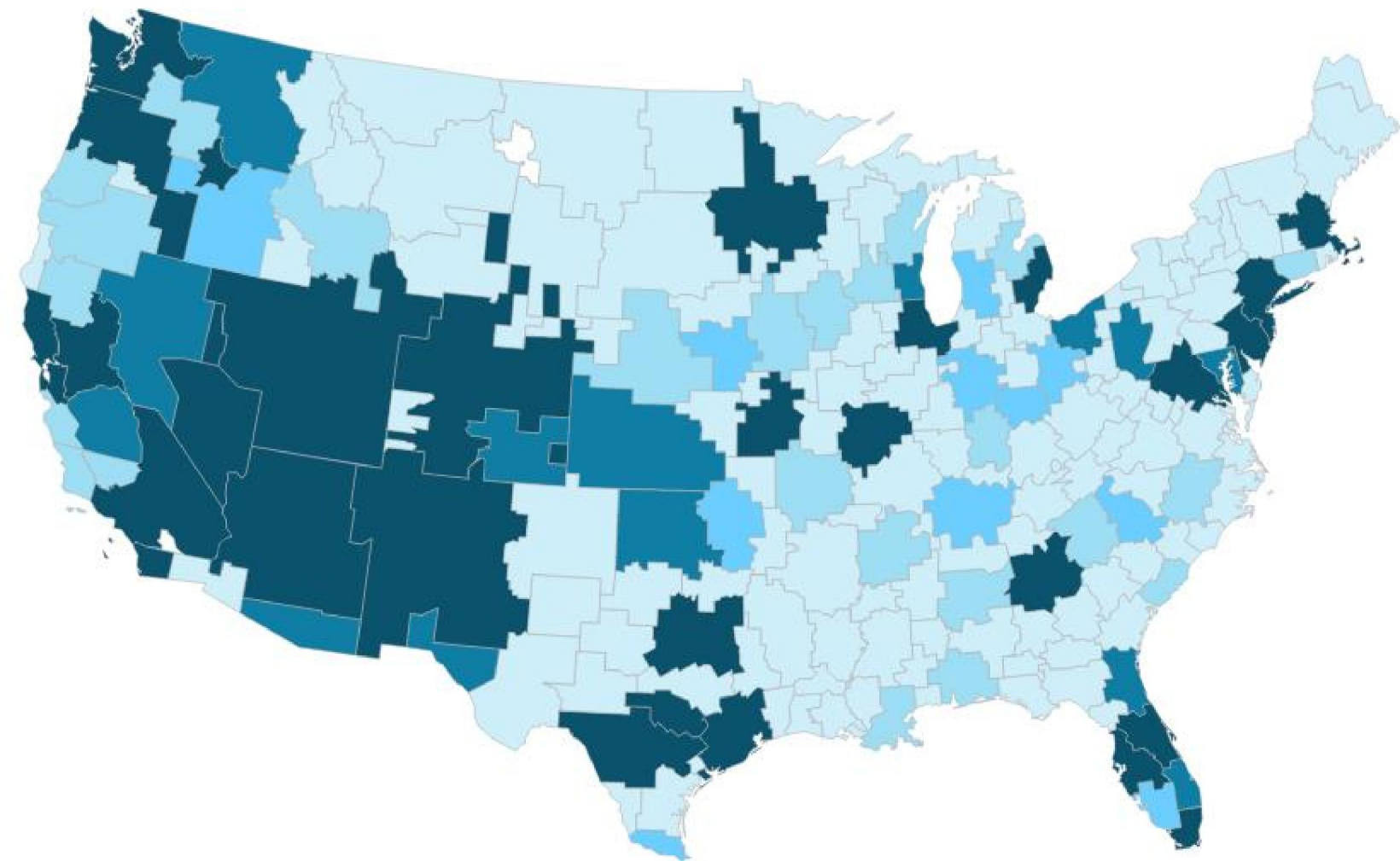
- 90% use a social networking site
- 62% use social networks on their smartphone
- 58% watch videos on social networking sites
- 63% visit YouTube
- 72% visit Facebook
- 47% visit Instagram
- 21% visit Twitter



FINE DINING TRAVELER

WHERE CAN WE FIND THEM?

DMA	Index	% of Target
Los Angeles, CA	114	6.68%
Dallas-Ft. Worth, TX	204	4.89%
San Francisco-Oakland-San Jose, CA	151	3.61%
Boston (Manchester), MA-NH	167	3.51%
New York, NY	50	3.38%
Chicago, IL	100	3.01%
Sacramento-Stockton-Modesto, CA	201	2.77%
Denver, CO	192	2.70%
Salt Lake City, UT	281	2.62%
Seattle-Tacoma, WA	155	2.61%





**THANK
YOU.**

centre



Visit Grand Junction

RFP RESPONSE: ADVERTISING AND MEDIA MEASUREMENT SERVICES 2021
JANUARY 2021

centre.

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A. Cover Letter: Executive Summary- Overview of Centro

Thank you for allowing Centro the opportunity to participate in the City of Grand Junction 2021 advertising and media measurement services RFP. We believe our unparalleled combination of digital media thought leadership, strategic insights, buying expertise, and proprietary ad technology backed by our Raving Fan service provides a winning combination for a successful partnership. Understanding that Grand Junction aims to provide best-in-class online advertising while leveraging a small internal marketing team to drive visits to Grand Junction and economic growth, Centro is confident that we can act as a true extension of your team to help you achieve these goals.

Supporting more than 6,000 brands, 1,000 of which are travel clients, over the last 20+ years, we've been evolving our technology & services to meet the demands of this ever-changing & growing marketplace. As a result, we've developed the industry's most comprehensive, automated, and intelligent digital media + operations platform, Basis. Basis is the only digital buying platform to address direct, programmatic, search and social through a single interface, which means your campaigns are planned, analyzed, and optimized **holistically** - driving better overall performance and greater return on ad spend.

Because we own and control the technology, unlike most agencies which outsource the buying to vendors or execute manually, we can execute faster, be more agile and much more proactive to changes we see in performance. Through Basis, we can bring the City of Grand Junction greater transparency, increased data ownership, and a more efficient use of media dollars compared to a typical advertising agency, but it's our Raving Fan service that will build a lasting partnership. We've been recognized by AdAge, Crain's, and the iAB for our outstanding service in the industry, and we are excited to bring that service to Grand Junction. This combination of technology and services not only contributes to superior performance, but it is what makes Centro unique and a leader in the industry.

Our unique offering has allowed us to become a top 10 spending ad tech company in the US with over \$500MM in digital media spend per year. Centro currently operates in over 35 markets across the US as well as Canada, Mexico, and the UK with an un-matched level of experience across almost all industries, with travel and tourism being one of our top verticals.

We are quick, smart and nimble, and most importantly, dedicated to our partnership and the success of Grand Junction. We are confident that we can drive value for the City of Grand Junction by bringing forward a strategic combination of our technology and services, arming you with the most automated digital media system: Basis.

We very much appreciate the chance to submit on this RFP and truly look forward to the opportunity to build upon and continue the growth the City of Grand Junction is on.

Point of Contact: Chelsea Gerberich, Client Lead

- Address: 1200 17th St 27th Floor Denver, CO 80202
- Phone Number: 630.615.8118
- Email: chelsea.gerberich@centro.net

Individuals who will be authorized to make presentations on behalf of Centro: Chelsea Gerberich, Rich Brown, Emily Steele, Nellie Allison, Steven Costantino, Kari Koelbel, Cooper Lane & Humad Ali

B. Qualifications/Experience/Credentials

Integrated (one view) people based, cross device, omni-channel (online and offline) vs fragmented (multiple views) cookie-based, online only, and browser-based marketing approach

As City of Grand Junction's potential 2021 digital media partner, we can confidently say we have the most experience and best resources to meet the digital marketing needs required for this RFP. Additionally, we have the institutional knowledge, industry research, and thought leadership to exceed in customer service and performance.

Centro's biggest differentiator is our proprietary automated digital media planning software, Basis. This software facilitates and streamlines the entire digital media planning and buying process for our internal team. This includes but is not limited to, media planning, programmatic buying with Basis DSP (Centro's proprietary programmatic technology), analytics, reporting, vendor communication, historic performance dashboards, and more. Basis also allows our team to overcome the silos that exist between search, social, and programmatic due to individual buying and planning platforms. Having insight into performance across all platforms and tactics allows us to implement optimizations in real-time across all channels and make the necessary adjustments to hit business KPI's.

For Visit Grand Junction, we will leverage the strongest performance driving tactics and channels to reach travelers and visitors to Grand Junction. This blend of brand awareness and direct response is Centro's specialty and we will review how we will customize this strategy for Grand Junction later in the RFP. Centro will approach the City of Grand Junction's spend strategy comprehensively and tailor specific tactics and strategy based on the campaigns needed for each initiative differently. As Centro has worked with many clients in the travel and outdoor adventure space such as Alaska Airlines, travelWisconsin.com, and Colorado Tourism boards, we know and understand the importance of seasonality. We would align with Visit Grand Junction's team to get full understanding of the year and its seasonality and priorities. We have seen strong success with like clients keeping paid search live in low periods of booking, or visiting to "keep the lights on" and ensure we aren't losing searches to competitors buying your search terms.

Ultimately, Centro approaches media plans as living, breathing entities. Our plans never look the same at the end of the month as they did at the beginning of the month given the ongoing optimizations made by the team in order to achieve the best results.

Mass & general segments vs. one-to-one, personalized messaging

We will utilize a mix of 1st and 3rd party data to accomplish this. To appeal to the mass and general segments, we'll tap into our vast library of readily available third-party audience segments through Basis DSP. Within Basis DSP, we have direct integrations with 3rd Party data providers such as Oracle, Comscore, Krux, and Epsilon (just to name a few) that allow us to add/remove segments to a campaign in a matter of seconds. We'll also create custom audience segments through these partners to ensure we are zeroing in on our exact target audience. For one-to-one, personalized messaging, we will activate our partnership with LiveRamp to ingest your 1st party data/CRM lists as well as create Look-a-like audiences that will be pushed directly into Basis DSP.

Visitor arrival attribution methodology and reporting, including last click vs multi-touch attribution (bundled with below response)

Arrival lift methodology and reporting, including incremental arrivals (i.e. visitors who can be attributed to the incremental effect of the ads vs those who would have visited anyway) and sample/panel based arrival methodology vs population/one to one arrival methodology

- Describe how proposed solution is deterministic or probabilistic modeling

We look at data from a panel as well as 1:1 methodology. Centro partners with a myriad of partners on arrival attribution inclusive of S4M, Cuebiq, Arrivalist, Mobilefuse, Acuity, and Sito to name a few. Each partner has different methods of measurement, based on the initiative and campaign goals. We would recommend measurement based on incremental visits to Grand Junction.

From a 1:1 perspective, we would implement a test and control group of users, the control group whose footfall analysis is measured as well as the exposed group. The only difference between the groups would be the exposed group who was exposed to advertising to VGJ. We would then measure the arrival rate- decided by campaign goals and initiatives, such as people traveling from in or out of state to Grand Junction via cellular, mobile unique identifiers, or cellular proximity.

We look at data from a panel as well as 1:1. Panel data can be used through a Daily Travel Index, and partners such as Arrivalist, where road trips are measured based on GPS signal of users traveling more than 50 miles and dwelling more than 2 hours in Grand Junction. Arrivalist uses US Census data for their panels which show population spread and DMA data. We would look at exposed and control groups of travelers (who did and did not see advertising) to Grand Junction and measure average amount of time stayed, locations visited, and money spent.

We prefer focusing on deterministic vs. probabilistic modeling. We can use partnerships which include Visa, Kochava, Ibotta where we in addition to picking up cellular signals of someone traveling to Grand Junction, we are also able to use receipt level data to understand where a user shops, products they have bought, as well as purchase intent. Via Kochava, we use preferred App Affinity Data: creating segments of device IDs based on the apps or app categories a user has on their phone; can also create segments based on app usage and in-app purchases.

From an online browsing perspective and online attribution, we would tag the Visit Grand Junction landing page and using our 3rd party ad server, Google Campaign Manager, we would track those who have been exposed to VGJ creative, or have visited the landing page. We would look at different attribution sources: 1st touch, last touch, or weighted touchpoint attribution based on assessing a user's journey and the trends we are able to decipher between each.

Visitor economic yield and return on investment reporting

Centro would work closely along the Visit Grand Junction team to explore the ideal business outcome and media KPI desired for their campaign. From there, we would collaborate on what methodology has worked previously to measure economic yield and ROI. A few methods include:

- 1) Attributing values to digital signals:
 - a. Capitalizing on impression share in paid search based on demand of people searching for destinations like Grand Junction, or Grand Junction brand terms. As this audience is the most cost effective, maxing out this high-intent audience is advantageous. We

would assign digital KPIs such as a cost/click, or cost per acquisition based on the user's journey once they get to visitgrandjunction.com and take the desired action on the site such as downloading a guide.

- b. For paid search, and display ads, we would implement desired website actions to assign value to in order to back into cost/lead goals, cost per landing page visit metrics, etc. We could then take this data and apply an average visit rate based on historical data, as well as average spend to determine revenue and ROI metrics.
- 2) Applying walk-in (in-person visit data) rates. We would work alongside our in-store foot traffic partners to determine the lift of people who visit certain locations in Grand Junction after being exposed to our ads. We would identify a list of locations, and leveraging cellular data, wi-fi towers, historic location, and geo-location parameters to determine dwell-rate- can measure the incremental ROI of our digital campaign to those who visit Grand Junction. We can also leverage audience-based profile data -based on points of interest (POI). Leveraging device IDs, recency, frequency, we can build out audiences to drive competitive conquering to drive users to Grand Junction instead of neighboring locations, or alongside en route locations such as Denver and Salt Lake City.

Segmenting and tracking of business vs. leisure travelers to target leisure travelers who are more addressable through marketing

Within Basis DSP, we can easily segment out these two audiences and use different targeting techniques to reach them. Programmatically, we can use third-party data segments to reach frequent leisure or business travelers wherever they are on online. Through Basis DSP our team has access to over 60K sites and apps and access to 25K data segments. We can also tap into our library of direct vendors to activate travel specific vendors such as Sojern and Adara, for example. These companies specialize in unique travel path-to-purchase data and analyze billions of predictive purchase signals to activate multi-channel marketing solutions to drive incremental visitation and measure the economic impact of a campaign!

Segmenting and Tracking of Leisure travelers by origin market, behavioral, and demographic profiles

Centro will use an offline visitation partner such as Cuebiq to map and measure your customers journey. Reporting includes tracking our audience's origin markets, behavioral and demographic profiles. For origin market, we can track if someone went from County/State A to County/State B to better understand where Grand Junction visitors are coming from. We can provide state level flows to show state of origin. For demographic and behavioral information, Cuebiq goes beyond just understanding how many incremental visits took place to understand who was making them. We'll combine visitation behaviors with sociodemographic analysis (using Experian data) to answer questions like "Did we drive loyalists to visit more often?" "Who were those incremental visitors and where do they live?" and make it possible to activate those segments.

Segmenting and tracking of leisure travelers by fly market vs. drive market

Within Basis DSP, we have the flexibility to easily break out campaigns/line items to ensure we are segmenting and tracking leisure travelers by fly markets and drive markets. We'll apply different geo targeting techniques to ensure we're accurately targeting both markets.

Key performance indicators, including a discussion of ad-media metrics, ROI & ROAS, and economic/visitor revenue metrics by consumer category

Centro will work along the Visit Grand Junction team to evaluate past media performance and to understand historic revenue models. With like tourism campaigns, we have assigned average spending of a family, or individual when they visit a location and use this metric to prove ROI and ROAS from users traveling to Grand Junction alongside the amount spent in online media. From an online media measurement, we back into greater revenue goals based on driving a cost/landing page visit, Cost/Lead, or cost per engagement metric, etc with our online ad units. We can then take historic rates of visitation provided by Visit Grand Junction to estimate ideal cost per visit models to set up online KPI benchmarks for online optimization levers. If CRM data is available, we can also include metrics such as ROI and ROAS based on hotel bookings, and tourism sales associated per visitor. If historical data is not available, that is no problem- we can set and adjust benchmarks as we see fit until we get a feel for the data and make that our “gold standard” benchmark to strive for.

State the actual number of individuals, unique consumers (i.e., real people) within reach of the proposer’s ad-tech solution

Leveraging Centro’s Basis DSP, endemic partnerships, paid search, and social integrations, we have unlimited access to Visit Grand Junction’s audience. Once we have details of the demographics, psychographics, and strongest attributes of most profitable visitors of your target audience of business and leisure travelers, we will pull a proposed reach/frequency and target audience recommendation. We are also happy to put together such geo-targeted segments.

State percentage of unique consumer reach by mobile operating system (Android, Apple)

Given Centro owns Basis DSP, we can reach 100% of devices where a cookie or mobile ID is present in our supply side ecosystem. We oftentimes test Apple and Android operating systems to garner performance and take into consideration research of our target audience’s usage on each of these systems.

Describe how the proposer’s solution would be affected by Apple iOS 14 and what the proposer intends to do to maintain its ability to deliver personalized, relevant ads after iOS 14 implementation

IOS14 will not impact cookies, but instead reduce the availability of targetable mobile device IDs. That said, assuming we leverage Centro’s relationship with 3rd party ad server Google Campaign Manager, here’s some information on how Centro (alongside Google) handles attribution: The global site tag is a site-wide web tagging library that works across Google’s site and conversion measurement products - giving you better control while making implementation easier.

- Faster and easier integration with other Google products: The global site tag is not only used by Google Marketing Platform advertising products (Display & Video 360, Search Ads 360, and Campaign Manager 360) but also by other Google products such as Google Ads and Google Analytics. If you use these products, the global site tag makes implementation easier by providing a unified tagging experience.

- More accurate conversion tracking: Using the global site tag sets new cookies on your domain. This ensures that Google Marketing Platform can measure your conversions more accurately. If you're using iframe or image tags instead of the global site tag, Google Marketing Platform is not able to observe all your conversions.

How will the proposer reach those who opt out on iOS devices?

When cookies aren't observable, they offer a more complete picture with Modeled Conversions. If you are collecting revenue in your Floodlight tag, you'll be able to report on conversions normally.

- Modeled conversions use aggregated and anonymized data to estimate conversions that Google is unable to observe directly. This can offer a more complete report of your conversions.
- When cookies aren't observable, it may not be possible for you to measure some conversions. This can happen when there are cookie restrictions in browsers or blind spots from cross-device conversions, leading to industry-wide gaps in observability.
- Modeled conversions use machine learning to quantify the impact of marketing efforts when a subset of conversions can't be observed.

How will the proposer maintain reporting attribution at the individual level with deterministic and granular insights into mobile marketing return on ad spending after iOS 14 implementation?

If we are personalizing ads with CM360 (e.g. Dynamic Ads) which we recommend, the ad server can target without a cookie or device ID and use geo, proximity, context (keyword), or pre-schedule creative updates by date.

Explain how your solution uses first party vs third party audience identity data to gain insights, predict future patterns, personalize content & deliver ads

First Party Audience Data- Data Management Platform (DMP)

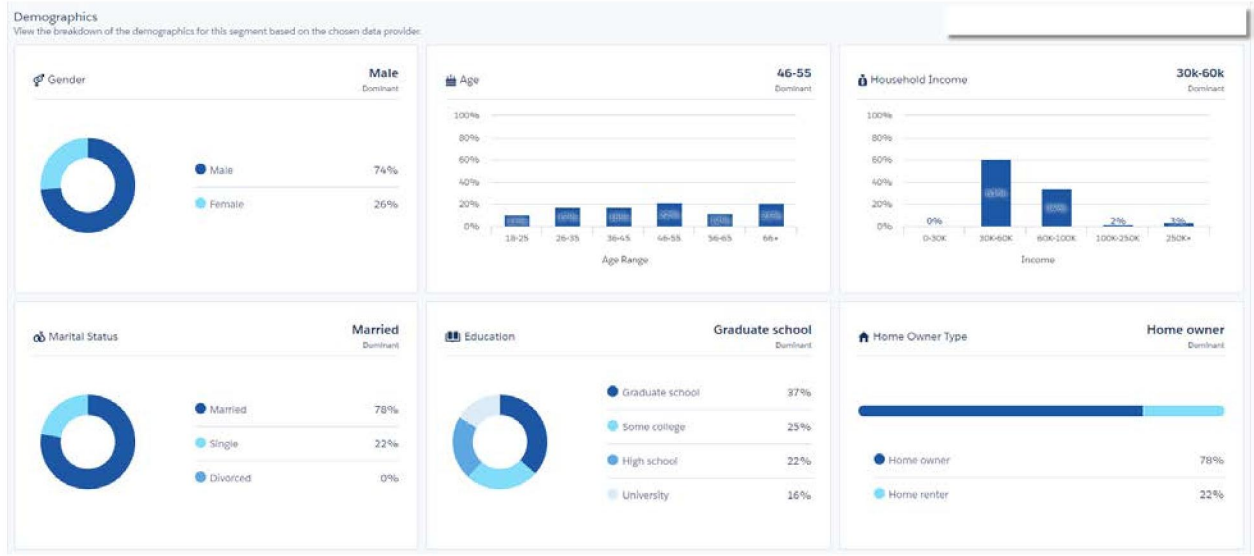
Centro has a Data Management Platform (DMP) that puts more emphasis on a people-based advertising approach. The DMP has become an integral tool for our campaign strategies as it allows us to be smarter with where we're serving our ads and to whom, ultimately cutting down on wasted media dollars giving us the ability to serve ads to a larger pool of users more likely to show interest and intent with visiting Grand Junction.

It allows us to harness the power of your first party data, CRM lists for example, to strategically target or suppress users with Grand Junction advertising via our own DSP. This platform also enables us to build Lookalike audiences based on first party data to find potential new customers and serve them with Grand Junction advertising.

The platform gives an opportunity to understand demographic & behavioral differences between your consumers and how they interact with your brand in an anonymized way. This profiling then influences our strategy and creates data-driven decision making. We are also able to build more customized retargeting strategies based on user's actions taken while on the City of

Grand Junction website, via the DMP. By doing so it opens more opportunities to reach new potential customers in the right place when they're in the right mindset.

An example of an Audience Profile insights we can gather and report on via the DMP:



All targeting and reporting capabilities previously mentioned are dependent on the ability to place DMP pixels across the City of Grand Junction's website and the data we are able to extract from it.

Third Party Audience Data- Utilize our DSP, Basis DSP, as noted through other sections within the RFP submission.

Pixel Implementation Strategy & Guidance

We would also love to set up collaborative pixel sessions to fully understand Grand Junction's website, recommend ad tracking solutions and pixel strategy to promote the strongest conversion rate. This is an important part of the campaign kickoff process to ensure both teams are aligned on measurement and performance. Our ad operations specialist is also able to advise and troubleshoot pixel placement once a strategy is developed between Grand Junction and Centro.

Include what percentage of your clients are Destination Marketing Organizations

5% of our clients are destination marketing organizations and we have had \$52MM of ad spend in the travel category historically.

What does the proposer's solution do that other solutions cannot do?

Centro's biggest differentiator is our proprietary automated digital media planning software, Basis. This software facilitates, streamlines, and automates the entire digital media planning, buying, reporting, and reconciliation process for teams, and what our entire business operates within. Specifically, what we're bringing to the City of Grand Junction is a custom solution: we will create a unique blend of technology + services based on your needs today, setting you on a path to where you want to be in the future. If bringing digital media in-house is ever on your roadmap or initiative for your

team, we will be right there with you throughout the onboarding process, so you don't miss a beat. With Basis, you will have full visibility of your media investments as well as Centro's campaign strategy, along with access to performance data and business insights for better business decisions. From proprietary technology and services to customized dashboards with valuable audience insights from our DMP, our mission is to act as an extension of your team, delivering on efficient return on ad spend with Raving Fan service throughout our partnership.

This combination of services and technology has kept Centro on a growth path the industry hasn't seen in years. No other company has built a more comprehensive and automated digital media platform than Basis. In fact, Centro has out spent our competition, investing over \$100MM in Basis, in the past 4 years. Not only do we invest in our technology, we invest in data and research and have a Digital Innovations Team built out to focus on upcoming trends to ensure that we are providing the most strategic recommendations possible to our clients. This makes our technology the cleanest and most nimble. Our goal is to help the City of Grand Junction propel its business forward through digital media and make digital work a bit harder for you- not the other way around!

State how your solution protects brand safety, and prevents ad waste, bot traffic, and click fraud

Centro takes brand safety seriously and proactively.

All Basis activity is auto-monitored and auto-filtered pre-bid via Picalate. This pre-bid blocking consists of multiple filters based on:

- IP Addresses
- Domains
- Site/App IDs (inventory sources)
- User Agent String
- The sources for pre-bid blocking data include:
 - IAB/ABC Spiders & Bots User Agent List (both lists are used; the list of known spider/bot user agents to be blocked and the list of known valid browser user agents to be whitelisted)
 - TAG Datacenter IP List
 - Picalate (IP addresses and device IDs observed to generate fraud, high risk mobile apps, known datacenter IPs)
 - Proprietary data sets developed by Centro as a part of ongoing monitoring efforts

Additionally, we constantly monitor to detect "outliers" based on DSP delivery data (e.g. domains or apps with unusually high CTR, users served an unusually large number of ads, etc.), and have also developed our own proprietary algorithms to identify sites likely involved in human traffic fraud. Our Platform Operations team regularly reviews the sites we observe in bid requests and tests them against our algorithm. Unauthorized sale of inventory is detected by means of crawling of ads.txt files and analysis of data, as well as spot checks by contacting publishers directly to validate authenticity.

Basis has a human team dedicated to fraud prevention, and is also a certified member of the Trustworthy Accountability Group (TAG), an advertising industry organization focused on eliminating fraudulent digital advertising traffic, combating malware, fighting ad-supported Internet piracy to promote brand integrity, and promoting brand safety through greater transparency.

Basis's integrated DSP counts impressions and clicks following the IAB Impression and Click Measurement Guidelines, and all impressions and clicks are subject to filtration for known non-human activity. Additionally, all ads run through the DSP may be subject to automated creative scanning to detect malicious activity, and blacklist/whitelist capabilities are available to further prevent fraud. We block thousands of domains/apps to prevent fraud, and we take a different approach than most DSPs when identifying fraud. Most DSPs only look at the declared domain/app to understand fraud, but this doesn't address the problem of misrepresented traffic. We look at both the declared domain/app and the unique site ID/app ID from the exchange. When they don't match, we identify it as a masked URL and block it accordingly.

Lastly, through our partnerships with DoubleVerify and Peer29, we deploy further brand safety segments so that our ads do not show up around sensitive content such as violence, terrorism, explicit content, and more. We also include segments from DV that filter out fraud & invalid traffic. Since we traffic everything out of GCM, we also have the added benefit of their safety measures. GCM also filters out impressions that seem suspicious/related to bot activity.

[State how your solution ensures consumer protection, privacy, and compliance protocols](#)

Centro takes consumer protection, privacy, and compliance extremely seriously. For starter – we are compliant with both GDPR and CCPA and have been investing considerable resources into achieving and maintaining both compliances. We are also making sure that we don't allow consumer's PII into our systems. In general, Centro makes sure that we develop our systems that handle sensitive data according to industry's leading standards that protect data's confidentiality, integrity, and availability.

[Include any ad campaign spending thresholds that need to be met to obtain higher levels of campaign performance reporting](#)

One major advantage of a Centro partnership is that we do not charge extra or have different spend thresholds for our enhanced reporting and campaign insights, nor is there a cost for our additional added value services. Everything listed would be available to Grand Junction by meeting our monthly minimum spend of \$25k per month/\$300k annually.

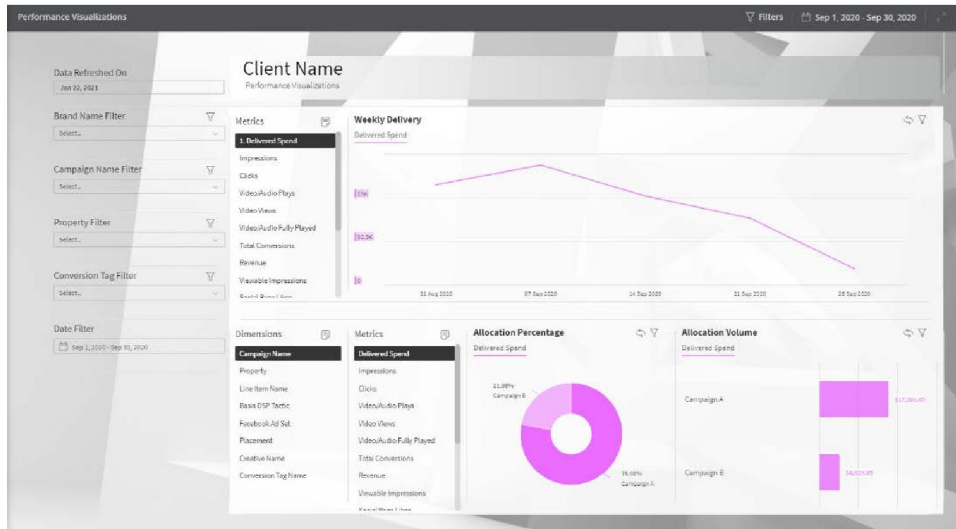
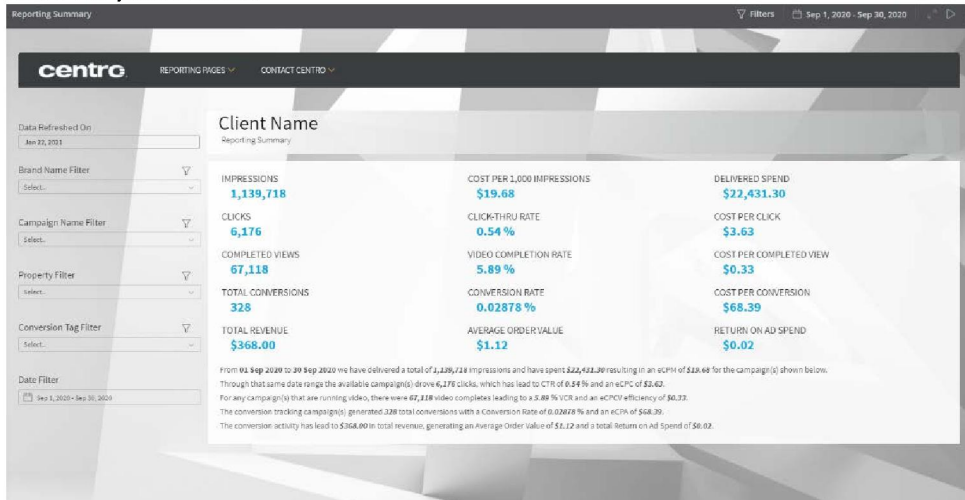
[Share if you provide mid campaign reporting and how often Do you have an online performance dashboard that we can access in real time? If so, please describe](#)

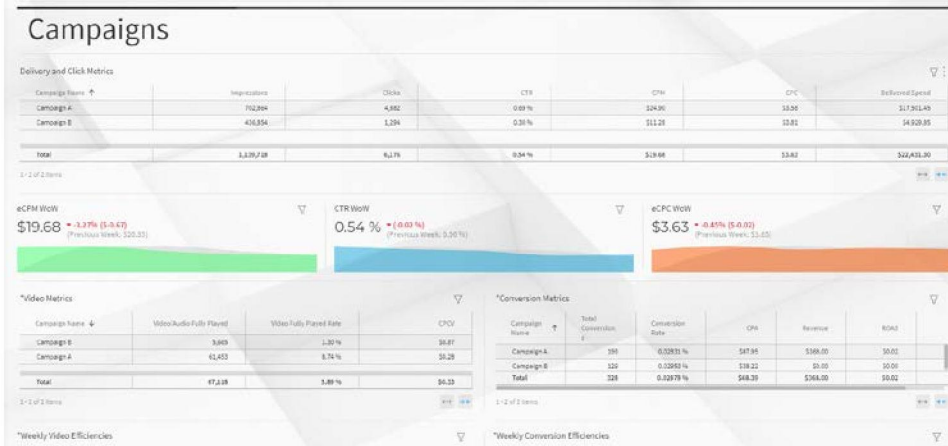
Reporting is a major focus area at Centro, as we realize the importance for our partners to not only have always-on access to data through a visualization tool/dashboard, but to also receive scheduled insights around campaign performance (what's working, what's not, optimizations, etc.) from a dedicated Performance Analyst team. Here are our specific thoughts on each reporting requirement in the RFP:

Centro's dedicated Performance Analyst team has the ability and expertise to calculate, measure, and report back on all metrics against all channels, tactics and creative to ensure we are looking at the bigger picture and storylines of a campaign. This includes, but is not limited to, Cost Per Landing Page Visit (CPLPV), Arrivals/Visits (CPA), Return on Ad Spend (ROAS) and our team will work closely with you at the campaign level to identify key metrics to be measured. This then allows us to make the most

timely, relevant and impactful optimization recommendations possible. To take everything a step further, we include 3rd party ad-serving with all campaigns, as that helps provide a single source of truth as well as the ability to pull analytics at an incredibly granular level. 3rd party ad-serving is included at no cost to our partners.

- We offer a reporting dashboard and visualization tool for our campaigns so that our partners have access to real-time data through our Centro Performance Reporting (example below) and Kenshoo for paid search.





- Centro has a full and dedicated Ad Operations team that all specialize in Google Tag Manager. Our team has the expertise to create and implement the necessary pixels within Grand Junction’s Google Tag Manager to help create efficiencies for their team and speed up the overall process. In addition, our Ad Operations team is available to troubleshoot as needed if Grand Junction ever experiences any tagging or pixel related challenges, and can call upon our dedicated Google reps if needed for additional support
- Centro has the ability to provide both bi-weekly key performance indicators, as well as more in-depth analysis on a monthly basis. We fully realize that unique requests do happen, and will do our best to accommodate when they do given lead time to do so
- In addition, we request Quarterly Business Reviews with our partners so that we can have both micro and macro-level conversations around the overall performance over the past 90 days. This includes analysis and discussion around what has worked well, what has not, and what larger optimizations and new opportunities that we feel would best help increase performance moving forward

Allow for performance data to be exported to Visit GJ for use within a Tableau software environment. Proposer should state how data analytics and reporting from ad campaigns will integrate with the Turismo data platform

In Addition to our scheduled insights that speak to more of the ‘story’ behind what is happening across the campaigns (what is working/not working, optimizations made, future recommendations to maximize performance, etc), Centro realizes the importance of making real-time data readily available. As such, we have multiple ways to export data from Basis into Turismo, which include:

- API connection which can be used so that Turismo can directly pull campaign analytics and delivery data from Basis
- Amazon S3 Bucket which allows Turismo to pull Basis campaign data in the form of CSV files

Indicate how you approach inspirational campaigns compared to arrival/conversion campaigns

Based vendors out of the thousands readily available within Basis DSP. Casting a wide net helps us get your message out to as many people as possible. For campaigns that are arrival/conversion based, we like to implement a full funnel approach to garner the best performance. A holistic campaign inclusive of brand awareness tactics fuels our lower funnel tactics like retargeting, which is often the top converting tactic on our campaigns.

Describe your methodology for measuring length of stay in a destination (bundled with below response)

State how you can determine that a visitor is not just passing through *en route* to a different place. Include a description of your ability to measure visitors staying more than a four hours

As mentioned in the attribution section, Centro partners with a myriad of different attribution, data, and walk-in partners to grasp a full-view of destination tracking from different angles and KPIs. Length of stay measurement may be aggregated through spend data as well as mobile location data (Visa, Sojern, Expedia, Arrivalist). We will track users as they travel after being exposed to an online advertisement. We know a user has moved based on partnerships with app-data where users have their location services tracking turned on. Using these partnerships, we know the amount of time a user has stayed in a certain location prior to returning home. As we can measure travel within a matter of feet, we can assess with proximity intrastate and out of state travel. Given the strong tracking, we can measure points of interest, or specific locations such as hotels, tourist locations, and local attractions in Grand Junction along with the amount of time spent in each location.

Overview of On-Going Account Services

As fully described in the above and below, the main services that Centro will provide Grand Junction includes the following:

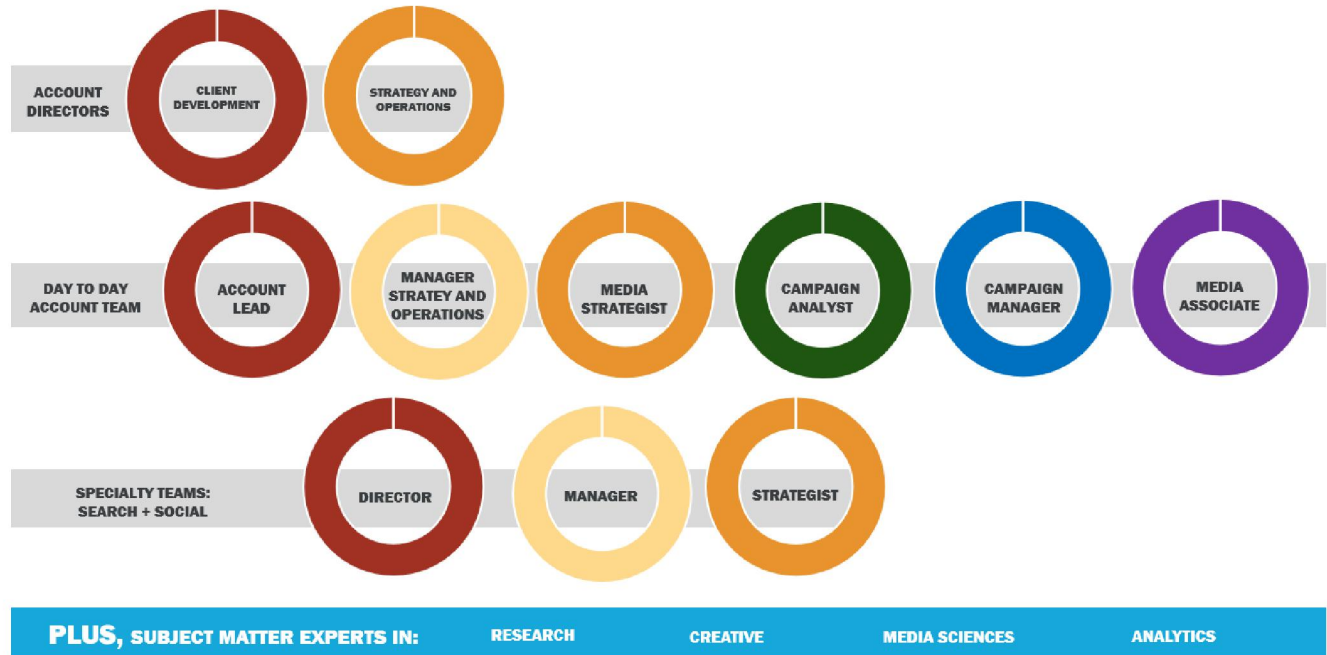
- Research and planning for all campaigns
- Execution of buys for all approved campaigns
 - All programmatic buying through Basis DSP, with 3rd party ad-serving included
 - Search buying through Kenshoo (search optimization platform referenced in 5.3 search section), Google AdWords, and Bing
 - Social buying through the direct social platforms (Facebook, LinkedIn, YouTube, SnapChat, etc.)
 - Any site-direct (i.e. Hulu) or digital audio direct buying
- Ongoing management and optimizations across all channels, with further explanation of each below
- Reporting (additional details in reporting section of RFP)
 - Kenshoo dashboard for all search campaigns
 - Weekly and monthly reporting and detailed insights as requested
 - QBR presentations and campaign wrap-up reports
 - Exports for Tableau & Turismo
- Comprehensive invoicing
 - Invoices broken out and delivered as requested/agreed upon to streamline the process for Grand Junction and comply with their internal billing requirements

Centro's Account Management Team & Size

While Centro at a high-level is large and robust with resources, Grand Junction has the benefit of our personal, customized service from the day-to-day support team. In earning the City of Grand Junction's business, we will largely keep the experts for your business in place, while building in

additional support as we scale. We will support your business with what we call our “pod”, which is made up of key subject matter experts and well-defined roles (detail on each member below).

CENTRO MEDIA SERVICES TEAM



Chelsea Gerberich, Client Lead, Client Development

Chelsea has been with Centro for a little over 4 years, originally joining the sales team as a Client Development Associate, making her way to become a Client Lead herself. As Client Lead, Chelsea will maintain the relationship with Grand Junction and acts as main point of contact alongside the Media Strategy and Operations team ensuring your account receives the best possible service! Chelsea has experience working across several different verticals, travel & tourism being one of them! This is not this team’s first rodeo! 😊 Chelsea is originally from Chicago and prior to Centro, worked for Nestle Purina Petcare with her focus being growing several accounts across the company and country. When she’s not working Chelsea loves cleaning, decorating, traveling, spending time outdoors and most recently, wedding planning for her own wedding coming up this May!

Rich Brown, Director, Client Development

Rich is the Director of Client Development for the West Coast, and has been with Centro for over 10 years. Rich started his career in the Outdoor Advertising industry out of college, but was very excited about the growing digital landscape and joined Centro back in 2010. Starting as an Account Lead focusing on Arizona, he quickly transitioned to a manager role, and ultimately the Director position across the entire West. Throughout his 10 years at Centro Rich has had the pleasure of working across multiple verticals, with many clients in the Travel & Tourism space. He is very passionate about helping businesses utilize Centro’s unique blend of software and services to drive the desired business outcomes, and will always go above and beyond to help clients achieve their goals. Outside of work,

Rich is an avid wine enthusiast, enjoys working out, and most importantly, spending time with his incredible wife and two amazing children.

Emily Steele, Sr. Director, Client & Media Services

Emily is the Sr. Director, Client & Media Services in the West and has been with Centro for 5 years. Emily's time has been spent in 100% digital advertising. She began her career 15 years ago at MMGY – an international tourism and hospitality agency based in Kansas City, MO where she worked on VisitColorado.com. She has since worked at Helzberg Diamonds executing paid email campaigns, and Booyah Online Advertising on accounts such as Inspirato, and Vail Resorts. Emily most recently worked at Trueeffect- a 1st party ad server where was dedicated to Charter Communications focusing on strong direct response goals. When Emily isn't working, she is spending time with her 2 daughters and husband, running, skiing, and doing house projects.

Julia Hewitt, Director, Client & Media Services

Julia has been with Centro for 8.5 years and has worked as an Associate, Strategist, Senior Strategist and Manager before being promoted to a Director in 2019. She specializes in direct response digital campaigns and enjoys crafting complex digital strategies for clients. Prior to Centro, Julia worked in Account Management for companies that managed Old Navy and Blackberry's advertising campaigns. As Director, Julia will oversee the strategy and ensure the account receives all the resources needed and to drive the strongest performance possible. Outside of work, Julia enjoys cooking, yoga and spending time with her daughter and husband.

Nellie Allison, Manager, Client & Media Services

Nellie has been with Centro for 4 years and has worked as a Strategist, Senior Strategist and now Manager. She began her career in advertising at Karsh Hagan and has worked closely with top Tourism accounts, such as VISIT DENVER and Colorado Tourism. Nellie works closely with your digital media specialist and associate to develop and execute media recommendations as well as oversee optimization strategy to ensure strong performance. As a Native of Colorado, you can find Nellie outdoors or in the mountains with her husband and yellow lab.

Kari Koelbel, Director, Performance & Analytics

Kari has been with Centro for almost 7 years, and in this time, she has been promoted from a Performance Analyst Associate all the way up to her current role of Director. She plays a critical role in developing data-driven campaign strategies to achieve client's goals, as well as coaching the team on clear, insightful data stories across all objectives. Prior to joining Centro Kari worked in a marketing role within a national franchise, and outside of work she enjoys golf, snowboarding and travel.

Steven Costantino, Digital Media Specialist

Steven joined Centro in June of 2018 as a Media Associate Intern and worked his way into a Digital Media Specialist role in just over a year. As the Specialist on the account, Steven will plan and execute the 2021 Grand Junction campaigns, serve as one of the primary contacts for any business needs, and will assist in the day-to-day management of the account. Steven is originally from California

but moved to Colorado for school and the outdoors! Outside of work, Steven loves hiking, cooking, and traveling on the weekends!

Cooper Lane, Performance Analyst

Cooper has been with Centro since June 2015. He has been working on several client direct accounts since starting at Centro. His role is to be a primary contributor to driving reporting, campaign insights and data driven storytelling. He grew up in Washington State and currently sits in Seattle. His interests outside of work are volleyball, cooking, and traveling.

Natalie Greening, Digital Media Associate

Natalie joined Centro in 2019 and comes from a traditional media background on the agency side. As a Media Associate, she will work closely with the team to manage campaigns by monitoring IOs, pacing, optimizing and QA assistance. Outside of work Natalie loves to travel, spend time outside and discover new restaurants around the Denver area.

C. Centro Client References

Reference #1	
Company Name	Pocono Mountain Visitors Bureau
Industry	Travel & Hospitality
Contact	Brian Bossuyt
Title	CMO
Phone	570.534.4543
Email	bbossuyt@poconos.org
Reference #2	
Company Name	Marcus Hotels & Resorts
Industry	Travel & Hospitality
Contact	Sara Schmitz
Title	Director of Marketing
Phone	262.249.4795
Email	SaraSchmitz@grandgeneva.com
Reference #3	
Company Name	Macaroni Grill
Industry	Entertainment- Dining
Contact	Erin Christian
Title	Director of Marketing
Phone	310.489.8783
Email	erin.christian@macgrill.com

D. Fee Proposal: Overview of Centro Cost Structure & Billing

Strategic guidance on minimum spend per channel or stage in the funnel (if applicable)

Centro has a minimum spend policy of \$25,000 per month per IO, or \$300,000 per year per IO. This policy ensures that we have enough data to tell a meaningful story that can be backed up by statistically significant numbers.

Within the annual IO, we will work with the channel that brought the most revenue benefits to City of Grand Junction as well as that provided enough insight for learning.

As referenced in the Programmatic Display section above, Centro owns and operates our own Demand Side Platform (DSP), which along with providing us greater control, transparency, and increased performance, it also allows us to offer our partners the most beneficial pricing model possible. As mentioned above, Centro provides full display and programmatic campaign planning, execution and management with a flat 10% management fee. Conversely, many agencies are charged licensing fees for platforms and DSPs. Typically, that licensing fee is passed back to their clients in the form of higher CPM's, which in turn lowers the amount of working media, and lowers overall performance. Centro does not have retainer-based pricing (FTE or hourly model). All of our service fees are based on media spend.

In addition to our low-cost structure, owning our own DSP enables us to provide our direct partners with dynamic CPMs. Being that programmatic display is bought in an auction environment where we bid on impressions through the DSP, a dynamic CPM means that we start with our initial CPM/bid, and then if/when are able to be more efficient and win said bid at a lower CPM, we then pass along those savings to our partners in the form of lower than planned CPMs and ultimately more impressions and stronger results. This is much more beneficial for our partners compared to a flat CPM that many agencies use for display/programmatic, as that only increases CPMs for clients, and lowers the amount of working media and overall success of the campaign.

Pricing Outlined

Fee Chart

Tactic	Total Spend	Active Ad Dollars	Management Fee	Administrative Fees
Paid Search	\$1,000,000.00	\$900,000.00	10%	None
Paid Social	\$1,000,000.00	\$900,000.00	10%	None
Programmatic Display	\$1,000,000.00	\$900,000.00	10%	None
Programmatic Video	\$1,000,000.00	\$900,000.00	10%	None
Programmatic Audio	\$1,000,000.00	\$900,000.00	10%	None

**Budgets are for illustration purposes only

E. Additional Data

Added Value Services

One of the unique aspects of a Centro partnership is the additional services and value that we provide our partners. We are very happy to be able to offer the following to City of Grand Junction at no cost, as we feel that these additional services are important to maintain a strong partnership and help drive the highest performance possible.

- **Education:** At Centro, education is a big focus and we go to great lengths to ensure that our partners are always in the know around what is happening in the ever-evolving digital space. Some examples of what we provide at no cost include, but are not limited to:
 - Personalized training and industry related presentations based on what our partners are most interested in (video, programmatic, paid search, etc.). These presentations are led by our industry experts at the time and place of our partners choosing, and examine trends, industry insights, adoption and future innovation.
 - Monthly webinars: Centro hosts monthly national webinars for our partners on some of the hottest topics in the industry. We also record these webinars and have them available online for our partners in the event that they are unable to attend or want to reference any past presentations that have been provided.
 - Centro's Podcast, *Adtech Unfiltered*
- **Research:** Centro *spends over \$2.5MM per year on research tools*, which includes, but is not limited to, Kantar Media, MOAT, GfK, MRI, comScore, eMarketer, Mintel, and Claritas.
 - In addition to using our research tools to guide strategic recommendations for our partners, Centro also has a specialized team (Strategic Insights Team) that utilizes all of our research capabilities to compile detailed industry-specific analysis for our partners including competitive information (spend levels, media usage, etc.), media trends, and audience personas and behaviors. This helps us understand what the ideal consumers look like, in terms of consumption, behaviors, attitudes and demographics. **We actually tapped into this team while building our recommendation, we attached the deck for your reference.** We want to note that we can frequently tap into this team as needed and more than happy to refresh the data/research every quarter, 6 months, or as needed.
 - As noted above in previous On-Going Account Services section, we also have the capabilities and expertise to perform an audit across Grand Junction's paid digital media channels: search, social, and programmatic.
 - As with all items listed here in 'Additional Services', Centro provides all of our research capabilities at no cost.
- **Data Management Platform (DMP):** Centro pays for and has full access to the Salesforce DMP (formerly Krux), which among many things, allows us to:
 - Utilize our partners 1st party CRM data and develop LAL audiences that we can then target through display, search, and social
 - Develop custom 1st party audience pools based on actions taken on our partners site
 - Garner insights on our partners website visitors (organic and paid) to activate across all paid channels (display, search, social, etc.)
 - This is a valuable offering that Centro provides to our partners at no cost
- **Path to Conversion Reporting**

- In addition to the detailed reporting items listed above, Centro can also help to provide Path to Conversion Reporting to take a more granular look at all the media that each user was exposed to before they converted/performed specific actions
- This would also be provided to Grand Junction at no cost
- **Advertising**
 - Digital Radio: Centro offers advertising across all paid Digital Radio providers. This includes, but is not limited to Spotify, Pandora, iHeart and TuneIn. We have extensive experience planning and executing within this space.
 - We have a full creative team at Centro, and can provide feedback and best practices around landing page design at no cost
 - As Centro is a digital company, we do not offer any services for terrestrial radio advertising
 - Centro has a full creative team, and we can offer the following services at no cost:
 - Full ad design and creation
 - Standard and Rich Media
 - Desktop and Mobile
 - Social and Native
 - HTML5
 - Ad Server Code QA
 - Add borders, optimize file weight, static resizes, in-unit video (with supplied video assets)
 - Consulting for best practices across website design, landing pages, etc.
 - Added services can include full ad design and creation, which is scoped out on a case by case basis
- **Reporting**
 - Reporting details were noted above, but the City of Grand Junction will have always-on access to real-time data, the ability to pipe all data into Tableau, and a dedicated Performance Analyst who will deliver detailed campaign insights (the story) on a scheduled cadence of Grand Junction's choice
- **3rd Party Brand Lift Studies:**
 - Centro can consult and advise on facilitating a brand lift study to help gain deeper insight on campaign performance. These studies help inform levels of awareness, favorability and intent. There are many partners in the space, and Centro can help guide Grand Junction on which is best for the individual campaign needs. Partnership opportunities include, but are not limited to, Nielsen, ComScore, Millward Brown, Google and Facebook.
 - The cost of study varies depending on the partner and scope, but Centro does not charge any additional management fee beyond the cost of the study.