



**AGREEMENT
BETWEEN THE CITY OF GRAND JUNCTION
AND ORE COMMUNICATIONS, INC.**

This Agreement ("Agreement") is made and entered into by and between Ore Communications, Inc. ("Agency"), and the City of Grand Junction ("City") for Public Relations services for the City's Visitor and Convention Bureau ("GJVCB").

Services rendered under this Agreement are for the primary purpose of promoting Grand Junction, Colorado as a visitor destination through public relations.

The parties hereto agree as follows:

1. Agreement

This Agreement incorporates the Request for Proposal (Statement of Qualification No. SOQ-3863-14-SH) and the GJVCB's 2015 Marketing Plan. The Agreement may be modified by the City at any time during its term without penalty.

Total compensation for services for the year 2015 shall not exceed \$36,000.00. Amounts incurred or expended by the Agency in excess of this sum will be deemed outside the contract and the City shall have no liability for the same.

The City may modify, amend or limit the services provided by the Agency and the expenditures of the City for such services within the limits referenced herein.

2. Governing Law

This Agreement shall be governed by the laws of the State of Colorado. Venue for any action arising out of or occurring under this Agreement or the performance or non-performance thereof will be in Mesa County, Colorado.

3. Term

This Agreement shall be for a term of one year, from January 1, 2015 through December 31, 2015. The contract may be renewed for a period of one year by written agreement of the parties, for up to two (2) additional one-year terms. A new Request for Proposal may be issued by the City in 2017. The Agency is and shall be allowed to respond to that request for proposal.

4. Compensation for Agency Services

- a. For all work, Agency shall be paid monthly for work completed.

b. For all expenditures by Agency in furtherance of this Agreement, Agency shall estimate expenditures in advance. Written cost estimates of anticipated costs for any expenditure over \$500.00 must be approved in writing by the GJVCB in advance.

c. For adaptation of Agency's existing products, Agency shall submit to GJVCB a description of the product and adaptation for GJVCB together with a proposed fixed-fee prior to the start of work. Work shall commence only upon GJVCB's prior written approval.

d. New developments shall be made only upon GJVCB request or with GJVCB pre-approval. Prior to commencement of new development, Agency shall submit a Scope of Work including the details of the deliverables, materials needed, timeline and pricing. Before any work on the new development begins, Agency shall obtain written approval of the Scope of Work, including pricing. Adjustments to Scope of Work may be made only with prior written approval by GJVCB.

e. For new developments, City shall be billed only upon completion of work, and at Agency's standard rate of \$125/hour.

5. Agency Responsibilities / Scope of Work

Agency shall develop a comprehensive tactical public relations plan that uses earned media, both traditional and online, utilizing publications and independent travel writers outside of Grand Junction to promote Grand Junction as a tourism destination, both domestically and internationally.

Under the specific direction of the GJVCB director and/or specifically designated representative, the Agency shall identify target audiences for public relations campaigns and provide consultation and analysis for marketing research.

Agency shall develop a spending plan for the public relations budget to include recommended expenditures for writing and distributing press releases and media pitches, utilizing tracking software, hosting media in Grand Junction media desk side visits in predetermined markets, and for public relations research.

Agency shall create and update press kit, both in print and utilizing the GJVCB's website. Agency shall update the online press room as content is made available.

Agency shall advise and assist the GJVCB Marketing Coordinator and staff in time of need for crisis communication.

Agency shall respond to journalist queries through multiple sources, broadening the funnel of media opportunities to Grand Junction

Agency shall showcase current relationships with publications and independent journalists, while creating a plan to pitch new media outlets to gain awareness for Grand Junction

Agency shall provide ROI (Return on Investment) analysis, recommend plans, negotiate agreements, place media, produce materials, and perform other tasks that may be required to provide necessary support for sponsorships, events, or promotions for the GJVCB.

Agency may represent GJVCB at state, regional, national and international media events.

Agency shall perform all other services set forth in the 2015 Marketing Plan.

Agency shall collaborate, cooperate and coordinate with GJVCB's advertising and/or website and internet marketing contractors with respect to promotions, events and related services.

Agency shall maintain financial accounting records and documentation of contract expenditures in accordance with generally accepted accounting principles and other procedures as specified by the City.

Agency shall specify to GJVCB in advance any sub-contractors it intends to use for services under this Agreement and the functions each sub-contractor(s) will perform. Agency shall be responsible for the performance of all required services whether or not subcontractors are used. The Agency shall be the sole prime point of contact with regard to all matters under this Agreement.

Agency shall attend up to six (6) but not less than three (3) GJVCB Board of Director ("Board") regular monthly meetings, as requested by the City; the Board's annual planning retreat; and monthly team meetings with the GJVCB's advertising contractor, public relations representative and GJVCB staff.

6. Non-discrimination

The Agency shall comply with all applicable City, State and Federal laws, rules and regulations including but not limited to those involving non-discrimination on the basis of race, color, religion, national origin, age, sex or handicap.

7. Assignment

The Agency is prohibited from assigning, transferring, conveying, subletting or otherwise alienating this Agreement or its rights or obligations thereunder or interest therein, or its power to execute such Agreement, to any other person, company, corporation or entity without the previous written approval of the City.

8. Third Party Beneficiaries

This Agreement is for the benefit of the Agency and City and not for the benefit of any third party or person.

9. Legal Compliance

The Agency shall comply with all applicable Federal, State and local laws, rules and regulations in its performance hereunder.

10. Covenant Against Contingent Fees

The Agency warrants that it has not employed or retained any company or person (other than a bona fide employee working solely for the Agency) to solicit or secure this contract and that it has not paid or agreed to pay any person or entity (other than a bona fide employee working solely for the Agency) any fee, commission, percentage, brokerage fee, gift or other consideration on a basis that is contingent upon the award of this contract. For a breach or violation of this warranty, the City shall have the right to annul this Agreement without liability or, in its discretion, to deduct from the contract price the full amount of such commission, percentage, brokerage or contingent fee.

11. Termination

The City may terminate this Agreement for convenience at any time, without penalty, upon thirty (30) days' written notice to the Agency. If the City terminates for convenience, the Agency shall be entitled to compensation only for binding commitments made in connection with the Agency's website marketing services under this Agreement.

The City reserves the right to immediately terminate this Agreement for cause. The following, without limitation, shall constitute cause for immediate termination by the City:

- a. If the Agency furnishes any statement, representation, warranty or certification in connection with the Request for Proposal or the resultant contract which is materially false, deceptive, incorrect or incomplete;
- b. If the Agency fails to perform to the City's satisfaction any material requirement of this Agreement or violates any specific contractual provision;
- c. If the City determines it is a substantial likelihood that the Agency will not be in a position to or be able to satisfactorily perform its obligations under this Agreement or reasonably anticipates a default by the Agency;
- d. If the Agency knowingly makes any false representation to third parties or in connection with its marketing services under this Agreement.

In the event of a termination for cause, the City shall reimburse the Agency for its actual costs or contract debts resulting from the Agency's scope of services up to the date of the termination, and the City reserves the right to reassign the contract to another agency or entity without re-bidding.

The parties expressly acknowledge and agree that this Agreement is subject to termination without penalty if the City enacts a statute, ordinance, law, rule or regulation which removes the City's or the GJVCB's authority or ability to engage in activities hereunder or if funds are not available from the lodging tax or otherwise appropriated for the services which are the subject of this Agreement.

In the event of termination, the Agency shall furnish, upon the City's request, copies of all materials related to its performance hereunder, whether finished or in preparation at the time of termination. Any materials for which the Agency is or has been reimbursed by the City shall become the property of the City. "Materials" hereunder shall include, without limitation, proposals, specifications, procedures, systems, photographs, copy, videos, recordings, and all contents of web sites or pages created here. Materials shall be furnished to the City in the form they were created, developed and/or used, whether electronic or in hard copy, without cost to the City, except for Agency time to download and prepare CDs at an agreed upon hourly rate, with total costs not to exceed \$2,500.00. Electronic materials shall be furnished in readable and writeable/usable electronic form.

12. Patents and Copyrights

The Agency shall indemnify and hold harmless the City from any and all claims that the method of advertising and communications for the City and/or the preparation thereof infringe upon rights under any existing, valid United States patent or any valid copyright and/or trademark currently registered as such under the laws of the United States.

13. Contract Amendments

This Agreement may not be modified, amended, extended or augmented except by a writing executed by the parties hereto with the same formality as this Agreement, and any breach or default by a party shall not be waived or released other than in writing signed by the other party.

14. Accounting Records

The Agency shall be required to maintain financial and accounting records and any and all documents pertaining to this Agreement, expenditures/receipts and performance hereunder. Such records shall be maintained by the Agency in accordance with generally accepted accounting principles and other procedures specified by the City. These records must be made available at all reasonable times to the City, and/or its designees, including but not limited to, the City Auditor and/or the Executive Director of the GJVCB, during the contract

period and during any extension thereof and for three (3) years from the date of final payment under this Agreement or any extension thereof.

15. Other Services Not Covered

Should the Agency be called upon to perform any services not listed or described herein, and upon which it is not allowed a commission, both parties will negotiate in advance the service charge or fee to be charged.

16. Accuracy of Information

The City shall be responsible for the accuracy, completeness, propriety and truth of all information it furnishes or causes to be furnished to the Agency for purposes of obtaining Agency's services under this Agreement, and shall indemnify and hold harmless the Agency from all claims, costs, loss or liability, including reasonable attorneys' fees, resulting from or alleged to result from inaccuracy, incompleteness, impropriety or falsity of such information, unless the damage or injury is due to the negligent or purposeful act or failure to act by the Agency.

17. Ownership of Materials/Rights

All original advertising material or specific rights to material created or negotiated for by the Agency on behalf of the City, including but not limited to copy, photography, illustration, artists' layouts, design sketches or storyboards, shall be the property of the Agency until paid for by the City, and then shall become the property of the City.

18. Execution by Counterpart

This Agreement may be executed by separate counterpart and such counterparts when fully executed and taken together shall constitute a contract.

Agreed By:

CITY OF GRAND JUNCTION

By: Debbie Kovalik
Debbie Kovalik, Executive Director
Convention and Visitor Services

12-30-2014
Date

Attest:

Stephanie Tuin
Stephanie Tuin, City Clerk


1/15/15
Date

Ore Communications, Inc.

By: Gaylene Ore
Gaylene Ore, President

12/25/14
Date



**STATEMENT OF QUALIFICATIONS
SOQ-3863-14-SH**

**ADVERTISING SERVICES; WEBSITE/ONLINE MARKETING;
and PUBLIC RELATIONS**
for the Grand Junction Visitor and Convention Bureau

**RESPONSES DUE:
July 22 prior to 2:30 PM Local Prevailing Time**

**Address:
Grand Junction City Clerk
250 North 5th Street
Grand Junction, CO 81501**

This solicitation has been developed specifically for a Statement of Qualifications intended to solicit competitive responses for this solicitation, and may not be the same as previous City of Grand Junction/Mesa County solicitations. All offerors are urged to thoroughly review this solicitation prior to submitting. Submittal by **FAX IS NOT ACCEPTABLE** for this solicitation. **This document contains three separate and distinct solicitations, one for Advertising Services; one for Website/Online Marketing and a third for Public Relations.**

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SECTION I. ADMINISTRATIVE INFORMATION

A. ISSUING OFFICE: This Statement of Qualifications (hereinafter referred to as SOQ) is being issued by the City Purchasing Division for the City of Grand Junction Visitor & Convention Bureau (GJVCB), a division of the Economic, Convention & Visitor Services department..

B. INTENT: It is the intent of this SOQ to provide all prospective agencies with sufficient information to enable them to prepare and submit a Qualification for performing professional advertising services; website/online marketing; **and/or** public relations on behalf of the city's Visitor and Convention Bureau. If the agency has the capabilities to perform advertising; website/online marketing; and public relations, three separate proposals shall be submitted. The City reserves the right to award one, two or three separate contracts to one, two or three separate agencies. The Qualifications will be reviewed for consideration by an evaluation team approved by the GJVCB Board of Directors. Evaluation of the Qualifications shall lead to a "short list" of the most qualified respondents in each category. This group will be asked to prepare an oral presentation for further evaluation and final selection.

C. INQUIRES: All such inquiries shall be made in writing via the e-mail address provided below. All responses reflecting a change in Qualification requirements will be made in writing in the form of an addendum. To be given consideration, inquiries must be received by the deadline stated in Section E, Calendar of Events. All addenda will be made in similar fashion, posted on RockyMountainBidSystem.com and on the City's website.

Susan J. Hyatt, C.P.M., CPPB
Senior Buyer
250 North 5th Street
Grand Junction, CO 81501
Email: susanh@gjcity.org
Phone (970) 244-1513

D. ADDENDA: All questions shall be submitted in writing to the appropriate person as shown in item C above. Any interpretations, corrections and changes to this SOQ or extensions to the opening/receipt date shall be made by a written Addendum to the SOQ by the City Purchasing Division. Sole authority to authorize addenda shall be vested in the City of Grand Junction Purchasing Representative. Addenda will be issued electronically through the City's website at www.gjcity.org by selecting the Bids link; and the Rocky Mountain Bid System at www.rockymountainbidsystem.com. Offerors shall acknowledge receipt of all addenda in their proposal.

E. TENTATIVE CALENDAR OF EVENTS:

SOQ/SOQ Available on or about	May 22, 2014
SOQ Pre-Solicitation Conference	June 11, 2014 (Attachment #1 has location and details)
Questions deadline	July 11, 2014
Submittal deadline for SOQ	July 22, 2014
Short list of qualified firms available	August 19, 2014
Formal GJVCB Board presentations	September 29, 2014
Tentative City Council Approval	November 5, 2014
Contract Execution	before January 1, 2015
Work commences	January 1, 2015

F. SUBMISSION: Each qualification shall include **One (1) hard copy** and **one (1) electronic copy in PDF on CD or USB Flash Drive**, placed in a sealed envelope and marked clearly on the outside **"SOQ-3563-14-SH Advertising Services"**, or **"Website/Online Marketing"**, or **"Public Relations"**. THE ELECTRONIC COPY SHALL BE AN EXACT REPRODUCTION OF THE ORIGINAL DOCUMENT(S) PROVIDED. ALL

SECTIONS SHALL BE COMBINED INTO A ***SINGLE ELECTRONIC PDF DOCUMENT***. THE ELECTRONIC COPY SHALL BE THE OFFICIAL DOCUMENT. For proper comparison and evaluation, the Owner requests that proposals be formatted as directed in each appropriate section titled "Required Information and Submittals." Submittals received that fail to follow this format may be ruled non-responsive.

Agency Name
SOQ-3863-14-SH
Advertising Services, or
Website/Online Marketing (separate envelope), or
Public Relations (separate envelope)
Due date: July 22, 2014

G. LATE RESPONSES: Responses received after the time and date specified, whether delivered or mailed, **will not be considered**. It is the sole responsibility of each respondent to ensure that their submittals arrive at the City Clerk office prior to the time and date specified.

H. REJECTION OF SUBMITTALS: The City reserves the right to accept or reject any or all submittals received in response to this solicitation. The City further reserves the right to waive any informalities and/or minor irregularities in submittals received, if deemed to be in the best interest of the City.

I. PROPRIETARY INFORMATION: All submittals in response to this request become public record and become subject to public inspection. Any confidential information contained in your submittals **must be clearly identified** as such or it will not be treated as confidential or proprietary by the city and then only to the extent allowable by law in the Open Records Act. Unrestricted disclosure of proprietary or confidential information by the Advertiser places it in the public domain. Proprietary or confidential information is defined by the City to be any information that is not generally known to competitors and which may provide a competitive advantage. **SUBMITTALS IN THEIR ENTIRETY CAN NOT BE SPECIFIED CONFIDENTIAL OR PROPRIETARY.**

J. SUBMITTAL OWNERSHIP: All materials submitted with regard to this solicitation become the property of the City and will only be returned at the City's option.

K. OPEN RECORDS: Statements shall be received and publicly acknowledged at the locations, date, and time stated herein. Offerors, their representatives and interested persons may be present. Statements shall be received and acknowledged only so as to avoid disclosure of process. However, all statements shall be open for public inspection after the contract is awarded. Trade secrets and confidential information contained in the statement so identified by such shall be treated as confidential by the City to the extent allowable by the Open Records Act.

L. EXPENSES: Expenses incurred by prospective respondents in preparation, submission, and presentation of this SOQ are the responsibility of the respondents and can not be charged to the City.

M. ASSIGNMENT: The selected advertising firm shall not sell, assign, transfer or convey any contract resulting from this SOQ in whole or in part without prior written approval from the City. Any claims for payment due to the provider from the City under this contract may not be assigned to a bank, trust company, or other financial institution or bankruptcy trustee without the prior written approval by the City.

N. INDEMNIFICATION: The awarded Firm shall defend, indemnify and save harmless the City of Grand Junction, State of Colorado, 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 Firm, or of any Firm's agent, employee, sub-consultant or supplier in the execution of, or

performance under, any contract which may result from Qualification award. Firm shall pay any judgment with cost which may be obtained against the City growing out of such injury or damages.

O. SALES TAX: The City of Grand Junction/Mesa County is, by statute, exempt from the State Sales Tax and Federal Excise Tax; therefore, all fees shall not include taxes.

II. SCOPE OF SERVICES

ADVERTISING

A. BACKGROUND: The Grand Junction Visitor & Convention Bureau (GJVCB) was created in 1990 following an election in 1989 that approved a 3% lodging tax to be collected by properties in the City of Grand Junction. The lodging tax is the basis of the GJVCB operating capital and is supplemented by a portion of the vendor's fee from sales tax revenues.

B. Over 75,000 square feet of meeting space is available city-wide. Two Rivers Convention Center is City owned with 23,000 square feet of meeting space. In addition, there are 16 lodging properties that represent the balance of meeting space.

C. The GJVCB represents over 3,000 rooms (41 properties) ranging from national chains to small, independently owned properties, bed/breakfasts, RV Campgrounds, resorts and vacation rentals. The five largest hotels are:

➤ Clarion Inn	292 rooms	8,500 sq ft meeting/banquet space
➤ Doubletree Hotel	273 rooms	11,243 sq ft meeting/banquet space
➤ Grand Vista Hotel	158 rooms	2,615 sq ft meeting/banquet space
➤ Country Inns/America	141 rooms	10,000 sq ft meeting/banquet space
➤ Courtyard by Marriott	136 rooms	6,000 sq ft meeting space

D. OBJECTIVE: The general scope of services to be obtained as a result of this SOQ includes professional advertising, marketing and promotional services with the primary purpose of promoting Grand Junction, Colorado as a visitor destination. Firms that are selected to submit Proposals must submit a plan that will focus on advertising, but should also include the integration of public relations, technology, research and promotions. **The City reserves the right to contract separately or provide in-house support for services other than advertising.**

E. FIT: There is no substitute for having the right people, chemistry, and working environment lined up between advertiser and agency operation. It will be important to be sensitive to current talents and programs and yet be a leader bringing new, awesome ideas to the forefront.

F. CREATIVITY: Business in general would not survive if it were not for the on-target creative expression produced by the advertising community. Above all, the agency chosen should be known to perceive the creative uniqueness which can be best communicated by the advertiser to the target audience.

G. PHILOSOPHY: The fit and the creative expression of uniqueness must be held together by compatible business and marketing philosophies from both the advertiser and the City in order for excellence in advertising programs to be developed to the fullest.

H. BUDGET: Submittals shall be based on a budget of \$375,000. Amounts incurred or expended by the Agency in excess of that sum will be deemed outside of the contract and the City shall have no liability for the expenditures.

1. Media will be billed at net cost to the City.
2. Out-of-pocket expenses for travel, typography, photography, illustration, broadcast production, printing, etc. shall be billed at the Agency's cost with no markup.

3. Services rendered by subcontractors will be billed through the Agency and the GJVCB will authorize payment to the Agency at cost without markup.

I. CONTRACT PERIOD: The initial contract will be for a period of one year, **January 1, 2015 through December 31, 2015**. GJVCB reserves the right to extend this initial contract up to five (5) years, ending December 31, 2020, upon mutual agreement with the contracted provider.

J. NON-APPROPRIATION OF FUNDS: The contractual obligation of the City of Grand Junction under this contract is contingent upon the availability of appropriated funds from this fiscal year budget as approved by the City Council for this fiscal year only. State of Colorado Statutes prohibit obligation of public funds beyond the fiscal year for which the budget was approved. Anticipated expenditures/obligations beyond the end of the current City of Grand Junction fiscal year budget shall be subject to budget approval. Any contract will be subject to and must contain a governmental non-appropriation of funds clause.

K. ADVERTISING AGENCY RESPONSIBILITIES: Services which shall be required under the specific direction of the GJVCB coordinator include, but are not limited to the following:

1. Become familiar with the Grand Junction tourism industry, including advertising, research, and resources.
2. Identify target audiences for marketing campaigns.
3. Develop a comprehensive tactical marketing plan that uses traditional and electronic media to promote Grand Junction as a tourism destination.
4. Provide consultation and analysis with regard to advertising and marketing research as required.
5. Develop a spending plan for the advertising budget to include recommended expenditures for media, production, creative, collateral and for marketing/advertising research.
6. Provide analysis, recommend plans, negotiate agreements, place media, produce materials, and perform other tasks that may be required to provide necessary support for sponsorships, events, or promotions for the GJVCB.
7. Estimate the media and production expenditures in advance of the purchase of printed material and television or radio production. Written cost estimates of anticipated costs for any expenditure over \$500.00 shall be approved by the GJVCB.
8. Collaborate and cooperate with the GJVCB's website/online contractor should that contract be awarded separately. Attend monthly team meetings, location to be determined by the GJVCB.
9. Develop an annual advertising and marketing plan in conjunction with the GJVCB coordinator and staff.
10. Maintain financial accounting records and evidence pertaining to the contract expenditures in accordance with generally accepted accounting principles and other procedures as specified by the City.
11. Make recommendations for budget savings where appropriate.
12. Create and produce advertising materials for print, broadcast, and other media as directed by the GJVCB coordinator.
13. Verify publication according to contracts and placement instructions.

14. Evaluate media schedule performance.
15. Negotiate purchase for placement of all time, space or other media on behalf of GJVCB. Media shall be billed at net cost to the GJVCB.
16. The Agency shall assume all responsibility for the performance of all required services, whether or not subcontractors are used for specific work on a project. The Agency will be the sole prime point of contact with regard to all matters.
17. The Agency will specify for the GJVCB all sub-contractors they intend to use and what their functions will be.
18. Firms may integrate public relations strategies in their over-all plan.
19. Attend up to six (6) Board of Directors regular monthly meetings, as specified by GJVCB coordinator, and the Board of Directors' annual planning retreat. Travel expenses related to this contract are included in the agreement and shall not be billed outside of the contract.

L. PROPERTY RIGHTS: It shall be clear to all parties City of Grand Junction/GJVCB owns all intellectual materials generated as a result of this contract. Any materials for which the Agency is or has been reimbursed by the City shall become the property of the City. "Materials" hereunder shall include, without limitation, proposals, specifications, procedures, systems, photographs, copy, videos, recordings, and all contents of websites or pages created here. Materials shall be furnished to the City in the form they were created, developed and/or used, whether electronic or in hard copy, without cost to the City.

SECTION III. ADVERTISING: REQUIRED INFORMATION AND SUBMITTALS

A. COVER LETTER: A cover letter shall be provided which succinctly explains the contractor's interest in the **ADVERTISING** contract. The letter shall contain the name/address/phone number of the person who will serve as the firm's principal contact person (account executive) with the GJVCB administration 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 a formal commitment acting as the legal agent of the firm. If Addenda have been issued, state the number of Addenda received in this cover letter.

B. GENERAL AGENCY INFORMATION:

1. Provide a concise description of your firm including the professional services typically provided.
2. Provide a reference list consisting of at least three clients similar in size and scope to the GJVCB contract with whom you have done business in the last twelve months. Provide a brief description of each contract and include the budget, activities, unique creative approaches, and analytics to providing the services. Include the name and telephone number of your client reference.
3. Provide a list of Colorado tourism destinations that are current clients. Demonstrate your knowledge of the Colorado tourism marketplace.
4. Include resume information concerning the key individuals with principal responsibility for providing the professional services as a result of this solicitation. Names, titles, experience, job descriptions, professional training, functional role, professional certifications and/or associations of individuals, and length of service shall be included.

5. Demonstrate your in-house capabilities to provide the services that are outlined in Section II, letter K, “Advertising Agency Responsibilities”.
6. Provide a financial statement or some other documentation that will demonstrate the Agency has the financial capacity and stability to undertake a contract of this scope and size. Provide three (3) financial references.
7. Additional information that demonstrates the Agency’s qualifications and ability relative to successfully performing the activities under a contract with GJVCB as a result of this solicitation.
8. If your agency is one of the short-listed finalists you shall be required to provide proof of insurance coverage.
9. Oral Presentations: Only respondents who demonstrate the required qualifications and experience for this project will be considered for participation in the oral presentations.

SECTION IV. ADVERTISING: FINALISTS REQUIRED INFORMATION/SUBMITTALS

A. INDIVIDUALS INVOLVED: Provide a description of the advertising team structure and identification of each team member’s role in performing the scope of work. Submittals shall include an estimate of the percentage of time that each individual will contribute to the contract professional activities.

B. FIRMS CAPABILITIES: Include a comprehensive explanation of the firm’s overall capabilities, experience and approach to performing the services under the contract.

C. CREATIVE APPROACH: The content of the submittals should provide a straightforward and concise presentation adequate to describe the creative approach to providing the professional marketing and advertising services with the primary purpose of promoting Grand Junction as a visitor destination.

D. FEE STRUCTURE: If your agency is one of the finalist short-listed Agencies that will be invited for a formal presentation to the GJVCB Board of Directors and the evaluation team, you will be required to provide at that time a complete list of standard rates, fees and payment structure. The base fee and other fees not included in the base fee structure that would be associated with basic marketing/advertising services must be delineated. Consultant fees must also be included in the listing of fees. Retainers shall be paid up front at the beginning of each month and each project/job shall be paid in one invoice at the completion of the project/job.

E. SIGNATURE PAGE: If your agency is one of the finalists the legal agent for the agency will be required to sign the OFFER AND SCHEDULE OF FEES sheet (Attachment #2).

SECTION V. ADVERTISING EVALUATION CRITERIA/PROCESS

A. EVALUATION: An evaluation team shall review all responses and select those agencies that best meet the qualifications and experience criteria. Based on the evaluation criteria, the team will select respondents who clearly demonstrate the capability in all aspects to perform the scope of services as well as the integrity and reliability that will ensure good faith performance/best value for the GJVCB. Agencies selected for oral presentations will be chosen on the basis of their apparent ability to best meet the overall expectations of the GJVCB.

B. SOQ CRITERIA: Evaluation of responses to the SOQ portion of this solicitation will be done in accordance with the criteria defined below:

1. Qualifications of firm/team members
2. Evidence that a majority of the work product will be completed by in-house staff
3. Past relevant experience, technical competence, creativity
4. Experience working with advisory committees, government boards, etc.
5. Evidence of the Agency's financial/organizational stability
6. Previous campaigns and their success with an emphasis on creativity
7. Research capabilities/utilization
8. Responsiveness to SOQ
9. Knowledge of Colorado tourism destination marketing
10. References

C. QUALIFICATION/PRESENTATION CRITERIA: Evaluation of the finalist SOQ and the oral presentation portion of this solicitation will be done in accordance with the following criteria. The criteria shown for evaluation are not listed in any particular order of importance or priority.:

1. Demonstration of the understanding of the contract/objectives
2. Negotiated fee structure
3. Plan for advertising/integration of public relations/research/promotions/website
4. New marketing campaign/advertising recommendations

D. ACCOUNT EXECUTIVE: The account executive/designated contact person must participate in the oral presentation.

E. ORAL PRESENTATION/INTERVIEW: Only respondents who meet the qualification criteria will be permitted to participate in the fee submittal and oral presentation/interview process. It is the intent of the GJVCB to invite a minimum of 3 of the most responsive and responsible Agencies to submit fee Qualifications and participate in the oral presentations. Oral presentations will not exceed 60 minutes in length. Immediately following the presentation the GJVCB will allow up to 30 minutes for questions from the evaluation team and Board.

F. EVALUATION: A GJVCB evaluation team shall review all of the SOQ's submitted and select the top Agencies out of those submitted based on the criteria included in this solicitation. Selected finalists will make their oral presentations to the evaluation team and the GJVCB Board of Directors that will also evaluate the top Agencies based on the criteria herein. Finalists will then be ranked in order of preference based on the written SOQ responses and oral presentations. The GJVCB evaluation team will then attempt to contract with the top ranked agency. Should the evaluation team not be able to agree on the details of the contract with the top rated agency through good-faith negotiations; they will proceed to the next highest ranked agency and enter into negotiations.

G. APPROVAL: After contract negotiations have concluded and a corresponding detailed contract is developed, the agency selected will be submitted to the City Council for final contract approval.

SECTION VI. SCOPE OF SERVICES

WEBSITE/ONLINE MARKETING

www.visitgrandjunction.com

A. BACKGROUND: The GJVCB was the first visitor and convention bureau in the state of Colorado to have a website, which was launched in 1995. In 2000 the GJVCB began branding itself as “Colorado’s Wine Country” and, in turn, redesigned the site in 2001 to reflect the new branding. The website underwent redesigns in 2005, 2007 and again in 2012. The mobile redesign was completed in 2013.

B. OBJECTIVE: The general scope of services to be obtained as a result of this SOQ includes professional Internet marketing services with the primary purpose of promoting the GJVCB’s website as the official site for vacation planning information about the Grand Junction area.

C. SERVICES REQUIRED: Services that will be required from the Contractor include, but are not limited to, the following:

1. **Hosting:** The Contractor will be responsible for hosting the site which includes
 - a) All hardware, software and telecommunications associated with maintaining a website,
 - b) All site content and transactions must be protected from catastrophic event using off site backup,
 - c) Website/online security and protection must be maintained using appropriate firewall, intrusion detection, and encryption technology,
 - d) 24/7 site availability
2. **Maintenance of Current Website:** The Contractor will be responsible for maintaining the website including, but not limited to, art production, information content and current programs (e.g., blogs, viral games, ezines).. The Contractor must also ensure that the GJVCB has complete access to every part of the website “back-end” in order to update and maintain content; to include content management system and data engine.
3. **Enhancements:** The Contractor will be responsible for the ongoing operation of the GJVCB’s website including site maintenance and development of site enhancements. Such responsibilities include, but are not limited to:
 - a) Hardware/software maintenance
 - b) Email marketing program database management
 - c) Development and maintenance of new features
 - d) Manage/create site content including original content
 - e) Monthly reporting on Internet usage
 - f) Account management
4. **Responsibilities:** Develop an internet strategic marketing plan that successfully promotes the site, increases visitation and maximizes customer relationship management.
5. **Increased Data Base:** Develop strategic partnerships to promote the site and increase the size of the database through shared addresses.
6. **Search Engine Optimization:** Increase overall site rankings in all the top search engines.
7. **Search Engine Marketing:** Develop a yearly plan for paid key words and advertising.

D. SCOPE: The general scope of services to be obtained as a result of this SOQ includes professional website/online hosting, marketing and promotional services with the primary purpose of promoting Grand Junction, Colorado as a visitor destination. Firms that are selected to submit oral Proposals must submit a plan that will focus primarily on online marketing, but should also include the integration of website hosting, development, research and promotions. **The City reserves the right to contract separately or provide in-house support for services other than website design and maintenance, i.e. current booking contractors include aRes Travel, Cvent, Exact Target and the current customer relationship management system is IDSS.**

E. FIT: There is no substitute for having the right people, chemistry, and working environment lined up between advertiser and agency operation. It will be important to be sensitive to current talents and programs and yet be a leader bringing new, awesome ideas to the forefront.

F. CREATIVITY: Business in general would not survive if it were not for the on-target creative expression produced by the website/online marketing community. Above all, the agency chosen should be known to perceive the creative uniqueness which can best be communicated by the internet marketer to the target audience.

G. PHILOSOPHY: The fit and the creative expression of uniqueness must be held together by compatible business and marketing philosophies from both the advertiser and the City in order for excellence in websites to be developed to the fullest.

H. BUDGET: Submittals shall be based on a budget not to exceed \$175,000. Amounts incurred or expended by the Agency in excess of that sum will be deemed outside of the contract and the City shall have no liability for the expenditures, unless preapproved by GJVCB management.

1. Media will be billed at net cost to the City.
2. Out-of-pocket expenses for typography, photography, illustration, etc. shall be billed at the Agency's cost with no markup.
3. Services rendered by subcontractors will be billed through the Agency and GJVCB will authorize payment to the Agency at cost without markup.

I. CONTRACT PERIOD: The initial contract will be for a period of one year, **January 1, 2015 through December 31, 2015**. GJVCB reserves the right to extend this initial contract up to five (5) years, ending December 31, 2020, upon mutual agreement with the contracted provider.

J. NON-APPROPRIATION OF FUNDS: The contractual obligation of the City of Grand Junction under this contract is contingent upon the availability of appropriated funds from this fiscal year budget as approved by the City Council for this fiscal year only. State of Colorado Statutes prohibit obligation of public funds beyond the fiscal year for which the budget was approved. Anticipated expenditures/obligations beyond the end of the current City of Grand Junction fiscal year budget shall be subject to budget approval. Any contract will be subject to and must contain a governmental non-appropriation of funds clause.

K. WEBSITE/ONLINE MARKETING PROVIDERS RESPONSIBILITIES: Services which shall be required under the specific direction of the GJVCB coordinator include, but are not limited to the following:

1. Identify target audiences for marketing campaigns.
2. Develop a comprehensive tactical marketing plan to promote Grand Junction as a tourism destination.

3. Provide consultation, analysis and direction with regard to website/online design, marketing research and advertising effectiveness as required.
4. Develop a spending plan for the online marketing budget to include analytics, account maintenance, recommended expenditures for web media, production, and for marketing/advertising research.
5. Provide analysis, online marketing plan, recommend direction, negotiate agreements, and perform other tasks that may be required to provide necessary support for sponsorships, events, or promotions for the GJVCB.
6. Estimate expenditures in advance. Written cost estimates of anticipated costs for any expenditure over \$500.00 shall be approved by the GJVCB.
7. Collaborate and cooperate with the GJVCB's advertising contractor should that contract be awarded separately. Attend monthly team meetings, location to be determined by the GJVCB.
8. Maintain financial accounting records and evidence pertaining to the contract expenditures in accordance with generally accepted accounting principles and other procedures as specified by the City.
9. Make recommendations for budget savings where appropriate.
10. Develop and produce website/online marketing creative as directed by the GJVCB coordinator or the assigned staff person.
11. The Agency shall assume all responsibility for the performance of all required services, whether or not subcontractors are used for specific work on a project. The website contractor will be the sole prime point of contact with regard to all matters.
12. The Agency will specify for the GJVCB all sub-contractors they intend to use and what their functions will be.
13. Attend up to six (6) Board of Directors regular monthly meetings, as specified by GJVCB coordinator, and the Board of Directors' annual planning retreat.

L. PROPERTY RIGHTS: It shall be clear to all parties City of Grand Junction/GJVCB owns all intellectual materials generated as a result of this contract. Any materials for which the Agency is or has been reimbursed by the City shall become the property of the City. "Materials" hereunder shall include, without limitation, proposals, specifications, procedures, systems, photographs, copy, videos, recordings, and all contents of websites or pages created here. Materials shall be furnished to the City in the form they were created, developed and/or used, whether electronic or in hard copy, without cost to the City.

SECTION VII. WEBSITE: REQUIRED INFORMATION AND SUBMITTALS

A. COVER LETTER: A cover letter shall be provided which succinctly explains the contractor's interest in the **WEBSITE/ONLINE MARKETING** contract. The letter shall contain the name/address/phone number of the person who will serve as the firm's principal contact person (account executive) with the GJVCB administration 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 a formal commitment acting as the legal agent of the firm. If Addenda have been issued, state the number of Addenda received in this cover letter.

B. GENERAL AGENCY INFORMATION:

1. Provide a concise description of your firm including the professional services typically provided.
2. Provide a reference list consisting of at least three clients similar in size and scope to the GJVCB contract with whom you have done business in the last twelve months. Provide a brief description of each contract and include the budget, activities, and unique creative approaches to providing the services. Include the name and telephone number of your client reference.
3. Provide a list of Colorado tourism destinations that are current clients. Demonstrate your knowledge of the Colorado tourism marketplace.
4. Include resume information concerning the key individuals with principal responsibility for providing the professional services as a result of this solicitation. Names, titles, experience, job descriptions, professional training, functional role, professional certifications and/or associations of individuals and length of time with the company shall be included.
5. Demonstrate your in-house capabilities to provide the services that are outlined in Section VI, letter K, "Website/Online Marketing Providers Responsibilities".
6. Provide an explanation and description of the hosting environment where the GJVCB website will be physically hosted, including: connectivity to the Internet, available bandwidth, security, regularly scheduled backup and management services, continuity of operations/disaster recovery plans, troubleshooting and technical resources, etc. Explain the processes in place for resolving technical website/online performance issues or getting the website back online if the site goes down.
7. Provide a financial statement or some other documentation that will demonstrate the Agency has the financial capacity and stability to undertake a contract of this scope and size. Provide three financial references.
8. Additional information that demonstrates the Agency's qualifications and ability relative to successfully performing the activities under a contract with GJVCB as a result of this solicitation.
9. If your agency is one of the short-listed finalists you shall be required to provide proof of insurance coverage.
10. Oral Presentations: Only respondents who demonstrate the required qualifications and experience for this project will be considered for participation in the oral presentations.

**SECTION VIII. WEBSITE/ONLINE MARKETING:
FINALISTS REQUIRED INFORMATION/SUBMITTALS**

A. INDIVIDUALS INVOLVED: Provide a description of the website/online marketing and development team structure and identification of each team member's role in performing the scope of work. Submittals shall include an estimate of the percentage of time that each individual will contribute to the contract professional activities.

B. FIRMS CAPABILITIES: Include a comprehensive explanation of the firm's overall capabilities, experience and approach to performing the services under the contract.

C. CREATIVE APPROACH: The content of the submittals should provide a straightforward and concise presentation adequate to describe the creative approach to providing the professional marketing and internet services with the primary purpose of promoting Grand Junction as a visitor destination.

D. FEE STRUCTURE: If your agency is one of the finalist short-listed Agencies that will be invited for a formal presentation to the GJVCB Board of Directors and the evaluation team, you will be required to provide at that time a complete list of standard rates, fees and payment structure. The base fee and other fees not included in the base fee structure that would be associated with basic internet services must be delineated. Consultant fees must also be included in the listing of fees. Retainers shall be paid up front at the beginning of each month and each project/job shall be paid in one invoice at the completion of the project/job.

E. SIGNATURE PAGE: If your agency is one of the finalists the legal agent for the agency will be required to sign the OFFER AND SCHEDULE OF FEES sheet (Attachment #2).

SECTION IX. WEBSITE/ONLINE MARKETING: EVALUATION CRITERIA/PROCESS

A. EVALUATION: An evaluation team shall review all responses and select those respondents that best meet qualifications and experience criteria. The team will select respondents who clearly demonstrate the capability in all aspects to perform the scope of services as well as the integrity and reliability that will ensure good faith performance/best value for the GJVCB. Agencies selected for oral presentations will be chosen on the basis of their apparent ability to best meet the overall expectations of the GJVCB. Only firms selected for oral interviews will be provided fee Qualification documents.

B. SOQ CRITERIA: Evaluation of responses to the SOQ portion of this solicitation will be done in accordance with the criteria defined below:

1. Qualifications of firm/team members
2. Evidence that a majority of work product will be completed by in-house staff
3. Past relevant experience, technical competence, creativity
4. Experience working with advisory committees, government boards, etc.
5. Evidence of the Agency's financial/organizational stability
6. Previous campaigns and their success with an emphasis on creativity
7. Research capabilities/utilization
8. Responsiveness to SOQ
9. Knowledge of Colorado tourism destination marketing
10. Hosting capabilities and experience.
11. References

C. QUALIFICATION/PRESENTATION CRITERIA: Evaluation of the finalist SOQ and the oral presentation portion of this solicitation will be done in accordance with the following criteria. The criteria shown for evaluation are not listed in any particular order of importance or priority:

1. Demonstration of the understanding of the contract/objectives
2. Negotiated fee structure
3. Demonstration of collaboration to integrate advertising, public relations, research, and promotions.
4. New marketing campaign recommendations

D. ACCOUNT EXECUTIVE: The account executive/designated contact person must participate in the oral presentation.

E. ORAL PRESENTATION/INTERVIEW: Only respondents who meet the qualification criteria will be permitted to participate in the fee Qualification submittal and oral presentation/interview process. It is the intent of the GJVCB to invite a minimum of 3 of the most responsive and responsible Agencies to submit fee Qualifications and participate in the oral presentations. Oral presentations will not exceed 60 minutes in length. Immediately following the presentation the GJVCB will allow up to 30 minutes for questions from the evaluation team and Board.

F. EVALUATION: A GJVCB evaluation team shall review all of the SOQ's submitted and select the top Agencies out of those submitted based on the criteria included in this solicitation. Selected finalists will make their oral presentations to the evaluation team and the GJVCB Board of Directors that will also evaluate the top Agencies based on the criteria herein. Finalists will then be ranked in order of preference based on the written SOQ responses and oral presentations. The GJVCB evaluation team will then attempt to contract with the top ranked agency. Should the evaluation team not be able to agree on the details of the contract with the top rated agency through good-faith negotiations; they will proceed to the next highest ranked agency and enter into negotiations.

G. APPROVAL: After contract negotiations have concluded and a corresponding detailed contract is developed, the agency selected will be submitted to the City Council for final contract approval.

SECTION X. SCOPE OF SERVICES

PUBLIC RELATIONS

A. BACKGROUND: The Grand Junction Visitor & Convention Bureau (GJVCB) was created in 1990 following an election in 1989 that approved a 3% lodging tax to be collected by properties in the City of Grand Junction. The lodging tax is the basis of the GJVCB operating capital and is supplemented by a portion of the vendor's fee from sales tax revenues.

B. OBJECTIVE: The general scope of services to be obtained as a result of this SOQ includes professional Public Relations with the primary purpose of promoting Grand Junction, Colorado by working with area tourism partners, chambers of commerce, media outlets and independent travel writers outside of Grand Junction for both domestic and international, businesses and identifying opportunities for expanded partnerships to develop and execute special events and campaigns that create a high level of public awareness through earned media. Firms that are selected to submit Proposals must submit a plan that will focus on public relations, but should also include the integration of advertising, technology, research and promotions. **The City reserves the right to contract separately or provide in-house support for services other than public relations.**

C. FIT: There is no substitute for having the right people, chemistry, and working environment lined up between public relations and agency operation. It will be important to be sensitive to current talents and programs and yet be a leader bringing new, awesome ideas to the forefront.

D. CREATIVITY: Business in general would not survive if it were not for the on-target creative expression produced by the public relations community. Above all, the agency chosen should be known to perceive the creative uniqueness which can be best communicated to the target audience.

E. PHILOSOPHY: The fit and the creative expression of uniqueness must be held together by compatible business and marketing philosophies from both the public relations firm and the City in order for excellence to be developed to the fullest.

F. BUDGET: Submittals shall be based on a budget of \$36,000. Amounts incurred or expended by the Agency in excess of that sum will be deemed outside of the contract and the City shall have no liability for the expenditures.

1. Media hosting expenses, including media events and familiarization tours, will be billed at net cost to the City.
2. Out-of-pocket expenses for travel or other necessary items shall be billed at the Agency's cost with no markup.
3. Services rendered by subcontractors will be billed through the Agency and the GJVCB will authorize payment to the Agency at cost without markup.

G. CONTRACT PERIOD: The initial contract will be for a period of one year, **January 1, 2015 through December 31, 2015**. GJVCB reserves the right to extend this initial contract up to five (5) years, ending December 31, 2020, upon mutual agreement with the contracted provider.

H. NON-APPROPRIATION OF FUNDS: The contractual obligation of the City of Grand Junction under this contract is contingent upon the availability of appropriated funds from this fiscal year budget as approved by the City Council for this fiscal year only. State of Colorado Statutes prohibit obligation of public funds beyond the fiscal year for which the budget was approved. Anticipated expenditures/obligations beyond the end of the current City of Grand Junction fiscal year budget shall be subject to budget approval. Any contract will be subject to and must contain a governmental non-appropriation of funds clause.

I. PUBLIC RELATIONS AGENCY RESPONSIBILITIES: Services which shall be required under the specific direction of the GJVCB coordinator include, but are not limited to the following:

1. Become familiar with the Grand Junction tourism industry, including advertising, research, and resources.
2. Identify target audiences for public relations campaigns.
3. Identify and pitch target markets in line with Grand Junction's key target markets.
4. Develop a comprehensive tactical public relations plan that uses earned media, both traditional and online, utilizing publications and independent travel writers outside of Grand Junction to promote Grand Junction as a tourism destination, both domestically and internationally.
5. Provide consultation and analysis with regard to public relations research as required.
6. Develop a spending plan for the public relations budget to include recommended expenditures for writing and distributing press releases and media pitches, utilizing tracking software, hosting media in Grand Junction, media desk side visits in predetermined markets, and for public relations research.
7. Create and update press kit, both in print and utilizing the VisitGrandJunction.com website.
8. Advise and assist GJVCB coordinator and staff in time of need for crisis communication.
9. Respond to journalist queries through multiple sources, broadening the funnel of media opportunities to Grand Junction.
10. Showcase current relationships with publications and independent journalists, while creating a plan to pitch new media outlets to gain awareness for Grand Junction.

11. Provide ROI (Return on Investment) analysis, recommend plans, negotiate agreements, place media, produce materials, and perform other tasks that may be required to provide necessary support for sponsorships, events, or promotions for the GJVCB.
12. Represent GJVCB at state, regional, national and international media events.
13. Collaborate and cooperate with the GJVCB's advertising and website/online contractors should the contracts be awarded separately. Attend monthly team meetings, location to be determined by the GJVCB.
14. Utilize public relations to promote seasonal events and activities in conjunction with the GJVCB coordinator and staff.
15. Maintain financial accounting records and evidence pertaining to the contract expenditures in accordance with generally accepted accounting principles and other procedures as specified by the City.
16. Make recommendations for budget savings where appropriate.
17. The Agency shall assume all responsibility for the performance of all required services, whether or not subcontractors are used for specific work on a project. The Agency will be the sole prime point of contact with regard to all matters.
18. The Agency will specify for the GJVCB all sub-contractors they intend to use and what their functions will be.
19. Firms may integrate public relations strategies in their over-all plan.
20. Attend up to six (6) Board of Directors regular monthly meetings, as specified by GJVCB coordinator, and the Board of Directors' annual planning retreat. Travel expenses related to this contract are included in the agreement and shall not be billed outside of the contract.

J. PROPERTY RIGHTS: It shall be clear to all parties City of Grand Junction/GJVCB owns all intellectual materials generated as a result of this contract. Any materials for which the Agency is or has been reimbursed by the City shall become the property of the City. "Materials" hereunder shall include, without limitation, proposals, specifications, procedures, systems, photographs, copy, videos, recordings, and all contents of websites or pages created here. Materials shall be furnished to the City in the form they were created, developed and/or used, whether electronic or in hard copy, without cost to the City.

SECTION XI. PUBLIC RELATIONS: REQUIRED INFORMATION AND SUBMITTALS

A. COVER LETTER: A cover letter shall be provided which succinctly explains the contractor's interest in the **PUBLIC RELATIONS** contract. The letter shall contain the name/address/phone number of the person who will serve as the firm's principal contact person (account executive) with the GJVCB administration 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 a formal commitment acting as the legal agent of the firm. If Addenda have been issued, state the number of Addenda received in this cover letter.

B. GENERAL AGENCY INFORMATION:

1. Provide a concise description of your firm including the professional services typically provided.

2. Provide a reference list consisting of at least three clients similar in size and scope to the GJVCB contract with whom you have done business in the last twelve months. Provide a brief description of each contract and include the budget, activities, unique creative approaches, and analytics to providing the services. Include the name and telephone number of your client reference.
3. Provide a list of Colorado tourism destinations that are current clients. Demonstrate your knowledge of the Colorado tourism marketplace.
4. Include resume information concerning the key individuals with principal responsibility for providing the professional services as a result of this solicitation. Names, titles, experience, job descriptions, professional training, functional role, professional certifications and/or associations of individuals, and length of service shall be included.
5. Demonstrate your in-house capabilities to provide the services that are outlined on Section X; letter I, "Public Relations Agency Responsibilities".
6. Provide a financial statement or some other documentation that will demonstrate the Agency has the financial capacity and stability to undertake a contract of this scope and size. Provide three (3) financial references.
7. Additional information that demonstrates the Agency's qualifications and ability relative to successfully performing the activities under a contract with GJVCB as a result of this solicitation.
8. If your agency is one of the short-listed finalists you shall be required to provide proof of insurance coverage
9. Oral Presentations: Only respondents who demonstrate the required qualifications and experience for this project will be considered for participation in the oral presentations.

SECTION XII. PUBLIC RELATIONS: FINALISTS REQUIRED INFORMATION/SUBMITTALS

A. INDIVIDUALS INVOLVED: Provide a description of the public relations team structure and identification of each team member's role in performing the scope of work. Submittals shall include an estimate of the percentage of time that each individual will contribute to the contract professional activities.

B. FIRMS CAPABILITIES: Include a comprehensive explanation of the firm's overall capabilities, experience and approach to performing the services under the contract.

C. CREATIVE APPROACH: The content of the submittals should provide a straightforward and concise presentation adequate to describe the creative approach to providing the professional public relations services with the primary purpose of promoting Grand Junction as a visitor destination.

D. FEE STRUCTURE: If your agency is one of the finalist short-listed Agencies that will be invited for a formal presentation to the GJVCB Board of Directors and the evaluation team, you will be required to provide at that time a complete list of standard rates, fees and payment structure. The base fee and other fees not included in the base fee structure that would be associated with basic public relations services must be delineated. Consultant fees must also be included in the listing of fees. Retainers shall be paid up front at the beginning of each month and each project/job shall be paid in one invoice at the completion of the project/job.

E. SIGNATURE PAGE: If your agency is one of the finalists the legal agent for the agency will be required to sign the OFFER AND SCHEDULE OF FEES sheet (Attachment #2).

SECTION XIII. PUBLIC RELATIONS EVALUATION CRITERIA/PROCESS

A. EVALUATION: An evaluation team shall review all responses and select those agencies that best meet the qualifications and experience criteria. Based on the evaluation criteria, the team will select respondents who clearly demonstrate the capability in all aspects to perform the scope of services as well as the integrity and reliability that will ensure good faith performance/best value for the GJVCB. Agencies selected for oral presentations will be chosen on the basis of their apparent ability to best meet the overall expectations of the GJVCB. Only firms selected for oral interviews will be provided fee Qualification documents.

B. SOQ CRITERIA: Evaluation of responses to the SOQ portion of this solicitation will be done in accordance with the criteria defined below:

1. Qualifications of firm/team members
2. Evidence that a majority of the work product will be completed by in-house staff
3. Past relevant public and media relations experience, technical competence, creativity
4. Experience working with advisory committees, government boards, etc.
5. Evidence of the Agency's financial/organizational stability
6. Previous campaigns and their success with an emphasis on creativity
7. Research capabilities/utilization
8. Responsiveness to SOQ
9. Knowledge of Colorado tourism destination marketing
10. References

C. QUALIFICATION/PRESENTATION CRITERIA: Evaluation of the finalist SOQ and the oral presentation portion of this solicitation will be done in accordance with the following criteria. The criteria shown for evaluation are not listed in any particular order of importance or priority.:

1. Demonstration of the understanding of the contract/objectives
2. Negotiated fee structure
3. Plan for advertising/integration of public relations/research/promotions/website
4. New marketing campaign/advertising recommendations

D. ACCOUNT EXECUTIVE: The account executive/designated contact person must participate in the oral presentation.

E. ORAL PRESENTATION/INTERVIEW: Only respondents who meet the qualification criteria will be permitted to participate in the fee submittal and oral presentation/interview process. It is the intent of the GJVCB to invite a minimum of 3 of the most responsive and responsible Agencies to submit fee Qualifications and participate in the oral presentations. Oral presentations will not exceed 30 minutes in length. Immediately following the presentation the GJVCB will allow up to 15 minutes for questions from the evaluation team and Board.

F. EVALUATION: A GJVCB evaluation team shall review all of the SOQ's submitted and select the top Agencies out of those submitted based on the criteria included in this solicitation. Selected finalists will make their oral presentations to the evaluation team and the GJVCB Board of Directors that will also evaluate the top Agencies based on the criteria herein. Finalists will then be ranked in order of preference based on the written SOQ responses and oral presentations. The GJVCB evaluation team will then attempt to contract with the top ranked agency. Should the evaluation team not be able to agree on the details of the contract with the top rated agency through good-faith negotiations; they will proceed to the next highest ranked agency and enter into negotiations.

G. APPROVAL: After contract negotiations have concluded and a corresponding detailed contract is developed, the agency selected will be submitted to the City Council for final contract approval.



Advertising Services, Website/Online Marketing and Public Relations
for Grand Junction Visitor and Convention Bureau

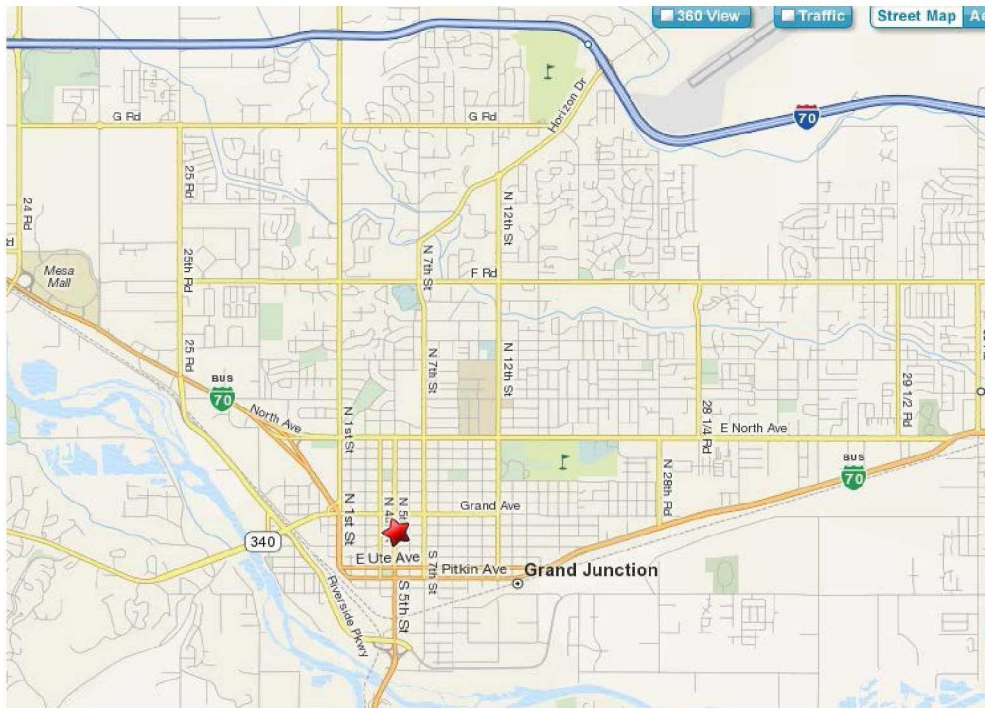
PRE-SOLICITATION CONFERENCE SOQ-3863-14-SH

DATE: June 11, 2014

TIME: 11:00 A.M. – 12:30 P.M.

**LOCATION: CITY HALL TRAINING ROOM
250 NORTH FIFTH STREET
SECOND FLOOR
GRAND JUNCTION, COLORADO**

BRING ALL QUESTIONS IN WRITING TO THE MEETING AND WE WILL DISCUSS. THIS PRE-SOLICITATION CONFERENCE IS NOT MANDATORY; HOWEVER YOUR PRESENCE IS ENCOURAGED.





OFFER AND SCHEDULE OF FEES
SHORT LISTED AGENCY ONLY

**Re: SOQ-3863-14-SH Advertising Services, Website/Online Marketing
and/or Public Relations**

The undersigned has thoroughly examined the entire Statement of Qualifications 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 Agency agrees to provide services in accordance with the terms and conditions contained in this Statement of Qualifications and as described in the Agencies proposal attached hereto; as accepted by the City.

DATE: _____

OFFEROR: _____

BY: _____

TITLE: _____

OFFEROR'S ADDRESS: _____

EMAIL: _____ TELEPHONE: _____ FAX: _____

Please return this page once you've been notified you are included on the Short List.



ADDENDUM NO. 1

DATE: June 25, 2014
FROM: City of Grand Junction Purchasing Division
TO: All Offerors
RE: SOQ-3863-14-SH ADVERTISING; WEBSITE/ONLINE MARKETING; PUBLIC RELATIONS

Firms 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 clarifications. PART 1 of this Addendum relates to questions raised at the pre-solicitation conference. PART 2 relates to questions received since then.

PART 1.

A. ADVERTISING SECTION

1. Are you looking to have advertising sponsorship in various places that are ongoing? – We are funded only by lodging tax and to date have no additional sponsorship in our Visitor Guide or on our website.
2. Can you give a mission statement of what your goals are? – The Visitor and Convention Bureau's mission is to proactively market the Grand Junction area, resulting in the positive economic impact of visitor dollars. We adhere to the "CVB Best Practices" in having specific sales, advertising, website and Visitor Center goals.
3. Do you want research as part of this contract and can you provide a report of your current results? – Yes, research is part of the contract. The VCB conducts an online visitor study, every other year, to customers who have opted in to our database. This study is designed to establish demographics of our customers, visiting pattern, spending pattern, etc. Our most recent online conversion study is attached as Exhibit A. We are designing a three to five year strategic plan with the VCB Board and our top goal is to define who our customers are. The VCB is currently partnering with the Museum of the West on a visitor intercept study from May to October 2014.
4. How big is the customer database? – The database is approximately 18,000.
5. Does the \$375,000 budget include media? – Yes, the budget includes media.

6. What has been your biggest challenge over the past four years and has it affected your group and your budget? – Grand Junction has struggled for the past five years with a dramatic decline of energy related business and loss of jobs. Mesa County has continued to have one of the highest unemployment rates in Colorado for the past four years. Decreasing tax revenues have resulted in no budget increases during this time frame. 2014 is improving and is up year to date at 6.2%.

B. WEBSITE/ONLINE MARKETING SECTION

7. What CMS are you using and are you happy with it? – The VCB currently uses Drupal 7 and it's working successfully.

8. What are you doing with inbound data and how does it work for you? – We track signals of intent to travel, use of the Visitor Guide, number of online reservations made and number of those who sign up for the e-newsletter.

9. Are you doing anything to retarget customers? – Yes, we are currently retargeting through the advertising contract.

10. Do you use videos and information graphics to draw people in? – We produced four videos last year to draw people to the VCB website. The VCB uses TrueView via Google and have good results. We do a lot of social media in-house and we partner with the local library. The VCB updates the content regularly.

11. As far as updating and managing content, how much is internal and how much is part of the contract? – We rely on the contractor to update at least weekly.

12. Are a lot of the features still on the table, are there any major changes you want or need? – We are always looking for new ideas. We would like to use your expertise to see what you can bring us. We want to stay abreast of our competitors. We are happy with what we have, but that doesn't mean we won't change. We'd like to see what software and ideas you can suggest.

13. Are we targeting business and leisure individuals? – Yes.

C. PUBLIC RELATIONS SECTION – this contract is separate, but is very integrated with the other two contracts. Please submit an outline of creative ideas your firm can bring specifically to Grand Junction tourism. Group leisure and international leisure is critical to Public Relations. We work in tandem with the Colorado Tourism office on a weekly basis. The Public Relations contractor would help and maintain that relationship.

14. Can you expand on your market? – Public Relations needs to support the current market segments of leisure travel, group travel, and meeting and conventions. Meetings and Conventions currently represents 35% - 40% of our market. We need the PR contractor to understand the meetings industry and how to talk to them and better represent Grand Junction assets, which include meeting space and unique venues we have. Wineries are obvious and always a big draw, but we also have an auto museum. Niche markets include motorcycle clubs. We are on I-70 and Amtrak comes through every day. Our airport is a major hub. As a side note, we have hosted a sponsored blogger program which has been worthwhile. The last one was tied to the Denver Post.

15. What is the biggest challenge with Public Relations? – The time it takes with the limited budget we have. We rely on the Colorado Tourism Office, but it's a balancing act because of our budget. In state, Grand Junction is a hard sell. People in Denver think of us as a desert. We need to change that opinion. The further away from Colorado we get, the easier it is to sell Grand Junction as a destination.
16. Would you prefer to have one agency manage all facets including advertising, web/online marketing and PR? – We separated the contracts because we want to define the expertise for each piece. We aren't adverse to one company doing all three if they are qualified.
17. Would it be possible to start work prior to January 1? – Yes, but it's complicated. Media placements are due by end of August, so the existing contractor will do that piece. The new contractor in 2015 will have to work with them.
18. Are current partners local, how local are they and is being a local provider required? – None of the three current providers are local, but they are in Colorado. We expect a weekly call for updates and once a month we do an all-contractor conference call. There is no need for them to attend physically, but from time to time their physical presence is required at Board of Director meetings.
19. What are the next steps? – A committee will review all responses received. The list will be narrowed down to three in each category. Those three are required to physically provide an oral presentation.

PART 2.

20. To confirm, given the nature of the SOQ, at this initial point, respondents are to complete Section III only for Advertising, Section VII only for Website, and Section XI only for Public Relations. – Correct.
21. What are the key marketing goals or objectives for the GJCVB in 2014 and 2015? – To market Grand Junction as a destination for vacations for both individual and group, national and international, as well as meetings and conventions.
22. How effective has the Wine Country positioning been for the GJCVB? Do you prefer that it be continued in 2015 and beyond? Why? – The Wine Country campaign is obviously successful and speaks for itself as to why we would continue it in 2015 and beyond. Any new ideas or creative approaches will be welcome.
23. Why is the SOQ being issued at this time? – The current contract expires at year end.
24. What strengths has the incumbent advertising agency demonstrated? What opportunity areas does the incumbent advertising agency have? Does the incumbent advertising agency also have website and/or public relations responsibilities? If so, what benefits have been provided because of those shared services? If there have been separate website and/or public relations firms, what strengths do those incumbent agencies have? What opportunity areas do they have? – This SOQ process is what the City of Grand Junction has in place for new contracts. In no way is it a reflection on the performance of our current contractors. As stated above and in the SOQ document there are currently three separate contracts. Any opportunity

areas should be identified by the new contractor. No other information shall be provided about incumbent contractors.

25. How effective have past and current advertising, online (SEQ/SEM, in particular) and public relations plans been? How do you measure respective plan impact? What have been most effective marketing tactics? What opportunity areas have been identified? – A copy of the 2014 Marketing Plan is attached to this document as Exhibit B. Most of the information you are requesting can be found in it.
26. In the solicitation, you mention that the fit and creative expression of uniqueness must be held together by compatible businesses and marketing philosophies from both the advertiser and the City in order for excellence in advertising programs to be developed to the fullest. Briefly outline your marketing and advertising philosophies as it relates to the GJVCB. – The philosophy of the Grand Junction Visitor and Convention Bureau (GJVCB) is to obtain the best value for our budgeted dollar.
27. Where is the website currently hosted? – The website is hosted at Rackspace.
28. What platform is the website built in? (ex. Joomla, Drupal, Wordpress) – The platform is Drupal.

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

All other conditions of subject remain the same.

Respectfully,

Susan Hyatt
Senior Buyer
City of Grand Junction, Colorado

EXHIBIT A

Grand Junction :: 2012 Survey Results

November 7, 2012



Survey Details :: General Information

- Survey ran from September 13 - October 12, 2012
 - Communicated via eNewsletter, Facebook posts, etc.
- Data captured from 869 respondents throughout the US, Canada, Europe and Asia



Question 1: City, state, zip code?

- 🔺 **Mostly Colorado visitors (55%)**
- 🔺 Texas second highest amt. of visitors (5%)



Q2: Year visited Grand Junction?

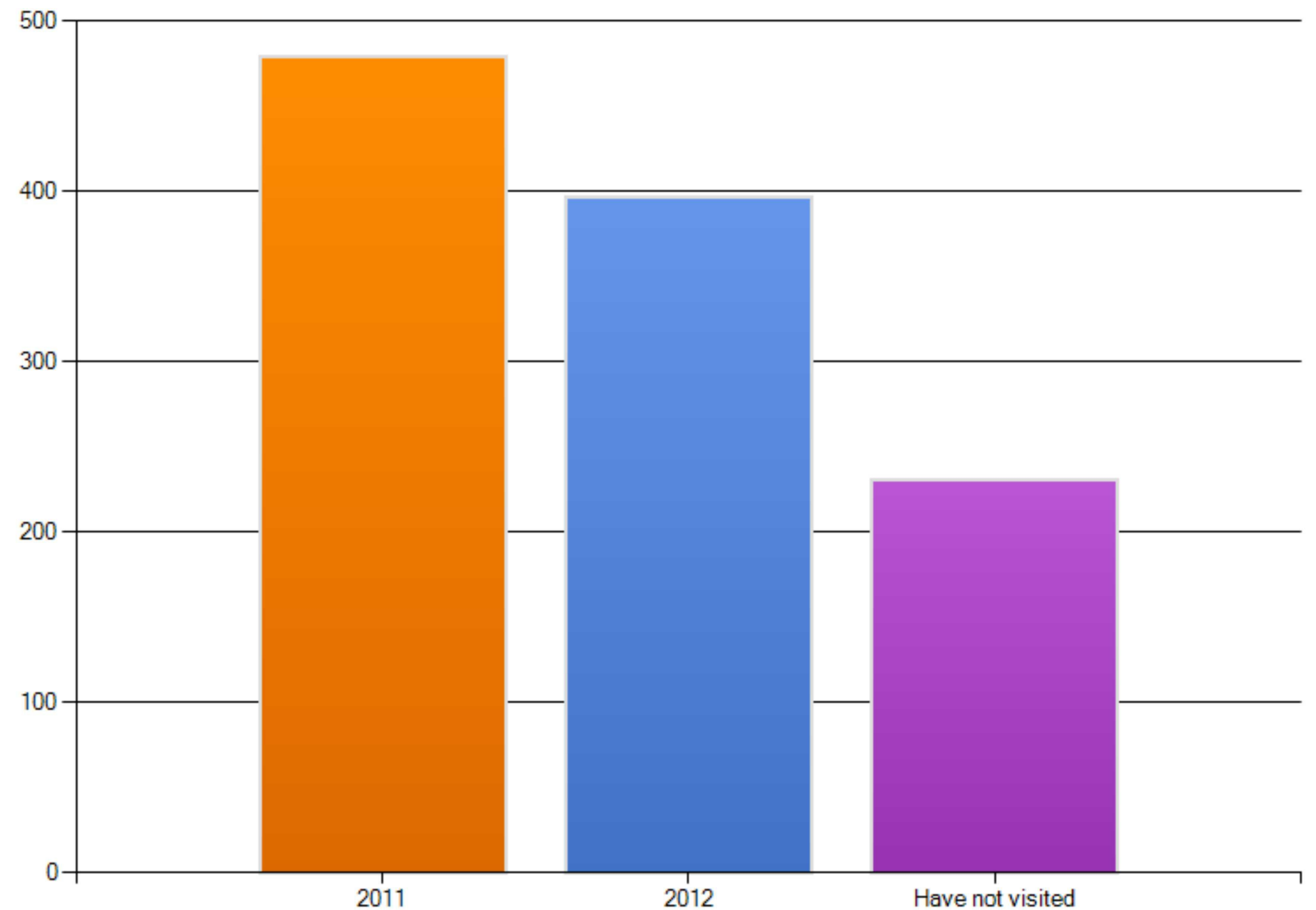
55% visited in 2011

46% visited in 2012

27% have not visited

Some of these respondents noted in a later question that they had visited Grand Junction in 2010 or a year earlier than was available as an option on this question

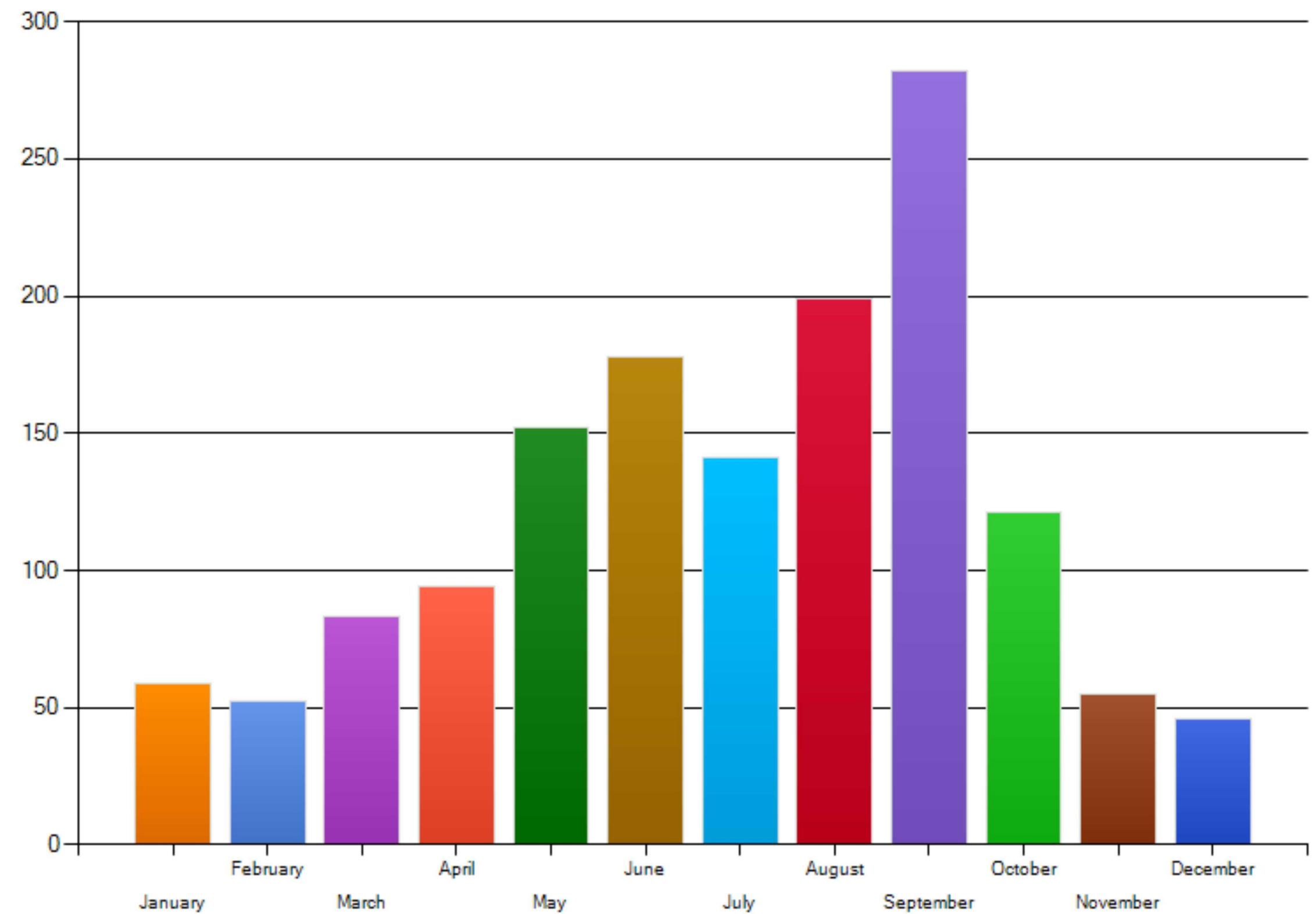
What year did you visit Grand Junction? (Check all that apply.)



Q3: Which months visited?

Jan (9%)	July (23%)
Feb (8%)	Aug (32%)
March (13%)	Sept (45%)
April (15%)	Oct (19%)
May (24%)	Nov (9%)
June (28%)	Dec (7%)

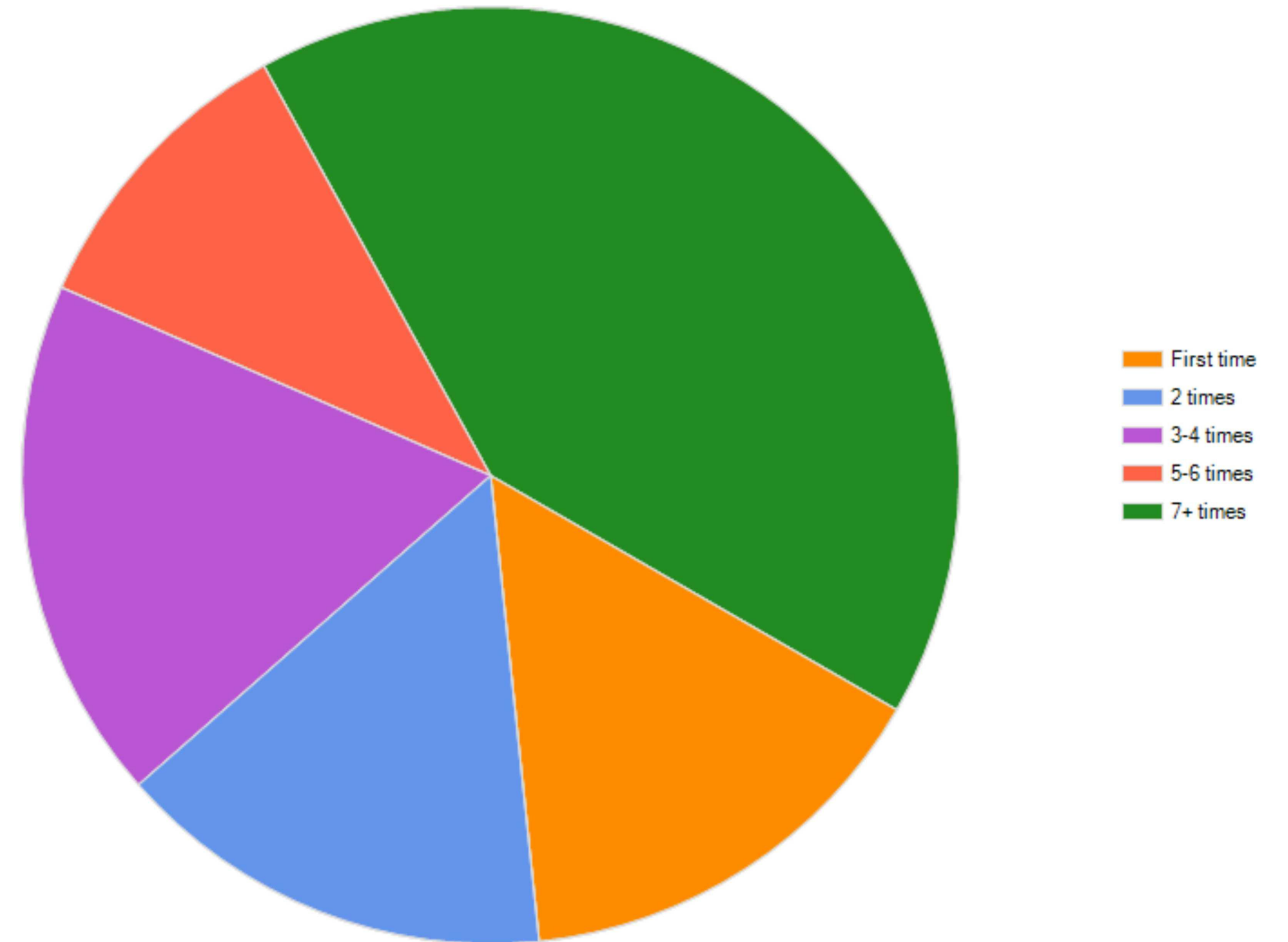
In which month(s) did you visit Grand Junction? (Check all that apply.)




Q4: Times visited Grand Junction?

How many times have you visited Grand Junction?

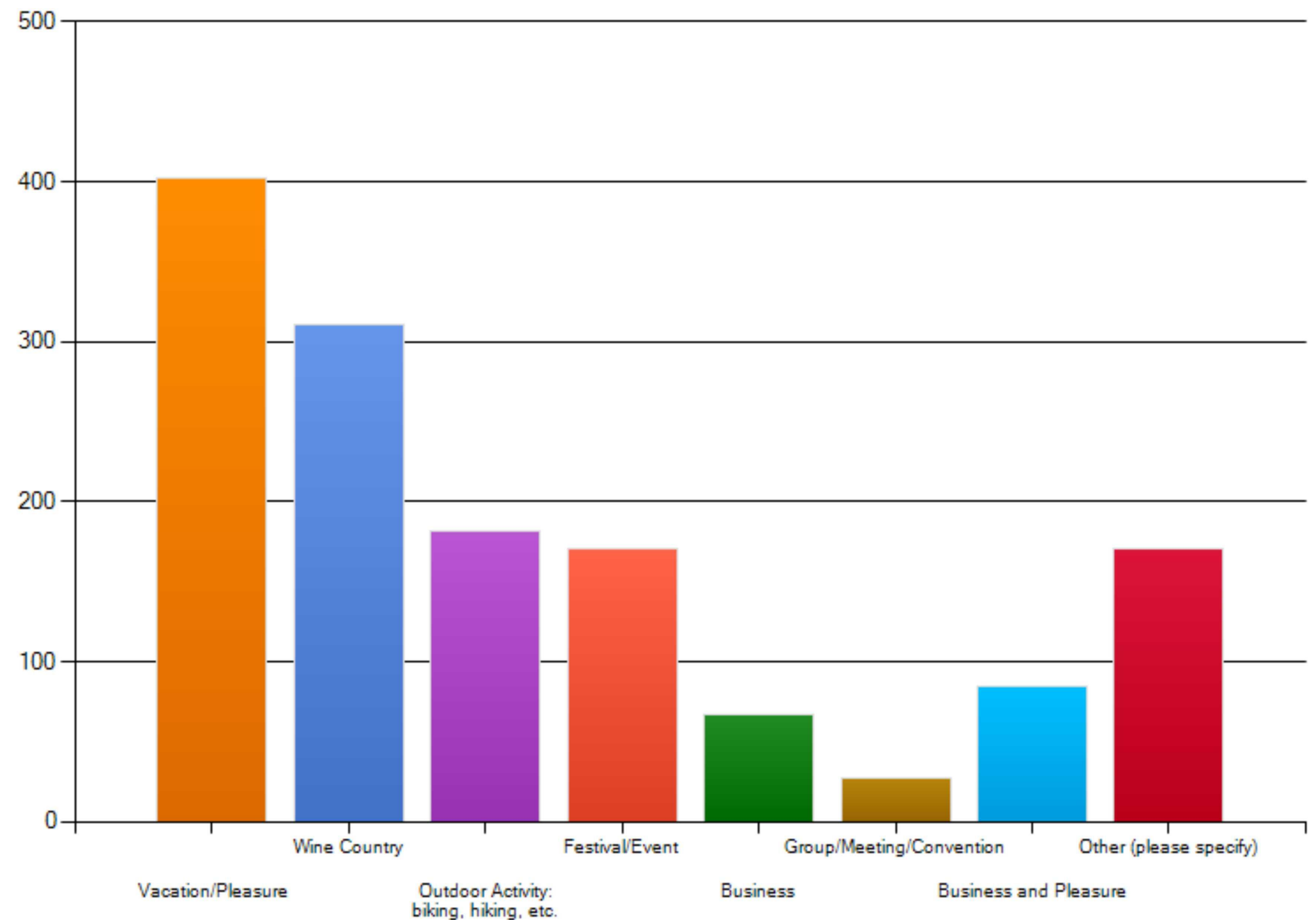
- 🍷 First time (15%)
- 🍷 2 times (15%)
- 🍷 3-4 times (18%)
- 🍷 5-6 times (10%)
- 🍷 **7+ times (41%)**



Q5: Primary reason for visiting?

-  **Vacation / Pleasure (64%)**
-  Wine Country (50%)
-  Outdoor Activity (29%)
-  Festival / Event (27%)
-  Business (11%)
-  Group Meeting / Convention (4%)
-  Business / Pleasure (13%)
-  Other: Family / Friends / Wedding

What was your primary reason for visiting Grand Junction? (Check all that apply.)



Q6: Stop by the Vistor Center?

While in Grand Junction, did you stop by the Visitor Center?

- Yes (37%)
- No (63%)



Q7: Main motivator for visiting?

 **Wineries / Wine Country (30%)**

 Outdoor Activities (18%)

 Ski Resort (0%)

 Downtown Area (4%)

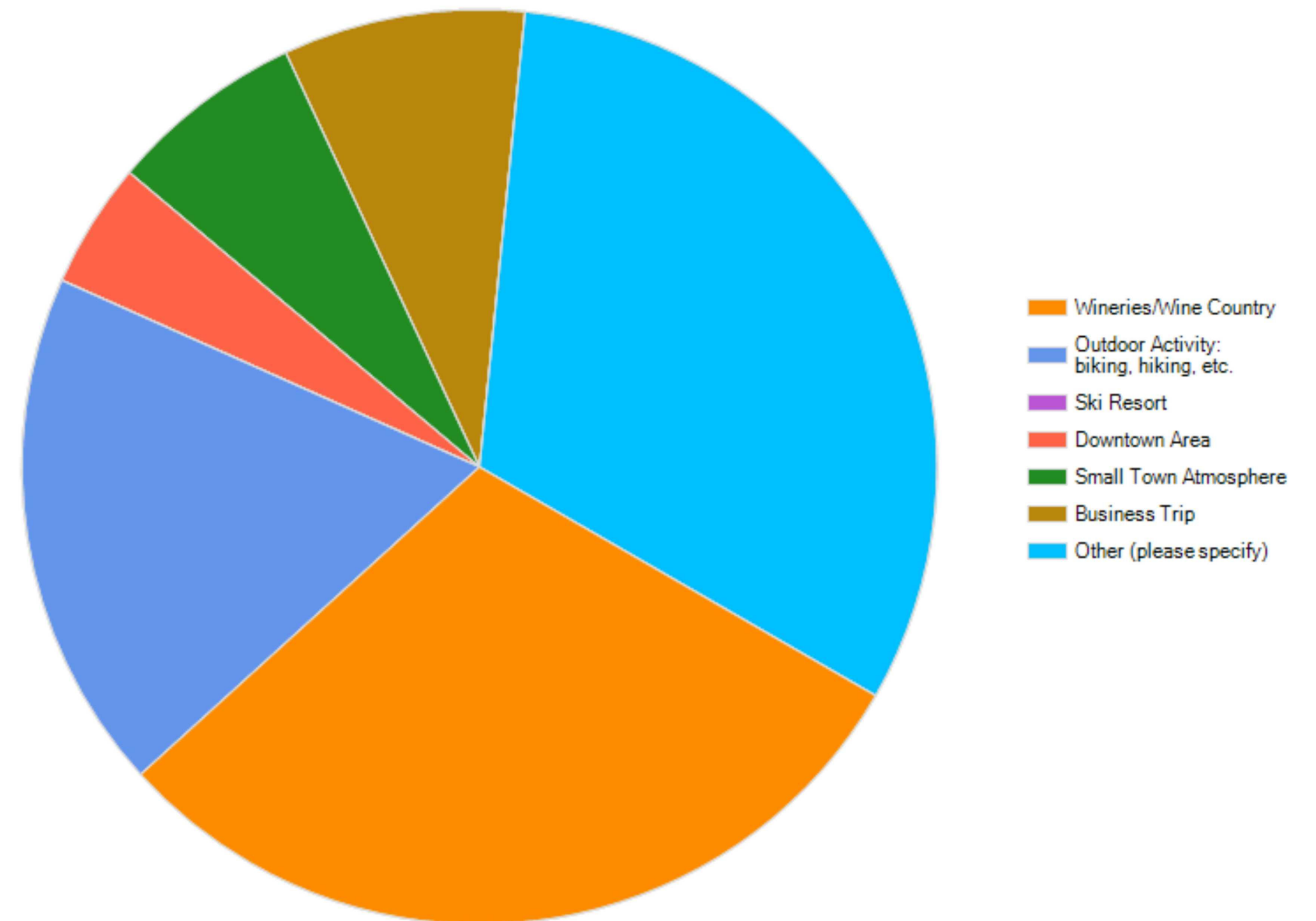
 Small Town Atmosphere (7%)

 Business Trip (9%)

 Other: (32%)

 Family / Friends / Wedding (7.5%
from CO; 10% from outside CO)

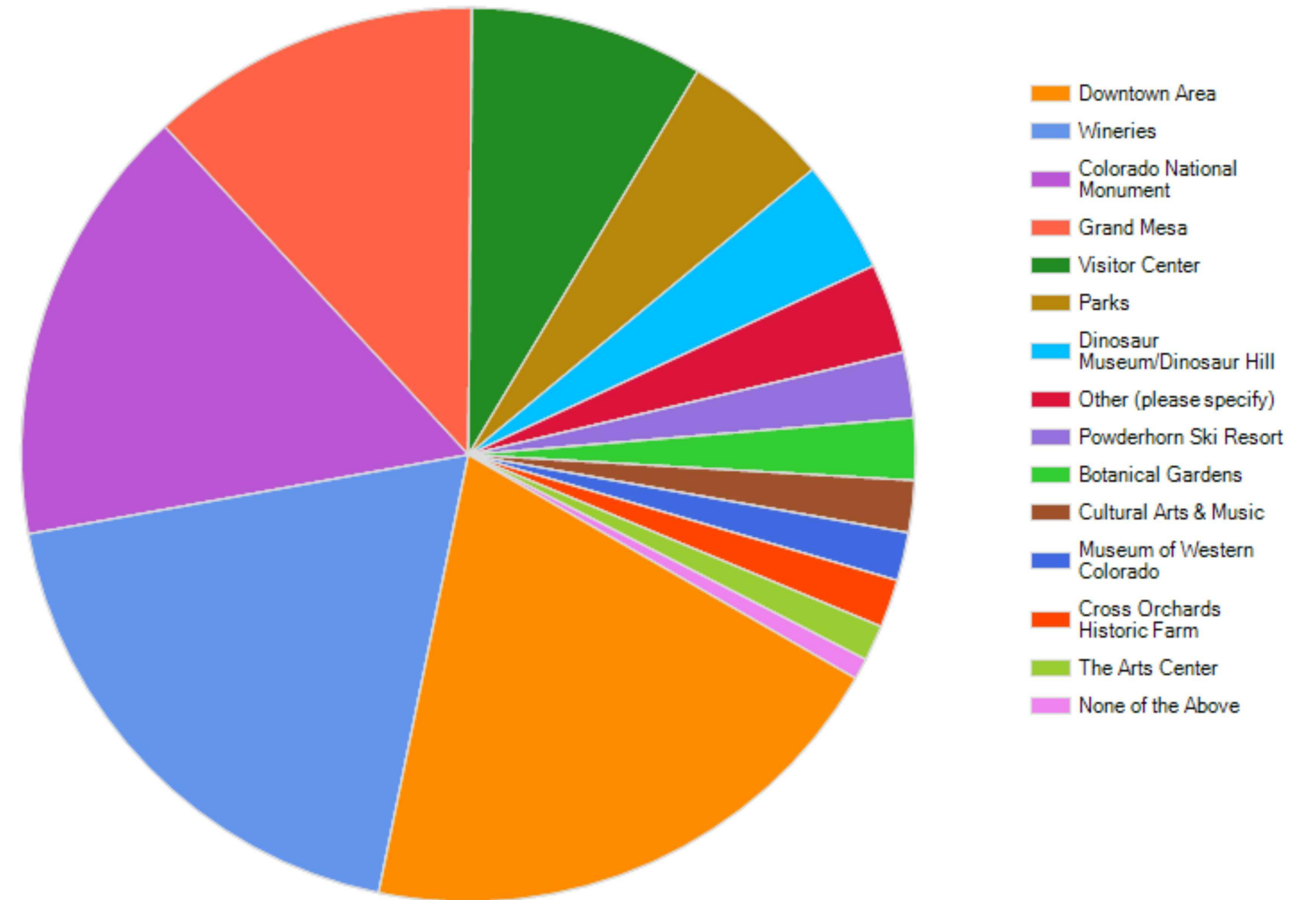
What was your main motivator for visiting Grand Junction?



Q8: What attractions visited?

- 🍷 Wineries (70%)
- 🍷 **Downtown Area (73%)**
- 🍷 Colorado Monument (59%)
- 🍷 Grand Mesa (44%)
- 🍷 Visitor Center (31%)
- 🍷 Parks (20%)
- 🍷 Dinosaur Museum / Dinosaur Hill (15%)
- 🍷 Other: Golf / Redlands Mesa Golf

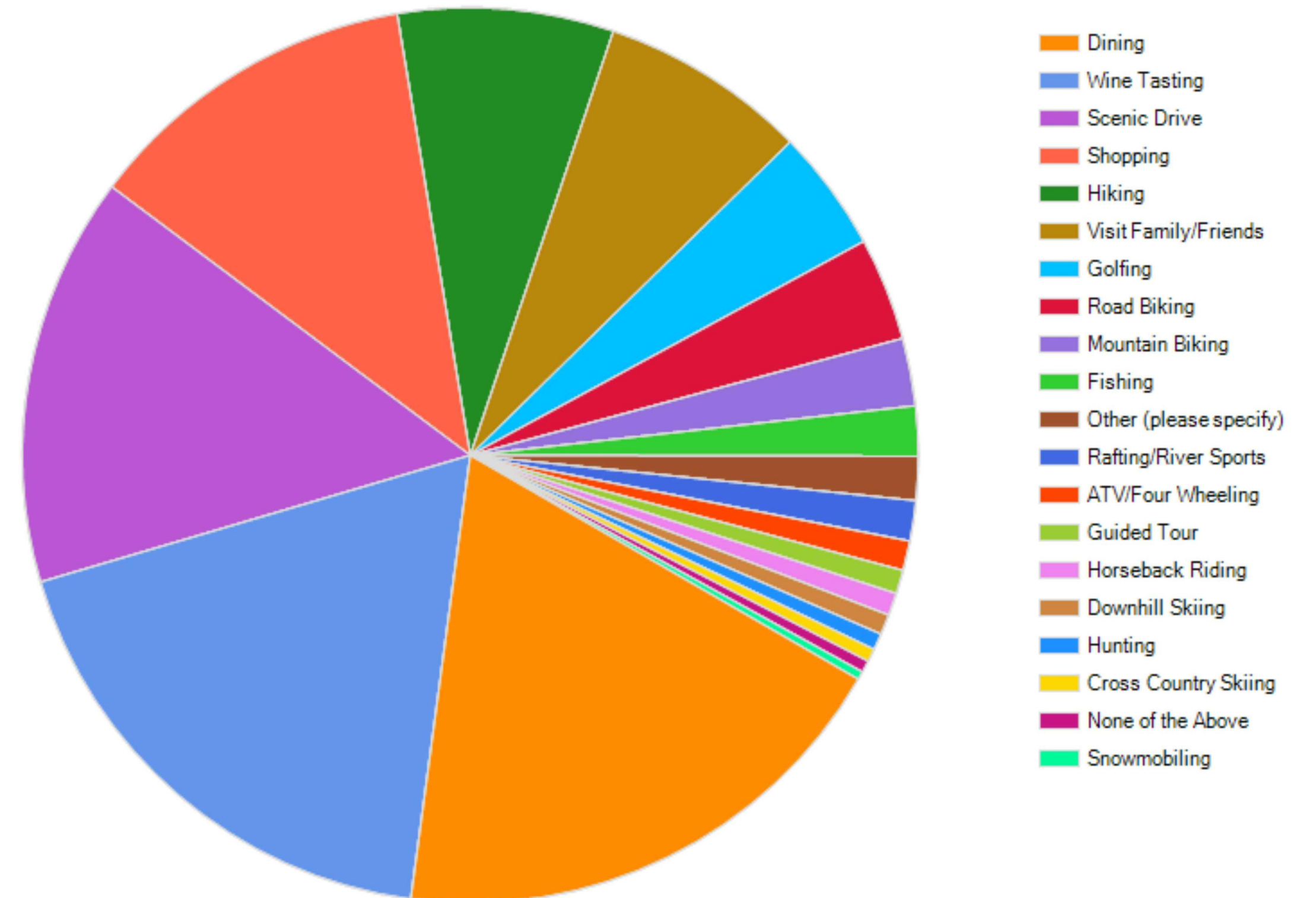
When you visited Grand Junction, which attraction(s) did you visit? (Check all that apply.)



Q9: Activities participated in?

When you visited Grand Junction, which activities did you participate in? (Check all that apply.)

-  Wine Tasting (70%)
-  **Dining (72%)**
-  Scenic Drives (57%)
-  Shopping (47%)
-  Hiking (30%)
-  Visit Family / Friends (29%)
-  Other: Camping; Peach Festivals



Q10: Attend any events or festivals?

🍯 59% have attended an event

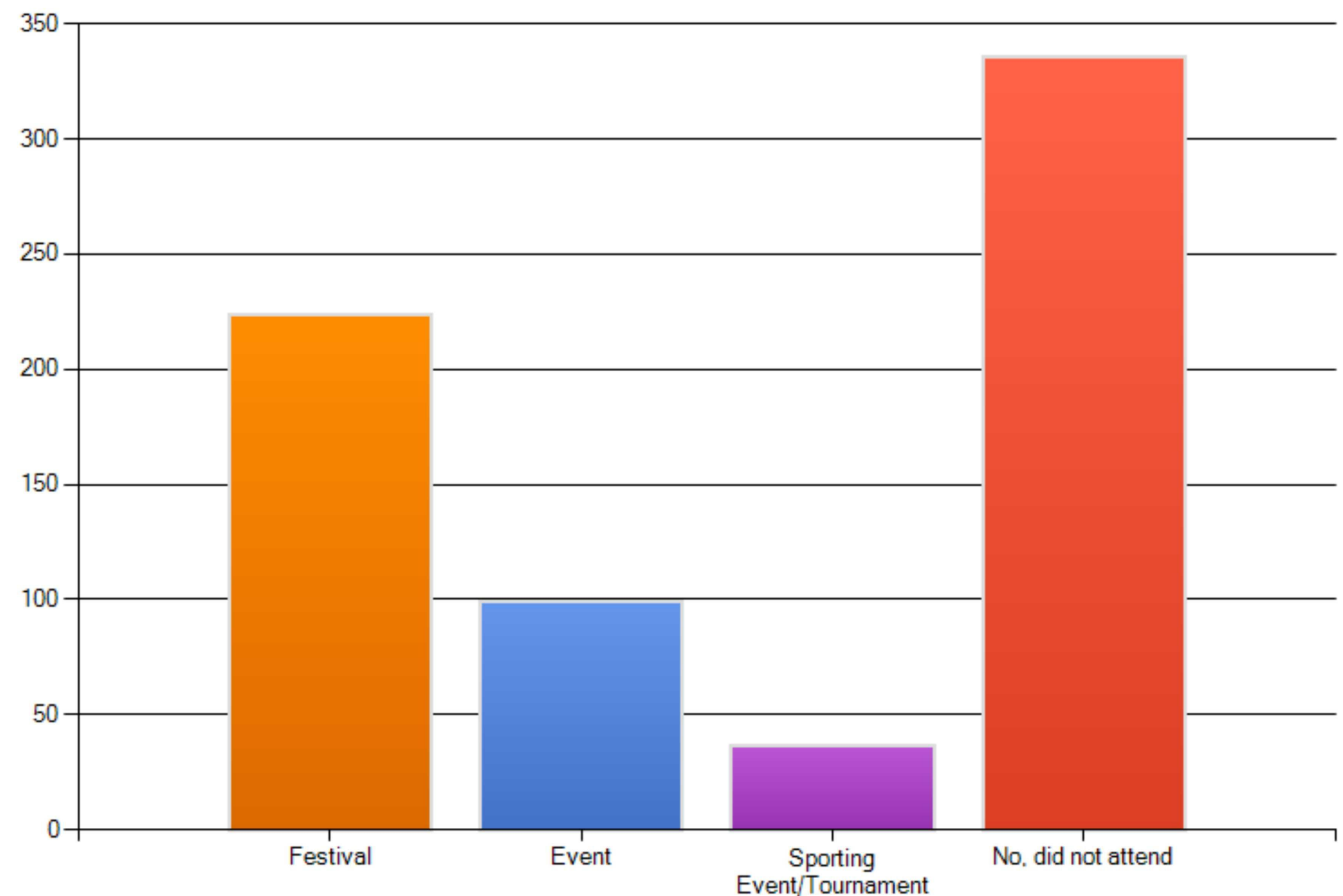
🍯 Festival (37%)

🍯 Event (16%)

🍯 Sporting Event / Tournament (6%)

🍯 55% have not attended an event

While visiting Grand Junction, did you attend any festivals or events? (Check all that apply.)



Q1 1: Which festivals or events attended?

59% of respondents attended an event

55% have not attended an event

Wine Festival (39%)

Peach Festival (25%)

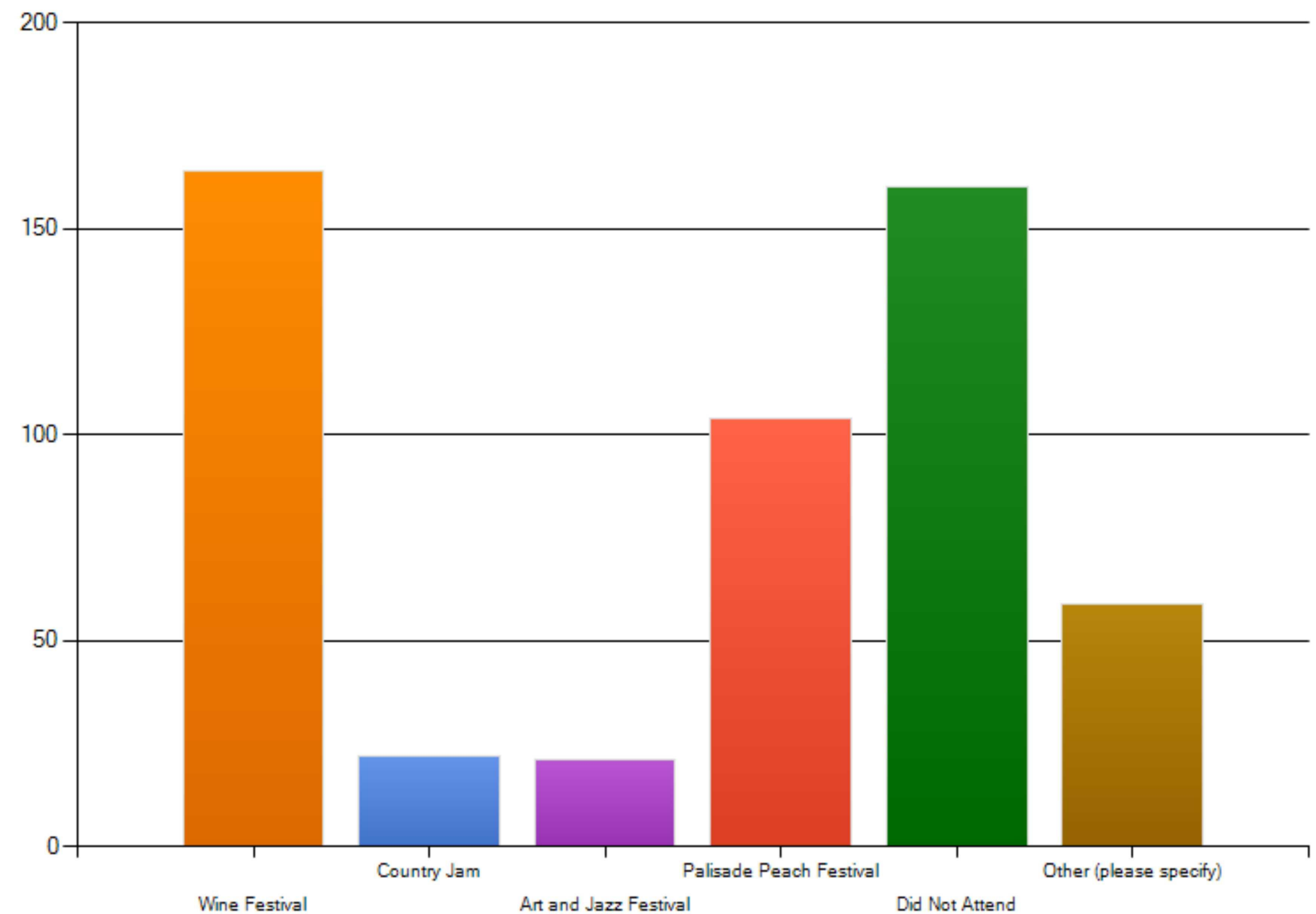
Other responses:

Tour de Vineyards (12%)

Farmer's Markets (7%)

4th of July (7%)

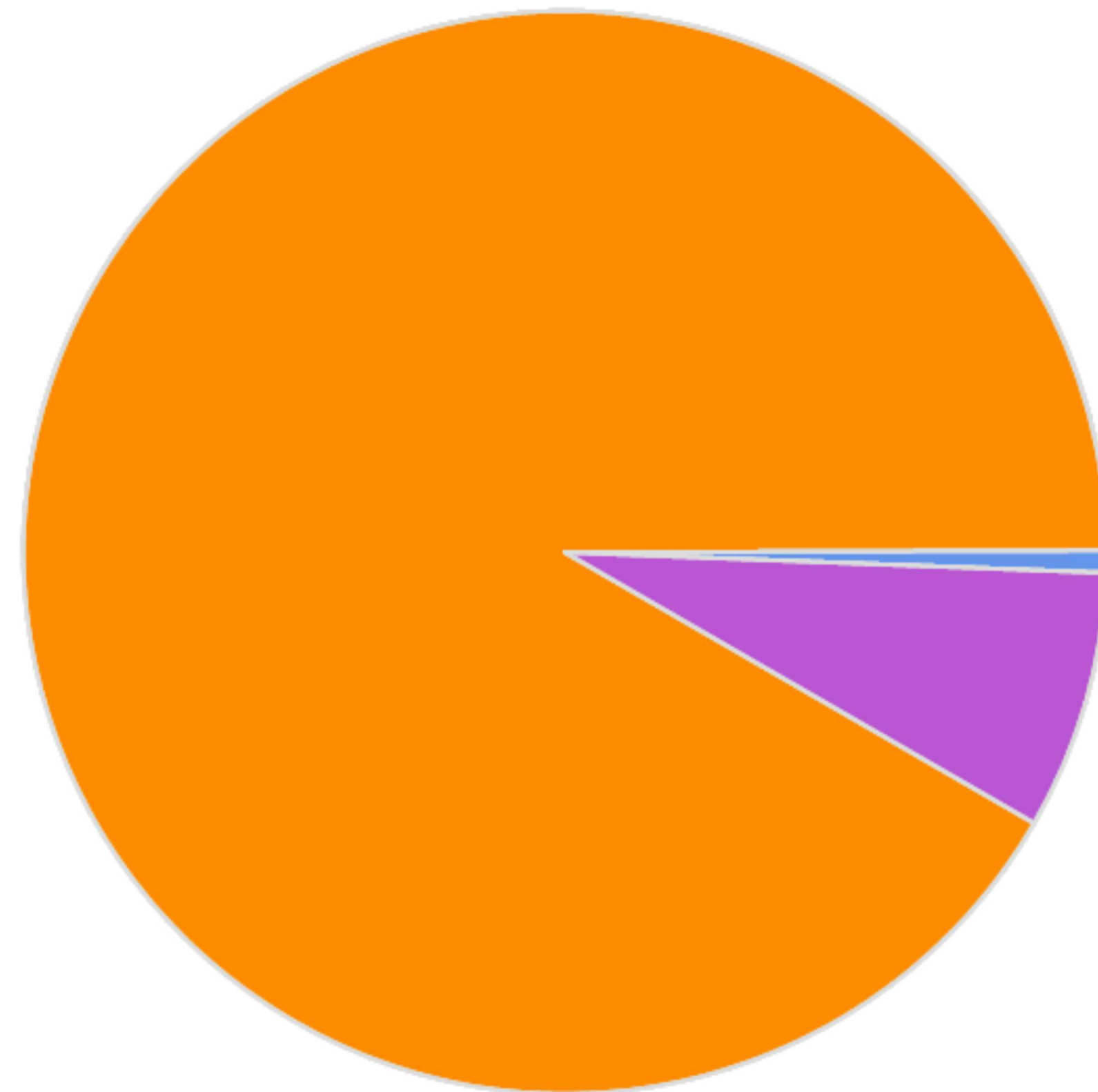
If yes, which event/festival did you attend? (Check all that apply.)



Q12: Grand Junction in future plans?

Will you include Grand Junction in your future vacation plans?

- Yes (92%)
- No (1%)
- Not Sure (8%)



Q13: Overall experience?

Please rate your overall experience in Grand Junction.

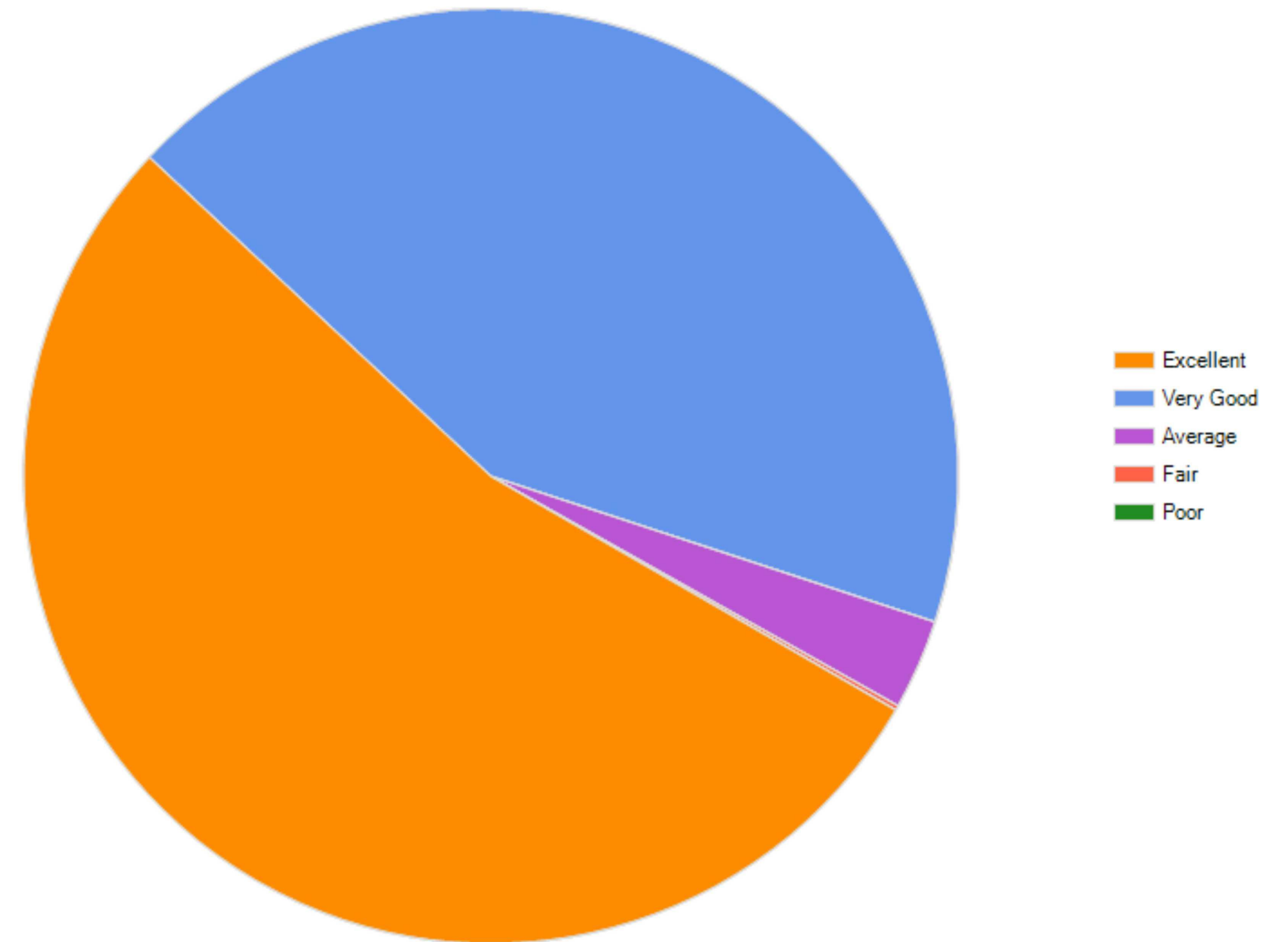
🍷 **Excellent (54%)**

🍷 Very Good (43%)

🍷 Average (3%)

🍷 Fair (.2%)

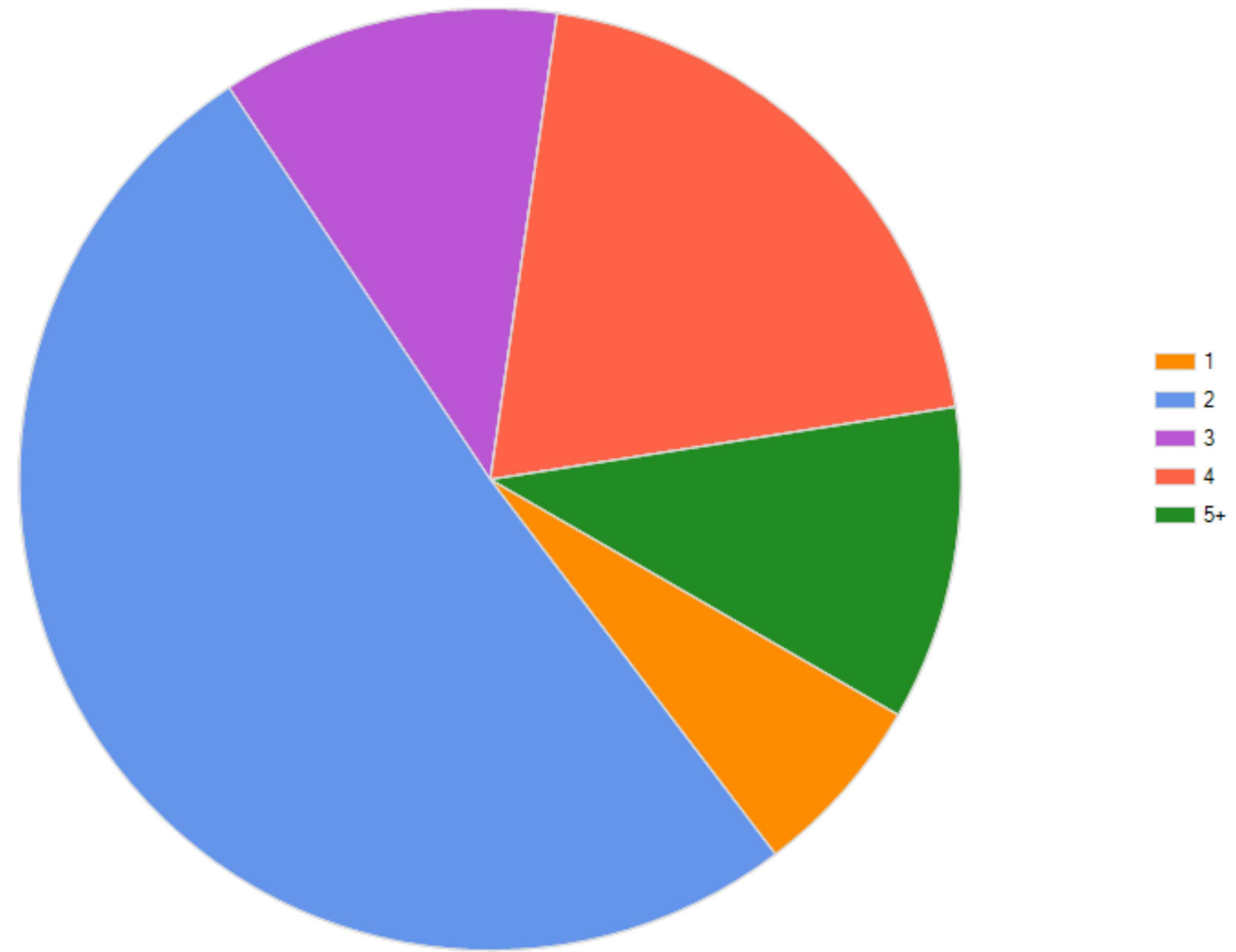
🍷 Poor (0%)



Q14 + 15: How many in travel party?

Including yourself, how many people were in your travel party overall?

- 1 (6%)
- 2 (51%)**
- 3 (12%)
- 4 (20%)
- 5+ (11%)



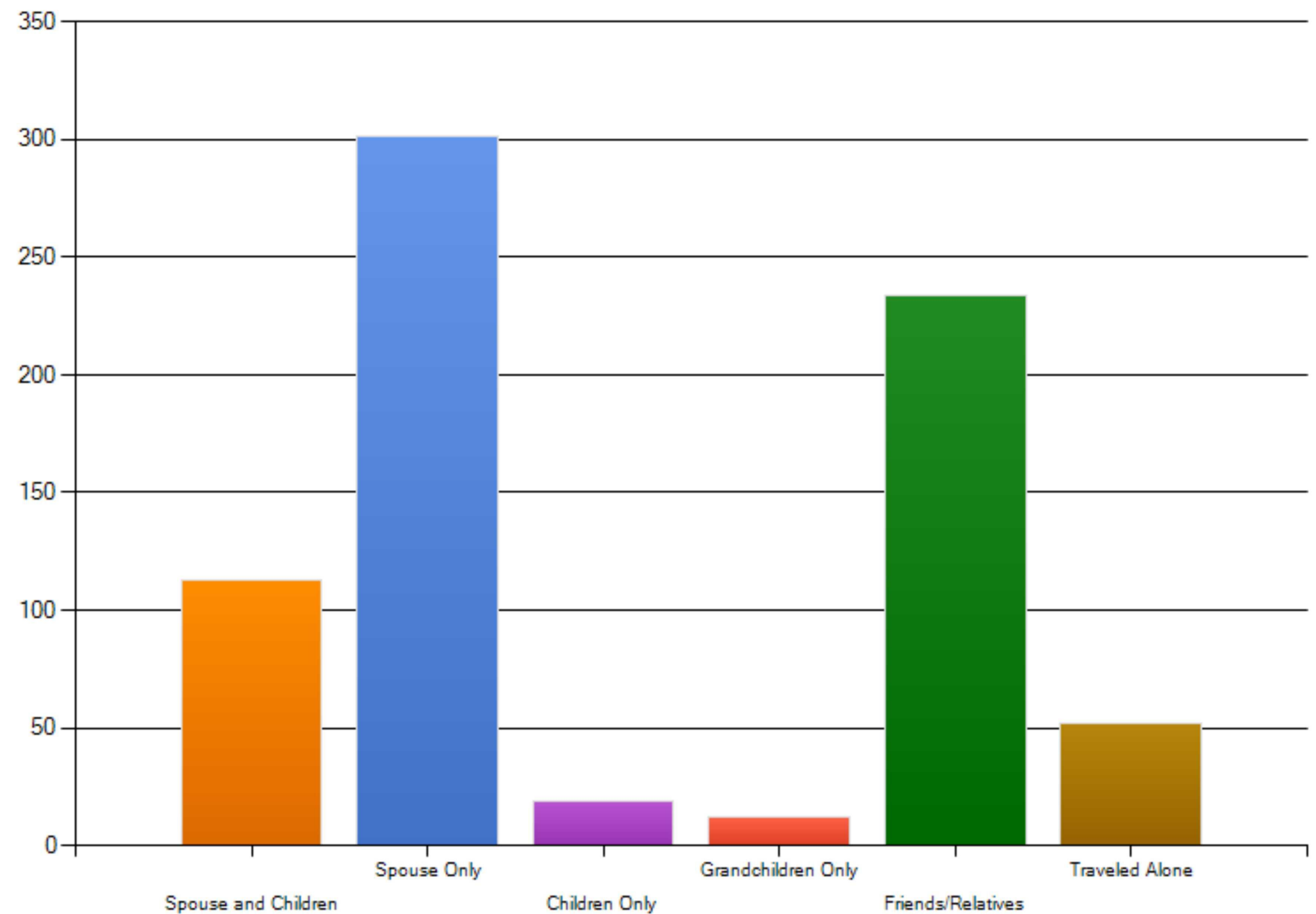
- 62% traveled with other adults
- 43% traveled with children



Q16: Who traveled with?

- Spouse and Children (19%)
- Spouse Only (50%)**
- Children Only (3%)
- Grandchildren Only (2%)
- Friends / Relatives (39%)
- Traveled Alone (9%)

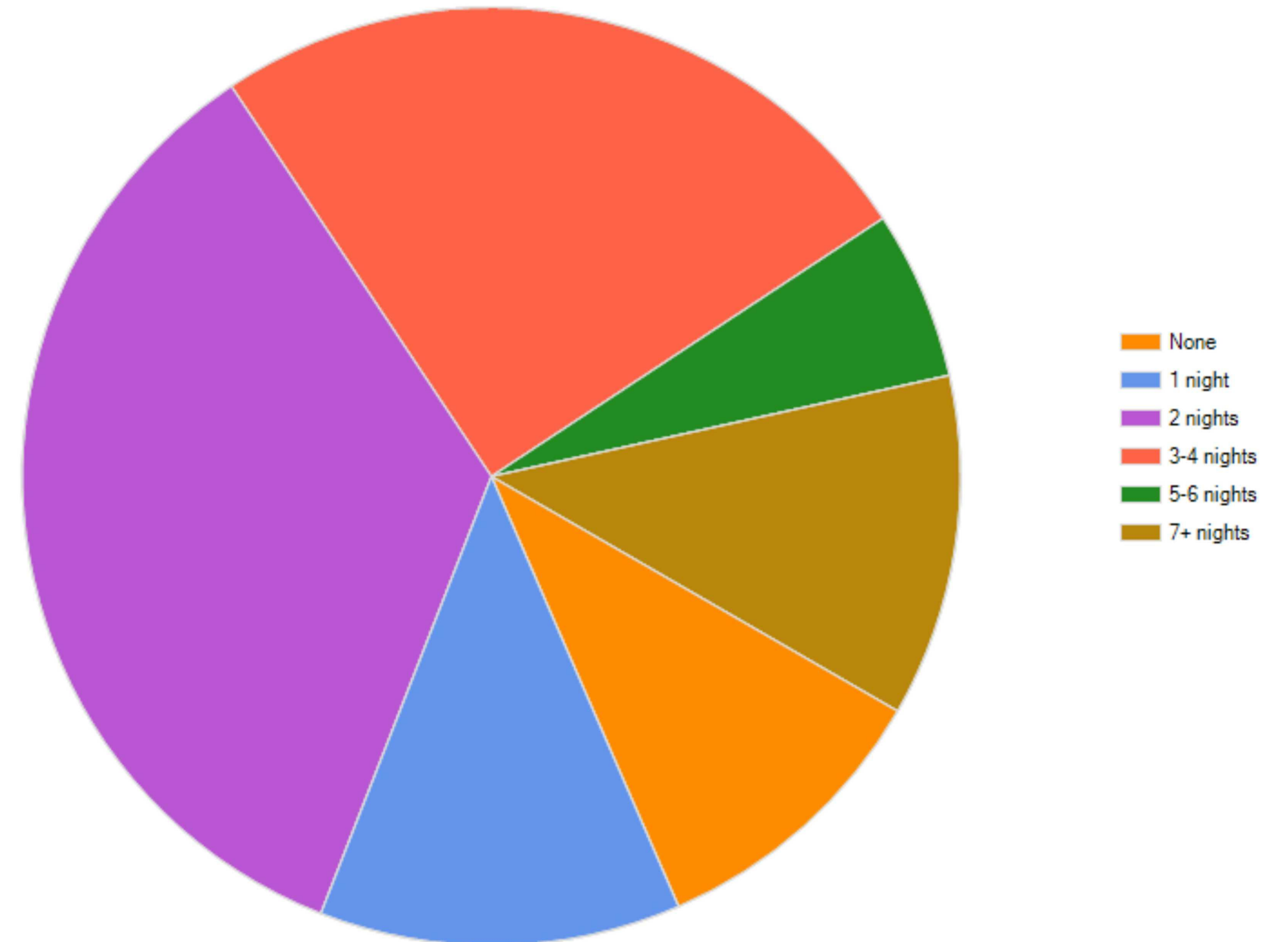
Who did you travel with? (Check all that apply.)



Q17: How many nights stayed?

How many nights did you stay in Grand Junction?

- None (10%)
- 1 night (13%)
- 2 nights (35%)**
- 3-4 nights (25%)
- 5-6 nights (6%)
- 7+ nights (12%)



Q18: Where stayed while visiting?

Where did you stay while in Grand Junction?

🏠 Bed & Breakfast (3%)

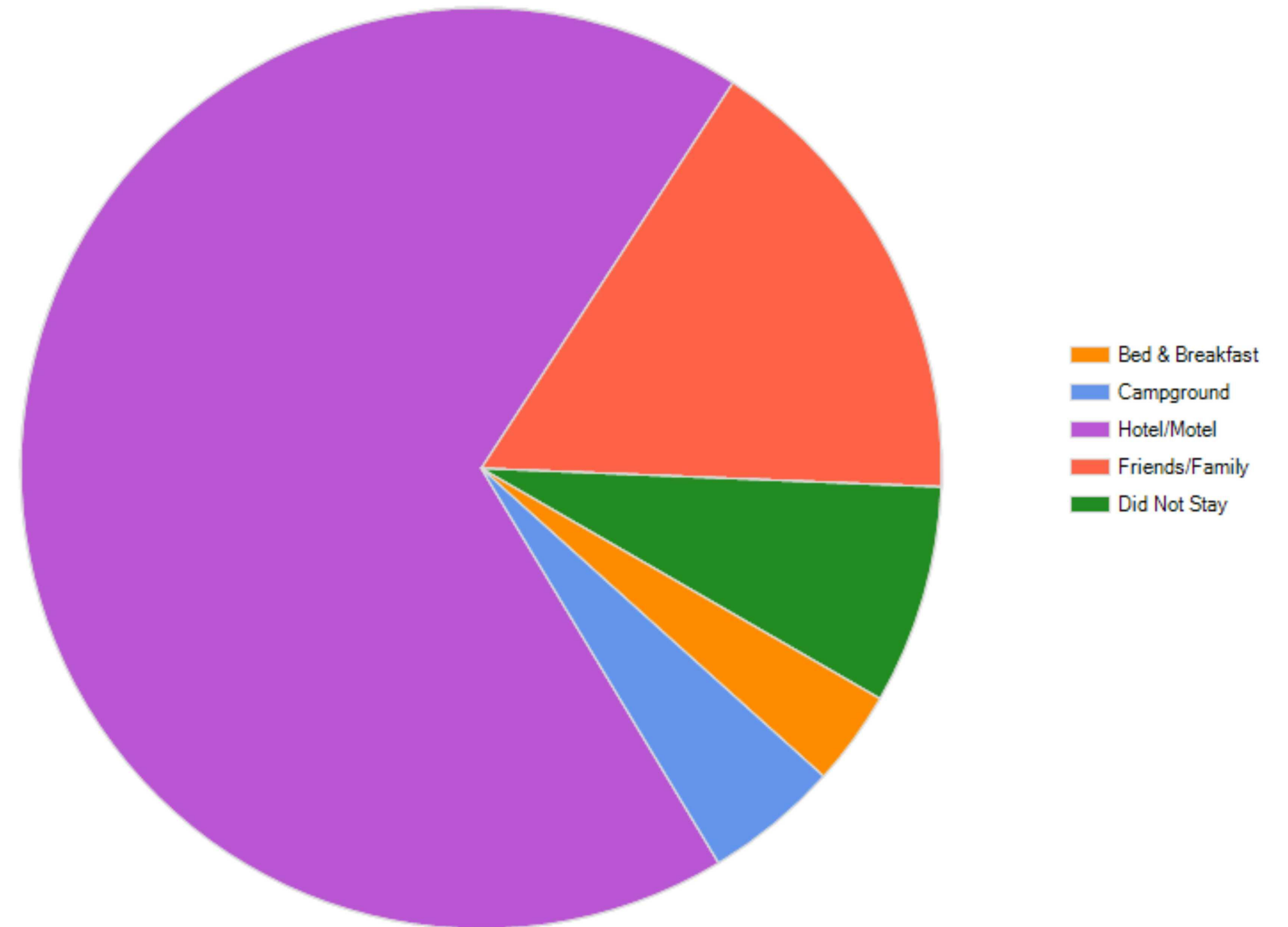
🏠 Campground (5%)

🏠 **Hotel / Motel (68%)**

🏠 Doubletree Hilton was the most popular hotel (2%)

🏠 Friends / Family (16%)

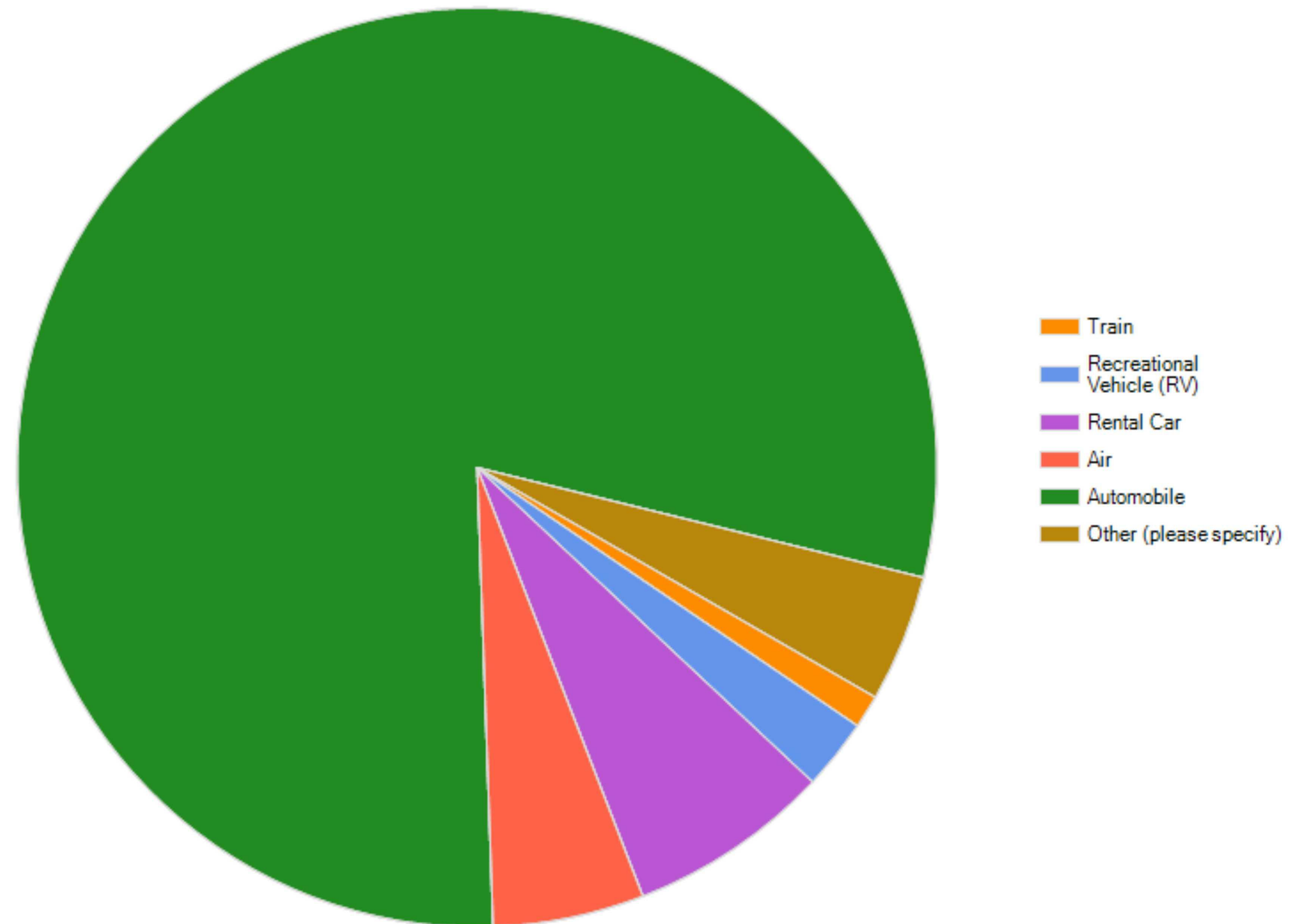
🏠 Did Not Stay (8%)



Q19: How traveled to Grand Junction?

How did you travel to the Grand Junction area?

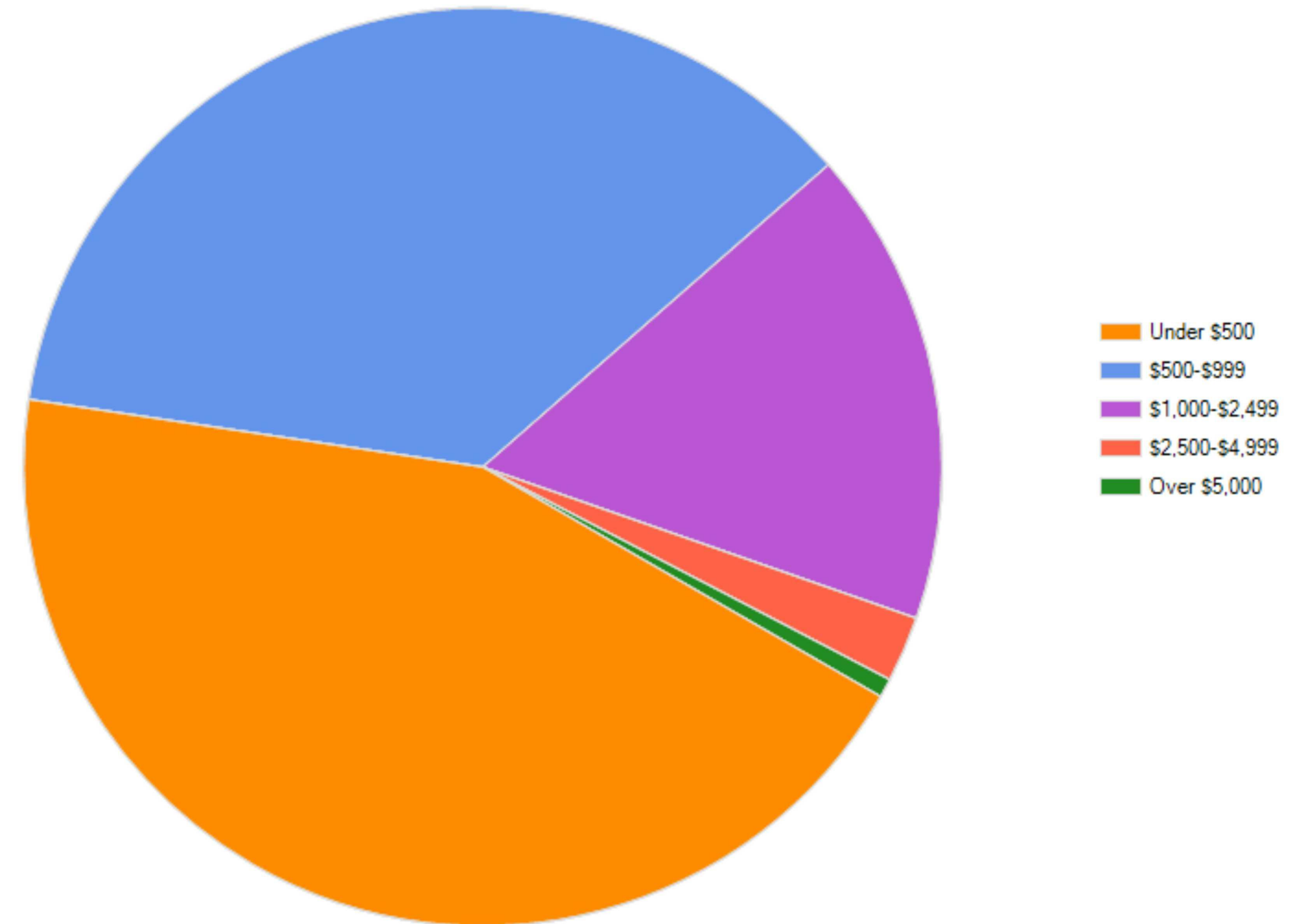
- 🛤️ Train (1%)
- 🛤️ Recreational Vehicle (RV) (3%)
- 🛤️ Rental Car (7%)
- 🛤️ Air (5%)
- 🛤️ **Automobile (79%)**
- 🛤️ Other: Bus / Motorcoach










Q20: Estimate total expenditures?

Please estimate how much you spent on your trip to Grand Junction including hotels, travel costs, meals and activities:

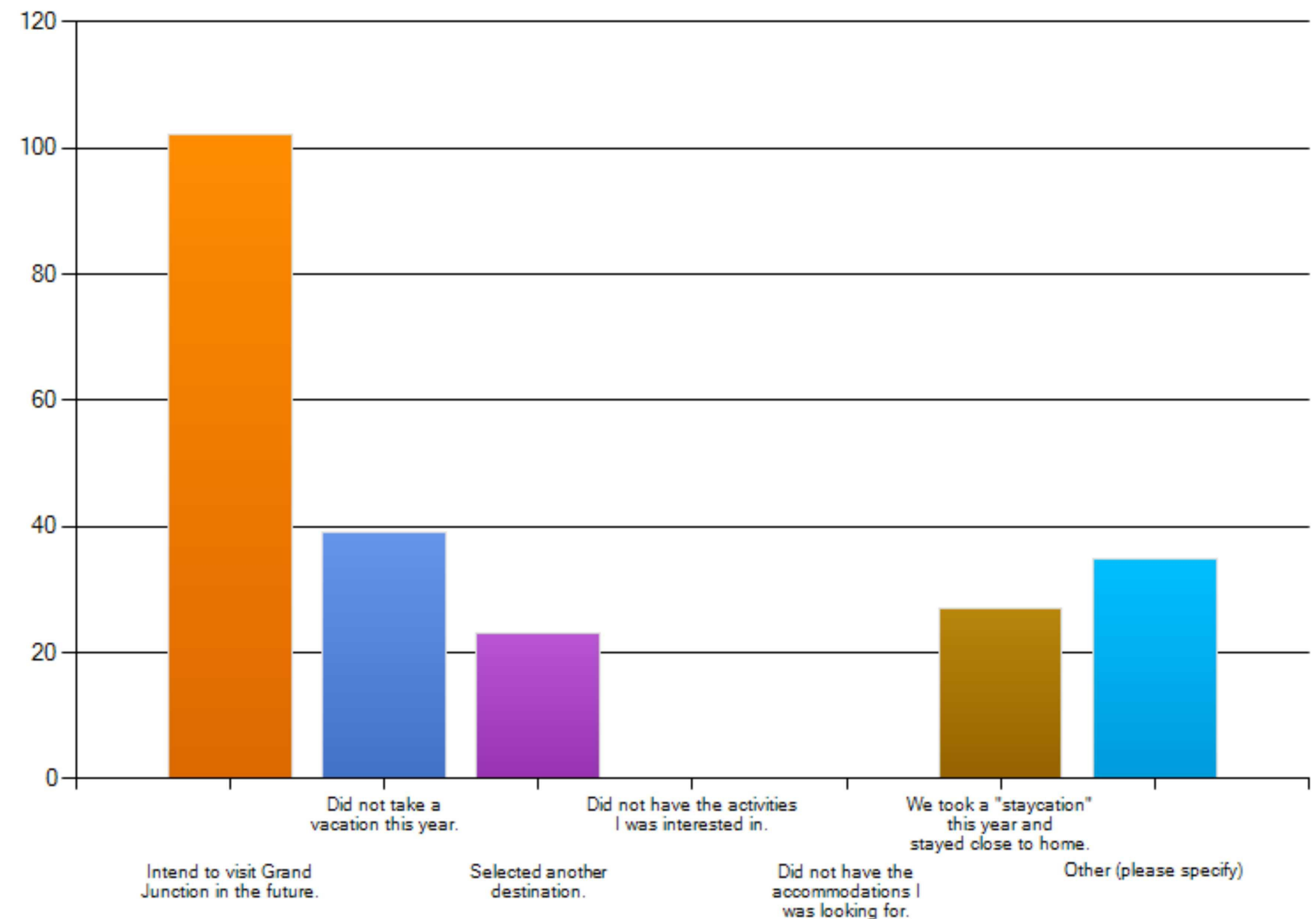
- Under \$500 (44%)
- \$500-\$999 (36%)
- \$1,000-\$2,499 (17%)
- \$2,500-\$4,999 (2%)
- Over \$5,000 (.5%)



Q21: Why have not visited?

-  **Intend to visit in the future (45%)**
-  Did not take vacation (17%)
-  Selected another destination (10%)
-  Did not have activities of interest (0%)
-  Did not have accommodations (0%)
-  Took a “staycation” instead (12%)
-  Other: didn't have opportunity

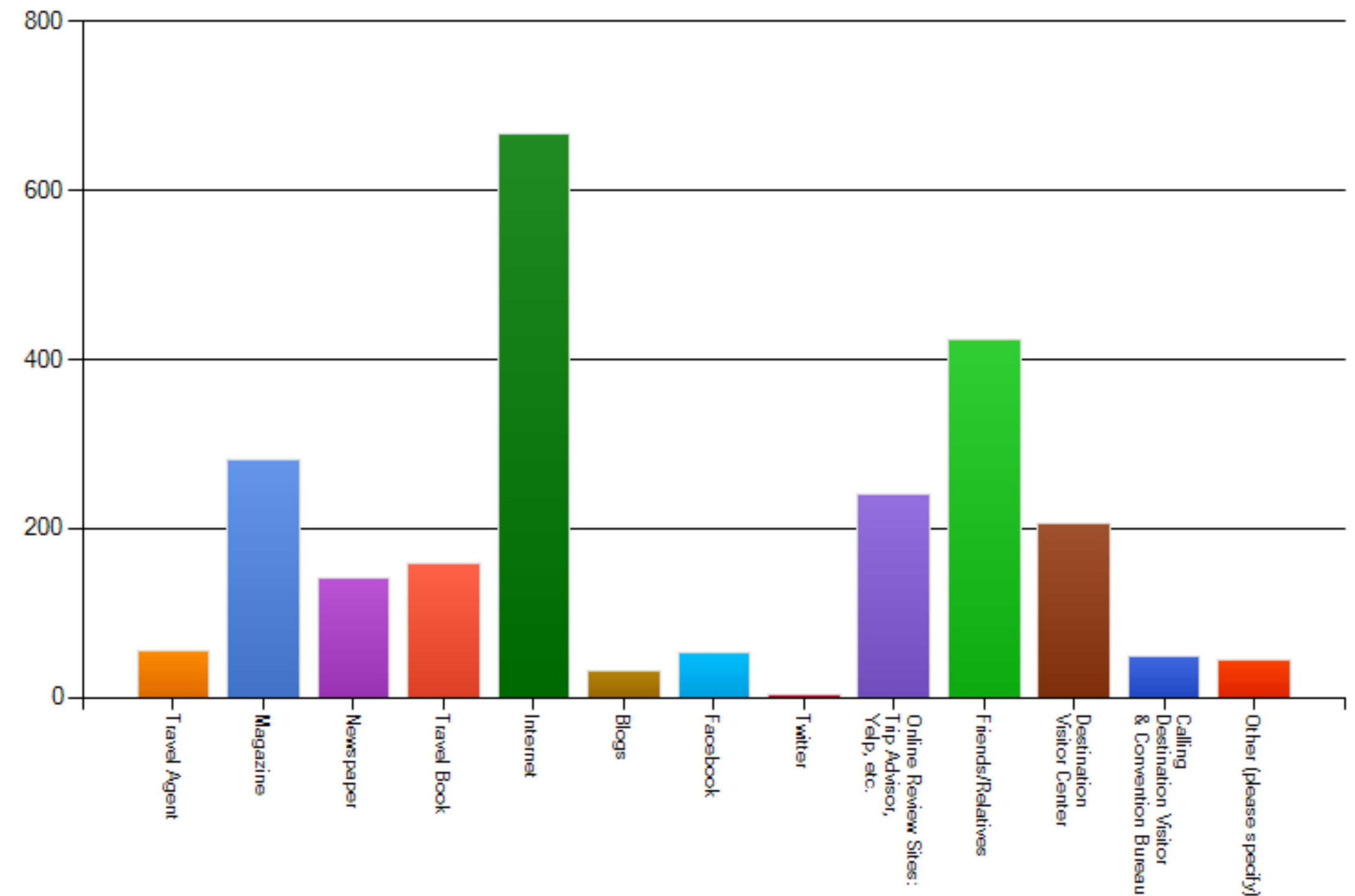
Which statement best describes your reason for NOT visiting Grand Junction?











Q22: How gather vacation information?

- 🛩 Magazine (35%)
- 🛩 **Internet (82%)**
- 🛩 Friends / Relatives (52%)
- 🛩 Online Review Sites (30%)
- 🛩 Destination Visitor Center (25%)
- 🛩 Other responses:
 - 🛩 AAA (20%)
 - 🛩 “Just figured it out” (9%)

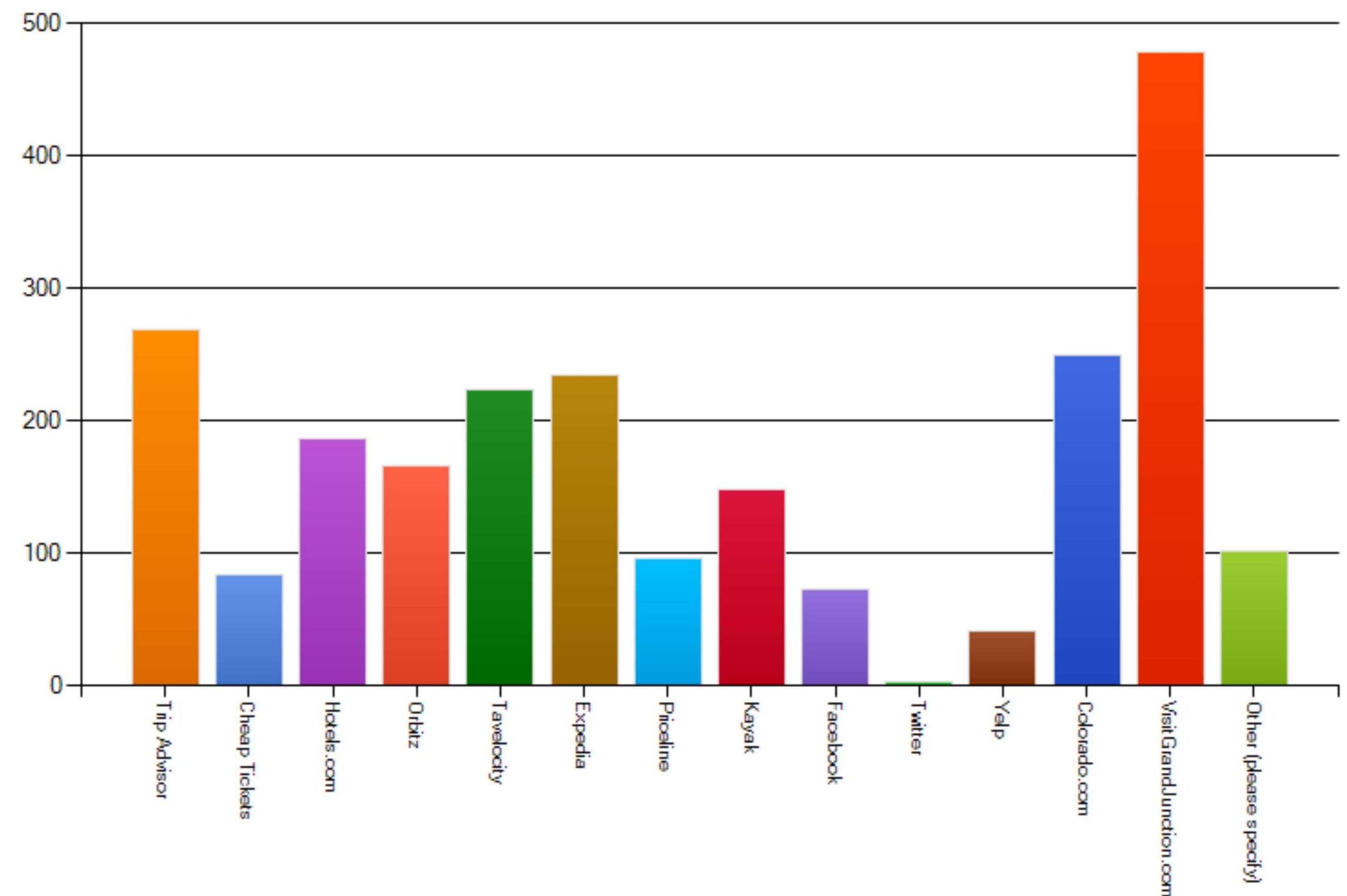
How do you gather information about where you would like to vacation? (Check all that apply.)



Q23: Which Internet sites used?

-  Trip Advisor (33%)
-  Travelocity (28%)
-  Expedia (29%)
-  Colorado.com (31%)
-  **VisitGrandJunction.com (59%)**
-  Other responses:
 -  Google (24%)
 -  AAA (9%)

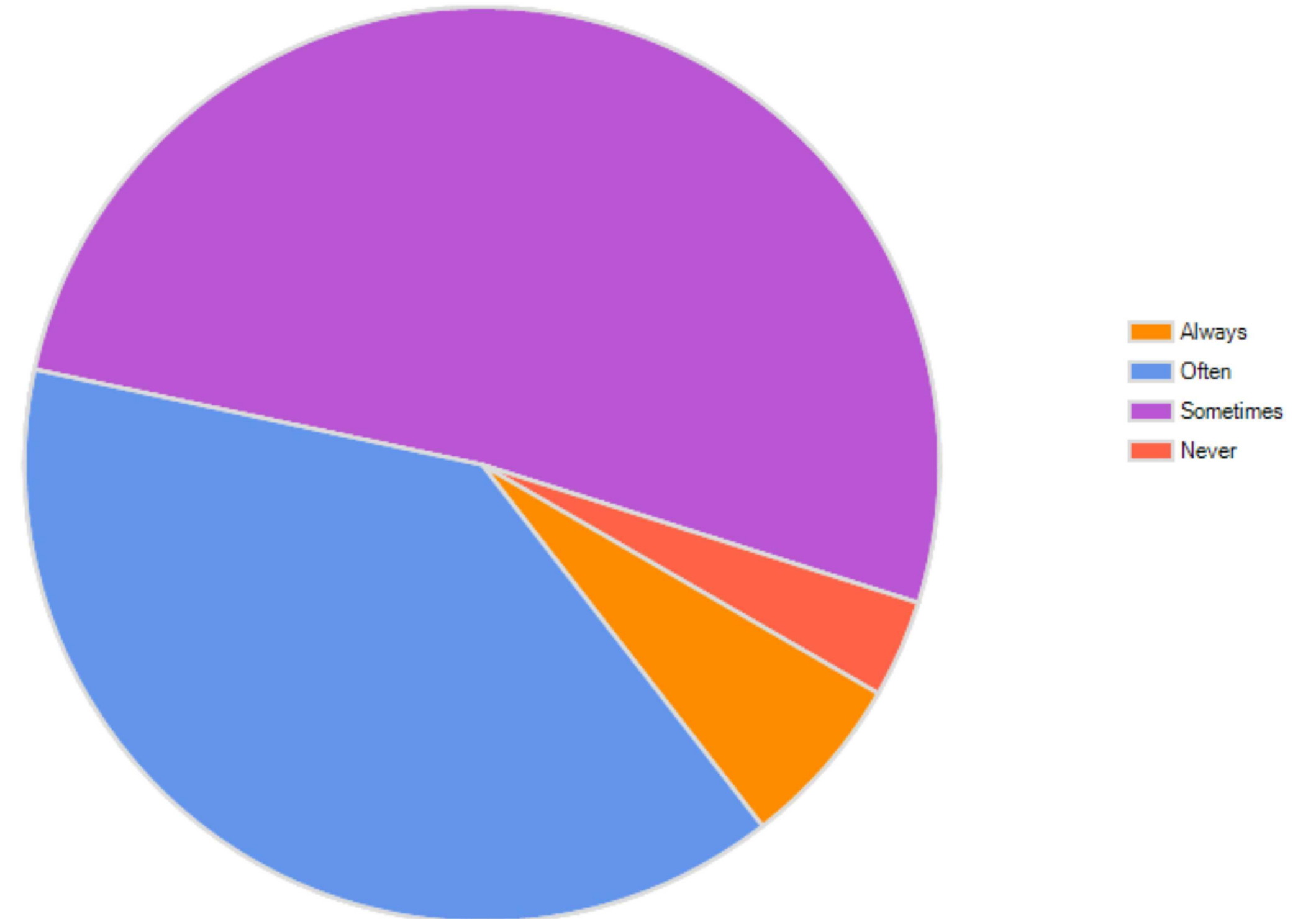
If you use the Internet, which site(s) do you use to gather travel information? (Check all that apply.)



Q24: Print destination ad impressions?

How often do you read something in a magazine/newspaper or see an advertisement on a destination that causes you to go online to search for more information?

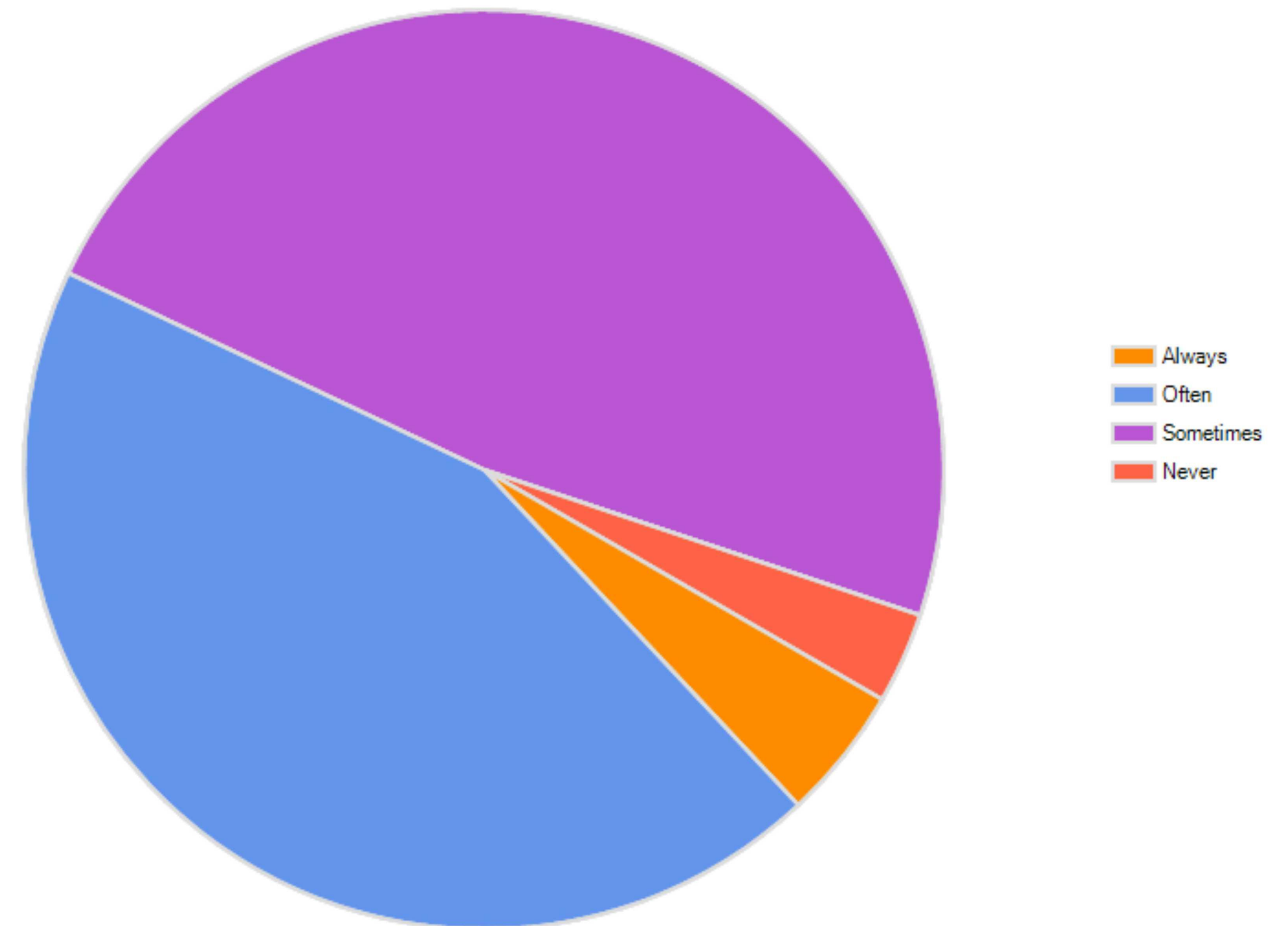
- Always (6%)
- Often (39%)
- Sometimes (52%)**
- Never (4%)



Q25: Online destination ad impressions?

How often do you read something online or see an online advertisement on a destination that causes you to search for more information?

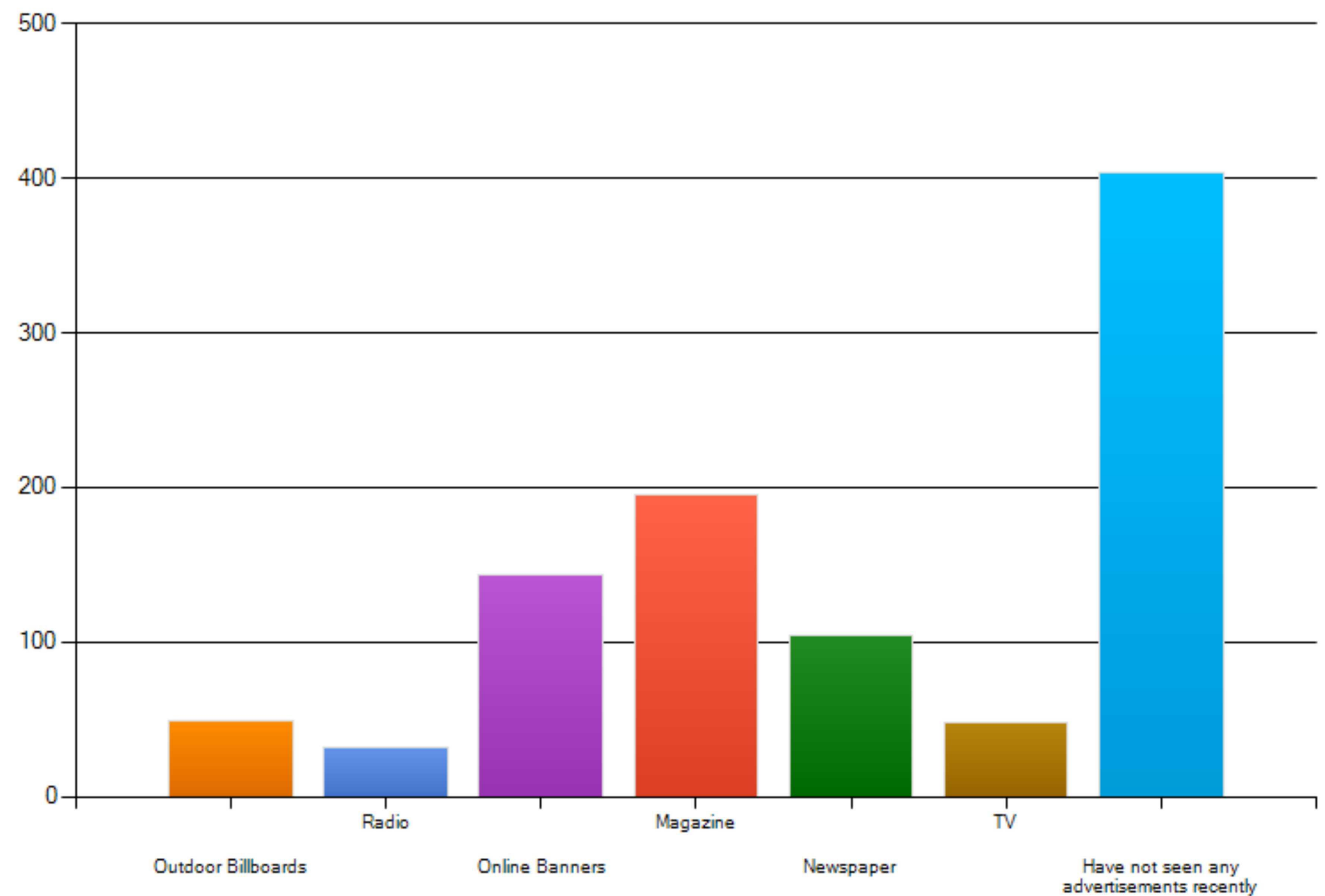
- Always (5%)
- Often (44%)
- Sometimes (48%)**
- Never (3%)



Q26: Recently seen Grand Junction ads?

- Outdoor Billboards (6%)
- Radio (4%)
- Online Banners (18%)
- Magazine (24%)
- Newspaper (13%)
- TV (6%)
- Have not seen any (50%)**

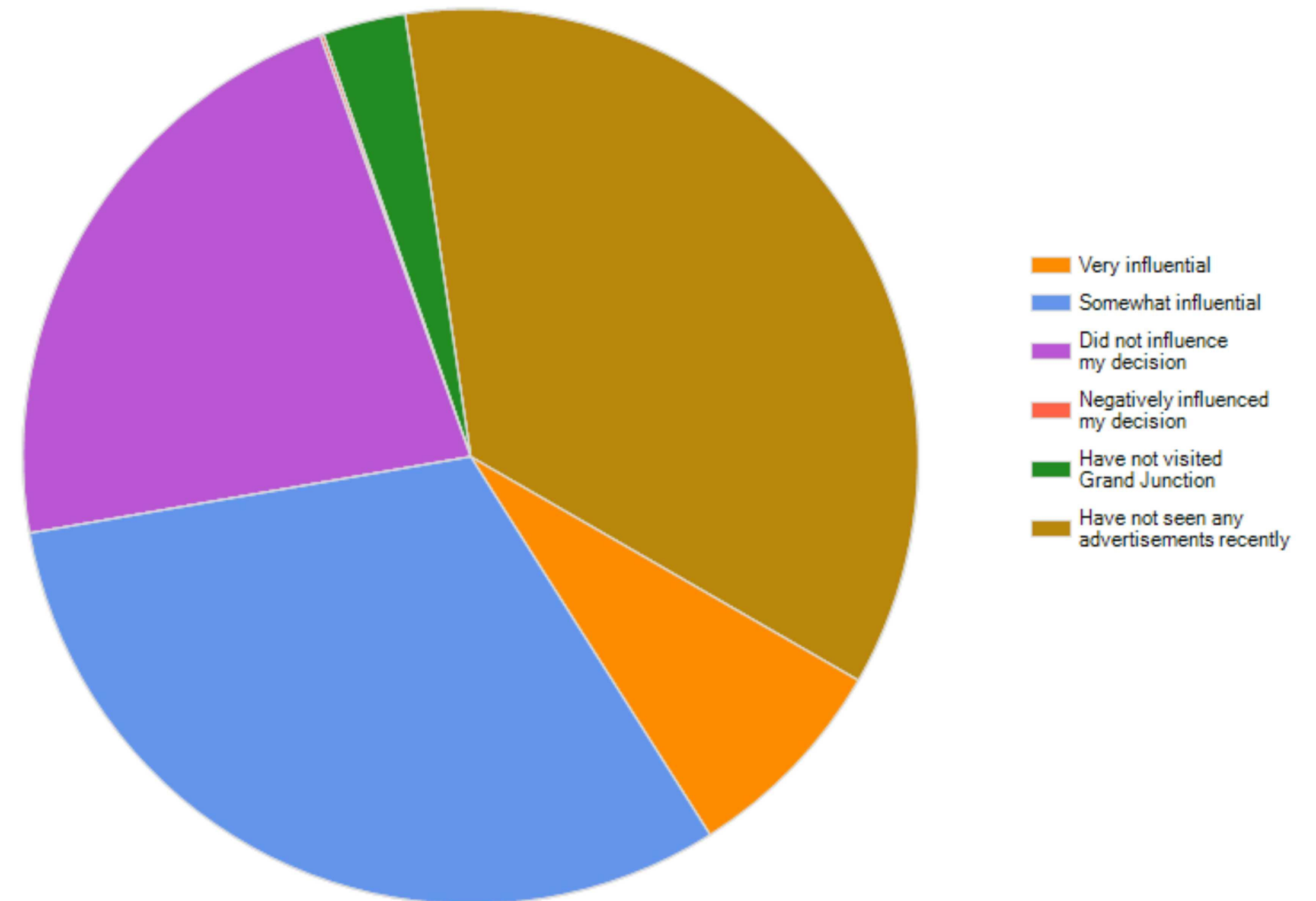
If you have seen any Grand Junction advertising recently, what have you seen? (Check all that apply.)



Q27: Grand Junction ad influence?



For the advertisements that you saw, how influential were they in your decision to visit Grand Junction?

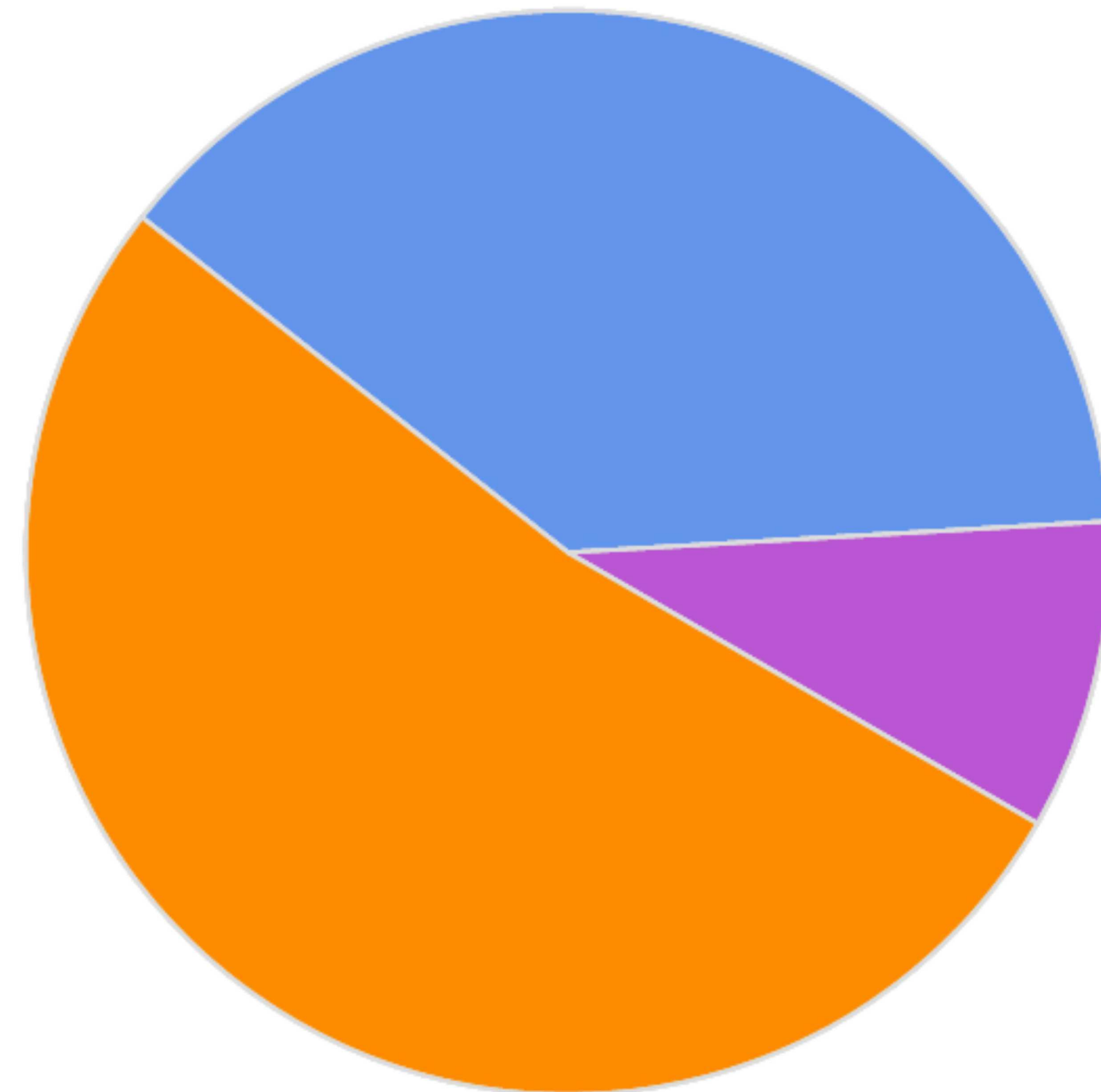
- Very Influential (8%)
- Somewhat Influential (31%)
- Did Not Influence (22%)
- Negatively Influenced (.1%)
- Have Not Visited (3%)
- Have Not Seen Ads (36%)**



Q28: Been to VisitGrandJunction.com?

Have you visited the site www.VisitGrandJunction.com this year?

-  **Yes (52%)**
-  **No (39%)**
-  **Not Sure (9%)**



Q29: Visit which social networking sites?

 **Facebook (74%)**

 Twitter (10%)

 LinkedIn (33%)

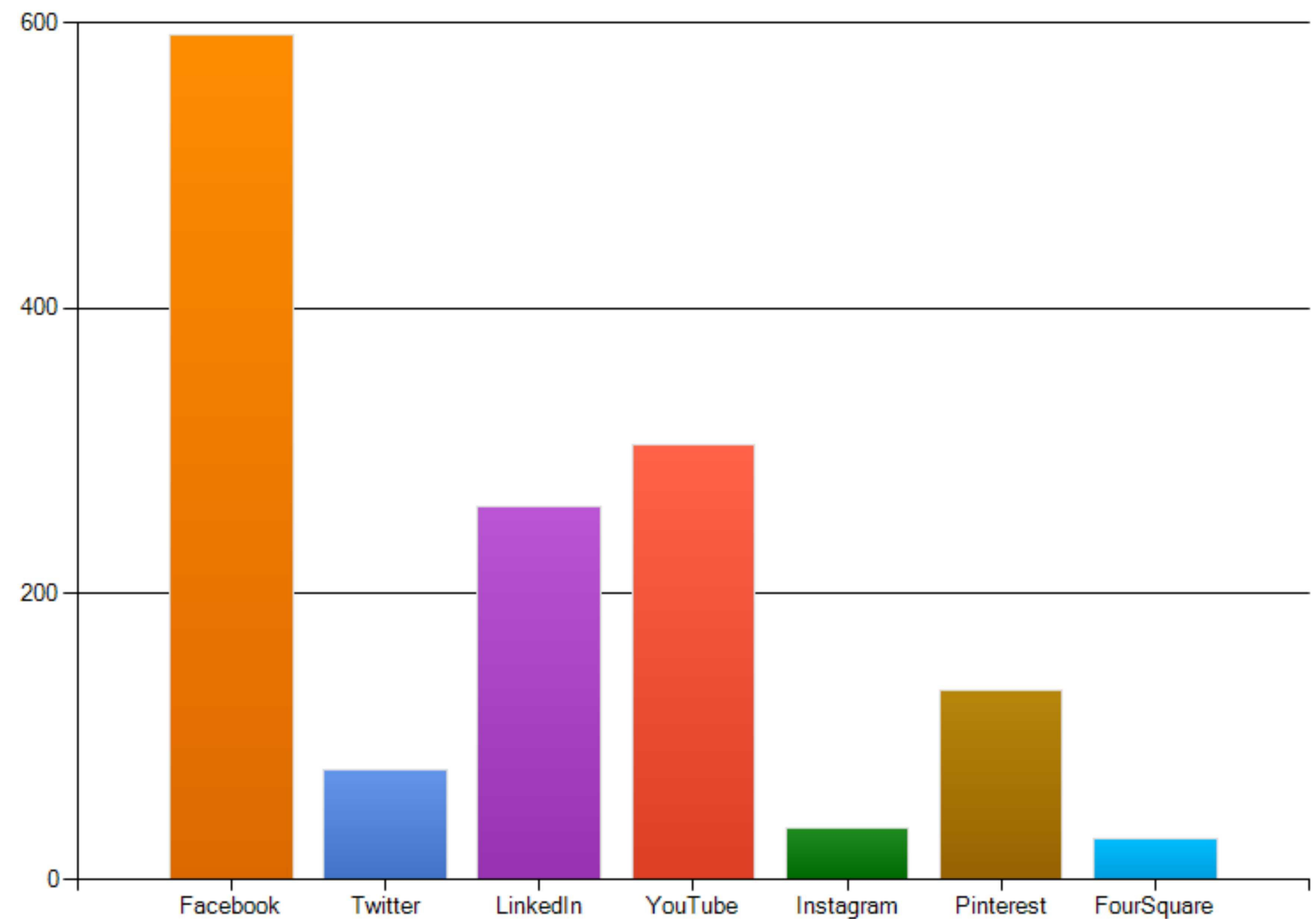
 YouTube (38%)

 Instagram (5%)

 Pinterest (17%)

 Foursquare (4%)

Do you use any of the below social networking sites? (Check all that apply.)



Q30: Own a Smartphone?

Do you own a Smartphone (a phone with PC-like functionality including email and Internet)?

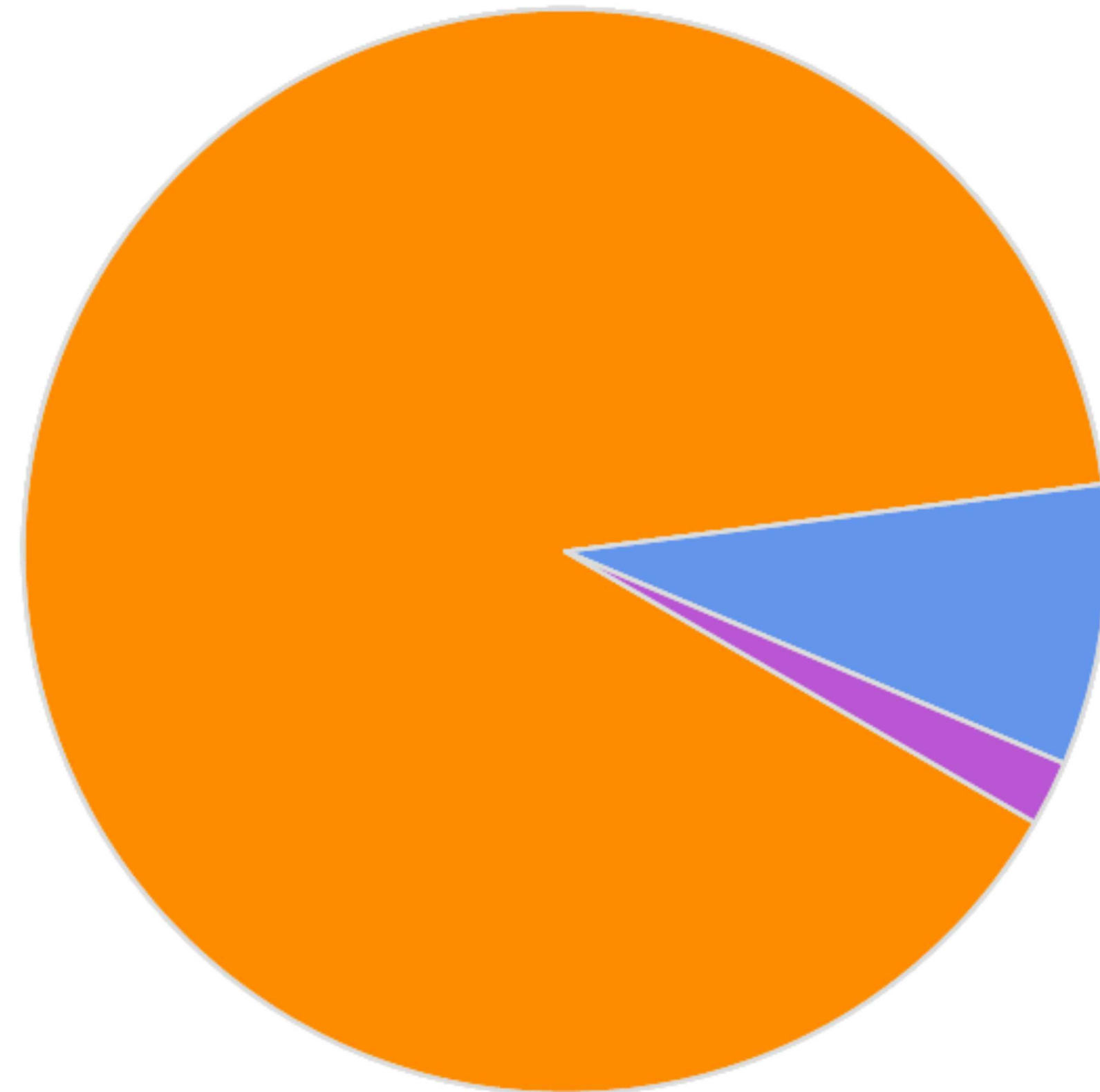
- Yes (58%)
- No (42%)



Q31: Downloaded mobile apps?

Have you ever downloaded a mobile application on your Smartphone?

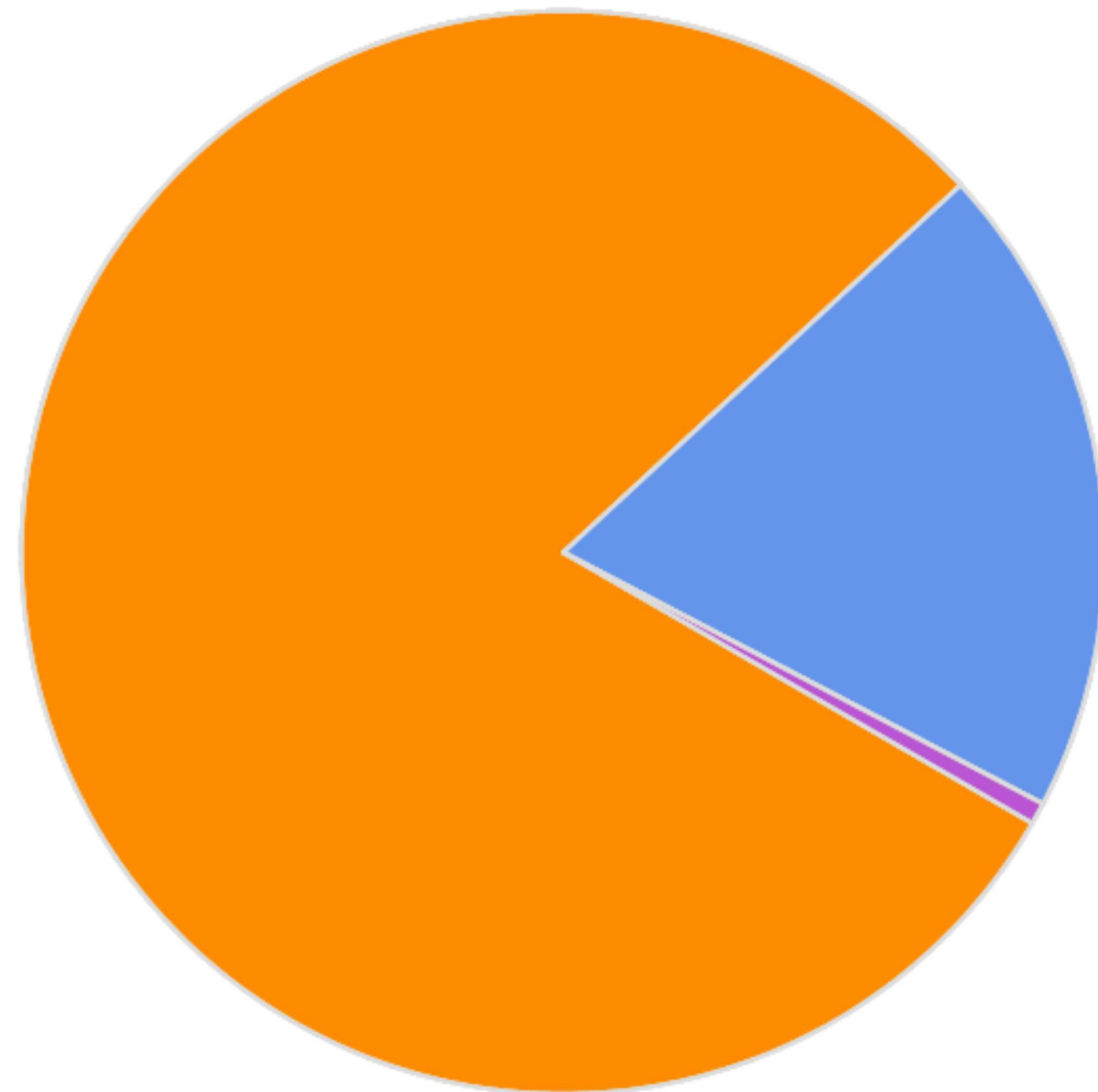
- Yes (90%)
- No (8%)
- Not Sure (2%)



Q31: GPS navigation system?

Do you use the GPS navigation system on your Smartphone?

- Yes (80%)
- No (20%)
- Not Sure (.5%)



Q33 - Q37: Respondent Demographics

- Education: 89% have either “Some College”, a “College Degree” or a “Master’s Degree”
- Income: 68% make between \$50,000 and \$150,000 annually in their household
- Household: 78% of respondents are part of a couple; 53% of those couples do not have children at home
- Age Category: 67% of respondents are between the ages of 45 and 64
- Gender: 59% female respondents; 41% male respondents

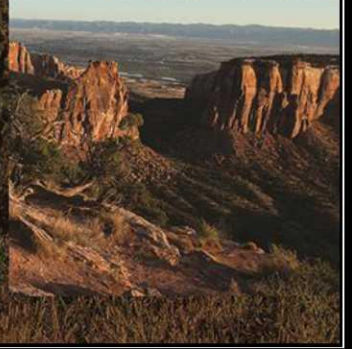
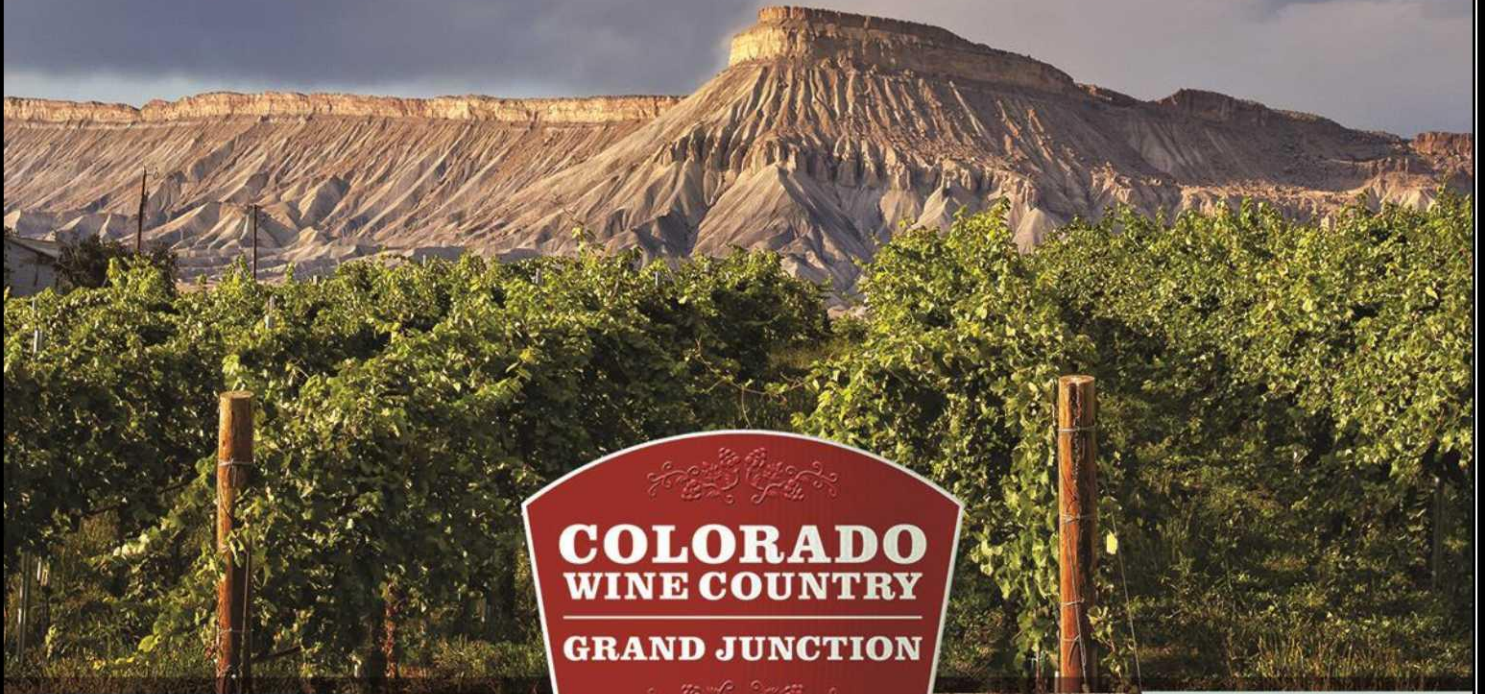


EXHIBIT B

2014 MARKETING PLAN

GRAND JUNCTION

COLORADO WINE COUNTRY



2014 MARKETING PLAN

Grand Junction Visitor & Convention Bureau



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THE GRAND JUNCTION VCB MISSION STATEMENT

The Visitor and Convention Bureau’s mission is to proactively market the Grand Junction area, resulting in the positive economic impact of visitor dollars.

VISITOR & CONVENTION BUREAU BOARD OF DIRECTORS

Per Nilsson, Chair
DoubleTree by Hilton

Kevin Reimer
SpringHill Suites, Fairfield Inn, Hampton Inn

Mike Bell, Vice Chair
Dream Café & Rockslide Restaurant & Brewery

Brad Taylor
Retired – Colorado State Parks

Lon Carpenter
Retired – ANB Bank

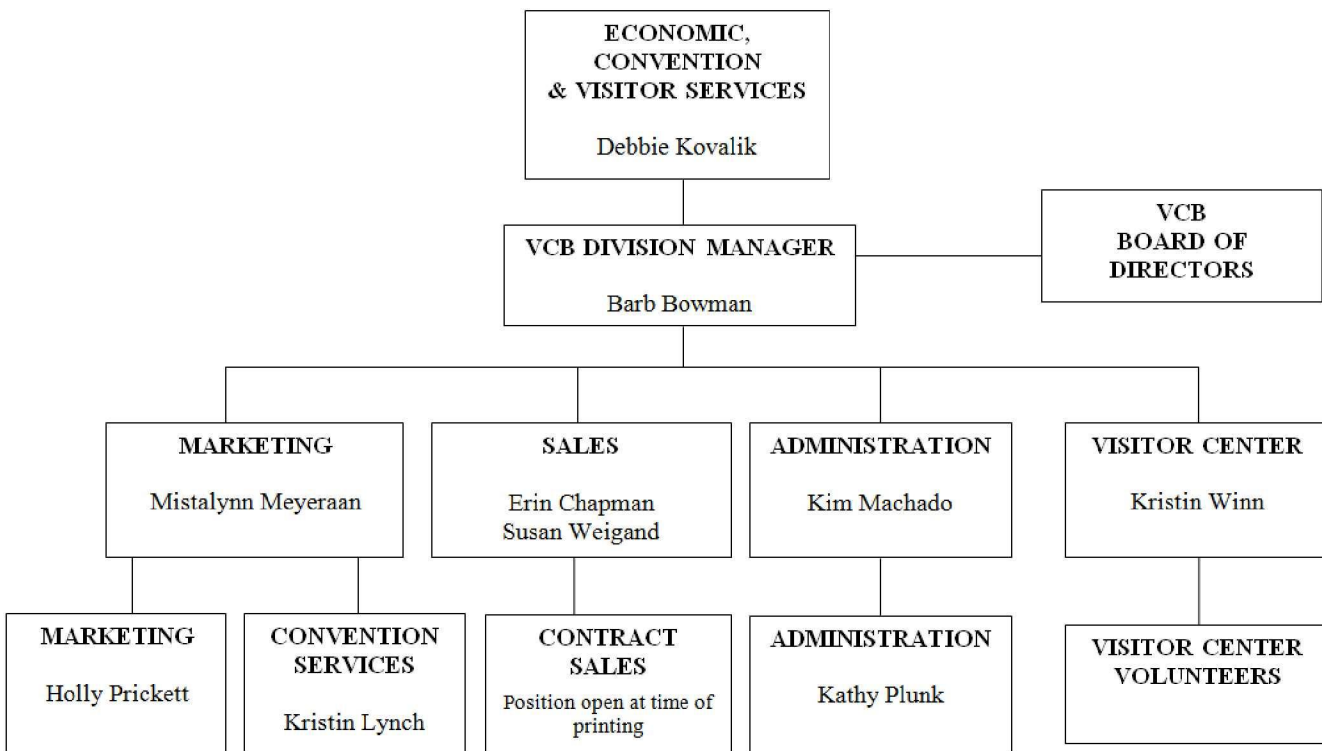
Billie Witham
Two Rivers Winery & Chateau

Glenn Gallegos
Gallegos Corp.

Sharon Woelfle
Americas Best Value Inn

Kate Graham
Colorado Environmental Coalition

GJVCB STAFF ORGANIZATIONAL CHART



2013 TRAVEL INDUSTRY REVIEW & 2014 OUTLOOK

Occupancy and Average Daily Rate (ADR)

Smith Travel Research is predicting a 1.3% national increase in occupancy to 62.7%, a 4.6% increase in ADR to \$116.43, and a 6% increase in RevPAR to \$72.97. Nationally, supply in 2014 is predicted to increase by 1.5% and demand is expected to increase 2.8%. Rocky Mountain Lodging Report indicated that overall occupancy for Colorado in 2013 was 64% as opposed to 61.8% in 2012. Colorado's ADR in 2013 was \$127.84, up from \$123.48 in 2012 and RevPAR for Colorado was \$81.80 in 2013, up from \$76.35 in 2012. According to the Rocky Mountain Lodging Report, Grand Junction's 2013 occupancy remained the same as 2012 at 55.6%. Grand Junction ADR in 2013 was \$80.35 versus \$80.75 in 2012 and RevPAR for 2013 was \$44.67 versus \$44.89 in 2012. "Throughout the recovery, we have been pleasantly surprised by the surge in demand. That being said, the growth in average daily rates has been underwhelming," said R. Mark Woodworth, president of PKF-HR. "Starting in 2014, we foresee economic and market conditions that should allow managers to become more aggressive with their pricing policies."

Lodging Tax and Operations

In 2013, Grand Junction lodging tax revenue saw a slight decrease of 1.3% over 2012. Initially, a 3.5% increase was projected based on new events in 2013 which did bring in a significant number of out of town visitors. However, because average daily rates continued to remain flat or decreased year-over-year, coupled with the federal government shutdown in October of 2013, lodging tax collections were directly affected. As a result, marketing dollars were adjusted to accommodate for declining revenues. 2014 will be approached with guarded optimism. Lodging tax collections are projected to increase by 3% over 2013 based on increased visitation from international visitors, special events, and summer tourism. The 2014 Colorado Business Economic Outlook by Leeds School of Business (University of Colorado Boulder), project that gas prices will remain level through the summer. *PKF Hospitality Research* (a national firm specializing in hotel forecasting, research and interpretive analysis) projects U.S. hotels will enjoy a 7.7% increase in revenue per available room and 3.3% growth in lodging demand. Industry leaders agree that this increase will depend on marketing efforts as opposed to a decrease of lodging room rates in an attempt to increase demand. Additional marketing dollars by the Grand Junction VCB have been allocated toward improving and increasing the online presence of the Grand Valley.

Technology Trends

Mobile demand was at an all-time high in 2013 with no expectation to decline in 2014. As a whole, the travel industry is racing to catch up with tourists' and business travelers' mobile habits. "Mobile is expected to account for more than 25% of total U.S. online travel bookings by 2015, according to PhoCusWright. Players in the travel industry are emphasizing mobile as a core component of their business strategies, and working to make their products and services mobile-friendly". (Workman, 2014) This is an area in which Grand Junction has excelled. Not only was the Grand Junction VCB one of the first destinations in Colorado to create a mobile website, the site underwent a complete redesign in 2013. 2014 promises even more engagement through mobile devices and mobile marketing with the integration of a new online booking engine that will be optimized for desktop and mobile devices. "91% of all people on earth have a mobile phone; 56% of people own a smart phone; 50% of mobile phone users use mobile as their primary internet source. By the end of 2013, there will be more mobile devices than people on earth." (Hepburn, 2013) The increase in the VCB's technology marketing budget in 2014 will assist in positioning Grand Junction to increase overnight visitation to the Grand Valley. Exciting new initiatives in the coming year include GetSmart Content, increased Pay Per Click advertising, and the addition of new content.

Hepburn, Aden. "Infographic: 2013 Mobile Growth Statistics." *Digitalbuzzblog.com*. October 1, 2013. <http://www.digitalbuzzblog.com/infographic-2013-mobile-growth-statistics/>.

Workman, Brandon. "The Travel Industry is Racing to Catch Up With Tourists' and Business Travelers' Mobile Habits". *Business Insider*. February 5, 2014. <http://www.businessinsider.com/the-mobile-travel-industry-is-growing-2-2014-2>

2013 VCB HIGHLIGHTS

- The VCB website experienced a 58.6% increase in unique internet users during 2013, with total unique visits totaling 374,895.
- Lodging tax collection was \$1,200,049 in 2013, down slightly compared to 2012.
- The average daily rate in Grand Junction in 2013 was \$80.35, compared to \$80.75 in 2012 (a slight decrease of \$0.40). Average room rates in the Denver area went from \$111.78 in 2012 to \$115.09 in 2013. *(figures taken from the Rocky Mountain Lodging Report).*
- In 2013, the Sales Department issued 88 leads, up 2% from 2012. This number also includes the Front Range Sales Representative's goals. The number of group contacts made by the Sales Department was 2,676, down 6% from 2012.
- In 2013, the Visitor Center served 15,511 visitors, down slightly from 2012.
- Convention Service staff worked with 154 groups in 2013. Welcome packets, information tables, registration support, name tags and customized spouse and/or social programs continue to be well-received services. Convention Services also continued to offer the popular "attendance builder" services such as "Save the Date" postcard mailings to the client's list; electronic "Save the Date" messages have become very popular as well. Also added in 2013 was the option of a customized group web page that is housed on the VCB's website; this has been very well-received.
- The VCB hosted approximately 22 media FAM trips (familiarization) with approximately 53 writers/journalists/photographers in 2013, as compared to 42 writers in 2012.
- The Media Relations Contractor garnered an estimated 8,205,980 impressions in 2013, a 10% increase over 2012. This editorial was found on websites, magazines, newspapers and broadcast.
- A digital billboard debuted near Times Square in New York City from February through April 2013. This was a partnership between the VCB and Grand Junction Economic Partnership.
- The redesigned mobile website, m.visitgrandjunction.com launched in August 2014.
- The VCB began working on two cooperative projects in 2013. The Ski, Stay & Play lodging and lift packages with Powderhorn Mountain Resort and a golf advertising campaign in partnership with Tiara Rado and Redlands Mesa Golf Courses.
- In 2013, the Sports market generated the largest number of sales leads issued, followed by SMERF (Social, Military, Education, Religious and Fraternal) and Association. The local community continues to be the top source of sales leads generated, followed by Tradeshow and Membership.



- The average group size of confirmed business (these reflect not only meetings, but sporting events, reunions, weddings, etc.) in 2013 was 313 compared to 213 in 2012, with an average stay of 2.35 days, which was slightly less than 2.46 nights in 2012.
- The Sales Team conducted ten individual familiarization tours and site inspections for Tour Operators and Meeting Planners in 2013, up from seven in 2012 (this does not include the Denver Contract Sales). These numbers indicate the fluctuating business cycle of group business
- The group sales and marketing department coordinated a direct mail piece that was sent to 600 meeting planners on the Front Range. This year, the piece was an invitation to pick up peaches at one of three Denver area locations. Invitations were extended to meeting planners and tour operators resulting in over 90 attendees. The VCB's Front Range Sales Representative offered a Sales Mission, but due to the lack of interest, it was canceled. Grand Junction lodging property sales staff, one VCB staff member, and the Denver Contract Sales Representative attended this sales event.



- The Sales Staff contracted with the CTO representatives and an NTA staff person to translate our profile into five languages (French, German, Spanish, Chinese and Japanese).
- The VCB renewed the contract with the Front Range Sales Representative in 2013 and exceeded lead goals for the year.
- In 2013, Visitor Center volunteer ambassadors assisted Convention Service with a variety of events such as Tour of the Moon, Rimrock Marathon and the Special Olympics Colorado Summer Games, as well as ushering for special events at the Avalon and leading school group field trips.
- The top six countries for international visitation to the Grand Junction Visitor Center in 2013 were Canada, Australia, Germany, Japan, the Netherlands, and the Czech. Republic.
- The Visitor Center hosted several local school groups and Friendship Force for training on all the great things to do in the Grand Valley. Many more organizations and non-profits have been invited to use the Visitor Center in 2014, such as writing and poetry reading groups, as well as area artists.
- The VCB staff and board personally delivered the 2013 visitor guides and maps to over 50 lodging properties and selected attractions.
- New in 2013, in recognition of National Tourism Week, the VCB staff hosted an Attraction Open House for all lodging properties' staff and VCB volunteers to provide the opportunity to learn more about local attractions and events available to Grand Valley tourists.



GRAND JUNCTION VCB 2012-2014 GOAL REVIEW

Category	2012 Goals	2012 Actual	2013 Goals	2013 Actual	2014 Goals
Lodging Tax	\$1,171,889	\$1,216,350	\$1,212,905	\$1,200,049	\$1,285,376
Brochure Fulfillment	6,888	5,779	6,000	5,495	5,800
Visitor Center Visits	19,200	18,033	19,000	15,511	16,000
Sales Leads	92	86	88	88	91
Convention Groups	127	125	128	154	132
Unique Web Site Visits	253,800	236,477 (Due to technical issues, the month of September was unable to be reported in total)	248,301	374,895	393,640
Economic Impact of Sales/Convention Groups	\$5,410,887	\$3,041,265	\$3,132,503	\$2,448,663	\$2,534,366

Note: The GJVCB began using the DMAI (Destination Marketing Association International) Economic Impact Calculator for meetings in 2013. A personnel change in the Convention Services Coordinator position may have resulted in a variance of goal tracking beginning in March 2013.

LEISURE VACATION TRAVELER MARKETING OBJECTIVES

WHO

The Leisure Vacation Traveler includes in-state, national, and international visitors. The majority of Grand Junction's leisure travelers arrive by car from the Front Range and have been to Grand Junction more than seven times.

STRATEGIES AND TACTICS

- Implement a new online booking engine in Q2 offering book direct options available on VisitGrandJunction.com to leisure travelers and then take full advantage of monthly analytics to shape future marketing messages.
- Put into the marketplace the new 2014 campaign, **#shareGJ**.
- Expand the reach and increase the number of followers on social media outlets by continuing to engage them with personal messages, photos, videos, experiences from staff, and offering incentives from local partners where appropriate.
- Regionally promote overnight stays through Special Events funding recipients (16 events were funded in 2013).
- Maintain resources for public and media relations efforts to achieve more recognition of Grand Junction in-state, regionally, and in Utah markets (i.e. Winefest, Front Range Peach Promotion).
- Send six consumer e-zines to drive traffic to website and build awareness for events and attractions. In addition to e-zines, push out two one page promotional or response emails highlighting special events, travel deals, and/or weather.
- Distribute 75,000 Visitor Guides throughout Colorado and Colorado State Welcome Centers, visitor information centers, area attractions, area hotels, and trade shows, as well as in response to advertising inquiries.
- Track all online advertising using campaign codes to assess signals of intent to travel and overall success.
- Continue niche promotions and packages to include special themes of golf, wine touring, peach packages, and outdoor adventure. Maximize public relations and social media efforts in promoting these packages, including the use of sweepstakes and promotions on Facebook through the use of Woobox.
- Initiate new packages and update existing packages from lodging partners to be listed on the VCB website to encourage overnight stays.
- Continue to "pitch" regional and national travel writers to develop story ideas that best represent the touring market's interest.
- Continue to use the Colorado Tourism Office PR Team as a resource and partner in media pitching and inclusion in their press releases where applicable.
- Continue the print and free distribution of the color version of the Visitor Guide map for use by the visitor center, lodging properties, retail shops, and restaurants to direct tourists around Grand Junction.
- Coordinate and attend the Denver Golf Expo with area golf and lodging partners. Follow-up with Golf Expo attendees and our database of golfers by sending an e-zine promoting the golf packages.
- Utilize monthly industry eNewsletters to local partners and travel industry stakeholders in order to garner increased participation and open communication.



GROUP MEETINGS & CONVENTIONS MARKETING OBJECTIVES

WHO

The Group Sales Department focuses on attracting groups reflecting the following profile of market segments: SMERF (Social, Military, Educational, Religious, Fraternal); Corporate; Government; Association; Incentive; Sports.

The meetings and convention groups the VCB targets are primarily from Colorado and the surrounding region. Grand Junction's competition continues to be other Colorado cities, resorts and regional states. Group lead time varies from one week to five years.

STRATEGIES AND TACTICS

- Use a combination of telemarketing, mailings, and email to make "direct contacts" with meeting planners, primarily in Colorado and the Rocky Mountain region.
- Maintain memberships in selected organizations related to meetings and conventions.
- Attend and participate in tradeshows, sales missions and sales events to increase the awareness of Grand Junction as a meetings destination.
- Continue to promote Grand Junction on the internet by updating content and responding to inquiries made through the GJVCB website. Advertise in selected publications to reach target markets.
- Continue the increased emphasis on telemarketing prospective clients in the GJVCB database (over 3,000 records represent all markets).
- Attend at least three state and regional tradeshows targeting meeting planners. Local lodging properties will be invited to attend with the GJVCB when possible.
- Design two to three events in Denver for a selection of qualified meeting planners. In 2014, a sales reception would have been conducted, but due to constituency input, it was decided to again hold a Peach Give-Away with more of a reception atmosphere at two locations instead of three. This will allow all partners to attend both locations for a greater sales exposure.
- Have the Front Range Sales Representative attend 15 luncheons per year at various meetings oriented associations such as Destination Colorado, Colorado Society of Association Executives, Society of Government Meeting Planners, and Meeting Planners International, with the goal of increasing awareness about Grand Junction as a meetings destination. Make 1,220 contacts per year. (The number of contacts will be adjusted according to the number of months contracted in 2014).
- Continue to work to attract the interest of additional affinity groups (i.e. car and motorcycle touring clubs, biking clubs, equestrian groups, and religious groups).
- Continue to work with lodging properties that have meeting facilities and Two Rivers Convention Center to target larger groups who will use the Convention Center and multi-lodging properties.
- Coordinate meeting planner site visits with local lodging properties with the goal of persuading two to four qualified meeting planners to visit Grand Junction throughout 2014.



- Coordinate pre-emails to meetings tradeshows that will provide a list of attendees before the show to stimulate booth traffic.
- Coordinate a meeting planner direct-mail campaign that will be sent to the GJVCB database.
- Continue advertising in Colorado Meetings and Events Magazine. Continue online marketing on the Destination Colorado website.
- Execute one electronic e-zine through Miles Media designed for meeting planners.
- Work with publications for free listings and editorial in major meetings publications, directories, and websites.
- Hold quarterly coffees and sales meetings with local lodging properties to enhance open-ended communication in order to work effectively together.
- Mail out the 2014 Grand Junction Official Visitors Guide to all meeting clients in the GJVCB database.
- Develop public relations strategies for obtaining print coverage in meeting publications.
- Coordinate a Grand Junction sales team familiarization tour of local attractions and sites to enhance the knowledge and ability to sell Grand Junction as a destination.
- In 2014, the Group Sales Department will attend and assess the Small Meetings Market Conference that will be held in Phoenix, Arizona.
- In order to increase the number of RFP's in 2014, the VCB has purchased an enhanced listing on the CVENT website. This enhancement includes a banner ad on the Estes Park page, two featured articles, a "Submit RFP" button, destination profile, additional images and listings of area tourism partners.
- In an effort to make it easier and economical for restaurants, the VCB designed and distributed a new coupon page to be included in welcome packets when requested.



GROUP TOUR & TRAVEL MARKETING OBJECTIVES

WHO

The group sales department focuses on working with tour operators, wholesalers, receptive/incentive operators, and travel agents to bring domestic and international group travelers through motorcoach, FIT (foreign independent traveler), fly/drive, special interest and student travel. The competition for this business is the WORLD! Group market planning lead time typically runs one month to a year-and-a-half.

STRATEGIES AND TACTICS

- Use a combination of telemarketing, mailings, and email to make “direct contacts” to tour operators.
- Attend and participate in tradeshow and sales missions to increase the awareness of Grand Junction as a tour destination – bringing Grand Junction to them. Both domestic and international.
- Continue to promote Grand Junction on the internet by updating content and responding to inquiries made through the GJVCB site.
- Retain memberships in National Tour Association, U.S. Travel Association, Tour Colorado, and Grand Circle Association.
- Coordinate two to four domestic and international familiarization tours with the Colorado Tourism Office, Tour Colorado, and the Grand Circle Association, with the goal of obtaining two to four new tour programs.
- Mail out the 2014 Visitor Guide to all tour and travel contacts in database.
- Execute a tour and travel e-zine through Miles Media.
- Place an insert in the 2014 NTA Tour Operator Profile notebook, and advertise in Colorado International Destination Travel Guides coordinated by the CTO in the UK, France, Japan, Mexico, and Germany. Develop an email that will target primary international contacts to encourage new product development and appointments at Go West Summit and Pow Wow.
- Advertise in the Denver Metro CVB Planner.
- Develop PR strategies for obtaining media in tour and travel publications.
- Work with publications to promote free listings and editorial in major tour publications, directories, and websites.
- Continue to participate in the international promotions committee through the CTO to further develop the international tour and travel market segment. In 2013, the Sales Staff designed and sent a convention pre-mailer on behalf of the Grand Junction tradeshow partners to encourage further appointments at the NTA Convention.
- Direct tour operators to the newly translated profiles that were placed on VisitGrandJunction.com in 2013.



CONVENTION & EVENT SERVICES MARKETING OBJECTIVES

WHO

Convention & Event Services (CES) is part of the Sales Team. At the GJVCB, the position encompasses a broad range of sales, visitor services and event planning components. CES is a VCB team effort that benefits from the creative and organizational talents of the entire staff, including the visitor center volunteers.

For the purposes of this document, the definition of *events*, as supported by Convention Services, can include meetings, conferences, conventions, reunions, festivals, car or motorcycle rallies, sports and many others that do not fit into a specific category.

WHAT

The CES priorities include the following:

- Build a repeat client base of events to bring in more 'new money' economic impact for Grand Junction. In Sales, it is acknowledged that the best client is the one you already have. CES works first to keep those clients and then to attract new ones in niche markets not already handled by other members of the Sales Team. Each event is unique, especially to its organizer, so customized attention, although time consuming, is warranted.
- Capture a larger portion of the event production costs for the local businesses. Examples of services an event planner might need that local businesses can provide include meeting sites, catering, audio-visual equipment, printing, transportation, t-shirts, trophies, and local event organizers.
- Attract new events, either by working with local planners or by talking with established event organizers to move their event to or add another one in Grand Junction.
- During an event, increase the visits to local businesses for shopping or dining by event attendees.
- Build beneficial relationships with service and attraction (rafting companies, museums, etc.) providers to increase the 'inventory' of what Grand Junction has to attract event organizers.

STRATEGIES AND TACTICS

- Initiate early contact with organizers to begin relationship building. Make sure event organizers know they and their business are welcomed and valued.
- Fulfill whatever Bureau services were agreed upon.
- Look for opportunities for event production service contracts to be directed to local businesses.
- Support the Sales Team in preparing sales leads and RFPs, with a focus on the services and social opportunities.
- Continually assess the industry-wide convention services programs and implement new services as appropriate for this Bureau.
- Mentor event planners, if needed, to ensure they are successful based on the appropriateness of the event for our target markets and the anticipated return on investment (time and money).



VISITOR CENTER MARKETING OBJECTIVES

WHO

The Grand Junction Visitor Center provides assistance, information, and services to visitors as well as to Grand Valley residents and businesses. The Visitor Center is open seven days a week and is staffed by 90 volunteers who donate between 10,000 and 11,000 of service hours each year. The Visitor Center recruits, trains, and schedules volunteers who staff the Center, keep informational brochures in stock, assist with retail sales, and attend monthly FAMs or seminars to stay well informed. Achieving and maintaining the optimum volunteer staffing level is critical to the successful operation of the Visitor Center. Volunteers also provide assistance to groups by assembling information packets for distribution to attendees, helping at event registration, and manning welcome/information tables at events to answer questions and provide directions for out-of-town visitors.



New this year, the Visitor Services Coordinator is managing the Grand Junction Regional Airport Ambassador Desk on a trial basis. The hours of operation are being expanded to include some of the evening de-planements, and volunteers are being scheduled more in order to provide additional coverage at the information desk.

STRATEGIES AND TACTICS

- Continue to develop awareness of the Visitor Center as a resource for the community and increase referrals from lodging properties, attractions, and area businesses.
- Maintain up-to-date information that highlights the diversity of activities in the Grand Valley.
- Continue to host school groups, local community groups, and organizations at the Visitor Center.
- Maintain a high level of volunteer retention which helps ensure appropriate volunteer staffing levels necessary to serve visitors.
- Recruit new volunteers through a variety of resources, including word-of-mouth. Volunteers continue to be the best resource for new volunteer recruitment.
- Continue informational volunteer newsletters, educational tours and training to increase the volunteers' knowledge and ability to extend visitor's length of stay.
- Offer additional computer, website and Visitor Guide training for volunteers which will improve their ability to find local area attractions and assist customers with current weather and road reports.
- Maintain the Visitor Center as a geocache location.
- Continue a high level of communication with weekend volunteers through personal visits, newsletters, the volunteer information bulletin board, and phone calls.
- Continue to seek ways to convey that the Visitor Center offers services for locals as well as visitors (i.e. through news articles, media coverage, and volunteer/staff word-of-mouth).
- Explore community partnerships which will help increase Visitor Center visits.
- Continue to share information and ideas with other visitor centers.
- Expand the hours at the Grand Junction Regional Airport Ambassador Desk to provide service during evening de-planements.
- Expand the number of volunteers serving the Airport Ambassador Desk to be able to fill vacant slots for volunteers who are sick or on vacation.

PUBLIC RELATIONS AND MEDIA MARKETING OBJECTIVES

**Contract with Ore Communications*

WHO

The Public Relations and Media Marketing program maintains relationships and generates interest to publications and independent travel writers outside of Grand Junction both nationally and internationally. Publications and individual travel writers, general interest writers, and bloggers are contacted in a variety of ways including through in-person visits, desk side meetings, telephone calls, media releases, social media, and lead follow-up.

STRATEGIES AND TACTICS

Objectives

- Identify and work target markets in line with Grand Junction's key target markets.
- Host eight qualified media writers/bloggers through winter, summer press trip and one-on-one trips.
- Determine ROI by obtaining monthly impressions from PRWeb postings and Google analytics. Goal is see a spike in web visits during the distribution stage.

Strategy

Focus messaging, trips, and all work in identified, prioritized target markets (demographic and geographic):

Geographic

- Colorado/Front Range
- Texas (Dallas/Houston)
- Arizona (Phoenix)
- Utah (Salt Lake City)

Demographic

- Age range from 35 plus with income of \$50,000 plus

Groups

- Girls Getaways
- Families
- Guys Trips
- General leisure travel

Tactics

1. Pitch proactively based on identified target markets, working to:
 - a. Include Grand Junction in already assigned articles
 - b. Develop destination, adventure and event story ideas
 - c. Develop summer/winter event calendar for distribution to publications with calendar of events (need to receive full info on events four to six months out for inclusions in magazine)
 - d. Develop topics, spokespersons for potential contributed articles on industry trends.
 - Wineries
 - Monument
 - Orchards
 - Agritourism
 - Meetings
 - Activities
 - Shopping
 - Dino digs (history)
 - e. Identify appropriate travel bloggers and blog when appropriate
 - f. Identify internet sites focused on travel
2. Develop three news releases – Produce a series of news releases focusing on target markets. Leverage with special events, packages, trends and seasons.
 - Romantic Getaway
 - Top Places for Peach Deserts
 - Unique Convention Food

3. Respond to journalist queries through multiple sources, broadening the funnel of media opportunities.
 - a. Colorado Tourism Office (CTO)
 - b. ProfNet – subscribed media service
 - c. HARO (Help a Reporter Out) – subscribed media service
 - d. Society of American Travel Writers (SATW)
4. Host two/three bloggers who will blog and utilize social media such as Facebook, Twitter, Instagram and Pinterest to highlight their visit to Grand Junction.

Media Materials

1. Update press kit; post on newly updated press room page of VCB website. Press kits will be distributed to hosted media and to fulfill individual requests on flash drives.

Regional/National Media Trips

Note: All trips will be sponsored through Ore Communications, which provides more media outlets at a discounted rate (with the exception of Texas)

1. Texas (Dallas and San Antonio)
2. Salt Lake City
3. SATW Media Marketplaces – one
4. New York

Media Visits to Grand Junction

1. Host one winter and summer press trip with four to six members of the media
2. Work with CTO on any upcoming media trips
3. Host individual writers through leads generated

Social Media PR Plan

Facebook:

Work with GJVCB staff to create and post the following entries on FB

- News releases – Create posts and links to all news releases

Re-purpose articles – Create posts and links to all published articles

Video Channels (YouTube and others):

Work with GJVCB to help secure high-quality video to upload to video channels

- Identify quirky and funny events, determine type of coverage to film, how to edit.
- Solicit local residents and visitors to send in video for GJVCB to review/post.
- Contest – Per above, design contest for best GJ videos (e.g., funniest activity, most scenic, etc.).

Twitter:

Work with GJVCB on posts and links (with software to convert long links to short, tweet-friendly ones) on:

- News releases
- Published articles

Other Media Ideas:

- Wine-tasting – Bring Western Slope wines to Front Range
- Ore Communications Salt Lake City and Denver Event
- Identify and interview Grand Junction Visitor Center volunteers who can talk about trends and share information
- Develop a list of activity experts who could contribute to the VCB's social media efforts and website content.

WEBSITE AND INTERNET MARKETING OBJECTIVES

WHO

The website is the most broad-based marketing medium the bureau uses. It is used by staff to assist inquiries over the phone and by every demographic traveling today. Website use is not limited to leisure travelers; it also services travel writers, meeting planners and other destination marketing organizations. It must always remain competitive and cutting edge while maintaining the ability to have tools that answer questions for the novice user as well as the savvy traveler.

STRATEGIES AND TACTICS

- Improve performance of key Signals of Intent to Travel (SITs).
- Grow the opt-in visitor and trade email database by at least 2% during 2014. Increase overall site traffic by 5%. Growth will be attributed to emphasis on search engine optimization, e-newsletters, and using the new content provided by PILGRIM.
- Integrate new online booking engine on desktop and mobile sites.
- Continue to improve mobile website.
- Create a way for guests and industry partners to export the events page via excel.
- Continue to utilize the Facebook, YouTube, Pinterest, Instagram and Twitter social media feeds on the VCB's website.
- Utilize campaign tracking codes and analytics to better determine the ROI of various social media outlets and online advertising campaigns
- Prepare, publish, and deploy at least eight promotional emails and newsletters. Continue to gather organic email addresses through trade shows, events and the Visitor Center.
- Integrate new landing pages to compliment specific advertising campaigns.
- Upload the lodging statistical report on a monthly basis so that area media and partners can access the information in an easier and a more timely fashion.
- Continue to monitor and update keywords through BrightEdge SEO.
- Increase content development through interviews, videos and creating original articles. New in 2014 – create "itinerary" content for families, girlfriend getaways and more.
- Create virtual eGuides for the Visitor Guide and the Touring Wine Country brochure.



WEBSITE MARKETING PLAN

**Contract with Miles Media*

	<u>Month</u>	<u>Year</u>
<p>Site Hosting Includes: Hosting of both VisitGrandJunction.com and m.VisitGrandJunction.com on load balanced servers, bandwidth, daily backups, DNS, weather data feed and server management in Tier 1 secure hosting facility.</p>	\$900	\$10,800
<p>Maintenance & Strategic Services Retainer Includes day to day general contact management via email or phone with Miles, maintenance, copy changes, photo updates, typo fixes and other small maintenance items. Strategic services and consulting retainer for use at any time by the VCB.</p>	\$1,200	\$14,400
<p>Advanced Web Analytics Monthly reporting via Google Analytics – includes monthly analysis report by Our web analyst team and three hours per month to make small adjustments to the site as dictated by the analysis.</p>		\$8,500
<p>E-Zine Content, Segmentation, Delivery & Reporting Includes content for eight promotional emails and construction of HTML shell for email for each mailing, complete testing via our SLP (SPAM, Legibility and Proofing) process, list maintenance, per email deployment fees, email deployment and performance reporting per email sent. For 2014, Miles plans to conduct six regular monthly email deployments and two promotional email deployments that might include special offers for packages, announcements from Grand Junction or invitations to special events. The VCB and Miles will also review current design and plan for a re-engagement email to encourage subscribers to identify content preferences for future list segmentation.</p>		\$20,750
<p>BrightEdge SEO License, Reporting and Updates Includes annual license for BrightEdge search engine optimization tool, monthly review by Miles editorial and analytics staff, changes to content and meta data to respond to search engine algorithm updates and a quarterly report indicating keyword movement in search engines Google, Yahoo and Bing. For 2014 Miles will recommend new keywords for optimization based on historic performance so that the VCB can improve its ranking for new/expanded terms such as western Colorado hiking, Grand Mesa ,etc.</p>		\$13,250
<p>Virtual Guide Creation and Hosting Includes creation and annual hosting of two virtual guides for use on VisitGrandJunction from existing InDesign files, as provided by the VCB. Virtual guides include the 2014 Visitors Guide, 23 Ways, and the Wine Country Touring Map.</p>		\$1,250
<p>GetSmart Content Includes analytics review to recommend audience segments available for custom content display, creation and implementation of custom content units on the site, A/B testing of photography and messaging, monthly optimization and reporting, and GetSmart licensing.</p>		\$17,500

<p>Custom Niche Content (Direct to Visitors) Includes the creation of niche content – whether in the form of eGuides, custom email deployments or a content hub – that will be sent to users upon request and provide an overview of all content available in that topic. Miles will research available options and topics, create all necessary files and implement the solution.</p>	<p>\$15,150</p>
<p>Content Development Includes written editorial content for the website based on changing search-engine algorithms, strategic marketing initiatives such as providing expert-level content for repeat users/niche audiences, and to fill gaps in either keywords or types of content such as itineraries, top ten lists, must-dos and first-person articles that reach all aspects of the destination. Miles will provide a content plan in Q1 identifying content opportunities and recommendations to the VCB.</p>	<p>\$18,400</p>
<p>Site Improvements and Upgrades Includes development updates to the website not included in monthly maintenance. This includes projects determined by the VCB on an ‘as needed’ basis throughout the annual contract term. Items on the docket include a new calendar of events interface in Q1/Q2.</p>	<p>\$16,000</p>
<p>Google AdWords Management and Media Costs Includes transition of existing AdWords account, campaign analysis and recommendations for 2014, implementation and management of Google AdWords campaigns and all media costs associated with the buy. No mark-up will occur on media expenses.</p>	<p>\$24,000</p>

TOTAL CONTRACT WITH MILES MEDIA IN 2014: \$160,000



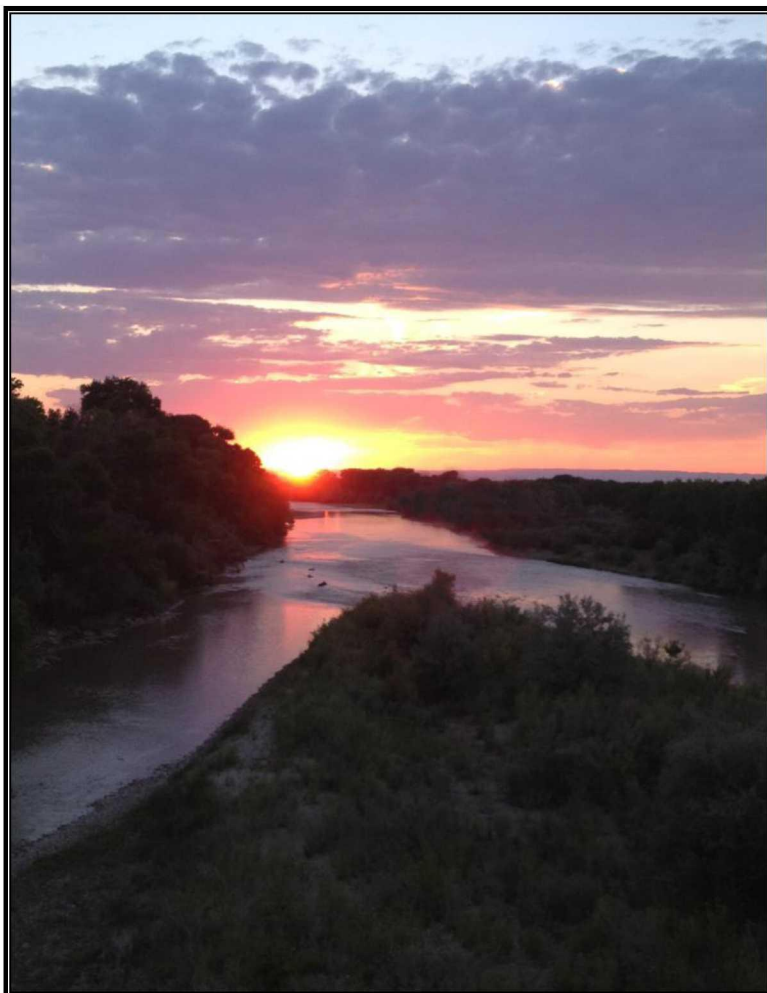
COMMUNITY RELATIONS MARKETING OBJECTIVES

WHO

This program educates residents, businesses, and clubs of the Grand Valley about the importance of tourism to the economy as well as the complimentary professional services the GJVCB provides.

STRATEGIES AND TACTICS

- Produce the first Travel and Tourism Annual Breakfast
- Produce the first Annual Report
- Offer several educational workshops, “2014 Educational Seminar Series”, for industry partners throughout the year in order to keep them engaged and connected with the VCB (i.e. OTA revenue management, social media, marketing content and PR seminars).
- Continue weekly events segment with the KKCO Channel 11 noon news show.
- Continue to write and send press releases to local media about VCB awards, industry news, and changes.
- Attend meetings and/or request speaking engagements for GJVCB staff to present the economic impact of tourism in the Grand Valley.
- Continue to attend and partner with DDA and their members on promotions.
- Solicit and promote the VCB website calendar as the “most complete” online calendar in the Grand Valley.
- Encourage area event organizers to apply for Special Events Marketing Assistance. This allows the bureau to align itself locally in addition to providing an expertise that new event planners, often times made up of volunteers, may not possess.
- Maintain staff memberships in area civic organizations and volunteering with non-profit organizations.
- Maintain staff membership with MCCOA (Mesa County Communications Officer Association), volunteering time on various committees including the non-profit committee.
- Act as chair of the non-profit committee for MCCOA.



2014 VCB TRADESHOW SCHEDULE

Market Segment: Meetings and Conventions

Denver Monthly Meeting Organizations

Monthly

Denver, CO

Description: The Grand Junction Front Range Sales Representative attends monthly meetings of the Colorado Society of Association Executives (CSAE), Society of Government Meeting Planners (SGMP) and Meeting Planners International (MPI).

Denver Events with Meeting Planners/Tour Operators

2014

Denver, CO

Description: The Front Range Sales Representative and the VCB will be coordinating one to two events for qualified meeting planners and tour operators which could include a meal or fun activity. Dates and locations are to be determined. Cost: Travel expenses and possible fee.

Tourism Day at the Capitol & Legislative Reception

January 27

Denver, CO

Description: Hosted by the Colorado Tourism Office, the event includes briefings from the CTO on state-wide issues, information on upcoming legislation that could impact the industry, and provides an opportunity to meet with Colorado legislators.

Meetings Industry Council

March 12

Denver, CO

Description: This is an annual show that targets meeting planners and corporate travel planners from several Denver associations such as CSAE (Colorado Society of Association Executives), PCMA (Professional Conference Management Association), and MPI (Meeting Planners International), RMBTA (Rocky Mountain Business Travel Association).

CSAE Annual Conference

June 11-13

Snowmass, CO

Description: CSAE holds an annual conference for its membership, which includes association executives and suppliers.

Governor's Conference on Tourism

October 29-31

Westminster, CO

Description: The annual Governor's Tourism Conference offers an ideal environment for tourism experts and industry leaders to explore avenues to build upon past successes and discuss future directions.

SGMP Educational Conference

October 10

Vail, CO

Description: SGMP (Society of Government Meeting Planners) is a non-profit professional organization of persons involved in planning government meetings – either on a full or part time basis. This is an annual educational conference for both suppliers and meeting planners of the Rocky Mountain Chapter.

Destination Colorado Front Range Tradeshow

December 2014

Denver, CO

Description: Destination Colorado produces its own Front Range trade show, targeting meeting planners across the Front Range. This trade show provides the perfect opportunity to meet with planners interested in booking business in-state. Website is desinationcolorado.com *You must be a member to attend this show.

Market Segment: Domestic Motor coach/Packages Travel

National Tour Association

February 16-20

Los Angeles, CA

Description: NTA is the largest packaged travel association in the world with nearly 4,000 members made up of tour operators, receptive operators, and suppliers. *You must be a member to attend this tradeshow.

Market Segment: International Tour and Travel

Go West Summit

February 24-27

Tacoma, WA

Description: The Go West Summit is a marketplace that brings together unique suppliers from the Western U.S. with international tour operators looking to expand their group tours and individual leisure travel in the American West region.

POW WOW

April 5-9

Chicago, IL

Descriptions: Pow Wow is the largest international travel tradeshow in North America with approximately 4,000 attendees.

Market Segment: Consumer Tradeshows

Golf Expo

February 7-9

Denver, CO

Description: This annual show provides an opportunity to meet over 11,000 consumers interested in Colorado golf destinations. Booth representatives from area properties must have a golf package on the VCB website to participate and each participant works two shifts at the tradeshow booth.



2014 MEDIA / ADVERTISING PLAN

**Contract with PILGRIM*

Campaign Promise:

In 2013, we focused a large portion of our efforts on developing content. This year we want to shift our efforts a bit and remind people why Grand Junction should be their next destination. Grand Junction is a destination best when shared. Whether you are here for the vineyards and wineries, national parks and forests, fine dining, breweries, distilleries, or the chance to participate in outdoor activities (from biking, golfing, rafting, paddle boarding, float trips) – it is best experienced with others and Colorado Wine Country offers an experience too good not to share.

Target Audiences:

- Our **primary target audience** is Leisure Travelers from the Front Range. These are travelers who range in age from 25-54, with a slight skew towards the younger, 25-49 age range. We are targeting both male and female travelers, with a skew towards wine and outdoor-activity enthusiasts.
- Our **secondary target audience** is Groups & Meeting Planners. They are looking for places to plan meetings, small conferences, group tours, weddings and family reunions that offer their guests ideal bonus activities outside of the business/meeting space.

Objectives:

Attract potential visitors by showing target audience what Grand Junction has to offer and convince them that Colorado Wine Country is the perfect place to go on that next trip.

Key Insights:

- Colorado Wine Country is an experience best when shared.
- Slow down and take time to enjoy your travel experience with those closest to you.
- Grand Junction offers a place for people to spend time together in a destination you want to spend time in.
- Enjoy the Benefits of Travel: “Travel Effect”



RECAP OF 2014 MEDIA BUDGET

*Contract with PILGRIM

		ESTIMATED FEES + EXPENSES		
Project Description	Job Description	Agency Fees Estimated	External Expenses Estimated	Total Estimated
MEDIA PLACEMENTS	1 Leisure Travelers and Groups	\$0.00	\$192,000.00	\$192,000.00
	2 Misc. Expenses	\$0.00	\$9,000.00	\$9,000.00
	TOTAL	\$0.00	\$201,000.00	\$201,000.00
OVERALL DELIVERABLES	3 2015 Visitor Guide	\$9,600.00	\$150.00	\$9,750.00
	4 2015 Rip-and-Read Map Updates	\$2,400.00	\$4,000.00	\$6,400.00
	5 2014 Creative Concept & Development	\$15,000.00	\$140.00	\$15,140.00
	6 Promotional Strategy Development	\$1,200.00	\$0.00	\$1,200.00
	7 Promotional Creative Integration	\$4,800.00	\$1,500.00	\$6,300.00
	8 Online Conversion Study	\$3,000.00	\$450.00	\$3,450.00
	9 2015 Strategic Planning	\$3,500.00	\$0.00	\$3,500.00
TOTAL	\$39,500.00	\$6,240.00	\$45,740.00	
PRODUCTION	10 Print Ad Production, Resize and Trafficking	\$5,500.00	\$100.00	\$5,600.00
	11 Online Banner Ad Production	\$10,000.00	\$2,500.00	\$12,500.00
	12 Video Talent Renewals	\$360.00	\$500.00	\$860.00
	13 Website Landing Pages	\$4,500.00	\$3,000.00	\$7,500.00
	14 Out-of-Home Production	\$2,500.00	\$2,500.00	\$5,000.00
	15 Radio Production	\$2,500.00	\$0.00	\$2,500.00
TOTAL	\$25,360.00	\$8,600.00	\$33,960.00	
GROUPS	16 Event-Specific Direct Mail	\$8,000.00	\$3,000.00	\$11,000.00
	17 2015 NTA Publication Insert	\$1,200.00	\$500.00	\$1,700.00
	TOTAL	\$9,200.00	\$3,500.00	\$12,700.00
MONTHLY MANAGEMENT	18 PILGRIM Account Retainer	\$45,600.00	\$0.00	\$45,600.00
	19 PR Management: Ore Communications	\$0.00	\$36,000.00	\$36,000.00
	TOTAL	\$45,600.00	\$36,000.00	\$81,600.00
GRAND TOTAL		\$119,660.00	\$255,340.00	\$375,000.00

GJVCB 2014 BUDGET

Operating Supply	15,467
Postage/Freight.....	24,000
Maintenance & Repairs	8,500
Printing/Publications.....	6,000
Advertising	215,945
Telephone	8,578
Mileage Reimbursement.....	600
Training	10,300
Travel.....	50,400
Dues	14,155
Contract Services	568,266
Community Participation	1,500
Special Events	35,000
Liability Insurance	962
Data Processing.....	68,813
Interfund Charges	64,270
Fleet Accrual Replacement	5,576
Cost of Goods Sold	1,500
Utilities Electric	7,500
Utilities & Gas.....	1,700
Utilities Energy Contr	1,767
Utilities Water/Trash/Sewer/Cable/Internet	4,185
Total Operating Expenses	\$ 1,114,984
Total Labor and Benefits	\$ 821,962

TOTAL EXPENSES

\$ 1,936,946



2014 EXPENDITURES & REVENUE

2014 Expenditures

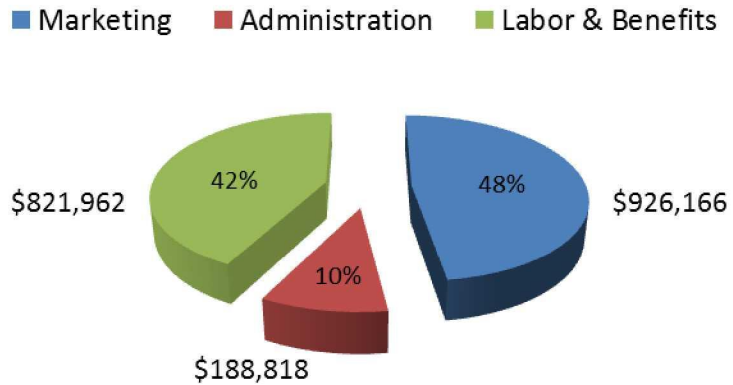
Marketing \$ 926,166

Administration \$ 188,818

Labor & Benefits \$ 821,962

Total Expenditures \$1,936,946

2014 Expenditures



2014 Revenue

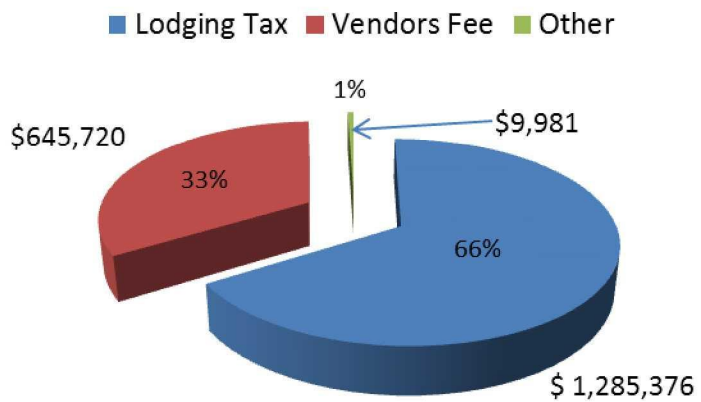
Lodging Tax \$ 1,285,376

Vendors Fee \$ 645,720

Other \$ 9,981

Total Revenue \$1,941,077

2014 Revenue





Grand Junction Visitor & Convention Bureau
740 Horizon Drive
Grand Junction, CO 81506

970-244-1480

www.VisitGrandJunction.com



[Facebook.com/VisitGrandJunction](https://www.facebook.com/VisitGrandJunction)



[Twitter.com/VisitGJ](https://twitter.com/VisitGJ)



[Instagram.com/VisitGrandJunction](https://www.instagram.com/VisitGrandJunction)



[YouTube.com/VisitGJ](https://www.youtube.com/VisitGJ)



[Pinterest.com/VisitGJ](https://www.pinterest.com/VisitGJ)



July 21, 2014

GRAND JUNCTION VISITOR AND CONVENTION BUREAU

RE: REQUEST FOR QUALIFICATIONS – Public Relations Contract

To the Board of Directors:

Thank you for providing Ore Communications, Inc. the opportunity to submit our public relations qualifications to the Grand Junction Visitor and Convention Bureau. We have thoroughly enjoyed working with the GJVCB staff and board for the last 13 years and are very interested in continuing the relationship for the next five years and beyond.

As a full-service public relations agency, we take pride on our quality of work, attention to detail, results-driven approach and relationship-building skills. Our team offers more than 65 combined years of experience, specializing in hospitality and travel.

During the time we've worked with the GJVCB we have garnered more than 300 million impressions resulting in an advertising equivalency of \$5,000,000. We have established a strong foundation for the GJVCB and we have the skills and know-how to take it to the next level.

Your principal account contact would be Gaylene Ore:

Ore Communications
President/Account Executive
PO Box 1273
Granby, Co 80446

Gaylene Ore and Caitlin Johnson would be authorized to make presentations on behalf of the firm.

Thank you for your consideration of Ore Communications; we would be honored to continue to represent the GJVCB

Sincerely,

Gaylene Ore
President/Ore Communications, Inc.

Question #1: Agency Overview: Introducing Ore Communications

Ore Communications, Inc. is a 15-year-old Colorado-based public relations company specializing in regional, national and international media relations, strategic communications and message development for the tourism and hospitality industry. The firm was founded by Gaylene Ore, based on her 25 years of marketing, sales and public relations management experience in the resort and tourism industries.

Specialized Practice

Since we have chosen to specialize our practice around the industry we love, we are passionate about what we do. As experts in the field, journalists continuously seek us out for ideas and stories. We come with built-in relationships not only with key editors, but also with the myriad of freelancers who produce content for top outlets.

We are active members of the key industry organizations including Society of American Travel Writers (SATW), Adventure Travel Trade Association (ATTA) and Travel Blog Exchange (TBEX). We regularly attend the organizations' conferences and events to not only represent our clients amongst top-tier active editors, journalists and influencers, but also to ensure that we maintain a pulse on the very latest news and happenings within the industry.

Proactive Media Relations

We don't wait for journalists or trends to come to us. Our team of pitching pros is constantly on the phone with top editors and freelancers covering travel, tourism, lifestyle, adventure, outdoors, culinary, arts, culture, history/heritages and much more.

Core Competencies

- Develop and implement strategic public relations programs that integrate with an organization's marketing, branding and overall business planning efforts.
- Build brand awareness and credibility through local, regional, national and international media exposure.
- Create and implement effective key messages.
- Develop and implement results-oriented media relations programs by:
 - Creating and enhancing working relationships between clients and the news media in identified targeted markets that work toward the organization's business objectives.
 - Identifying newsworthy, workable story angles in each market.
 - Writing and distributing newsworthy news releases (as dictated by each client's media plan).
 - Creating newsworthy annual and seasonal media kits.
 - Providing media and spokesperson training.
 - Working with a comprehensive database of active journalists (more than 4,000 contacts).
 - Planning and hosting media visits to a clients' destination.
 - Planning and hosting media receptions and desk-side visits in key markets.
 - Integrating social and digital communications into traditional public relations plans.
 - Build creative consumer-facing promotions and partnerships including trip giveaways, catalog/magazine photo shoots and TV/Radio partnerships.
- Recommend, develop and implement, as needed, appropriate programs for additional publics (e.g., members, customers, investors, employees, vendors/suppliers).
- Develop and implement crisis communications plans. We maintain extensive experience in crisis communications planning, training and implementation. Understanding that a "crisis" is simply a non-routine event, and can be positive or negative, our experience includes work with:
 - Particularly large or otherwise significant new contracts and other business developments
 - Blizzard, fire, tornado, flash flood, other natural disaster

- Litigation
- Embezzlement
- Act of terrorism

All crisis communications work is conducted in collaboration with senior client management and involves organized, timely, proactive, straight-forward strategy and communication with all publics.

Mission Statement

Ore Communications' mission is to support and promote media coverage for its clients through cost-effective and results oriented programs.

Values

- Integrity
- Honesty
- Adherence to Public Relations Society of America (PRSA) Code of Ethics
- Cost-awareness
- Effectiveness

Question # 2: Client References

Grand County Colorado Tourism Board

Promote the five communities of Grand County which include:

- Winter Park/Fraser Valley – home to one of the state’s largest ski resorts in the winter, 600 miles of hiking and biking trails in the summer.
- Hot Sulphur Springs – natural hot springs resort.
- Granby – home to four dude and guest ranches, Granby Ranch Resort and four world-class golf courses.
- Grand Lake – mountain resort community on western edge of Rocky Mountain National Park and home to the state’s largest natural lake.
- Kremmling – Old West town, serving as a base for hunting, fishing, kayaking, rafting and cattle drives.

Activities include:

- Write, edit and distribute news releases
- Host individual and group press trips
- Write quarterly articles for the local newspaper
- Attend quarterly board meeting
- Attend yearly board retreat
- Meet with chamber directors quarterly (total of 5)
- Meet with advertising and administrator quarterly
- Produce yearly work plan
- Prepare yearly budget
- Report yearly results

Creative Approach

- We have worked with several of our community partners, including Ft. Collins, Estes Park and Steamboat Springs on media co-op trips. We have found that journalists appreciate getting several story ideas out of one media visit, and it helps off-set hosting costs, which benefits all parties involved.

Budget - \$78,000

ROI – 2013

Impressions - 300,000,000

Ad Value - \$850,000

Contact: Denise DuLac

Board President

970-725-3220

parshallplace@hotmail.com

Winter Park and the Fraser Valley Chamber of Commerce

Promote Winter Park/Fraser Valley's membership base as an outdoor mecca. Focus on the brand Mountain Bike Capital USA™, Nordic and downhill skiing, Jazz Festival, and other seasonal events, horseback riding, biking, hiking, golfing, fishing and tubing.

Activities include:

- Write, edit and distribute news releases
- Host individual and group press releases
- Write social media content
- Write monthly newsletter to educate tourism industry partners about marketing and public relations tips
- Monthly conference calls with the client
- Attend yearly board retreat
- Produce yearly budget
- Report yearly results

Creative Approach

- To help build community understanding of public relations and how it benefits an area, we put together a monthly public relations update and education piece for the Winter Park & Fraser Valley newsletter. We have seen a 75% increase in business's hosting media.

Budget - \$22,000

ROI – 2013

Impressions – 3,000,000

Ad Value - \$200,000

Contact: Catherine Ross

Executive Director

970-726-4221 ext. 101

cross@playwinterpark.com

Mountain Lodge at Telluride

Promote the lodge as an exclusive, slopeside, upscale resort featuring an eclectic blend of rustic elegance and western charm. Situated at 9,500 feet in the San Juan Mountains, the resort offers private luxury cabins, condominiums, and lodge rooms.

Activities include:

- Write, edit and distribute news releases., focusing on packages, events and activities
- Monthly status calls
- Host individual trips (try to co-op with other properties/destinations)
- Produce yearly results and plan

Creative Approach

- Ore Communications hosts a client event in the Denver or NYC area. This gives the client an opportunity to showcase their destination or property on a regional/national level that may be cost prohibited to do on their own.

Budget – Varies from year to year, average \$18,000.00

ROI – 2013

Impressions – 800,000

Ad Value – \$150,000

Contact: Neil Hastings

Director of Sales and Marketing

970-369-6017

nhastings@mountainlodgetelluride.com

Additionally, members of our team have lead tourism accounts including Visit Estes Park, Aspen Chamber, the Utah Office of Tourism, Albuquerque Convention & Visitors Bureau and the Riviera Maya Destination Marketing Office with annual retainer budgets ranging in size from \$60,000-\$192,000.

Question #3: Current Clients

Ore communications is proud of its long-standing relationships with some of Colorado's most exciting resorts and destinations. We pride ourselves on our on-going client relationships and client retention. Current clients include:

- Delta County Tourism Board – Since 2007
- Dude and Guest Ranches of Grand County – Since 2000
- Granby Ranch – Since 2014
- Grand County Tourism Board – since 1999
- Grand Junction Visitor & Convention Bureau – Since 2001
- Mountain Lodge at Telluride – Since 2007
- Sweetwater County – Since 2011
- Winter Park/Fraser Valley Chamber- Since 1999

Additional Client Experience

For the last 15 years Ore Communications primary focus has been on the travel and tourism industry. Members of our team have represented numerous additional Colorado-based clients including the Colorado Tourism Office, Visit Estes Park, C Lazy U Guest Ranch, Colorado Wine Board, Visit Montrose, Mesa Very Country, Four Seasons Resort & Residences Vail, and more. Our team is deeply engrained in the Colorado tourism community and market and has contacts and relationships with key groups and organizations throughout the state. The Ore Communications team is actively involved with the Society of American Travel Writers and PRSA travel division. We also attend TBEX conventions, CTO and media receptions, TIAC and other industry events.

Question # 4: Grand Junction Visitor and Convention Bureau Team

We have crafted the perfect account team for GJVCB, a hand-picked team of tenured experts with the relationships and expertise to deliver on-going value to meet and surpass your expectations. Our team of public relations professionals has combined for more than 65 years of travel, tourism and hospitality experience. Meet your account team.

Name: Gaylene Ore

Title: President and Account Manager



Experience: A travel, tourism and consumer marketing specialist, Gaylene brings more than 25 years of related experience to her client relationships. Before starting Ore Communications in 1999, she worked as marketing and PR director for luxury resorts, Sol Vista Ski Area (previously Silver Creek) and the Winter Park & Fraser Chamber, which later became her first client.

Gaylene has worked in media markets throughout Colorado and the nation, earning recognition for companies and nonprofit organizations. She has garnered placements in major metropolitan and national newspapers and magazines, for major wire services, websites, TV and radio.

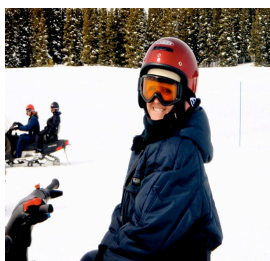
Professional Organizations: Gaylene is an active member of Society of American Travel Writers, Public Relations Society of America (PRSA) and Denver Woman's Press Club.

Education: Bachelor of Arts from Hastings College in Nebraska.

GJVCB Role: For the GJVCB, Gaylene will serve as the day-to-day contact, account manager and hands-on senior-level counsel. She will lead press trips, review all communications material and conduct pitching with key media

Name: Caitlin Sullivan Johnson

Title: Account Supervisor and Denver Media Coordinator



Experience: Specializing in media relations, client management and strategy, Caitlin brings 10 years of public relations, marketing and communications experience to the Ore Communications account team. Caitlin most recently served as a senior account director for Turner PR's travel & tourism division, providing strategic counsel in client, media and community relations, as well as crisis management, digital media integration, partnerships and special events, all while securing coverage in top-tier national and regional outlets. She led accounts including the Utah Office of Tourism, Riviera Maya Destination Marketing Offices, Cheyenne Convention & Visitors Bureau, Albuquerque Convention & Visitors Bureau, REI Adventures, Travaasa Experiential Resorts, and more.

Prior to her time at Turner PR, Caitlin was an account supervisor with MMG Mardiks where she served the account lead for the Colorado Tourism Office. There, she provided strategic counsel in media relations, branding and event marketing, as well as developed and executed communications efforts including press trips, strategic partnerships, special events and written collateral. She also managed relationships with members of the tourism industry across Colorado.

Caitlin joined the Ore Communications team in 2014, after years of working together with co-op trips through Turner PR and the CTO.

Professional Organizations: Caitlin is a member of Public Relations Society of America (PRSA), Adventure Travel Trade Association (ATTA) and the Travel Blogger Exchange (TBEX).

Education: Bachelor of Science from the University of Kansas.

GJVCB Role: For the GJVCB, Caitlin will work with Gaylene on day-to-day contact, news release and pitch development. She will also be the direct Denver media contact.

Name: Christy Nielson

Title: Account Supervisor and Texas Media Coordinator



Experience: Christy joined the Ore Communications team in 2001 and has nearly 20 years of experience that spans the tourism, real estate, transportation and television news industries.

Previously, she was a PR account supervisor for PRACO, where she oversaw the Colorado Tourism Office (CTO) and the Aspen Chamber Resort Association accounts. Under Christy's leadership, her team produced \$50 million worth of advertising value each year for publicity generated and showcased Colorado tourism to more than 100 journalists at top-rated publications, such as *Conde Nast, Sunset, Family Fun, Gourmet, Cooking Light, Travel Holiday* and *Budget Travel*.

She also launched a public involvement program for the state of Kansas in her role as public involvement administrator for the Kansas Department of Transportation. Prior to entering the public relations field, Christy was an award-winning television news producer in the Wichita and Topeka, KS, markets.

Education: Bachelor of Science from the University of Kansas.

GJVCB Role: For GJVCB, Christy will handle the Texas media contacts and news release development.

Name: Jill Miles

Title: Administration/Project Manager

Experience: Jill joined Ore Communications in 1999. With more than 20 years of experience in marketing and public relations in the fields of hospitality, retail and engineering construction, her expertise is in project management and support, writing and editing.

Education: Jill holds a Master of Business Administration degree in management from the Thunderbird International School in Phoenix.

GJVCB Role: Jill will handle database management and news release distribution.

The Firm's Organizational Structure

Ore Communications operates as a virtual agency to provide clients in the travel and tourism industry the highest degree of quality, results and flexibility. By forgoing traditional agency overhead constraints, we can provide faster, more beneficial results to clients through hands-on, senior-level service at prices far lower than that of larger agencies where junior-level employees represent clients in day-to-day dealings with the news media.

All members of the team – who have worked together in varying capacities for as long as 15 years – operate as independent contractors. The Grand Junction Visitor and Convention Bureau will receive the attention of everyone at Ore Communications; the agency is fully integrated, and each person is multi-task oriented to ensure the success of each account.

Question #5: Our Process, Approach and Capabilities

We have created a “development” and “implementation” process to ensure we strategically represent Grand Junction to the media marketplace with an authentic, knowledgeable voice to achieve quality coverage.

First, Ore Communications builds a strategic plan around your marketing and business goals. After we have the information from the team and industry sources, we will utilize that information to develop a strategic PR and digital communications plan to support your 2015 and ongoing objectives. Our plan will outline strategic messaging, media targets, timeline and unique initiatives to achieve your goals.

From there, we are forever in implementation mode. Once the process is complete and the plan is approved, we execute our ongoing implementation/engagement phase. As a result of our process, you can be confident that we are speaking authentically on your behalf, and that we are on-message and on-target with reaching your key audiences. We create customized pitches for multiple and various media channels focusing on specific travel topics, trends, seasons and more. We will also create press materials including news releases, backgrounders, fact sheets and online press room updates to support these pitches.

Media Relations

Proactive Media Campaigns

Perhaps it should go without saying – but we’re going to spell it out anyway. Our goal is to generate media coverage, and the best way to do that is with tailored, proactive outreach. Our team excels at landing major coverage when we get to be creative, speak one-on-one with media and find them a perfect angle for their audience. This is where our deep industry contacts and knowledge of trends, outlets, beats and timing comes into play.

To capture the spotlight and make clients stand out amidst the highly competitive landscape, we are constantly evolving our ideas, crafting new concepts and bringing innovative experiences to the table for each client that are original AND at the forefront of what’s happening/what’s to come. We tie in pop culture trends or create slightly quirky twists on existing offerings to make sure we’re garnering media coverage without taking on huge operational investments from your organization.

Our deep relationships with media and constant communication with key editors mean that we often get insight from them about the latest trends before they go mainstream. A few examples of our ongoing conversations:

2014 Editorial Trends: What’s Hot & Not.

HOT

- **Experiential Travel**
“As has been the case for many years now, experiential travel is still a huge trend: high-end travelers care about one-off or brag-worthy experiences far more than they care about thread counts and concierge services.” – **Emma Sloley**, Freelance, *Travel + Leisure*, *Condé Nast Traveler*
- **Meetings: Authentic Sources**
“I want to hear what resorts and destinations are hearing from the meeting planners themselves. What are some of the newer things they are asking for?” – **Ann Shepphird**, Editor, *Association News*
- **Fitness On-The-Go**
“Hotels and other travel venues are providing more opportunities to work out on the road, with such in-room amenities as yoga mats and fitness videos or simple running maps to accompany arrival. Many properties are now also offering bike rental programs.” – **Cristina Goyanes**, Freelance, *Shape*, *Fitness*, *Men’s Health*

"I just did a story about sight-jogging where you take a guided 10K run through a city, and it was a huge hit with our generation. Healthy travel and rare travel experiences are huge....in my opinion." - **Kristy Alpert**, Freelance, *D Magazine*, *Modern Luxury*, *Esquire* 24

- **Local-Vore/DIY Vacations**

"Local" is on fire; every day, I'm hearing about more sites/apps connecting travelers with locals for tours/recommendations or hotels/other venues promoting local artists/designers/etc. - **Rich Beattie**, Editor, *Travel + Leisure*

"From my perspective, the latest trend in travel is geared toward the DIYer. It seems like travelers are more about collecting skills and experiences while on trips with incentives from hotels. Butcher classes, blending your own cognac, regional cooking classes to bring home some "local flavor," etc. -**Lori Stacy**, *Celebrated Living*

NOT

- **Vacation Concepts/Gimmicks: Babymoon**

"I get a lot of babymoon and girlfriend getaway pitches at *Parenting*. Both kind of cliché terms at this point." – **Christina Vercelletto**, Contributing Editor for *Parenting*, *Scholastic Parent & Child*

"My e-mail is set up to auto-delete any message that includes the terms "[blank] butlers", "[blank] moons", or "[blank]-to-table". – **Rich Beattie**, *TravelandLeisure.com* .

- **Fake Adventure**

"Destinations substituting real adventure with a zip-line park." – **Jill Robinson**, Freelance Writer, *San Francisco Chronicle*, *Washington Times*, *Every Day with Rachel Ray*

Grand Junction Visitor and Convention Bureau Program Elements

Through focused media relations outreach, we will continue to pitch and develop story angles that correlate to key areas of focus, broadening awareness of Grand Junction and its distinct assets amongst key media and, in turn, targeted demographics. National media outreach will be focused on several campaigns per year, which will include both short-lead and long-lead opportunities.

On an ongoing basis we will reach out to our extensive list of media, through both one-on-one contact and the distribution of periodic campaign-related news or "what's new" releases to increase exposure for Grand Junction, and provide a stream of news and information:

- Craft creative story ideas, themed pitches and experiences that reflect Grand Junction's distinct personality and unique features.
- Announce significant developments, new GJVCB initiated programs and signature events, key partner news.
- When there is no hard news, we'll create unique and newsworthy content through 'Top 10' lists, original programs/experiences/packages, signature items, etc.
- Continuously monitor editorial calendars and national leads for consumer opportunities and ensure inclusion in key round-up stories. We will also monitor for award opportunities and work with the GJVCB team to submit applications as necessary.

Master Pitch Calendar

We'll continue to create a dynamic calendar that maps out our pitch targets for each month. It will also include media events, receptions, press visits and media weeks. We'll keep it flexible enough to accommodate events and changes, but this master map ensures that we're giving equal attention to all of Grand Junction's dynamic stories. It will cross reference:

- **Four Seasons.** We're constantly thinking about long leads and short leads (so we're always pitching at least two seasons). More importantly, we know that the booking window for travel has changed dramatically in the last five years. There is huge last minute demand (especially for a long weekend trip), but we also want to provide inspiration for longer trips with broader booking windows (a weeklong trip with kids is usually planned a few months in advance).
- **Key Verticals.** We will focus on a select number of key media verticals during our audit process and our pitch calendar will identify when we're pitching each vertical, i.e., Adventure, Family Travel, Meetings, etc.
- **Feeder Markets.** We'll also focus on key regional markets. We'll layer in those local pubs in the master calendar, taking into account the timing of in-market events and any advertising going on in those markets.

Example Story Angles

On an on-going basis, we will pitch a number of *new and recurring* story angles, focusing on a specific theme/topic. Below is a sample of some of the angles we might pursue and example media outlets we will target.

- **Departures**
 - Opportunity: "What \$500 buys in..."
- **Travel + Leisure**
 - Opportunity: Annual Family Travel issue; pitch Grand Junction as offering an outstanding, authentic family escape
- **USA Today**
 - Opportunity: "Ten Great Places" regular travel section; pitch Grand Junction as one of "10 Great Places for an authentic adventure experience"
- **Outside**
 - Opportunity: "Weekend Escapes" story; pitch Grand Junction, as the ideal place for a 72-hour getaway full of adventure
- **Food & Wine**
 - Opportunity: The Travel Issue (June and September); pitch unique food offerings happening in the Western Slope with Grand Junction as the launch point for a foodie adventure

A sample target media list can be found in Addendum XI

Adding Social Elements to Traditional PR Pitches

At Ore Communications we take our traditional media outreach a step further by:

- Leveraging video assets to integrate social media with our PR efforts – e.g. provide links to social content that showcases visuals of the destination when pitching certain aspects (i.e. bike tours, culinary experiences, etc.); we will provide media with a link to a short video of the experience to accompany our story angle.
- Creating social visuals around a specific pitch angle/theme – e.g. for an outdoor/adventure based pitch, create a custom Pinterest board showcasing the various activities offered around the destination (best wine trails, how to spend the perfect day at the Colorado National Monument) to provide a visual reference for editors to enhance the story we're telling.

Press Visits

Understanding the difference between hosting a trip that benefits a CVB versus an individual hotel or resort is one of our major strengths. We ensure that multiple partners are included in each article, and that coverage is consistently comprised of the proper mix of vertical and regional focuses. We work closely with DMOs to craft itineraries that maximize time on the ground and showcase what the destination has to offer, while also providing the journalists free time to pursue tailored ideas and interviews with locals. In our experience this approach generates outstanding coverage.

We tie-in social elements for added exposure; including social tags for each person/host/stop on the itinerary; dedicated hashtags; Instagram photo contests among the writers, etc. In our experience, this approach generates outstanding coverage.

It is important to note that highly productive freelancers often don't want to travel on the same itinerary as everyone else, (it makes their stories harder to place if they are competing against others with the same experiences). Additionally, "A" list travel publications almost never want to travel in a pack, so we limit the amount of media we expect to bite on a similar itinerary. This quality vs. quantity approach is what sets us apart from other agencies.

Group trips can make sense for specific events or themes. Highly specialized themed trips allow media to experience unique, sometimes complex, itineraries that can be difficult to arrange for a solo traveler. They are also a time-efficient way to get multiple stories on a single theme, helping to round out a campaign.

For the GJVCB, Ore Communications will plan and coordinate four to five individual press visits and one themed group trip for national and key market media. Every FAM opportunity secured will be with an appropriate, key writer/publication that specifically caters to the destination's audience. The PR team will work to spread media visits throughout the GJVCB assets with the understanding that the relevant/timely story angles and media interest will determine the location(s) of the trip. Sample attendees on a culinary-themed itinerary (which can be executed for individuals or groups) may include:

- Elizabeth Gunnison, Freelance, <http://www.elizabethgunnison.com/>
- Geraldine Campbell, Freelance, <http://geraldinecampbell.com/>
- Kiri Tannenbaum, Delish.com (and freelance), <http://www.delish.com/cooking-shows/about-kiri-tannenbaum>
- George Semler, Freelance, <http://www.georgesemler.com/>
- Erik Trinidad, Freelance, <http://www.eriktrinidad.com/>
- Daniel Duane, Freelance, <http://www.danielduane.com/Site/Home.html>

Ore Communications will also liaise with the Colorado Tourism Office to coordinate referrals on select media visits.

In-Market Media Tours

In-market media tours (a.k.a. desk-sides) are a staple with any destination PR program. To further drive coverage in key national markets, Ore Communications will coordinate a major market media week in New York. Through the coordination and execution of a media week in New York City, Grand Junction will receive vital one-on-one interaction with top media professionals to maximize coverage opportunities, both long-lead and short-lead. These meetings will also help put Grand Junction top-of-mind as editors plan editorial content.

Ore Communications also recommends to continue to host one Denver media tour, focusing on Denver/Boulder-based editors and key freelancers that contribute not only to Front Range media outlets, but also to national publications. Building and maintaining relationships with media in the local market is vital in continuing to position Grand Junction as an ideal getaway destination and establishing the GJVCB as a vital resource.

In addition to securing media appointments and developing an itinerary for the media weeks detailed above, Ore Communications will develop copy points for each individual appointment to address the key messages that will interest the varying publications and any additional materials necessary for the appointments.

Social Media Support

Utilizing social media channels and networks, Ore Communications is able to connect with writers outside of formal pitches and client updates. We communicate with them on a daily basis about story angles, interests and even trips they're planning with their families. Social media helps us connect beyond typical business needs in a very specific, personal manner.

Social networking provides a personal, customized outlet in which to solidify relationships and share information with journalists, bloggers and consumers. It also functions in real-time, allowing us to quickly share and respond to deadlines as well as stay on top of topics the journalist is interested in. Additionally, the media landscape is changing in that breaking news shows up on social channels first and conversations via social networks produce trending topics.

To support the GJVCB, Ore Communications will provide the following:

- **Social Media Links for Journalists:** Ore Communications will provide links to any available social media channels for journalists hosted at a property and with hit announcements. Ore Communications recommends integrating GJVCB press hits into existing social platforms to create additional relationship building potential with the journalist and outlet; and increased positive exposure for the destination to consumers.
- **Online Pressroom:** Ore Communications will provide council for the GJVCB digital pressroom and update it with press materials and media hits if applicable.

News Bureau Basics

There is a vast amount of day-to-day work that happens behind-the-scenes of any successful public relations and social media program. This includes ongoing activities such as:

- **Develop and Maintain Comprehensive Media Lists:** Our team's industry specific background means that we have years worth of proprietary contacts across every vertical.
- **Monitor Editorial Calendars/Leads:** We regularly monitor editorial calendars and regional and national leads for consumer and trade opportunities to ensure inclusion in key round-up stories.
- **Follow Key Journalists/Influencers:** We ensure the resort and PR team are following key journalists' social channels to stay in front of opportunities. Follow and recommend key influencers for engagement on social channels.
- **Press Material and Web Site Updates:** Compile new information, update press materials as needed and ensure timely updates for the media room on the Grand Junction web site.
- **Write and Distribute Pitches/Press Releases:** Most press coverage is secured through targeted pitching, not press releases. Our ideas and pitches will reflect current media trends and will include select news releases announcing major news and programs and quarterly "what's new" updates.
- **Respond to Media Requests:** Respond and fulfill all incoming media requests in a timely manner. Serve as spokesperson, as needed.
- **Develop and Assist with Crisis Communications/Issues Management Support:** The Ore Communications team is fully trained in crisis management and has worked with clients to strategically navigate through a variety of crisis situations from natural disasters to accidents. Ore Communications will monitor all crisis situations, provide strategic communications plans and messaging that incorporates the use of social media channels to quickly and directly reach consumers and key constituencies. We will provide crisis training to staff and will develop a clear communications plan to make sure that in the event of a crisis, messaging is clear, concise and on point.

Community Relations

Our team's deep roots in state tourism offices and CVB's ensure our understanding of the importance of communicating and building relationships with members and industry partners. To that extent, we recommend the following:

- **Produce a monthly PR newsletter** with the top hits from that month (with links to each article), as well as important media/industry updates (i.e., headlines about new trends, staff changes at major publications, etc.), media leads and information/package requests.

- **Create a Grand Junction PR LinkedIn Group.** Use this as a medium to quickly communicate urgent media requests and leads. This could also serve as a forum for your partners to communicate amongst each other sharing ideas, best practices, etc.
- **Host quarterly webinars.** Invite a panel of media experts from different fields to participate in an interactive discussion focusing on a particular PR/media theme or topic. This is an ideal continuing education opportunity for PR pros from throughout the brand. Ore Communications PR would coordinate and moderate these panels.

Reporting & Budget Management

At Ore Communications, we are meticulous in the reporting and measurement of our initiatives and results. Our team will participate in regular status meetings, provide a quarterly recap and forecast report detailing the recent secured hits as well as upcoming forecasted placements.

See sample report in Addendum X.

Question #6: Financial Statement

As a privately owned company, we do not provide financial statements. We have, however, worked with several of our clients for the 15 years our firm has been in business and have always been a financially secure company.

Credit Union of the Rockies

President: Michell Renkin

970-887-3878

New Horizon Travel

Trish Hayward

970-223-7400

Cision Management System (Currently using Vocus)

800-588-3827

Question #7: Additional Information

Case Studies

Case Study

#1

Client – Mesa Verde Country

Campaign – Mesa Verde National Park 100-Year Celebration

Overview

Mesa Verde, the nation’s seventh-oldest national park, marked its 100th birthday in 2006. Located in southwest Colorado near the Four Corners of the United States, Mesa Verde is the county’s largest archaeological preserve, the sole park dedicated to the work of humankind, and the only park steeped in mystery of its origins.

For the first time in decades, Mesa Verde opened parts of its backcountry through ranger-guided, interpretive tours of Ancestral Puebloan cliff dwellings typically not seen by visitors. Other special events included Native arts and crafts events, seminars, lecture series, music festivals and exhibits.

Objective

Generate increased interest and visitation to Mesa Verde National Park for its centennial celebration. Increase special-event participation and fill the available slots.

Campaign

Ore Communications developed a press kit specific to the celebration, distributed it to national and Colorado media outlet, and carefully followed up with several areas of California generated interest among national and regional targeted media.

“Gaylene started working for us the year of Mesa Verde National Park's Centennial. We received excellent coverage in the media, and she continues to bring us qualified, producing journalists. Gaylene is great fun to work with... We share the same passion for the archaeology and culture of Mesa Verde Country®.”

~ Lynn Dyer, *Executive Director*

each targeted
York City and

Results

- All objectives were exceeded, with a total of 5 million media impressions worth more than \$3 million in public relations value.
- Articles in the New York Times, LA Times, About.com, Denver Post, USA Today, United Hemispheres and CBS Denver station (four-day live remote).
- Sell-out of park special tours within a month of the first articles.
- 10 percent increase in visitation.

Client – Colorado Tourism Office*(conducted by team member Christy Nielson in previous role at PRACO, Ltd.)***Campaign** – Wildfire Season 2002 “Colorado is Open for Business”

Overview

Colorado was experiencing one of its most devastating wildfire seasons in recent history. The fires were so obviously destructive that Governor Bill Owens was quoted on national news as saying, “All of Colorado is burning today.” This set off a firestorm of another kind, as tourism industry members across the state and the Colorado Tourism Office fought to ensure tourists that Colorado was still a viable summer vacation destination.

Objective

Generate as much positive coverage as possible to offset negative impressions about Colorado’s summer vacation options.

Campaign

- Managed and executed Satellite Media Tour for Governor Bill Owens.
- Created individual media pitches for each targeted national and regional media outlets.
- Created and distributed press releases highlighting Colorado attractions to targeted national and regional media outlets.
- Developed e-newsletter highlighting things to do in Colorado that was sent to thousands of potential travelers.

Results

- All objectives were exceeded, with a total of \$5 million worth of media impressions generated
- Governor Bill Owens was featured on television news programs nationwide, including New York City and Dallas.

Media Testimonials

"I have worked with Gaylene Ore for many years and she is always prompt and professional when responding to my needs as a writer -- both when I was travel editor for The Gazette in Colorado Spring and in the years since then when I have been a freelancer. And she also provides meaningful and interesting press trips!"

- Linda DuVal, member SATW

"I have worked with Caitlin for several years on numerous projects. She is creative, thorough and meticulous on the follow through. Her vivacious spirit and enthusiasm for the task at hand or the story in development combines to make working with her more than enjoyable."

-Lynn Hayes, Dallas Morning News

"I've worked with scores of public relations professionals, from all over the world, in my 30+ years of freelance writing, and Gaylene Ore stands out as one of the top five in my experience. Always ready and willing at a moment's notice, Gaylene is extremely efficient, enthusiastic, and innovative. I can't think of anyone I'd rather have representing me!"

- Irene Middleman Thomas, Freelance Journalist

"Working with Caitlin has been nothing less than pleasurable on the one hand and effective on the other. The life of a magazine writer with a focus on travel and destinations is aided enormously by smart, personable, efficient and creative PR personnel, qualities which, I have experienced through many assignments, that she offers up in spades."

– Roger Toll, SNOW, National Geographic Traveler

Client Testimonials

"As an employee of the C Lazy U Ranch and member of the Grand County Colorado Tourism Board, I have had the pleasure of working with Gaylene Ore for over ten years. Gaylene is highly respected in the tourism industry and her knowledge of the industry, coupled with the high level of professionalism she maintains, instills great confidence in those with who she associated. Gaylene always gives 100%. One of her greatest assets is that she stops at nothing to get the job done with ease and graciousness."

- Jude Dwyer, C Lazy U Ranch Office Manager, & Past President, Grand County Colorado Tourism Board

"Our PR effort has become a 'shining star' in our marketing program because of the program effectiveness and ROI we've seen since working with Caitlin and her team. They are talented, creative, easy to work with and not only responsive, but proactive, in helping us meet our goals."

-Peggy Campbell, Retired Executive Director, Visit Estes Park

Question #8: Proof of Insurance

Insurance form would be provided during the interviewing process.

Addendum X

Budget

BUDGET ESTIMATE *January 1, 2014-December 31, 2014*

Activity	Fees
Press Trips (air to come out of marketing budget)	\$2,000
Media Events (desk-side meetings)	\$1,500
PRWeb 6 releases	\$1,500
Administration	\$1,200
Retainer	\$30,000
<hr/>	
Total Estimate	\$36,000

Reporting Sample



Quarterly Report 1st Quarter 2015

Prepared for:

Grand Junction Visitor and Convention Bureau

SAMPLE

Media Relations Campaign Results (Contract YTD):

Circulation/Viewership:

Advertising Equivalency:

Number of articles to date:

YTD Media Placements:

2nd Quarter Work Plan:

- **Pitching/Media Relations**
- **Media Visits**
- **Community Relations**
- **Miscellaneous Items**

Community Relations:

- **Proposed:** OC will develop a monthly PR newsletter with top coverage, important media/industry updates, media leads and requests for information
Progress: Ongoing

Awards:

- **Proposed:** Monitor for all appropriate awards and accolades to ensure timely submission and voting
Progress: Ongoing

Addendum XI

Target Media Outlets

Ore Communications will reach a broad audience through media outreach across all markets (via various media channels including newspapers, magazines, trades, online outlets, broadcast, blogs, etc.)

This is a sampling of the outlets we recommend targeting for GJVCB:

National Media

National Newspapers/Wire Services/Supplements

Associated Press
The New York Times
The Wall Street Journal
Tribune Media Services
USA Today

Travel/Lifestyle Magazines

AARP The Magazine
Arthur Frommer's Budget Travel
ForbesLife
National Geographic Traveler
Outside
Parade
Readers Digest
Travel + Leisure
Travel 50 & Beyond
Every Day with Rachel Ray
Travel America
TravelGirl
USA Weekend

Family/Parenting Magazines

Emily Kaufman – Good Morning America, The Travel Mom
Family Circle
Kiwi
Parenting Magazine
Travel + Leisure Family (special section)
Working Mother

Men's Magazines

Details
Maxim
Men's Journal

Women's Magazines

Better Homes & Gardens
Good Housekeeping

Ladies' Home Journal
Redbook
Woman's Day

Health & Fitness Magazines

Fitness
Health
Men's Fitness
Men's Health
Prevention
Self
Shape
Women's Health

Outdoor Magazines

Adventure Cyclist
Adventure Journal
Bicycling
Camping Life Magazine
Field & Stream
Mountain Bike
National Geographic Adventure (blog)
Snowshoe Magazine (online)
Women's Adventure

Bridal/Romance Magazines

Bridal Guide
Brides
InStyle Weddings
Martha Stewart Weddings
Rocky Mountain Bride
Modern Bride
The Knot Magazine

Meetings Magazines

Colorado Meetings and Events
Meetings Focus
Meeting News
Association News
Smart Meetings
Successful Meetings

ATTACHMENT #2



OFFER AND SCHEDULE OF FEES
SHORT LISTED AGENCY ONLY

**Re: SOQ-3863-14-SH Advertising Services, Website/Online
Marketing and/or Public Relations**

The undersigned has thoroughly examined the entire Statement of Qualifications 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 Agency agrees to provide services in accordance with the terms and conditions contained in this Statement of Qualifications and as described in the Agencies proposal attached hereto; as accepted by the City.

DATE: 9/29/14

OFFEROR: Ore Communications, Inc

BY: Gaylene Ore

TITLE: President

OFFEROR'S ADDRESS: P.O. 1273 Granby Co 80444

EMAIL: _____ TELEPHONE: 970-531-2334 FAX: _____

Gaylene@orecommunications.com

Please return this page once you've been notified you are included on the Short List.

A Guide To Your Professional Liability Policy

The following is a guide to your Professional Liability policy. We have identified several key coverage items along with the limits and deductibles you have selected. To make it easier, we have also added a brief explanation of those items.

We want you to feel confident about your new policy. If any of the information below is incorrect or if you have any questions, please contact one of our advisors at 888-202-3007 (Mon-Fri, 8am-10pm EST) or send us an e-mail at contact@hiscox.com.

Your business details

Name:	Gaylene Ore
Business name:	Ore Communications
Address:	69 E Garnet Ave
City:	Granby
State:	CO
Zip code:	80446
Occupation:	Public Relations
Telephone number:	970-531-2336
Email address:	sgoldenberg@farmersagent.com

Your Professional Liability Policy

Policy number:	UDC-1491464-EO-14
Policy effective dates: This determines the time period during which your coverage applies.	From: September 15, 2014 To: September 15, 2015
Total cost of policy:	\$ 655.00

Your limits explained

Each claim limit The total amount we will pay for damages, claim expenses (e.g. defense costs), and supplemental payments for each claim.	\$ 1,000,000
Aggregate limit The total amount we will pay for damages, claim expenses (e.g. defense costs), and supplemental payments during the policy period.	\$ 1,000,000

<p>Supplemental payments The total amount we will pay for expenses your business reasonably incurs as a result of attending an arbitration proceeding or trial in the defense of a covered claim.</p>	<p>Maximum of \$250.00 per day, \$5,000 in total for your policy</p>
<p>Copyright infringement This coverage is specifically added for marketing consultants. This is the most we will pay for damages and claim expenses alleging the infringement of third-party copyrights or trademarks in the provision of your services.</p>	<p>\$200,000</p>
<p>Deductible The amount your business must pay (per claim) before we will make any payment under the policy. This does not apply to supplemental payments.</p>	<p>\$ 1,000</p>
<p>Retroactive Date This establishes how far back we will cover services you have performed (even if that date is before you were insured with Hiscox) for any unknown claims that may be made against you during the policy period.</p>	<p>September 01, 2001</p>

<p>Other policy information</p>	
<p>14 Day full refund Be confident that you have made the right choice. We give you 14 days to review your policy. If you are not satisfied and have not had any claims or losses, you can cancel your policy back to its start date and receive a full refund.</p>	
<p>Notice of claim If you have a claim, please call us at 888-202-3007. You may also e-mail us at reportclaim@hiscox.com</p>	

What does my Professional Liability Policy cover?

For a summary showing examples of what you are and are not covered for, please read the Coverage Summary document.

This guide does not modify the terms and conditions of your policy, which are contained in your policy documents, nor does it imply any claim is covered or not covered. We recommend that you read your policy documents to learn the details of your coverage.



Reinventing Small Business Insurance™

Professional Liability Insurance A Coverage Summary

We want you to understand the Hiscox Professional Liability coverage. This summary explains the main areas of coverage and those for which your business is and isn't covered.

If you have any questions about your coverage, please contact one of our advisors at 888-202-3007 (Mon-Fri, 8am-10pm EST) or via email at contact@hiscox.com.

This policy does cover

Negligence

We cover any alleged mistakes in your provision of professional services. This includes failing in your 'duty of care,' giving incorrect advice, making an omission (leaving something out), or failing to deliver your services.

Defense costs

If you're sued, even if you haven't made a mistake, we will appoint an attorney to defend you, even if the lawsuit is groundless.

Copyright and trademark infringement

We offer \$200,000 of coverage for copyright and trademark infringement that results from your professional services.

Services performed in the past

We cover the services you have performed going back to an agreed – upon date – even if that date is before you were insured with Hiscox – for any unknown claims that may be made against you and reported to us during the policy period. This date, the retroactive date, is printed on the Declarations Page of your policy.

Worldwide insurance coverage

We cover claims arising from work done anywhere in the world as long as the claim is filed in the United States, its territories, or Canada.

Employees, temporary staff, and independent contractors

We cover claims arising from services performed by your employees, temporary staff, or independent contractors if those services were performed on behalf of your business.

Claims and damages

We cover claims for damages, including up to \$250,000 of punitive damages where allowed by law.

Personal injury

We cover claims of libel and slander as part of your professional services.

Supplemental payments

We will pay for expenses you reasonably incur as a result of attending arbitration proceedings or trials in the defense of a covered claim. We will pay up to \$5,000.

This policy does not cover

Bodily injury or property damage

We won't cover damages or claims expenses if you injure someone or damage someone's property. Coverage for these types of risks is included in our General Liability or Business Owners Policy.

Employment matters

We won't cover you for claims alleging any improper employment practices, workers' compensation claims, or employer's liability.

Known claims and circumstances

We won't cover any known circumstance that could result in a claim or any actual claim originating prior to the start of your first Hiscox policy.

False advertising

We won't cover you for false advertising claims.

Personally identifiable information

We won't cover your failure to protect any personally identifiable information that is in your care.

Other services

We won't cover any medical, nursing, insurance broker/agent, legal, actuarial, architectural, or engineering services you perform. Financial related services, including advice on mergers and acquisitions, and valuations, are excluded. We also don't cover any services you perform that are not specified in your policy.

Regulatory claims

We won't cover any claims that are brought by any governmental body or licensing organization, unless they are one of your clients and they make a claim against you in that capacity.

Your costs and excluded damages

We won't cover fines, penalties, and taxes that are levied against you. Hiscox also won't cover the cost of complying with non monetary relief, cost overruns, or reduction of your fees.

Trade secrets and patents

We won't cover you for patent infringement or theft of trade secrets.

Common claims examples

Trademark infringement – As a graphic designer developing a new logo for a client, you accidentally use a logo that was trademarked by another company. If they decide to sue you, we will appoint an attorney to defend you, even if the lawsuit is groundless.

Personal injury – As a PR consultant developing a new campaign for a client, you inadvertently make some disparaging statements about a client's competitor which portrays its product in a poor way. If that business decides to sue you, we will appoint an attorney to defend you, even if the lawsuit is groundless.

Negligent advice – As a research consultant, your client hires you to do some research about the opportunity in their industry. Based on this, the client alters its strategy but sees a 20% decrease in sales, not the increase they expected. Blaming you for faulty research, it sues you for lost income. We will appoint an attorney to defend you, even if the lawsuit is groundless.

Coverage summaries, descriptions, and claims examples are provided for illustrative purposes only and are subject to the applicable policy limits, deductibles, exclusions, terms, and conditions. Not all insurance products and services are available in all states. Hiscox recommends you read the policy documents to learn the full details of coverage.

Underwritten by Hiscox Insurance Company Inc., 104 South Michigan Avenue, Suite 600, Chicago, IL 60603, as administered by Hiscox Inc., a licensed insurance provider in all states and DC.



Certificate of Professional Liability Insurance

This certificate is issued for informational purposes only.

It certifies that the policies listed in this document have been issued to the Named Insured. It does not grant any rights to any party nor can it be used, in any way, to modify coverage provided by such policies. Alteration of this certificate does not change the terms, exclusions or conditions of such policies.

Coverage is subject to the provisions of the policies, including any exclusions or conditions, regardless of the provisions of any other contract, such as between the certificate holder and the Named Insured. The limits shown below are the limits provided at the policy inception. Subsequent paid claims may reduce these limits.

Named Insured:	Ore Communications		
Insurer Name:	Hiscox Insurance Company Inc.		
Policy Number:	UDC-1491464-EO-14		
Policy Effective Date:	September 15, 2014	Policy Expiration Date:	September 15, 2015

Limits of Insurance

Each Claim:	\$ 1,000,000	Each Claim
Aggregate for all Claims:	\$ 1,000,000	Aggregate for all Claims
Deductible:	\$ 1,000	Each Claim
Retroactive Date:	September 01, 2001	

The policy referred to in this certificate was issued on a claims made and reported basis.

Description of Endorsements/Special Provisions

Not applicable

Authorized Representative

September 10, 2014

Date



**AGREEMENT
BETWEEN THE CITY OF GRAND JUNCTION
AND ORE COMMUNICATIONS, INC.**

This Agreement ("Agreement") is made and entered into by and between Ore Communications, Inc. ("Agency"), and the City of Grand Junction ("City") for Public Relations services for the City's Visitor and Convention Bureau ("GJVCB").

Services rendered under this Agreement are for the primary purpose of promoting Grand Junction, Colorado as a visitor destination through public relations.

The parties hereto agree as follows:

1. Agreement

This Agreement incorporates the Request for Proposal (Statement of Qualification No. SOQ-3863-14-SH) and the GJVCB's 2016 Marketing Plan. The Agreement may be modified by the City at any time during its term without penalty.

Total compensation for services for the year 2016 shall not exceed \$45,000.00. Amounts incurred or expended by the Agency in excess of this sum will be deemed outside the contract and the City shall have no liability for the same.

The City may modify, amend or limit the services provided by the Agency and the expenditures of the City for such services within the limits referenced herein.

2. Governing Law

This Agreement shall be governed by the laws of the State of Colorado. Venue for any action arising out of or occurring under this Agreement or the performance or non-performance thereof will be in Mesa County, Colorado.

3. Term

This Agreement shall be for a term of one year, from January 1, 2016 through December 31, 2016. The contract may be renewed for a period of one year by written agreement of the parties, for up to four (4) additional one-year terms. A new Request for Proposal may be issued by the City in 2019. The Agency is and shall be allowed to respond to that request for proposal.

4. Compensation for Agency Services

- a. For all work, Agency shall be paid monthly for work completed.



b. For all expenditures by Agency in furtherance of this Agreement, Agency shall estimate expenditures in advance. Written cost estimates of anticipated costs for any expenditure over \$500.00 must be approved in writing by the GJVCB in advance.

c. For adaptation of Agency's existing products, Agency shall submit to GJVCB a description of the product and adaptation for GJVCB together with a proposed fixed-fee prior to the start of work. Work shall commence only upon GJVCB's prior written approval.

d. New developments shall be made only upon GJVCB request or with GJVCB pre-approval. Prior to commencement of new development, Agency shall submit a Scope of Work including the details of the deliverables, materials needed, timeline and pricing. Before any work on the new development begins, Agency shall obtain written approval of the Scope of Work, including pricing. Adjustments to Scope of Work may be made only with prior written approval by GJVCB.

e. For new developments, City shall be billed only upon completion of work, and at Agency's standard rate of \$125/hour.

5. Agency Responsibilities / Scope of Work

Agency shall develop a comprehensive tactical public relations plan that uses earned media, both traditional and online, utilizing publications and independent travel writers outside of Grand Junction to promote Grand Junction as a tourism destination, ~~both~~ domestically, ~~and internationally.~~ *DK*

Under the specific direction of the GJVCB director and/or specifically designated representative, the Agency shall identify target audiences for public relations campaigns and provide consultation and analysis for marketing research.

Agency shall develop a spending plan for the public relations budget to include recommended expenditures for writing and distributing press releases and media pitches, utilizing tracking software, hosting media in Grand Junction media desk side visits in predetermined markets, and for public relations research.

Agency shall create and update press kit, both in print and utilizing the GJVCB's website. Agency shall update the online press room as content is made available.

Agency shall advise and assist the GJVCB Marketing Coordinator and staff in time of need for crisis communication.

Agency shall respond to journalist queries through multiple sources, broadening the funnel of media opportunities to Grand Junction

Agency shall showcase current relationships with publications and independent journalists, while creating a plan to pitch new media outlets to gain awareness for Grand Junction

Agency shall provide ROI (Return on Investment) analysis, recommend plans, negotiate agreements, place media, produce materials, and perform other tasks that may be required to provide necessary support for sponsorships, events, or promotions for the GJVCB.

Agency may represent GJVCB at state, regional, national and international media events.

Agency shall perform all other services set forth in the 2016 ^{Public Relations DF} Marketing Plan.

Agency shall collaborate, cooperate and coordinate with GJVCB's advertising and/or website and internet marketing contractors with respect to promotions, events and related services.

Agency shall maintain financial accounting records and documentation of contract expenditures in accordance with generally accepted accounting principles and other procedures as specified by the City.

Agency shall specify to GJVCB in advance any sub-contractors it intends to use for services under this Agreement and the functions each sub-contractor(s) will perform. Agency shall be responsible for the performance of all required services whether or not subcontractors are used. The Agency shall be the sole prime point of contact with regard to all matters under this Agreement.

Agency shall attend at least one (1) GJVCB Board of Directors ("Board") regular monthly meeting as requested by the City; the Board's annual retreat; and monthly team meetings (including the annual planning session) with the GJVCB's advertising contractor, website marketing contractor and GJVCB staff.

6. Non-discrimination

The Agency shall comply with all applicable City, State and Federal laws, rules and regulations including but not limited to those involving non-discrimination on the basis of race, color, religion, national origin, age, sex or handicap.

7. Assignment

The Agency is prohibited from assigning, transferring, conveying, subletting or otherwise alienating this Agreement or its rights or obligations thereunder or interest therein, or its power to execute such Agreement, to any other person, company, corporation or entity without the previous written approval of the City.

8. Third Party Beneficiaries

This Agreement is for the benefit of the Agency and City and not for the benefit of any third party or person.

9. Legal Compliance

The Agency shall comply with all applicable Federal, State and local laws, rules and regulations in its performance hereunder.

10. Covenant Against Contingent Fees

The Agency warrants that it has not employed or retained any company or person (other than a bona fide employee working solely for the Agency) to solicit or secure this contract and that it has not paid or agreed to pay any person or entity (other than a bona fide employee working solely for the Agency) any fee, commission, percentage, brokerage fee, gift or other consideration on a basis that is contingent upon the award of this contract. For a breach or violation of this warranty, the City shall have the right to annul this Agreement without liability or, in its discretion, to deduct from the contract price the full amount of such commission, percentage, brokerage or contingent fee.

11. Termination

The City may terminate this Agreement for convenience at any time, without penalty, upon thirty (30) days' written notice to the Agency. If the City terminates for convenience, the Agency shall be entitled to compensation only for binding commitments made in connection with the Agency's website marketing services under this Agreement.

The City reserves the right to immediately terminate this Agreement for cause. The following, without limitation, shall constitute cause for immediate termination by the City:

- a. If the Agency furnishes any statement, representation, warranty or certification in connection with the Request for Proposal or the resultant contract which is materially false, deceptive, incorrect or incomplete;
- b. If the Agency fails to perform to the City's satisfaction any material requirement of this Agreement or violates any specific contractual provision;
- c. If the City determines it is a substantial likelihood that the Agency will not be in a position to or be able to satisfactorily perform its obligations under this Agreement or reasonably anticipates a default by the Agency;
- d. If the Agency knowingly makes any false representation to third parties or in connection with its marketing services under this Agreement.

In the event of a termination for cause, the City shall reimburse the Agency for its actual costs or contract debts resulting from the Agency's scope of services up to the date of the termination, and the City reserves the right to reassign the contract to another agency or entity without re-bidding.

The parties expressly acknowledge and agree that this Agreement is subject to termination without penalty if the City enacts a statute, ordinance, law, rule or regulation which removes the City's or the GJVCB's authority or ability to engage in activities hereunder or if funds are not available from the lodging tax or otherwise appropriated for the services which are the subject of this Agreement.

In the event of termination, the Agency shall furnish, upon the City's request, copies of all materials related to its performance hereunder, whether finished or in preparation at the time of termination. Any materials for which the Agency is or has been reimbursed by the City shall become the property of the City. "Materials" hereunder shall include, without limitation, proposals, specifications, procedures, systems, photographs, copy, videos, recordings, and all contents of web sites or pages created here. Materials shall be furnished to the City in the form they were created, developed and/or used, whether electronic or in hard copy, without cost to the City, except for Agency time to download and prepare CDs at an agreed upon hourly rate, with total costs not to exceed \$2,500.00. Electronic materials shall be furnished in readable and writeable/usable electronic form.

12. Patents and Copyrights

The Agency shall indemnify and hold harmless the City from any and all claims that the method of advertising and communications for the City and/or the preparation thereof infringe upon rights under any existing, valid United States patent or any valid copyright and/or trademark currently registered as such under the laws of the United States.

13. Contract Amendments

This Agreement may not be modified, amended, extended or augmented except by a writing executed by the parties hereto with the same formality as this Agreement, and any breach or default by a party shall not be waived or released other than in writing signed by the other party.

14. Accounting Records

The Agency shall be required to maintain financial and accounting records and any and all documents pertaining to this Agreement, expenditures/receipts and performance hereunder. Such records shall be maintained by the Agency in accordance with generally accepted accounting principles and other procedures specified by the City. These records must be made available at all reasonable times to the City, and/or its designees, including but not limited to, the City Auditor and/or the Executive Director of the GJVCB, during the contract

period and during any extension thereof and for three (3) years from the date of final payment under this Agreement or any extension thereof.

15. Other Services Not Covered

Should the Agency be called upon to perform any services not listed or described herein, and upon which it is not allowed a commission, both parties will negotiate in advance the service charge or fee to be charged.

16. Accuracy of Information

The City shall be responsible for the accuracy, completeness, propriety and truth of all information it furnishes or causes to be furnished to the Agency for purposes of obtaining Agency's services under this Agreement, and shall indemnify and hold harmless the Agency from all claims, costs, loss or liability, including reasonable attorneys' fees, resulting from or alleged to result from inaccuracy, incompleteness, impropriety or falsity of such information, unless the damage or injury is due to the negligent or purposeful act or failure to act by the Agency.

17. Ownership of Materials/Rights

All original advertising material or specific rights to material created or negotiated for by the Agency on behalf of the City, including but not limited to copy, photography, illustration, artists' layouts, design sketches or storyboards, shall be the property of the Agency until paid for by the City, and then shall become the property of the City.

18. Execution by Counterpart

This Agreement may be executed by separate counterpart and such counterparts when fully executed and taken together shall constitute a contract.

Agreed By:

CITY OF GRAND JUNCTION

Debbie Kovalik

By: Debbie Kovalik, Executive Director
Convention and Visitor Services

12-18-2015

Date

Attest:

Stephanie Tuin

Stephanie Tuin, City Clerk

12-24-15

Date

Ore Communications, Inc.

Gaylene Ore

By: Gaylene Ore, President

12/10/15

Date





NOTICE OF AWARD EXTENSION-4300-16-SH

November 18, 2016

Gaylene Ore
Ore Communications
PO Box 1273
Granby, CO 80446

DESCRIPTION:

SECOND of Five ANNUAL EXTENSION FOR
Advertising, Website Marketing and Public Relations SOQ-3863-14-SH

Dear Ms. Ore,

This CONTRACT award is **extended** as of the **18th day of November, 2016**, by and between the **City of Grand Junction**, Colorado, a municipal Corporation in the County of Mesa, State of Colorado, hereinafter in the Contract Documents referred to as the "Owner" and **Ore Communications**, hereinafter in the Contract Documents referred to as the "Contractor". This extension shall cover the time period of **January 1, 2017** through **December 31, 2017**.

The Contract and the Owner, in consideration of the mutual covenants, promises, and agreements herein contained, agree to the second annual extension as follows:

Scope of Work: The Contractor shall perform for the Owner the Work set forth in the Contract Documents referenced as the **Public Relations** portion of SOQ-3863-14-SH, Advertising, Website Marketing and Public Relations for Grand Junction Visitor and Convention Bureau.

Contract Documents: The Owner's SOQ document, your response and this Notice of Award Extension, all of which are incorporated herein by the reference as if fully set forth, constitute and shall be referred to as the "Contract Documents" or the "Contract".

The contract has been established using the Scope of Service in the formal solicitation.

SUPPLIER ACKNOWLEDGEMENT

In Witness whereof, the parties hereto have cause this Contract Extension to be duly executed, intending to be bound thereby.

City of Grand Junction

By: Jason J. Hyatt
Title: Purchasing Supervisor

November 18, 2016
Date

Ore Communications

By: Gaylene Ore
Title:

11/26/16
Date