



Purchasing Division

NOTICE OF AWARD EXTENSION-4572-18-SH

October 19, 2018

Karin Mast
Vice President/GM, Western Division
Miles Partnership
13952 Denver West Parkway, Suite 200
Lakewood, CO 80401

SOLICITATION DESCRIPTION: FIRST of Three ANNUAL EXTENSION FOR RFP-4378-17-SH Advertising, Website Marketing and Public Relations

Dear Ms. Mast,

This contract award has been extended to provide **Advertising and Website Marketing** for Visit Grand Junction as needed throughout the extension period. This extension shall cover the calendar year of **2019** and shall include the necessary work as required for the types of tasks and functions related to the contract.

Scope of Work: The original Scope of Work has been extended for Advertising and Website Marketing as referenced in the original RFP-4378-17-SH. Miles Partnership shall perform for Visit Grand Junction the Work set forth in the Contract Documents.

Contract Documents: The original RFP document, your response with the resulting signed contract and this Notice of Award Extension are incorporated herein by reference 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.


If you have any questions or need to discuss this extension, please call me at 970-244-1513.

Sincerely,

Susan J. Hyatt, C.P.M, CPPB
City of Grand Junction
Purchasing Division

SUPPLIER ACKNOWLEDGEMENT

Receipt of this Extension is hereby acknowledged:

Contractor: 
By: DAVID BURGESS
Title: PRESIDENT + C.E.O.
Date: 10/26/2018



AGREEMENT
BETWEEN THE CITY OF GRAND JUNCTION
AND MILES PARTNERSHIP, LLLP

This agreement ("Agreement") is made and entered into by and between Miles Partnership, LLLC, a Florida Limited Liability Limited Partnership ("Agency") and the City of Grand Junction, a Colorado municipal corporation ("City"), for advertising services for the City's Visit Grand Junction department ("VGJ"). Together the City and VGJ may be referred to as "the Parties".

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

For purposes of this Agreement, the City's representative will be the Director of Visit Grand Junction who will provide the Agency with required approvals and/or modifications to the Marketing Plan, as defined and described herein.

The Parties hereto agree as follows:

1. Agreement

This Agreement incorporates the Request for Proposal (Request for Proposal No. RFP-4378-17-SH) and VGJ's 2018 Marketing Plan by this reference. The Marketing Plan provides the scope of work to be performed by the Agency and serves as the basis for formation of an Agreement between the Parties. The Parties expressly agree that the Agreement may be modified by the City at any time during its term without penalty.

The total contract sum for 2018 shall not exceed \$340,000.00. The Parties further agree that the City may modify, amend or limit the Marketing Plan and its expenditures thereunder, within the aforementioned limits, as it may determine in its sole and absolute discretion, without penalty or recourse and subject to the terms of the balance of the Agreement, including, without limitation, paragraphs 11 & 13.

2. Governing Law

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

3. Term

The contract term is one year, from January 1, 2018, through December 31, 2018. 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 will be issued by the City in 2020. The Agency is and shall be allowed to respond to that Request for Proposal.



4. Compensation for Agency Services

- a. Production cost estimates shall be provided to the City for consideration and approval in advance of production. No project(s) shall proceed to production without written City approval thereof.
- b. Any modification(s) or change(s) in the cost of any project over and above the cost estimate shown in the Marketing Plan shall be communicated to the City, in advance of production, and shall not be invoiced until approved by the City.
- c. 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 VGJ Executive Director or Director's designated representative in advance. The City's authorization of an expenditure or estimate shall be considered authorization to the Agency to incur liabilities contemplated thereby. Agency shall not proceed or otherwise incur any liability on the City's behalf without the City's approval pursuant to this paragraph.
- d. Agency shall bill monthly, but no more often than two times per month at regular intervals, for all Agency time spent on services for the City.
- e. Invoices shall reflect the cost for each designated project.
- f. All production will be billed to the City as work in process.
- g. Media will be billed at net cost to the City.
- h. Out-of-pocket expenses such as shipping, postage, travel expenses (excluding travel to Grand Junction for account servicing and attendance at VGJ Board of Directors meetings and retreat) incurred by the Agency for work performed hereunder will be billed for reimbursement. Travel expenses shall be pre-approved by the City prior to being incurred.
- i. Out-of-pocket expenses for typography, photography, illustration, broadcast production, printing and similar services shall be estimated for the City's consideration and approval before they are incurred. If approved, and with approval from the City, out-of-pocket expenses will be billed at the Agency's cost with no markup. Any and all fees for services rendered by a subcontractor to the Agency, as well as the attendant expenses, will be billed through to the Agency, and the Agency will be paid by the City at cost to the Agency without markup.
- j. The total annual expenditures for work performed and services rendered under this contract shall not exceed \$340,000.00 ("Contract Price"). Any and all amounts incurred



or expended by the Agency in excess of that sum will be deemed outside of this Agreement and the City shall have no liability therefore. The City may request the Agency for additional work or services that are not included in this contract, for which the Agency will be compensated separately / outside the contract price.

- k. Payment for invoices shall be due thirty (30) days from invoice date, except in such instances when specific outside suppliers require cash advances to reserve time or materials, in which case the City will be responsible for advancing the Agency funds to meet such supplier needs.

5. Agency Responsibilities

The Agency will assume all responsibility for the performance of all required services, whether or not subcontractors are involved. The City will consider the Agency to be the primary point of contact with regard to all services provided pursuant to or under this Agreement and will not maintain contracts with any subcontractor of the Agency without Agency approval. The Agency will specify in advance the sub-contractors they intend to use and what their functions will be. The City retains the right to inspect any phase and/or any part of the Agency's work pursuant to or under this Agreement, whether on a continuing or a spot-check basis, including visits to the Agency's contractors or subcontractors.

Agency shall attend at least one (1) VGJ Board of Director ("Board") regular monthly meetings as requested and determined by the City; the Board's annual retreat; and monthly team meetings (including the annual planning session) with the VGJ's public relations representative and VGJ 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, title 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 the City and not for the benefit of any third party or person.

9. Legal Compliance



The Agency agrees to 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 Agreement 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 Agreement. For a breach or violation of this warranty, the City shall have the right to annul the 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 production of advertising or marketing materials or services for the City which are not otherwise usable by the Agency.

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 furnished any statement, representation, warranty or certification in connection with the Request for Proposal or this Agreement which is materially false, deceptive, incorrect or incomplete;
- b. If the Agency fails to perform to the City's satisfaction any material requirement of the Agreement or is in violation of any specific contractual provision;
- c. If the City determines satisfactory performance of the Agreement is substantially endangered or can reasonably anticipate such an occurrence of default.

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 to date, and the City reserves the right to reassign the Agreement to another Agency without re-bidding.

The parties expressly acknowledge and agree that this Agreement is subject to termination without penalty if the City shall enact a statute, ordinance, law, rule or regulation which removes its authority or ability to engage in such activities, or if funds are not available from the lodging tax for the purposes 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, accepted proposals, specifications, procedures, systems, photographs, copy, videos and/or other recordings, and all contents of web sites or pages created hereunder, except that unused or unpublished advertising created by the Agency shall remain the property of the Agency, even if the physical embodiment of the creative work is in the City's possession in the form of copy, artwork, plates, film or video tape. Materials shall be furnished without cost to the City, except for agency time to download and prepare CDs at agreed upon hourly rate, not to exceed \$2,500.00, in the form they were or are created and/or used, such that any electronic data will be furnished in readable and writable/usable electronic form.

12. Patents and Copyrights

The Agency shall indemnify the City and hold it harmless 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 all other records pertaining to the Agreement and expenditures thereunder and/or performance thereof 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 its designees, including but not limited to, the City Auditor and/or the Executive Director of VGJ, during the Agreement period and any extension thereof and for three (3) years from the date of final payment under the Agreement or any extension thereof.

15. Other Services Not Covered

Should the Agency be called upon to perform any services not listed above and on 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.

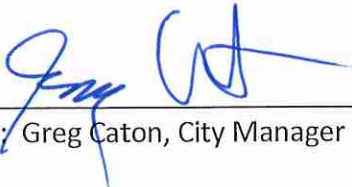
17. Ownership of Materials/Rights

All original advertising material or specific rights to material created or negotiated for or on behalf of City, such as copy, photography, illustration, artists' layouts or design sketches and storyboards, become the property of the City once the City has paid for them. The Agency will act on behalf of the City to negotiate appropriate "buy-outs" or usage rights on voice-over or "talent" usage, photography and illustration; however, certain materials and usage rights provided to the Agency by outside suppliers will remain the property of that supplier in accordance with general trade practices. This may include, but is not limited to, long-term photography usage rights, talent usage rights, photographic negatives, and film/tape masters or originals.

18. Execution by Counterpart

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

CITY OF GRAND JUNCTION


By: Greg Caton, City Manager

12/28/2017
Date

Attest:


Wanda Winkelmann, City Clerk

01/03/2018
Date



MILES PARTNERSHIP, LLLP


By: David Burgess, CEO

12/15/2017
Date



ADDENDUM NO. 1

DATE: July 10, 2017
FROM: City of Grand Junction Purchasing Division
TO: All Interested Parties
RE: Advertising, Website Marketing, Public Relations RFP-4378-17-SH

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:

Question #1: "Could you please help me with whether companies from Outside USA can apply for this? (like, from India or Canada)"

Answer: All vendors are welcome to respond.

Question #2: "Could you please help me with whether we need to come over there for meetings?"

Answer: Please read the solicitation document. Yes, on site meetings are required.

Question #3: "Can we perform the tasks (related to the RFP) outside USA? (like, from India or Canada)"

Answer: You will need to determine for yourself what tasks are to be completed where.

Question #4: "Can we submit the proposals via email?"

Answer: Please read the solicitation document. Proposals are to be submitted electronically per instructions noted in the RFP.

Question#5: "What agency/agencies are you working with currently?"

Answer: Advertising is currently contracted with Hill Aevium, Website/Marketing is contracted with Miles Media and Public Relations is contracted with Orr Communications.

Question #6: "What is the current budget for a. advertising, website/online marketing b. public relations?"

Answer: Please read the RFP document, this information is included in each section.

Question #7: "What are the top three challenges Grand Junction Visitor and Convention Bureau has identified as barriers to visiting the area?"

Answer: Please attend the Pre-Solicitation Conference scheduled for June 14, 2017 5, 2017 at 10:00 A.M. local time.

Question #8: “Is previous work in Colorado or Colorado residency a prerequisite to winning this bid?”

Answer: No, there is no requirement for any type of local or state preference.

Question #9: “How important is it for agency representatives to attend the Pre-Solicitation Conference in person vs. via phone?”

Answer: There is no difference between attending in person or via conference line.

Question #10: “What existing research exists that can be shared with selected agency regarding target audiences, net promoter scores, visitation trends over past 5 years?”

Answer: All relevant research will be provided to the selected agency

Question #11: “Does the GJVCB feel that Grand Junction has an established brand story/ brand position/value proposition or is that something they are interested in having their agency define and articulate?”

Answer: The “Colorado’s Wine Country” brand has been used since 1998. A brand update will be considered. Related documents will be shared with the selected finalists in the process.

Question #12: “Is there a preference for hiring one consolidated team that includes all sought after services?”

Answer: There is no preference. It has been experienced, though, that one firm cannot concentrate equally well in all three areas.

Question #13: “Who will be the primary point of contact on the client side for the agency? How are decisions and approval made for creative and media strategy recommendations?”

Answer: The Marketing Coordinator will be the primary point of contact. Decisions and approvals are made in collaboration with the VCB staff and agency.

Question #14: “Does the budget of \$340K for advertising assume that all paid media will come out of this budget?”

Answer: Yes.

Question #15: “Is there an assumption that the agency will/must create collateral materials and that printing for those materials come out of the \$340K ad budget?”

Answer: Printing does not come out of the \$340K budget. Creative does come out of this amount.

Question #16: “Is there a preference or expectation that the suggested campaign will include television and/or broadcast?”

Answer: That is to be determined based on the recommendation of the agency.

Question #17: “Are there any existing creative assets or creative campaigns that the GJVCB is interested in preserving and using?”

Answer: Creative assets exist, such as video and photography, and GJVCB will continue to maintain. Campaigns are the recommendation of the retained agency.

Question #18: “What kind of financial data will be provided by individual businesses impacted by the advertising campaign and what kind of reporting in terms of visitation is available from GJVCB to inform the ROI analysis required in section K7 of Advertising portion of RFP?”

Answer: Financial data is not available from individual businesses. GJVCB currently reports on visits to the visitor center, visitor guide requests and web analytics. Additional research will be provided to the selected finalists. GJVCB will be looking to the selected agency for assistance in ROI analysis going forward.

Question #19: “Is there an expectation that digital media costs will be absorbed by the \$170K website/online marketing budget or would digital media dollars also be absorbed by the \$19K advertising and marketing budget?”

Answer: The web contract includes SEO and SEM costs. The advertising contract includes all digital display marketing.

Question #20: “What does a highly successful RFP look like/include for GJVCB apart from the basic agency background specified in the RFP? Are you looking for speculative planning or creative work that demonstrates our thinking? If so, what marketing plans, research or other materials will be provided to intelligently inform a strategic approach to those recommendations?”

Answer: The first two questions are covered in the RFP document. Please review it as it documents the expectations. All relevant research, data and assets that the VCB has will be shared with the finalists that are invited to present.

Question #21: “Question B6 asks for financial documentation and references for the agency. Please be specific about what kind of documentation would satisfy this request? What do “financial references” include?”

Answer: Vendors need to provide sufficient evidence their business is stable (i.e. P&L/balance sheet) and has the capacity to handle an account of this size. You can provide a letter from an auditor or tax support person and references from other accounts/clients that all financial obligations were met. Financial information is confidential and does not become public. Please mark the pages in your response appropriately as confidential.

Question #22: “Is media spend part of the \$340K advertising/marketing budget or is it inclusive of agency fees, campaign development and planning/reporting only with media spend being separate and billed at net?”

Answer: It is all inclusive.

Question #23: “Why are you open to a new vendor?”

Answer: The current contract expires at the end of 2017. GJVCB is required to solicit a replacement formally.

Question #24: “What do you mean by creativity?”

Answer: The definition of creativity is the quality of being creative. Creative means marked by the ability or power to create or having the quality of something created rather than imitated. Created means to produce through imaginative skill.

Question #25: “What criteria are important to you in selecting a firm? How would you rank the criteria?”

Answer: Criteria are listed in Sections V.B, IX.B and XIII.B.

Question #26: “Are there any special circumstances or “hot buttons” of which you are aware?”

Answer: This information will be shared with the selected finalists.

Question #27: “How many other firms are competing?”

Answer: There is no way to determine how many firms have downloaded the document. It is posted on two different websites.

Question #28: “What top PR opportunity do you see for yourselves that hasn’t been accomplished yet?”

Answer: PR trends and the current environment changes constantly and GJVCB looks to the PR agency to help build successful plans of action.

Question #29: “Any new business or attractions coming out of the gate in 2018?”

Answer: New attractions include Cameo Shooting Complex, Banana’s Water Park, development at Las Colonias amphitheater and business park. There are no new hotels scheduled to open in 2018. Refer to the GJVCB’s visitor guide which outlines the attractions and assets of the community that will be marketed in 2018.

Question #30: “Have you ever worked with an agency from the front range before?”

Answer: Yes.

Question #31: “Are you replacing internal staff or supplementing them? Was there another agency or consultant before? If so, why didn’t it work out? How long were they at it?”

Answer: No internal staff is changing. The current contracts are expiring. The GJVCB is required to solicit replacement agencies formally. Typically, a contract is awarded for one year, with the option to extend for three additional years, for a total of four years maximum. At that time, a new solicitation will be issued.

Question #32: “Tell me about your marketing staff now.”

Answer: Please review the marketing plan at <http://bit.ly/2tNCryt>.

Question #33: “What does success look like to the program?”

Answer: Anything that meets the mission of the project.

Question #34: “What qualities and behaviors do you want to see in your agency team?”

Answer: Please see the solicitation document. It details what GJVCB desires in an agency.

Question #35: “What qualities and behaviors do you not want to see?”

Answer: Inexperienced and non-collaborative agencies. Basically, anything opposite of what is detailed in the solicitation document.

Question #36: “Can you elaborate on things you have tried in the past? What worked well and why do you think it succeeded? What didn’t work and why do you think it failed?”

Answer: Please review the marketing plan at <http://bit.ly/2tNCryt>. The awarded agency will have access to further detailed information.

Question #37: “To date, how have you measured the efficacy of your campaigns across various target audiences? What is the frequency of measurement?”

Answer: Monthly analytics and annual lodging tax collections.

Question #38: “The RFP asks only for a campaign marketing Grand Junction as a tourist destination. Are you considering a meeting & events campaign, distinct from the tourism work?”

Answer: Meetings marketing is also included in the \$340K contract. Please see the 2017 marketing plan at <http://bit.ly/2tNCryt>.

Question #39: “May we review current media plans?”

Answer: Please review the marketing plan at <http://bit.ly/2tNCryt>.

Question #40: “May we review current creative brief?”

Answer: Not at this time. Each agency is to develop their own creative brief for this proposal. The selected agency will have access to all historic creative briefs.

Question #41: “How are digital data points currently incorporated in to strategic communications planning?”

Answer: The selected agency will have access to all digital data points after award.

Question #42: “Are we able to review digital behavior reports/analytics?”

Answer: The selected agency will have access to this information. It will not be available during the solicitation process.

Question #43: “What channel specific metrics and benchmarks has media been optimized to historically?”

Answer: Please review the marketing plan at <http://bit.ly/2tNCryt>.

Question #44: “What attribution models are in place to track impact? Can we see examples of past reports?”

Answer: Please see the performance dashboard posted at <http://bit.ly/2tNCryt>.

Question #45: “In the pre-solicitation conference you mentioned 2-years of research on “Colorado’s Wine Country”. Does that research include any Awareness and Understanding data related to the branding line? May we have access to this research?”

Answer: Research will be provided to the selected finalists.

Question #46: “What CVB’s do you admire? Who’s doing it right?”

Answer: This is not relative to the solicitation process.

Question #47: “How are you using YouTube?”

Answer: Please see our YouTube channel. Pre-roll advertising has also been utilized.

Question #48: “In your shift toward the Millennial as a primary audience in 2017, what advertising tactics have been most successful? Can you share any current results from this audience shift?”

Answer: Please see the 2017 marketing plan at <http://bit.ly/2tNCryt>.

Question #49: “What online advertising channels are providing the most conversions in the aRes platform?”

Answer: This information will be shared with the selected finalists.

Question #50: “What KPIs are you using to define success in your shift toward a higher quality online audience?”

Answer: Please see the performance dashboard plan at <http://bit.ly/2tNCryt>. Further information will be shared with the selected finalists.

Question #51: “Is the advertising/promotion of your e-zines a component of the paid media budget, and contract, or outside of it?”

Answer: It is part of the website marketing contract of \$170K

Question #52: “What percent of your advertising budget has been allocated to in-state, national and/or international audiences?”

Answer: Please review the marketing plan at <http://bit.ly/2tNCryt>.

Question #53: “Specifically, what are you looking for in an agency? What would your current agency say is the best thing about working with you? The most difficult?”

Answer: Please read the RFP document, the information is included in each section.

Question #54: “How would you define what is most important to you in the process—creative, strategy, cultural fit, category experience, overall experience?”

Answer: The selected finalists will be given further information on this.

Question #55: “When will the answers to the submitted questions be available? With the deadline from question submission to RFP response being so tight, a number of our questions will help inform our submission and we would like the time to be responsive based on the answers to our questions.”

Answer: The Addendum will be issued no later than July 10, 2017.

Question #56: “Who will be on the RFP evaluation committee? Will the evaluation committee for the oral interviews be comprised of the same people?”

Answer: Representatives from the City of Grand Junction, GJVCB staff, and the Board of Directors will review the RFP responses and the oral presentations.

Question #57: “Will anyone with a current relationship with another agency participating in this process be on the evaluation panel?”

Answer: No.

Question #58: “What type of financial statement and references are you looking for to demonstrate financial capacity and stability? And, will this information be public record along with the rest of the proposal?”

Answer: Please see Question 21.

Question #59: “The \$45,000 budget for public relations - does that include media expenses for visiting Grand Junction (i.e. airfare, lodging, meals, etc. travel for bringing journalists to Grand Junction)?”

Answer: The hard costs for traveling with journalists is typically outside of contract. Each opportunity is evaluated individually depending upon the current state of the budget. GJVCB will further solidify this during the finalists’ interviews

Question #60: “Which agency is the incumbent agency for the advertising portion of the RFP? Which agency is the incumbent agency for the website/online marketing portion of the RFP?”

Answer: Please see Question 5.

Question #61: “Are proposals ranked higher if their able to encompass all requests: Advertising, Website/Online Marketing, and PR?”

Answer: Please see Question 12.

Question #62: “What is the paid media budget for digital? Is the budget outside of the \$170K?”

Answer: Please see Question 19.

Question #63: “Does the website integrate with a CRM? Or is all the stakeholder data listed within the website?”

Answer: Yes, there is a CRM.

Question #64: “Is there an incumbent who is participating in this process, specific to Website/ Online Marketing?”

Answer: Please see Question 57.

Question #65: “Our agency has extensive travel expertise, but not specific to Colorado. Will our agency be disqualified or penalized because of this since you’d like a list of current clients in Colorado tourism?”

Answer: The request to list other Colorado clients is for informational purposes. It is not a requirement for award.

Question #66: “What version of Drupal is the site on? Our understanding is that we’d support and maintain the current site. This does not include a site redesign/redevelopment. Is that correct?”

Answer: It is version 7. There will not be a site redesign.

Question #67: “To get clarification, how many in-person meetings your anticipating with the board over the year?”

Answer: Please see Section II.K.20, VI.K.15 and X.I.20 in the original RFP document.

Question #68: “How much traffic (sessions) does the website get on an annual basis?”

Answer: Please see the December 2016 dashboard at <http://bit.ly/2tNCryt>.

Question #69: “Who is the booking widget vendor? And what Email Service Platform do you use?”

Answer: The booking widget vendor is not part of this contract and will not be utilized in 2018.

Question #70: “What does the approval process look like to have the strategic digital marketing plan approved?”

Answer: This is not relevant during the initial RFP process.

Question #71: “Do you have internal content creators? Or is all content expected to come from agency partners?”

Answer: Content is created by both internal and contracted agency partners.

Question #72: “Would you be able to provide a list of the top ten keywords that you’d like to rank for, as well as top three competitors?”

Answer: This information is proprietary. The top three competitors will be provided after this process.

Question #73: “Is a Colorado-based firm preferred?”

Answer: Please see Question 8.

Question #74: “Section III(B)6 What do you want exactly as far as the 3 financial references?”

Answer: Please see Question 21.

Question #75: “If couples are your number 1 visitor demographic right now, what are your 5 year goals? Would you want to change your demographics?”

Answer: Please refer to the marketing plan and research at <http://bit.ly/2tNCryt>. All strategic planning will be shared with the awarded agency.

Question #76: “For 2018, which of the new event/activities are slated to land?”

Answer: Please see Question 29.

Question #77: “Are you open to the idea of having paid premium listings for lodging/events?”

Answer: This is not relevant at this time.

Question #78: “Regarding Google Analytics, how many people approach your website on a mobile device?”

Answer: Over 50%.

Question #79: “Does your website use an event plugin? If so, which one? How are you managing the events?”

Answer: No. Internal staff manages events.

Question #80: “If you were to stay with your current company for hosting, how much do you pay currently?”

Answer: Please refer to the marketing plan at <http://bit.ly/2tNCryt> for the website budget.

Question #81: “How would we measure the ROI if we are not booking services through the website?”

Answer: The awarded contractor is expected to measure ROI.

Question #82: “If we intend to compete for all three of the RFP elements (advertising services, website/online marketing, and PR), do we need to submit a separate proposal for each or can they be combined into a single response that addresses all three?”

Answer: Section I.B states “three separate proposals shall be submitted” if you want to submit for all three areas.

Question #83: “What are key marketing goals for the Grand Junction Visitor and Convention Bureau in 2017 and 2018?”

Answer: Please refer to the marketing plan at <http://bit.ly/2tNCryt>.

Question #84: “Are you satisfied with recent (2015 and 2016) visitation, occupancy, visitor spending and lodging tax metrics?” Why or why not?”

Answer: The mission is to increase visitation year over year using the resources available for that year.

Question #85: “What major marketing initiatives are planned for 2017 and 2018?”

Answer: Please see Question 29.

Question #86: “What destinations do you include in your competitive set?”

Answer: Refer to the research at <http://bit.ly/2tNCryt>.

Question #87: “What is the relative importance of various visitor segments (e.g. Leisure, group, conference/convention, etc.)?”

Answer: Please refer to the marketing plan at <http://bit.ly/2tNCryt> for the relative importance for each segment.

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Answer: Yes, however, GJVCB markets as a year-round destination. Marketing and promotions are based on current research and analytics.

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All other conditions of subject remain the same.

Respectfully,

Susan Hyatt
City of Grand Junction, Colorado



ADDENDUM NO. 1

DATE: July 10, 2017
FROM: City of Grand Junction Purchasing Division
TO: All Interested Parties
RE: Advertising, Website Marketing, Public Relations RFP-4378-17-SH

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:

Question #1: "Could you please help me with whether companies from Outside USA can apply for this? (like, from India or Canada)"

Answer: All vendors are welcome to respond.

Question #2: "Could you please help me with whether we need to come over there for meetings?"

Answer: Please read the solicitation document. Yes, on site meetings are required.

Question #3: "Can we perform the tasks (related to the RFP) outside USA? (like, from India or Canada)"

Answer: You will need to determine for yourself what tasks are to be completed where.

Question #4: "Can we submit the proposals via email?"

Answer: Please read the solicitation document. Proposals are to be submitted electronically per instructions noted in the RFP.

Question#5: "What agency/agencies are you working with currently?"

Answer: Advertising is currently contracted with Hill Aevium, Website/Marketing is contracted with Miles Media and Public Relations is contracted with Orr Communications.

Question #6: "What is the current budget for a. advertising, website/online marketing b. public relations?"

Answer: Please read the RFP document, this information is included in each section.

Question #7: "What are the top three challenges Grand Junction Visitor and Convention Bureau has identified as barriers to visiting the area?"

Answer: Please attend the Pre-Solicitation Conference scheduled for June 14, 2017 5, 2017 at 10:00 A.M. local time.

Question #8: “Is previous work in Colorado or Colorado residency a prerequisite to winning this bid?”

Answer: No, there is no requirement for any type of local or state preference.

Question #9: “How important is it for agency representatives to attend the Pre-Solicitation Conference in person vs. via phone?”

Answer: There is no difference between attending in person or via conference line.

Question #10: “What existing research exists that can be shared with selected agency regarding target audiences, net promoter scores, visitation trends over past 5 years?”

Answer: All relevant research will be provided to the selected agency

Question #11: “Does the GJVCB feel that Grand Junction has an established brand story/ brand position/value proposition or is that something they are interested in having their agency define and articulate?”

Answer: The “Colorado’s Wine Country” brand has been used since 1998. A brand update will be considered. Related documents will be shared with the selected finalists in the process.

Question #12: “Is there a preference for hiring one consolidated team that includes all sought after services?”

Answer: There is no preference. It has been experienced, though, that one firm cannot concentrate equally well in all three areas.

Question #13: “Who will be the primary point of contact on the client side for the agency? How are decisions and approval made for creative and media strategy recommendations?”

Answer: The Marketing Coordinator will be the primary point of contact. Decisions and approvals are made in collaboration with the VCB staff and agency.

Question #14: “Does the budget of \$340K for advertising assume that all paid media will come out of this budget?”

Answer: Yes.

Question #15: “Is there an assumption that the agency will/must create collateral materials and that printing for those materials come out of the \$340K ad budget?”

Answer: Printing does not come out of the \$340K budget. Creative does come out of this amount.

Question #16: “Is there a preference or expectation that the suggested campaign will include television and/or broadcast?”

Answer: That is to be determined based on the recommendation of the agency.

Question #17: “Are there any existing creative assets or creative campaigns that the GJVCB is interested in preserving and using?”

Answer: Creative assets exist, such as video and photography, and GJVCB will continue to maintain. Campaigns are the recommendation of the retained agency.

Question #18: “What kind of financial data will be provided by individual businesses impacted by the advertising campaign and what kind of reporting in terms of visitation is available from GJVCB to inform the ROI analysis required in section K7 of Advertising portion of RFP?”

Answer: Financial data is not available from individual businesses. GJVCB currently reports on visits to the visitor center, visitor guide requests and web analytics. Additional research will be provided to the selected finalists. GJVCB will be looking to the selected agency for assistance in ROI analysis going forward.

Question #19: “Is there an expectation that digital media costs will be absorbed by the \$170K website/online marketing budget or would digital media dollars also be absorbed by the \$19K advertising and marketing budget?”

Answer: The web contract includes SEO and SEM costs. The advertising contract includes all digital display marketing.

Question #20: “What does a highly successful RFP look like/include for GJVCB apart from the basic agency background specified in the RFP? Are you looking for speculative planning or creative work that demonstrates our thinking? If so, what marketing plans, research or other materials will be provided to intelligently inform a strategic approach to those recommendations?”

Answer: The first two questions are covered in the RFP document. Please review it as it documents the expectations. All relevant research, data and assets that the VCB has will be shared with the finalists that are invited to present.

Question #21: “Question B6 asks for financial documentation and references for the agency. Please be specific about what kind of documentation would satisfy this request? What do “financial references” include?”

Answer: Vendors need to provide sufficient evidence their business is stable (i.e. P&L/balance sheet) and has the capacity to handle an account of this size. You can provide a letter from an auditor or tax support person and references from other accounts/clients that all financial obligations were met. Financial information is confidential and does not become public. Please mark the pages in your response appropriately as confidential.

Question #22: “Is media spend part of the \$340K advertising/marketing budget or is it inclusive of agency fees, campaign development and planning/reporting only with media spend being separate and billed at net?”

Answer: It is all inclusive.

Question #23: “Why are you open to a new vendor?”

Answer: The current contract expires at the end of 2017. GJVCB is required to solicit a replacement formally.

Question #24: “What do you mean by creativity?”

Answer: The definition of creativity is the quality of being creative. Creative means marked by the ability or power to create or having the quality of something created rather than imitated. Created means to produce through imaginative skill.

Question #25: “What criteria are important to you in selecting a firm? How would you rank the criteria?”

Answer: Criteria are listed in Sections V.B, IX.B and XIII.B.

Question #26: “Are there any special circumstances or “hot buttons” of which you are aware?”

Answer: This information will be shared with the selected finalists.

Question #27: “How many other firms are competing?”

Answer: There is no way to determine how many firms have downloaded the document. It is posted on two different websites.

Question #28: “What top PR opportunity do you see for yourselves that hasn’t been accomplished yet?”

Answer: PR trends and the current environment changes constantly and GJVCB looks to the PR agency to help build successful plans of action.

Question #29: “Any new business or attractions coming out of the gate in 2018?”

Answer: New attractions include Cameo Shooting Complex, Banana’s Water Park, development at Las Colonias amphitheater and business park. There are no new hotels scheduled to open in 2018. Refer to the GJVCB’s visitor guide which outlines the attractions and assets of the community that will be marketed in 2018.

Question #30: “Have you ever worked with an agency from the front range before?”

Answer: Yes.

Question #31: “Are you replacing internal staff or supplementing them? Was there another agency or consultant before? If so, why didn’t it work out? How long were they at it?”

Answer: No internal staff is changing. The current contracts are expiring. The GJVCB is required to solicit replacement agencies formally. Typically, a contract is awarded for one year, with the option to extend for three additional years, for a total of four years maximum. At that time, a new solicitation will be issued.

Question #32: “Tell me about your marketing staff now.”

Answer: Please review the marketing plan at <http://bit.ly/2tNCryt>.

Question #33: “What does success look like to the program?”

Answer: Anything that meets the mission of the project.

Question #34: “What qualities and behaviors do you want to see in your agency team?”

Answer: Please see the solicitation document. It details what GJVCB desires in an agency.

Question #35: “What qualities and behaviors do you not want to see?”

Answer: Inexperienced and non-collaborative agencies. Basically, anything opposite of what is detailed in the solicitation document.

Question #36: “Can you elaborate on things you have tried in the past? What worked well and why do you think it succeeded? What didn’t work and why do you think it failed?”

Answer: Please review the marketing plan at <http://bit.ly/2tNCryt>. The awarded agency will have access to further detailed information.

Question #37: “To date, how have you measured the efficacy of your campaigns across various target audiences? What is the frequency of measurement?”

Answer: Monthly analytics and annual lodging tax collections.

Question #38: “The RFP asks only for a campaign marketing Grand Junction as a tourist destination. Are you considering a meeting & events campaign, distinct from the tourism work?”

Answer: Meetings marketing is also included in the \$340K contract. Please see the 2017 marketing plan at <http://bit.ly/2tNCryt>.

Question #39: “May we review current media plans?”

Answer: Please review the marketing plan at <http://bit.ly/2tNCryt>.

Question #40: “May we review current creative brief?”

Answer: Not at this time. Each agency is to develop their own creative brief for this proposal. The selected agency will have access to all historic creative briefs.

Question #41: “How are digital data points currently incorporated in to strategic communications planning?”

Answer: The selected agency will have access to all digital data points after award.

Question #42: “Are we able to review digital behavior reports/analytics?”

Answer: The selected agency will have access to this information. It will not be available during the solicitation process.

Question #43: “What channel specific metrics and benchmarks has media been optimized to historically?”

Answer: Please review the marketing plan at <http://bit.ly/2tNCryt>.

Question #44: “What attribution models are in place to track impact? Can we see examples of past reports?”

Answer: Please see the performance dashboard posted at <http://bit.ly/2tNCryt>.

Question #45: “In the pre-solicitation conference you mentioned 2-years of research on “Colorado’s Wine Country”. Does that research include any Awareness and Understanding data related to the branding line? May we have access to this research?”

Answer: Research will be provided to the selected finalists.

Question #46: “What CVB’s do you admire? Who’s doing it right?”

Answer: This is not relative to the solicitation process.

Question #47: “How are you using YouTube?”

Answer: Please see our YouTube channel. Pre-roll advertising has also been utilized.

Question #48: “In your shift toward the Millennial as a primary audience in 2017, what advertising tactics have been most successful? Can you share any current results from this audience shift?”

Answer: Please see the 2017 marketing plan at <http://bit.ly/2tNCryt>.

Question #49: “What online advertising channels are providing the most conversions in the aRes platform?”

Answer: This information will be shared with the selected finalists.

Question #50: “What KPIs are you using to define success in your shift toward a higher quality online audience?”

Answer: Please see the performance dashboard plan at <http://bit.ly/2tNCryt>. Further information will be shared with the selected finalists.

Question #51: “Is the advertising/promotion of your e-zines a component of the paid media budget, and contract, or outside of it?”

Answer: It is part of the website marketing contract of \$170K

Question #52: “What percent of your advertising budget has been allocated to in-state, national and/or international audiences?”

Answer: Please review the marketing plan at <http://bit.ly/2tNCryt>.

Question #53: “Specifically, what are you looking for in an agency? What would your current agency say is the best thing about working with you? The most difficult?”

Answer: Please read the RFP document, the information is included in each section.

Question #54: “How would you define what is most important to you in the process—creative, strategy, cultural fit, category experience, overall experience?”

Answer: The selected finalists will be given further information on this.

Question #55: “When will the answers to the submitted questions be available? With the deadline from question submission to RFP response being so tight, a number of our questions will help inform our submission and we would like the time to be responsive based on the answers to our questions.”

Answer: The Addendum will be issued no later than July 10, 2017.

Question #56: “Who will be on the RFP evaluation committee? Will the evaluation committee for the oral interviews be comprised of the same people?”

Answer: Representatives from the City of Grand Junction, GJVCB staff, and the Board of Directors will review the RFP responses and the oral presentations.

Question #57: “Will anyone with a current relationship with another agency participating in this process be on the evaluation panel?”

Answer: No.

Question #58: “What type of financial statement and references are you looking for to demonstrate financial capacity and stability? And, will this information be public record along with the rest of the proposal?”

Answer: Please see Question 21.

Question #59: “The \$45,000 budget for public relations - does that include media expenses for visiting Grand Junction (i.e. airfare, lodging, meals, etc. travel for bringing journalists to Grand Junction)?”

Answer: The hard costs for traveling with journalists is typically outside of contract. Each opportunity is evaluated individually depending upon the current state of the budget. GJVCB will further solidify this during the finalists’ interviews

Question #60: “Which agency is the incumbent agency for the advertising portion of the RFP? Which agency is the incumbent agency for the website/online marketing portion of the RFP?”

Answer: Please see Question 5.

Question #61: “Are proposals ranked higher if their able to encompass all requests: Advertising, Website/Online Marketing, and PR?”

Answer: Please see Question 12.

Question #62: “What is the paid media budget for digital? Is the budget outside of the \$170K?”

Answer: Please see Question 19.

Question #63: “Does the website integrate with a CRM? Or is all the stakeholder data listed within the website?”

Answer: Yes, there is a CRM.

Question #64: “Is there an incumbent who is participating in this process, specific to Website/ Online Marketing?”

Answer: Please see Question 57.

Question #65: “Our agency has extensive travel expertise, but not specific to Colorado. Will our agency be disqualified or penalized because of this since you’d like a list of current clients in Colorado tourism?”

Answer: The request to list other Colorado clients is for informational purposes. It is not a requirement for award.

Question #66: “What version of Drupal is the site on? Our understanding is that we’d support and maintain the current site. This does not include a site redesign/redevelopment. Is that correct?”

Answer: It is version 7. There will not be a site redesign.

Question #67: “To get clarification, how many in-person meetings your anticipating with the board over the year?”

Answer: Please see Section II.K.20, VI.K.15 and X.I.20 in the original RFP document.

Question #68: “How much traffic (sessions) does the website get on an annual basis?”

Answer: Please see the December 2016 dashboard at <http://bit.ly/2tNCryt>.

Question #69: “Who is the booking widget vendor? And what Email Service Platform do you use?”

Answer: The booking widget vendor is not part of this contract and will not be utilized in 2018.

Question #70: "What does the approval process look like to have the strategic digital marketing plan approved?"

Answer: This is not relevant during the initial RFP process.

Question #71: "Do you have internal content creators? Or is all content expected to come from agency partners?"

Answer: Content is created by both internal and contracted agency partners.

Question #72: "Would you be able to provide a list of the top ten keywords that you'd like to rank for, as well as top three competitors?"

Answer: This information is proprietary. The top three competitors will be provided after this process.

Question #73: "Is a Colorado-based firm preferred?"

Answer: Please see Question 8.

Question #74: "Section III(B)6 What do you want exactly as far as the 3 financial references?"

Answer: Please see Question 21.

Question #75: "If couples are your number 1 visitor demographic right now, what are your 5 year goals? Would you want to change your demographics?"

Answer: Please refer to the marketing plan and research at <http://bit.ly/2tNCryt>. All strategic planning will be shared with the awarded agency.

Question #76: "For 2018, which of the new event/activities are slated to land?"

Answer: Please see Question 29.

Question #77: "Are you open to the idea of having paid premium listings for lodging/events?"

Answer: This is not relevant at this time.

Question #78: "Regarding Google Analytics, how many people approach your website on a mobile device?"

Answer: Over 50%.

Question #79: "Does your website use an event plugin? If so, which one? How are you managing the events?"

Answer: No. Internal staff manages events.

Question #80: "If you were to stay with your current company for hosting, how much do you pay currently?"

Answer: Please refer to the marketing plan at <http://bit.ly/2tNCryt> for the website budget.

Question #81: "How would we measure the ROI if we are not booking services through the website?"

Answer: The awarded contractor is expected to measure ROI.

Question #82: “If we intend to compete for all three of the RFP elements (advertising services, website/online marketing, and PR), do we need to submit a separate proposal for each or can they be combined into a single response that addresses all three?”

Answer: Section I.B states “three separate proposals shall be submitted” if you want to submit for all three areas.

Question #83: “What are key marketing goals for the Grand Junction Visitor and Convention Bureau in 2017 and 2018?”

Answer: Please refer to the marketing plan at <http://bit.ly/2tNCryt>.

Question #84: “Are you satisfied with recent (2015 and 2016) visitation, occupancy, visitor spending and lodging tax metrics?” Why or why not?”

Answer: The mission is to increase visitation year over year using the resources available for that year.

Question #85: “What major marketing initiatives are planned for 2017 and 2018?”

Answer: Please see Question 29.

Question #86: “What destinations do you include in your competitive set?”

Answer: Refer to the research at <http://bit.ly/2tNCryt>.

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Respectfully,

Susan Hyatt
City of Grand Junction, Colorado

July 18, 2017

Advertising Services

Proposal for Visit Grand Junction

Karin Mast

Vice President / General Manager, Western Division

303-867-8259

Karin.Mast@MilesPartnership.com

miles
PARTNERSHIP

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Cover Letter

Dear Members of the Selection Committee,

Since 2007 we have partnered with you to publish VisitGrandJunction.com. Now, we're excited about the opportunity to take that partnership to the next level and integrate the transformative work we've done together on the website into all aspects of your advertising strategy.

Over the past 60 years, we've worked with 100 of the top travel destinations and tourism agencies to deliver strategic and creative advertising services to define their brand voice, highlight unique differentiators and attract millions of visitors from around the globe. Our systematic and thorough approach is built upon integration — pushing a consistent, emotion-driven message across all of a destination's owned and paid channels. The website, advertising creative and content are all cogs in a larger wheel that must work together in order to push a destination forward.

Nothing evokes our passion for tourism and travel marketing more than our own home state. With an office in Colorado, we live, work and play in many of the regions we represent to the world. We understand the unique factors that help Colorado tourism be successful and have a decades worth of knowledge about Grand Junction specifically, which we've gained throughout our partnership.

We ask that you spend time reviewing our creative approach and vision for Visit Grand Junction. Our team is excited about the opportunity to establish a new brand message that accurately and strategically represents the entire region of Grand Junction. But establishing is only the first step — we must also strategically disseminate that brand message to the world in a big, bold way. Our team has outlined a plan that will bring the Grand Junction story to life using a broader set of digital, social and experiential advertising tools.

It's been an honor working with your team for the last 10 years. We've formed a true partnership beyond a vendor / client relationship, and I truly believe that Miles is the company to introduce a re-branded Grand Junction message to the world and deliver a tremendous amount of visitors to the Grand Valley.

Thank you for the opportunity,



Karin Mast, Vice President/GM, Western Division

13952 Denver West Parkway, Suite 200
Lakewood, CO 80401
(303) 458-1211



David Burgess, President

6751 Professional Parkway West, Suite 200
Sarasota, Florida 34240
(941) 342-2300

Individuals authorized to make presentations on behalf of our firm include:

- Karin Mast
- Karen Ruby
- Kelly Smith
- Nancy Wiles
- Gray Lawry
- Lauren Bryan
- Neal Alfano
- Kelly Ruhland
- Tiffany Azzara
- Laura Mier
- Jay Salyers

We acknowledge receipt of one addendum.

General Agency Information

Meet Miles

Miles is a strategic marketing company focused exclusively on travel and tourism.

We began as an entrepreneurial venture, and that spirit of seeing and seizing opportunity has remained with us. Over the past 60-plus years, we have continuously evolved with the times to deliver forward-thinking, successful solutions that meet our clients' needs and support economic development, awareness and advocacy. Your goals are our goals.

Miles by the Numbers

100% travel marketing

63 years loving what we do

90+ travel brands

200+ travel marketing experts

70 million visitors to our clients' websites

173 content creators around the globe

1.8 million miles traveled annually in service to our clients and the industry

\$33+ million in industry participation annually

Core Competencies



Strategic Consulting



Branding & Creative Services



Digital Development



Content Creation & Distribution



Advertising Services & Media Buying



Revenue Generation Programs

Commitment to the Travel Industry

We firmly believe in an ongoing commitment to the travel industry.

We showcase our commitment by attending industry conferences, hosting speaking engagements, sponsorships, educational webinars, events and more. We actively participate with major organizations like U.S. Travel Association, Destinations International (formerly the Destination Marketing Association International) and Hospitality Sales and Marketing Association International (HSMAI).



Commitment to Client Service

Miles' average client relationship is seven years. Here's why:

- We understand this industry. We work tirelessly to align and help communicate your initiatives with stakeholders and constituents.
- If there is a problem, we make it right.
- We are authentic and transparent. We hold ourselves accountable for results.
- We believe in continuous improvement. Optimization is a core component of the value we deliver.
- While conceiving "big ideas" is part of what we do, our successful and thorough delivery and implementation of "big ideas" sets us apart.
- We believe face-to-face communication is a core part of our business. We are where we need to be, when we need to be, in person, no questions asked.
- The only way that we are successful as a company is by delivering work that helps make you more successful.
- Our goal is to create relationships built upon mutual respect, fun and creativity that will last a lifetime.

Our Focus on Research

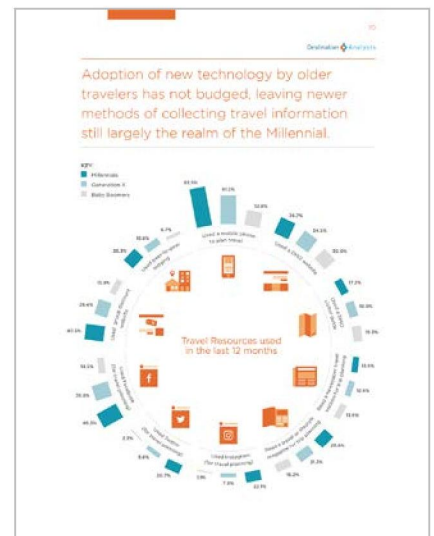
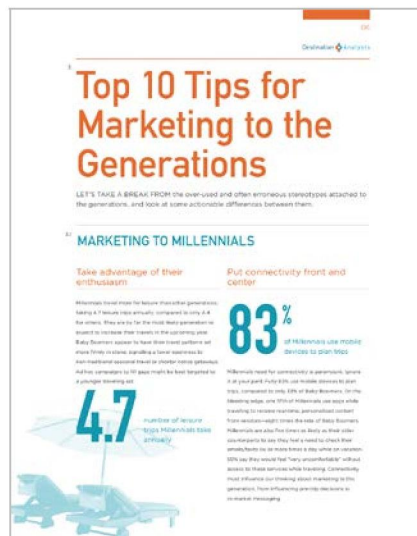
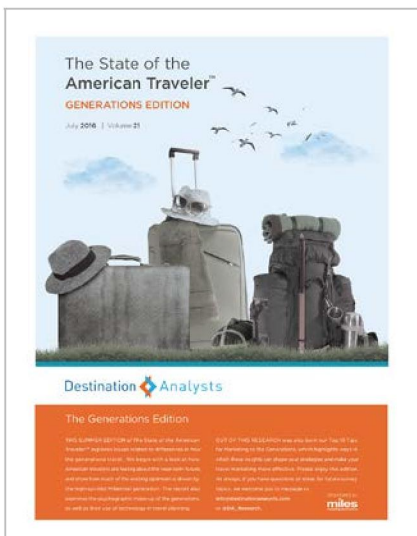
Like any good agency, we use research to better understand what motivates and influences travelers.

Unlike other agencies that develop research studies to meet their own needs, we strongly believe in independent, third-party research to drive program measurement and optimization.

At Miles, we utilize respected third-party partners such as Phocuswright, Destination Analysts, Longwoods, Sojern and Google to provide independent insights for our clients. What sets Miles apart is our ability to turn research and analytics into actionable insights that inform decisions, shape changes and drive improvements for our clients. Recent sponsored research includes:

- "The State of the American Traveler," Destination Analysts (ongoing quarterly study)
- "Content That Influences the Destination Decision," The State of the American Traveler, Destination Analysts

- “Online Video That Influences Destination Selection,” Destination Analysts with input from Google and YouTube
- “Social Media and Travel: The Role and Impact of Social Media on Travel Decisions,” Phocuswright
- Benchmarking Programs in New Zealand, Canada and Australia
- “Destination Unknown—How U.S. & European Travelers Decide Where to Go,” Phocuswright



Awards

Our client work has garnered 128 awards across content creation, design, website development and brand campaigns over the past three years—including some notable awards for our work with Visit Grand Junction:

- 2016 Gold Magellan Award from Travel Weekly for VisitGrandJunction.com
- 2016 Bronze HSMIA Adrian Award for VisitGrandJunction.com
- 2015 Best Travel Online Newsletter Campaign Award from the Internet Advertising Competition for the Grand Junction eNewsletter
- 2014 Bronze HSMIA Adriand Award for Grand Junction Welcome Email
- 2013 Hermes Creative Gold Award for the VisitGrandJunction.com Mobile Site
- 2013 Silver Magellan Award from Travel Weekly for VisitGrandJunction.com

Other recent client accolades include:

- 2017 Silver Telly Award for Visit Sarasota County's TV Commercial
- 2017 Best Hotel and Lodging Online Campaign from the Internet Advertising Competition for Hilton Sandestin Beach Golf Resort & Spa
- 2017 Internet Advertising Competition "Best Travel Website" Award for Visit St. Pete/Clearwater's GulpCoast.com
- 2016 U.S. Travel Mercury Award for Best Travel Website for LouisianaTravel.com
- 2016 U.S. Travel Mercury Award for Best Social Media Campaign for Louisiana Travel & Twitter Amplify Open Campaign
- 2016 "Outstanding Website" WebAward for Ohio.org
- 2016 Outstanding Website WebAward for DiscoveryDestinations.com
- 2016 Silver W3 Award for Riverhouse.com
- 2016 Silver W3 Award for TravelWyoming.com
- 2016 Gold HSMIA Adrian Award for ExploreGeorgia.org/Music
- 2016 Gold HSMIA Adrian Award for TravelWyoming.com
- 2016 Bronze HSMIA Adrian Award for ThePalmBeaches.com
- 2016 Gold Communicator Award for Custer State Park, South Dakota's Outdoor Activities for Everyone Online Video

References

Below please find short descriptions of recent work experience along with client references for three projects similar in size and scope to the Visit Grand Junction contract.

Visit Sarasota County

Since its previous rebrand in 2010, Visit Sarasota County (VSC) had expanded into new markets and added new hotels and attractions. By 2015, it was time to reflect these changes and look at how the destination was portrayed and perceived in the marketplace in order to stay relevant.

Objectives

A brand is more than an organization's logo and collateral; it's an emotional connection with consumers. VSC was ready to build that brand: one that would connect consumers with the destination on an emotional level, and would thus require a research-based approach.

The new brand would also require buy-in from Visit Sarasota's constituency, necessitating the incorporation of the county's diverse areas and building a brand—beginning with a name—that would represent the area as a whole.

Strategy

The key was investing in third-party research early on, and then at regular intervals throughout the process. From August 2015 to September 2016, we conducted focus groups in proven Sarasota County consumer markets—New York City, Chicago and Washington, D.C.—with both previous and potential visitors. We also invited local residents as well as community and travel industry partners to take part in our research. And we used online surveys to assemble a set of emotions that consumers attribute to the destination, a process called emotional mapping.

Our research was designed to illuminate what consumers and local stakeholders felt, thought and believed about Sarasota County as a Florida vacation destination. The research revealed that, compared with other destinations, Sarasota is a place where visitors are free to vacation as they please, without pressure to fit in or adhere to a schedule. In short, Sarasota is a place where visitors feel “at ease.” This research finding became the central tenet of our new brand position, influencing every aspect of the new platform we would develop.

Our research wasn't complete, however. We tested our brand concepts, too, making adjustments based on consumer and local stakeholder feedback. Ultimately, a new VSC brand emerged that unites Miles' creative expertise with the findings of our research:

- Based on the discoveries of our emotional mapping process, we shifted photography from action-oriented concepts to imagery that communicates relaxing, peaceful

moments. We adopted a soft color palette, watercolor design effects, a friendly font and lighthearted messaging to echo the brand's "at-ease" essence.

- When our research revealed that a one-size-fits-all logo failed to speak to our varied audiences, we created variations on the primary logo. For consumers, who agreed that the word "county" lacked appeal, the logo simply includes "Visit Sarasota." For local stakeholders, who felt united by the "county" designation, we developed a "Visit Sarasota County" variation for local use. This allowed us to also create specialized logos for official county agencies such as sports and arts commissions.
- Building on the notions of customization sparked by our research, we also designed the primary logo to accommodate different taglines that resonate with different audiences.

When it came time to push the new brand and messaging out to consumers, we developed a targeted media strategy across every level of the travel funnel. For example, to increase overall awareness, we employed brand lift studies and integrated with Arrivalist, which allowed us to measure condo and independent hotel visits and provide advanced reporting to Visit Sarasota County.

On the traditional side, we placed display advertising and advertorial in leading leisure magazines such as *Southern Living*, *Conde Nast* and *Bon Appetit*. New television commercials were broadcast in state and in our target markets of Chicago, Philadelphia and Toronto, and radio and out of home ads rounded out our outreach efforts.

Results

VSC has been using the new logo, ads and message points developed by Miles in-market since early fall 2016. During this time, we continued to seek consumer feedback and input to judge the effectiveness of various messages and imagery. Thus far, consumer response has been overwhelmingly positive and VSC's constituency has enthusiastically bought in. New brand creative and commercials have been recognized with a 2017 Communicator Award of Distinction, a 2017 Telly Award and two 2017 ADDY Awards.

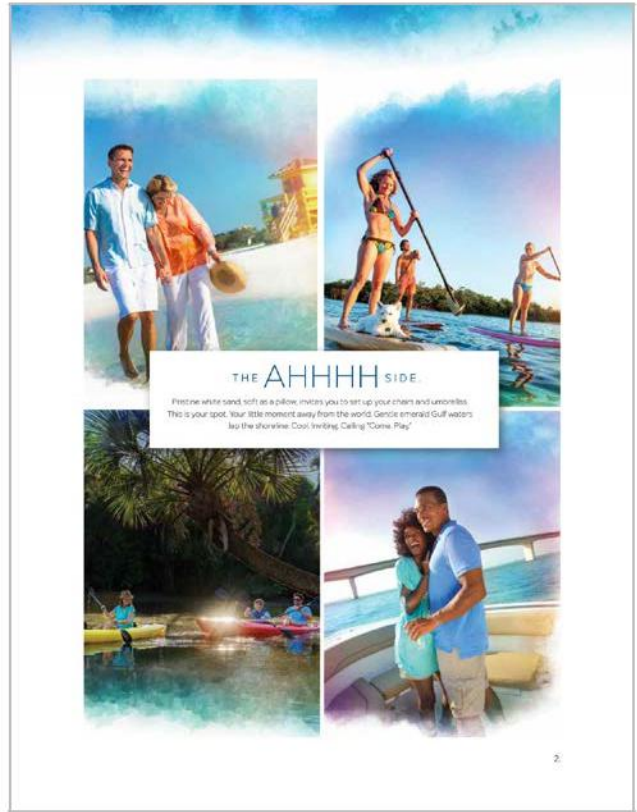
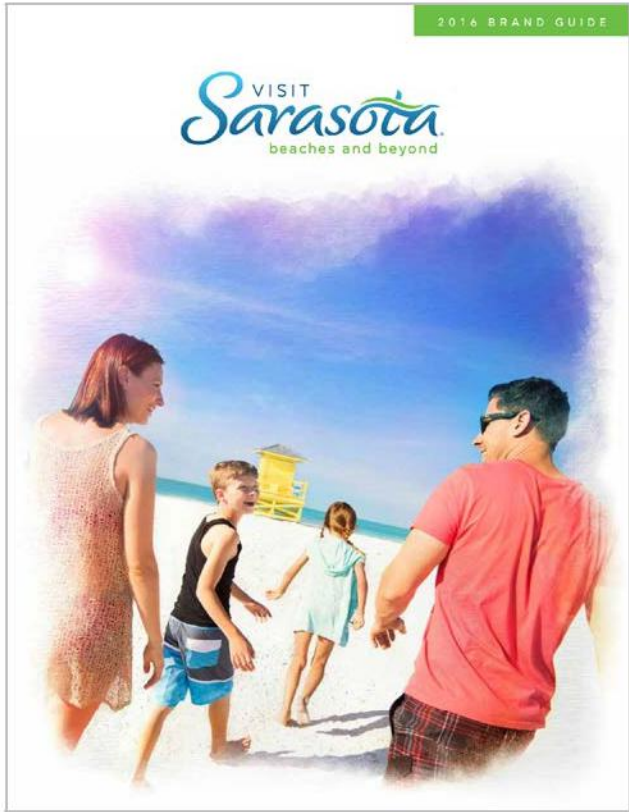
This past spring, Sarasota County celebrated its best April ever for tourism, with a 3.8 percent increase in visitors when compared to the same month in 2016, and occupancy jumping to 78.7 percent (over 76.6 percent the year before).

Reference

Client contact: Virginia Haley, President, 941-955-0991 ext. 107, 1777 Main Street, Suite 302, Sarasota, FL 34236, vhaley@visitsarasota.org

Budget: *Agency Fees for Time:* \$100,000 (Miles redeveloped the entire VSC brand and did multiple testing stages for the new brand and new campaigns, which is why this number is so high).

Photography: \$20,000. *Video/Film Production:* \$60,000.



The Visit Sarasota Logo

The Visit Sarasota logo is the defining graphic that associates Visit Sarasota County's promotional and marketing efforts. Consistent use is required to uphold clear identification and brand integrity. The logo and its variations contained within these standards are the only approved versions for use. No other variations or alterations of the logo structure are permitted.

About the Visit Sarasota logo

Free flowing letterforms and the graduated blue color reflect Sarasota County's vast water attractions. The bright green adds an element of fun and highlights Sarasota County's natural settings.

The font used in the Sarasota name is a customized letterform and cannot be reproduced with standard keystrokes. **Always use the logo as a placed graphic.**

"VISIT" provides the official space for Visit Sarasota County's location and equally serves as a call to action.

The "wave" connecting the "it" serves to distinguish the logo and represents our calm Gulf waters.

The highly "fun and inviting" primary Sarasota County's largest attraction, our beaches, and offers readers a suggestion that there's much more to discover.

The typeface will change depending upon use as outlined further in this logo standard.

The Visit Sarasota logo colors

In order to ensure the most accurate color reproduction of the Visit Sarasota logo, the colors outlined to the right should always be used. PMS color or CMYK process builds should always be used for print, while the RGB color formula should always be used online or in video.

The gradient used in the Visit Sarasota logo is a blend of the Secondary Blue graduated to the Primary Blue.

Special care should be used when applying the Visit Sarasota logo to promotional items or textiles that involve embroidery or screen printing. The logo colors should be replicated in thread selection and specialty printing with the color outlined in the primary color palette section. Always ensure that legibility of the lettering will hold up at the proposed reproduction size.

Primary Blue	C:80 M:40 Y:0 K:0	PMS# 2867 C	R:7 G:82 B:110 a:0.84
Secondary Blue	C:65 M:30 Y:0 K:0	PMS# 2865 C	R:27 G:116 B:144 a:0.74
Primary Green	C:0 M:0 Y:100 K:0	PMS# 3435 C	R:111 G:141 B:0 a:0.67



SOME DAYS ARE FOR SHARING OFFLINE.

Siesta Key | Real time. Family time. Your time. On brilliant white-sand beaches, downtown or off the beaten path, connections here are always strong.

LONGBOAT KEY | ST. ARMANDS | LIDO KEY | SIESTA KEY | CASEY KEY | VENICE | MANASOTA KEY | ENGLEWOOD | NORTH PORT

Visit
Sarasota
beaches and beyond

VisitSarasota.org



WHERE DRIFTING AWAY
ACTUALLY BRINGS YOU CLOSER.

Longboat Key | On Sarasota's natural side, the only guide needed is the current. It's a place you go to disconnect, only to realize you're more in-touch than ever before.

VISIT
Sarasota
beaches and beyond

LONGBOAT KEY | ST. ARMANDS | LIDO KEY | SIESTA KEY | CASEY KEY | VENICE | MANASOTA KEY | ENGLEWOOD | NORTH PORT

VisitSarasota.org



Advertising Services Proposal for Visit Grand Junction



Memphis CVB

The Memphis Convention & Visitors Bureau came to us in early 2016 looking for a way to be more successful with its marketing ROI. The CVB was on the verge of unlocking additional marketing dollars but needed to demonstrate success with a new campaign in order to secure that funding.

Objectives

Rather than spread a limited budget across multiple markets, our approach was to saturate one DMA with a concise message; we theorized that if Memphis was able to focus on one DMA, it would move the needle more than if it tried to do small promotions in several different markets.

We chose Chicago due to its daily direct flights and overlapping psychographics around food, music and history. At the time, the Chicago Blues Festival was three months away, giving us an opportunity to target users with a proclivity towards the blues.

Strategy

Our approach was threefold:

1. Engage blues lovers in the Chicago area before the Blues Festival through digital media, by creating awareness of the event itself and for Memphis as the authentic home of the blues.
2. Build buzz around the free festival within the market days before the event, through on-the-ground activations on the streets of Chicago.
3. Provide a complementary experience at the Blues Festival to build a positive association with food, music, fun and the city of Memphis.

Expanding on each of these tactics, our pre-festival digital media approach consisted of placements with Rocket Fuel, YouTube and Spotify, our largest investment being with the latter. Spotify was an ideal medium for this campaign, as it allowed us to reach blues lovers in Chicago and introduce them to local Memphis artists through a custom playlist. In addition to the playlists, we included audio segments, video integration, overlays and sponsored sessions.

In total, we worked with six media partners on this campaign:

- Spotify: Music sponsorship and branded playlist
- Rocket Fuel: Programmatic display and video advertising
- Facebook: Right rail, video and carousel ads
- Instagram: Sponsored ads
- YouTube: TrueView video ads based on behavioral and categorical targeting

- Google & Bing: Consistent presence on Google AdWords, Google Display Network (GDN) and Bing to ensure we reached in-market audiences actively searching for related content



In market, we brought a food truck wrapped with Memphis and Tennessee branding to the Blues Fest, serving authentic barbecue from Memphis-based Corky's and asking those at the festival to "Share for a Spare." This tasty proposition asked festivalgoers to snap a photo of their Memphis-made spare rib and share it on their social channels in return for free food. The truck was so popular that we ended up serving triple the amount of food we had originally planned for at the event.

Results

During the six-week campaign, we delivered 28.2 million verified digital impressions and 1.7 million video views. This generated 424,000 sessions to the website, which resulted in a 36% increase in traffic to the site. Finally, we had 1,400 conversions to our activation partners.

The resounding success of this campaign allowed the Memphis CVB to double its marketing budget for 2017.

Reference

Client contact: Kevin Kane, President/CEO, 901-543-5300, 47 Union Ave, Memphis, TN 38103, kevin.kane.memphis@gmail.com

Budget: \$500,000

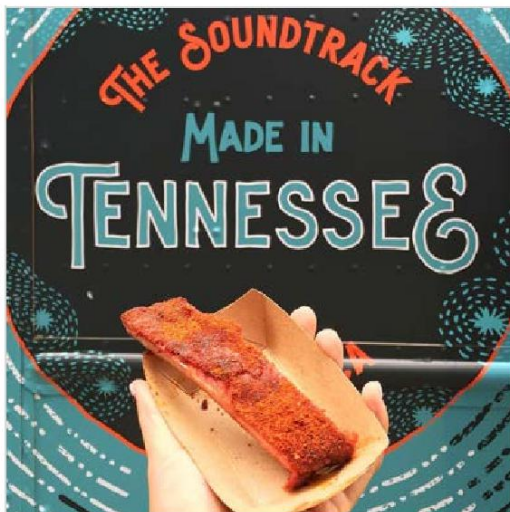


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(Fab Happenings) Memphis in Chicago. I'm here right now at @corkysmemphis food truck, getting a little taste of Memphis. You can get your FREE BBQ at Adams & Wacker until supplies last. Can't make it today? Corky's Memphis will be at the #ChicagoBluesFest this weekend, where many of Memphis' best will take the stage! There will be FREE BBQ throughout the day. || @TNVacation #MadeinTN #ad #fabfoodchicago Tag a friend who loves BBQ.

JUNE 9, 2016



Golden Isles CVB

The Golden Isles Convention & Visitors Bureau (GICVB) is the official destination marketing organization dedicated to promoting tourism in Glynn County, Georgia. Over the past six years, Miles has worked with the Golden Isles CVB to establish the area as a brand synonymous with destination travel. Travelers love nothing more than discovering the next great destination, and off the coast of Georgia, such a wave of discovery is taking place as families, golfers and nature lovers alike are traveling to the Golden Isles.

Objectives

The ultimate goal for most destinations is to build awareness and to increase the number of visitors to the area, and the Golden Isles is no different. In order to do this and to make the Golden Isles stand out among its competitors, Miles dug into research to develop a new brand, including logo and name update, and refocus the GICVB's marketing efforts towards key target markets they didn't look at in the past.

Strategy

Miles and the GICVB undertook an extensive brand research project to rebrand the community from "Brunswick and the Golden Isles" to just "Golden Isles," simplifying the brand for visitors and incorporating Brunswick into the Golden Isles brand. This rebranding exercise also updated the look and feel of creative elements (logo, advertising materials, website) to better appeal to a new audience identified by the research—one more likely to spend more money and stay longer in the Golden Isles.

Once the new campaign was developed, Miles created a strategic media plan including a variety of compelling outdoor, print, online and mobile placements; broadcast and video spots; and visitor center marketing materials. We continuously gathered data in order to understand current visitors and potential visitors, adjusting marketing campaigns to maximize marketing effectiveness and continually monitoring data to make real-time adjustments to the strategy. This has resulted in significant growth in visitation, intent to visit and in the recognition of the Golden Isles brand as a destination of choice.

Results

Today the Golden Isles brand stands stronger than ever before. Regional recognition of the Golden Isles as a resort destination is at an all-time high, bringing visitors from the Southeast in record numbers. With a unified long-term vision for the region, Golden Isles has reached record heights in tourism dollars coming into the county and local jobs in tourism.

Website analytics for GoldenIsles.com show an additional 213,958 visits in 2016 over 2015—a 23% year-over-year increase. In addition, there was a 20% year-over-year increase in unique visitors. Organic search alone (due to brand recognition and print/outdoor advertising) increased by 18% in 2016 compared to 2015. In 2017, the five-year upward trend is set to continue, beginning in January with almost a 78% increase in sessions and an 86% increase in unique visitors year over year.

Reference

Client contact: Scott McQuade, President and CEO, 912-265-0620, 529 Beachview Dr., St. Simons Island, GA 31522, scott@goldenisles.com

Budget: *Agency Fees for Time:* \$10,000 for initial campaign development (logo/campaign concept; does not include branding research and branding strategy plan); ongoing monthly account service is \$3,500 for low-production months / \$4,500 for high-production months. *Photography:* \$35,000 (for six photos). *Video/Film Production:* \$8,500 (two :30 spots using existing footage; custom music)

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Daily direct flights from Atlanta to the Golden Isles (BQK) on Delta Air Lines. Delta Air Lines. Flights on **DELTA** logo. Flights operated by Delta Connection carrier, ExpressJet™. All Delta logo are registered marks of Delta Air Lines, Inc.



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THEN I SAW IT THROUGH HER EYES.


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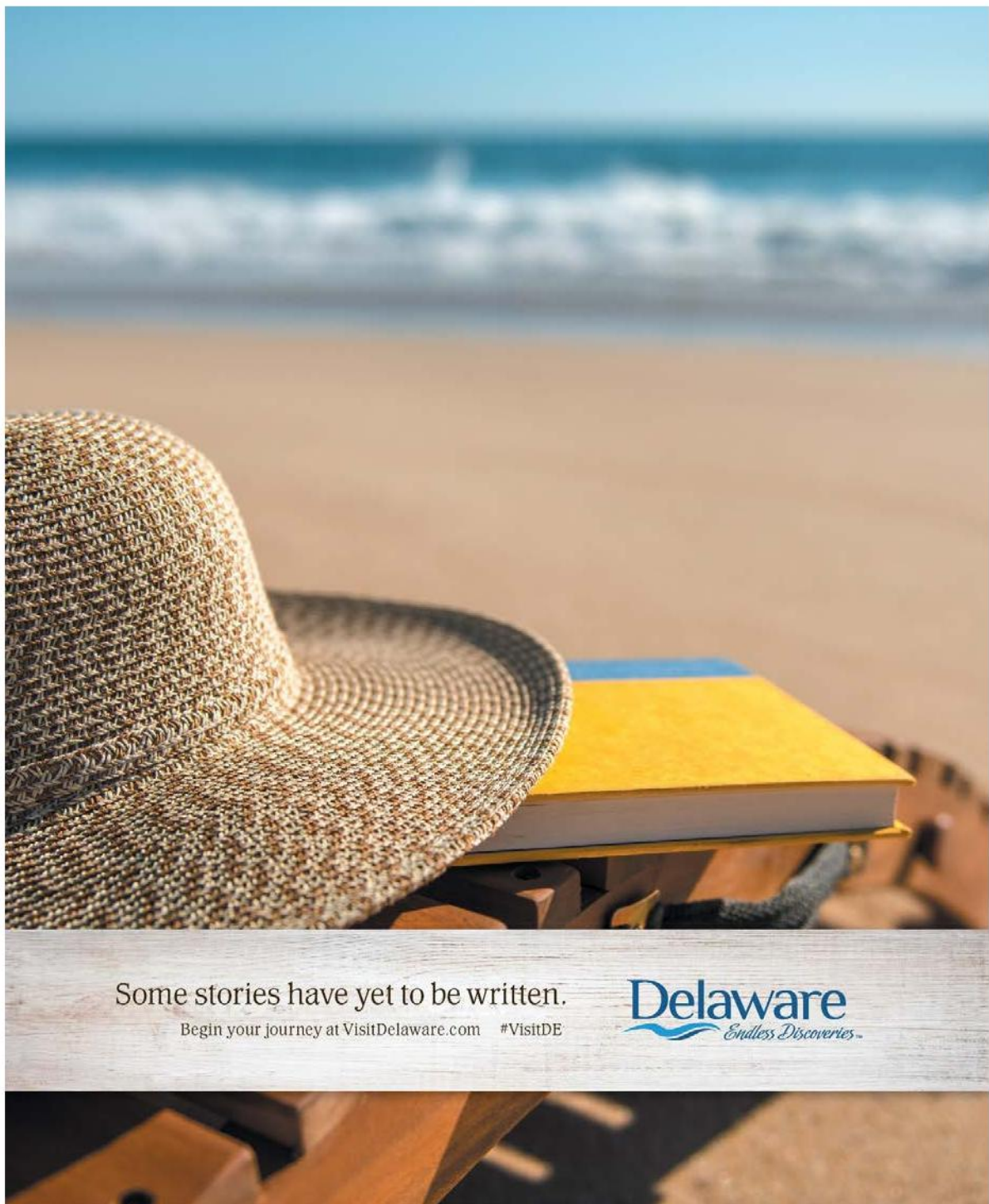
THE MODERN HONOLULU
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sequat quae tum stendi ullam hitatis at
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Others are yet to be made.
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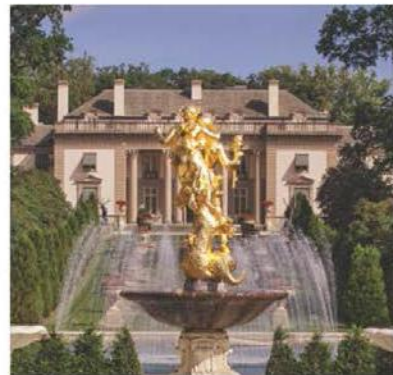
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Our Knowledge of Colorado

Tourism in Colorado is imprinted on our DNA.

Through our work with the Colorado Tourism Office as well as associations, cities and attractions across the state, we have developed a deep understanding of the unique factors that help the Colorado tourism industry be successful.

As a partner of the Colorado Tourism Office, we work closely with their staff as well as the Colorado Tourism Office Board, Advertising and Marketing Committee, the International Promotions Committee, the Visitor Services Committee and the newly created Destination Development Committee to create and deliver outstanding traveler resources including the Official State Vacation Guide, the subscription magazine ALIVE, a robust email program and the record-setting official visitor website, Colorado.com.

We also have a unique perspective on the needs of the individual members of the tourism industry as we create advertising and cooperative partner programs that help the industry leverage the state's \$19 million marketing spend. We have been long-time members and partners of the Colorado Hotel & Lodging Association as well as working in partnership with the Colorado Outdoor Recreation Industry Office.

Miles' Colorado tourism clients include:



We not only work in Colorado, but we live here: Miles Partnership's Western headquarters office is based in Lakewood, and more than 60 of our employees work out of that office and live in the surrounding areas.

Key Staff

With 200-plus employees, Miles prides itself on customer service. Over the past several years, we have created an operational structure aimed at treating every client as if they were our only client.

We're excited to introduce (and, in some cases, reintroduce) you to the creative team that is ready to assist you in developing a new brand for the Visit Grand Junction and executing new campaigns that will increase travel to Grand Junction. You'll see some familiar faces from your current website team, along with new team members who are excited for the opportunity to partner with you on advertising services.

Core Account Team



Karin Mast / Vice President and General Manager, Western Division

Education: B.A. in Communication, University of Wisconsin, Madison

Experience: 17 total years (10 years with Miles; seven years related experience)

Current Job Duties:

- Develops marketing products and strategies that match our clients' needs
- Maintains Miles' relationship with clients on a day-to-day basis
- Leads the Miles' Grand Junction team and assures overall satisfaction with the work completed on your behalf

Other Travel Industry Accounts: Karin has overseen the development and execution of dozens of destination and hospitality strategies, ranging from rebranding initiatives to website builds to complete content creation and distribution strategies. She is a regular speaker at various industry conferences and currently oversees Miles' work with a number of destination and hospitality clients including Pure Michigan, Visit Williamsburg, Historic Hotels of America and Preferred Hotel Group.

Highlights of Previous Related Experience

Wisconsin Rapids Area Convention & Visitors Bureau / Executive Director / 2005–2007

Responsible for the efficient and effective day-to-day leadership, management and operation of the CVB.

Grand Junction Visitor & Convention Bureau / Promotions Coordinator / 2000–2001

Responsible for all media-related activities and promotions designed to attract visitors to the Grand Valley.

San Jose Convention & Visitors Bureau / Director of Marketing Communications & Public Relations / 2001–2003

Responsible for the execution of in-house and agency-supported programs to support SJCVB's sales and marketing objectives.



Karen Ruby / Account Director

Education: B.A. in Business Administration – Marketing, University of Hawaii

Experience: 27 years of media and marketing experience (one-and-a-half years with Miles)

Current Job Duties:

- Strategic account planning and management
- Comprehensive campaign development, from research to media buying and branding to statistical analysis
- Responsible for creating, monitoring and seeing through strategic media and marketing plans for various clients

Other Travel Industry Accounts: Naples Grande Beach Resort, Copper Mountain Resort, Golden Isles CVB, Frederica Realty, Sweetwater County Wyoming, Grand County Colorado Tourism Board, Winter Park Fraser Chamber, Angel Fire Resort, Carbon County WY, Vista Verde Ranch

Highlight of Previous Related Experience

Signature Advertising / President / 1999–2015

One of the highlights of Karen's career with Signature Advertising was that she created the start of a successful coop media partnership between the Golden Isles CVB and its area partners. This year there were over 100 coop media options for partners to participate in, and over \$135,000 coop incremental dollars helped to expand the Golden Isles marketing efforts. The coop program received the 2015 Bill Hardman Sr. Tourism Partnership Champion Award, a prestigious award that

recognizes the Golden Isles CVB's leadership and collaboration with partners to increase visitation and tourism expenditures in the area.



Nancy Wiles / Senior Project Manager

Education: B.A. in Communication, University of Colorado

Experience: Seven total years (1.5 years with Miles; 5.5 of years related experience)

Current Job Duties:

- Collaborates with clients to create overall marketing goals, strategies and tactics
- Responsible for overall project management of website builds, travel guide production, campaign and ad creation, brand research and development, photo/video shoots and more
- Assists in media planning and buying
- Updates and maintains client websites

Other Travel Industry Accounts: Grand County Colorado Tourism Board, Sweetwater County Wyoming, Winter Park Fraser Chamber, Carbon County WY, Copper Mountain Resort, Golden Isles CVB, Angel Fire Resort, Naples Grande Beach Resort, Colorado Dude Ranch Association, Vista Verde Guest Ranch, Chattanooga Convention and Visitors Bureau, Destinations West, Drowsy Water Ranch, Eldora Mountain Resort, Grand County Dude and Guest Ranch Association, Grand Junction Regional Airport, Kremmling Chamber of Commerce, Telluride Tourism Board

Highlights of Previous Related Experience

Copper Mountain Resort / Senior Project Manager / 2012–Current

Nancy creates marketing goals, tactics and strategies for ski season and the various promotions that occur during the campaigns. She also manages the tracking, tagging, trafficking, consulting on creative quality and messaging.

Grand County Colorado Tourism Board / Senior Project Manager / 2007–Current

Nancy manages all aspects of the GCCTB marketing efforts including website, ad creation and delivery, email creation and deployment, social media, content /SEO optimization and development, media planning and buying and overall account service. Since Nancy began working on the account, website visitation has increased by 900%.



Kelly Smith / Project Manager

Education: M.A. in Rhetoric and the Teaching of Writing, University of Colorado

Experience: Four total years (one-and-one-half years with Miles, two-and-one-half years related experience)

Current Job Duties:

- Strategizes media, email and social media programs
- Creates, edits and manages content designed to inspire and inform readers and drive visitation for websites, emails, social and media placements
- Manages ad trafficking and artwork/ad production including messaging strategy and brand management
- Manages cooperative marketing programs
- Manages a variety of SEO strategy and website updates

Other Travel Industry Accounts: Golden Isles CVB, Frederica Realty, Sweetwater County Wyoming, Grand County Colorado Tourism Board, Winter Park Fraser Chamber, Carbon County WY, Hilton Sandestin Beach Golf Resort & Spa

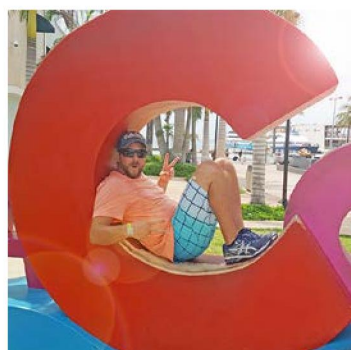
Highlights of Previous Related Experience

Signature Advertising / Assistant Account Executive / 2014–2016

Developed content, managed websites and executed email and media strategies. Served as the main project manager for the Golden Isles CVB.

University of Colorado / Web Coordinator/Marketing Assistant / 2013–2014

Responsible for maining website updates, managing SEO, developing content, online brand management and other administrative tasks.



Neal Alfano / Creative Director

Education: B.F.A. in Graphic Interactive Communication with a minor in Photography and Digital Imaging, Ringling College of Art and Design

Experience: 15 total years (3 years with Miles; 12 years of related experience)

Current Job Duties:

- Leads strategic development and management of brand implementations
- Directs research and focus groups with third-party firms to help guide and validate creative concepts
- Initiates creative concepts, graphics and design to align with campaign strategy and goals
- Leads team implementation of creative
- Analyzes and monitors campaign and supporting materials to ensure brand retention

Other Travel Industry Accounts: Neal led the development of the Visit Sarasota County brand, leading the day-to-day communication, assisting with research focus groups of consumers, industry partners and the local community, executing new creative assets to support the new brand and bringing it to market. He also leads our creative work for the Delaware Tourism Office, and is currently leading brand initiatives with the Delaware State Parks Division and Delaware Department of Agriculture. Additional account experience includes Capital Region USA, Memphis CVB, Charlotte Regional Visitors Authority and Amelia Island TDC.

Highlights of Previous Related Experience

CAP Brand Marketing / Director of Interactive Media and Co-Creative Director | 2010–2014

Responsible for bringing in new business along with providing daily, internet-based solutions, training and project management for assigned accounts. Provided creative direction for both digital and print projects and interfaced with the various departments of the agency to expedite interactive projects and programs of assigned clients

Creative Aesthetics / President and Creative Director | 2004–2010

Responsible for managing all aspects of the day-to-day business; managed hundreds of creative projects ranging from print and promotional products to digital interactive media.



Kelly Ruhland / Art Director

Education: B.A. Communications, University of North Dakota, Magna Cum Laude

Experience: 16 total years (ten years with Miles; six years of related experience)

Current Job Duties:

- Concepts and implements design strategies for print and digital products that reinforce the client's brand
- Collaborates with team members to develop and illustrate content ideas
- Works with clients to select photography and oversees color management
- Prepares all final print files, ensuring technical requirements are met

Other Travel Industry Accounts: Pennsylvania and South Dakota

Highlights of Previous Related Experience

Design Workshop / Graphic Designer / 2000–2006

Responsible for creating a wide variety of client deliverables and presentation materials including detailed Photoshop renderings, booklets, posters and diagrams.



Carey Seaborg / Graphic Designer

Education: B.A. in Graphic Design, Kutztown University

Experience: 12 total years (six years with Miles; six years related experience)

Current Job Duties:

- Creates fresh designs that are engaging, effective and visually appealing across a print and digital
- Utilizes her understanding of design trends, best practices and experience in graphic design to develop industry-leading print and digital products for Miles clients

Other Travel Industry Accounts: Capital Region USA, Florida's Historic Coast: St. Augustine and Ponte Vedra Beach, Wyoming Office of Tourism, Memphis Convention and Visitors Bureau, Travel South USA, Pure Michigan

Highlights of Previous Related Experience

Bentley Systems, Inc. / Graphic Designer / 2005–2010

Designed and printed and digital graphics for internal marketing teams that included conference displays, spec sheets, conference training schedules and guides. Traveled to several events as the onsite photographer and designer for presentations.



Tiffany Azzara / Content Director

Education: B.A. in Mass Communication, Louisiana State University

Experience: 14 total years (nine years with Miles; five years related experience)

Current Job Duties:

- Concepts and strategizes content for readers across a variety of platforms
- Creates, edits, and manages content designed to inspire and inform readers and drive visitation
- Collaborates with freelance writers and destination experts

Other Travel Industry Accounts: AARP Travel, Discover The Palm Beaches, Hawks Cay Resort, Capital Region USA, Destinations International, St. Augustine, Ponte Vedra & The Beaches Visitors and Convention Bureau, Memphis Convention and Visitors Bureau, Visit Sarasota County, Wyoming Office of Tourism

Highlights of Previous Related Experience

Bradenton Herald / Reporter / 2005–2008

Created short- and long-form articles for the daily newspaper with a readership of over 100,000.

Marco Island Eagle / Reporter / 2003–2005

Covered education and wrote personality profiles at the Marco Island Eagle, the newspaper of record for Marco Island, Florida.



Laura Mier / Content Manager

Education: B.A. Journalism & Media Studies, University of Las Vegas, Nevada

Experience: 11 years (three years with Miles; eight years related experience)

Current Job Duties:

- Develops on-brand content strategies for official state and city visitor guides and e-newsletter programs while working within client parameters
- Manages numerous complex projects while consistently meeting deadlines
- Writes and edits editorial content for print and electronic publications, including print guides, websites and e-newsletters
- Employs SEO best practices and reviews website analytics to drive traffic and enhance content performance
- Uploads and updates web content using a variety of content management systems

Other Travel Industry Accounts: Pennsylvania and North Dakota

Highlights of Previous Related Experience

Craftsy / Junior Marketing Associate / 2013–2014

Responsible for crafting content for 10 Facebook fan pages with a combined audience of 4.2+ million and driving Craftsy registrations through Facebook community engagement. Collected and communicated market research, learnings and feedback from Facebook communities to cross-functional teams working on new online class categories

Freelance Writer / 2009–2014

Wrote press releases, web content, marketing materials and business prospectuses for local (Denver) companies. Created content for lifestyle magazines, as well as researched and wrote destination-based articles for tourism websites and print publications

944 Media / Editorial Coordinator / 2008–2009

Wrote online articles, assembled e-newsletters, managed freelance projects and coordinated photo shoots.



Lauren Bryan / Media Director

Education: B.S. in Communications, University of Kentucky, Lexington

Experience: New to Miles, 14 years related experience

Current Job Duties:

- Leads strategic and tactical media planning across all paid media channels
- Constantly optimizes and improves our client results
- Develops creative and innovative solutions for clients across multiple media disciplines to propose and defend media spend across all performance-based marketing channels

Other Travel Industry Accounts: Lauren oversaw the strategic media development and execution for Caesars Entertainment. Her focus was to attract tourists to the hotel and casino properties and create excitement around new venues and entertainers at the properties.

Highlights of Previous Related Experience

Zenith / VP, Strategy / 2013–2017

Strategy/operations lead on Kohl's and Oracle accounts; created processes and reports for budget forecasting, target development and analytics that resulted in strategic implications across all channels, time efficiency and reporting accuracy.

Mindshare / Associate Media Director / 2011–2013

Sought out and delivered new and innovative solutions to client business issues and challenges

DraftFCB / Media Supervisor / 2007–2011

Planned and managed national and local media across all MillerCoors brands, leading brand integration management among client and agency partners.



Christine Johnson / Media Supervisor

Education: B.S. in Marketing and Management, Northwest Missouri State University

Experience: 11 total years (four years with Miles; seven years of related experience)

Current Job Duties:

- Plans, strategizes and develops overall media strategies and unique campaign ideas for clients
- Leads a team of five across various media channels: broadcast, print, online display, social and SEM
- Manages deliverables as well as vendors to execute complex multi-channel campaigns
- Focuses on increasing tourism and ensuring that each client's campaign exceeds its goals

Other Travel Industry Accounts: Visit Sarasota County, Georgia Department of Economic Development, Brand USA, Louisiana Office of Tourism (strategizes and plans media buys on behalf of each client)

Highlights of Previous Related Experience

Booyah Online Advertising / Media Planner / 2012–2013

Strategized, planned, optimized and analyzed media recommendations for direct response and branding clients, including DISH Network.

MMGY Global / Media Buyer / 2008–2012

Planned, negotiated and purchased media for 21 travel and tourism clients, expanding their reach across multiple platforms: display, mobile, social, video, email, co-op and other custom executions. Developed strategic partnerships with online travel aggregators and barter companies, and determined key performance indicators for each client in order to optimize campaigns and exceed goals.

The Kansas City Star / Account Executive / 2006–2008

Fostered relationships with 30 clients and developed new relationships with potential clients. Utilized multiple media channels to develop creative marketing plans and proposals.



Dana Behnfield / Media Planner

Education: B.A. in Advertising, School of Journalism and Mass Communication, University of Colorado Boulder

Experience: 8 total years (1 year with Miles; 7 years of related experience)

Current Job Duties:

- Strategizes, plans, implements, reports and shores up media plans and buys for clients

Other Travel Industry Accounts: Visit Sarasota County, Golden Isles Convention and Visitors Bureau, Memphis Convention and Visitors Bureau, Georgia State Parks (executes media buys of behalf of each client)

Highlights of Previous Related Experience

Avocet Communications / Senior Media Planner / 2015–2016

Built plans and directed the media team's execution of campaigns and media plans for clients, specializing in the business-to-business vertical.

Blue Onion / Media Planner / 2013–2015

Utilized various marketing tools such as DoubleClick, Strata, Arbitron, Nielsen and Google to execute multi-level media plans for a variety of clients, most notably Miraval Luxury Resort, Hotel Del Coronado and the St. Regis Monarch Beach.

Dish Network / Digital Media Specialist / 2011–2013

Devised and oversaw strategies to enhance knowledge and brand awareness of products and services through online marketing tools such as social media websites, blogs, forums and native executions.

Corporate Support Team



Jay Salyers / Senior Vice President

Education: B.A. in Integrated Strategic Communications, University of Kentucky, Lexington

Experience: 16 total years (13 years with Miles; three additional years of related experience)

Current Job Duties:

- Develops product plans that match our clients' needs and strategic objectives, specifically in aligning client resources with the latest research-based trends
- Maintains positive, productive relationships with Miles' clients
- Ensures client's overall satisfaction with our products and services

Other Travel Industry Accounts: Travel South, Destination Marketing International Association, Pure Michigan, Ohio Tourism Office, Tennessee Department of Tourist Development and Memphis CVB.

Highlights of Previous Related Experience

Interstate Hotels and Resorts / Sales and Marketing Manager / 2001–2004

Responsible for the organization's digital strategy. Lead the redevelopment of seven resort websites, re-tooled the digital marketing strategy and increased direct bookings by \$2.91 million, a 34 percent increase year over year.



Elena Prostova / Creative Director

Education: B.A. and M.A. of Arts, Kazan State University

Experience: 21 total years (16 years with Miles; five years related experience)

Current Job Duties:

- Evolves products and services from a creative perspective

- Oversees all aspects of creative development by leading and collaborating with the design team to set creative strategy
- Originates ideas and concepts and develop pitches for branding projects, marketing campaigns, print and outdoor advertising and website design
- Guides team and client discussions to ensure that creative is in alignment with clients' overall goals
- Manages multiple projects simultaneously, ensuring that timelines are met and that work delivered reflects the highest quality and attention to detail

Other Travel Industry Accounts: Tampa International Airport, Hawai'i Tourism Authority, AARP Travel Division

Highlights of Previous Related Experience

Larisa Advertising Agency / Creative Director / 1997–1999

Recruited, selected and developed staff to grow agency and launch it into new markets. Led, coordinated and developed marketing strategies, advertising campaigns and print and outdoor creative.

Volga Natur Produkt / Art Director / 1995–1996

Created market positioning and materials to introduce this company's pharmaceutical products to the new Russian market. Build a cohesive brand by concepting and implementing print collateral, print and outdoor advertisements, radio commercials and the company's trade show presence; directing photo shoots and hiring talent; and launching a weekly radio show, an early example of sponsored content, which ultimately expanded the company's reach into six markets.



Erin Marvin / Content Strategist

Education: B.A. in English, Florida State University

Experience: 16 total years (10 years with Miles; six years related experience)

Current Job Duties:

- Works with Miles' account teams to identify new content opportunities with clients
- Develops strategic visions for print and digital products utilizing the latest technologies

- Oversees Miles' corporate communications and social media initiatives, sharing with you and all our clients the latest and greatest must-knows to stay ahead

Other Travel Industry Accounts: As part of our New Business Development team, Erin has helped shape the initial content strategy for a number of tourism clients. She also managed our full content program for VISIT FLORIDA for many years.

Highlights of Previous Related Experience

SRQ Magazine / Managing Editor / 2011–2012

Managed editorial staff and a large team of freelancers, organized photo shoots and developed relationships with key local companies to create engaging content across a variety of print and digital products aimed at Sarasota/Bradenton's vibrant, multigenerational community.

New England Home Magazine / Managing Editor / 2006–2011

Managed the day-to-day functions of editorial and art departments, creating detailed production schedules and tracking high-volume copy through every editorial stage for three luxury regional shelter magazines and ancillary website, blog and e-newsletter.

Miles Partnership / 2000–2006

In her first stint at Miles, Erin held various content positions, including Senior Editor, Editor and Associate Editor.



Gray Lawry / VP of Strategy & Insights

Education: B.S. in Hotel and Restaurant Management/Hospitality with a minor in Business, University of South Florida

Experience: Eight total years (six years with Miles; two years related experience)

Current Job Duties:

- Responsible for planning online, digital, social media and website strategies
- Overhauls critical business units by directing analytics, media buying and account management
- Delivers business intelligence strategies gleaned from a solid understanding of technology, data and evolving business needs

- Directs initiatives across multi-disciplinary teams, agencies and decision-makers toward a common purpose to meet big-picture business goals as well as key performance indicators
- Selects, configures and administers reporting platforms to capture crucial information for understanding and predicting customer behavior, giving clients a true competitive advantage

Other Travel Industry Accounts: Brand USA, Georgia Department of Economic Development, Memphis Convention and Visitors Bureau, Visit Sarasota County (works with each to plan digital and social media strategies)

Highlights of Previous Related Experience

atLarge, Inc. / Digital Strategist / 2009–2011

Cultivated day-to-day relationships with high-profile accounts to ensure that high-level business as well as project goals were met. Launched media offerings including planning and research, managing creative schedules, optimizing client campaigns and media reporting, and collaborated closely with technical teams to guarantee that project technical specifications and analytic configurations met all project scope requirements.

Sarasota Convention and Visitors Bureau / Intern and Webmaster / 2008–2009

Responsible for managing and making all daily website changes for VisitSarasota.org. Worked with industry partners to brainstorm the future of Sarasota's digital properties.

In-House Capabilities

Miles has 63 years of travel marketing experience. We understand that every interaction your audiences have with the Grand Junction brand is a unique opportunity not just to inform them with content and messaging relevant to their needs, but to excite them with the brand's energy, vibrancy and unique selling proposition. Every interaction is a chance to create an emotional connection with your brand—one we hope to convert into longlasting relationships.

Our designers understand that a strategically and skillfully implemented creative approach is the way to achieve this goal. In fact, Miles's team has successfully developed and interpreted brands for leading destinations in the U.S. and internationally, as well as destination resorts, hotels and restaurants. We've done so by designing highly unique, visually impactful and customized creative elements ranging from brand attributes, logos and photo-shoot art direction documents to look-and-feel manuals for websites, print products and email campaigns. We're confident in our ability to reimagine Grand Junction's brand in powerful ways and effectively communicate in the marketing products that we create.

Miles has developed and grown brand campaigns for regional, national and international entities. We have developed branding to support a variety of clients including Capital Region USA, Delaware Tourism Office, Memphis Convention & Visitors Bureau, Hilton Sandestin Beach Golf Resort & Spa, Visit Sarasota County and The Modern Honolulu.

For example, as the agency of record for the **Delaware Tourism Office**, Miles launched an exciting new brand campaign for The First State. The lack of an identity for Delaware gave us an opportunity to create one. With the average traveler knowing little of the state beyond its toll plazas, we focused on highlighting Delaware's best assets—both the known and unknown. Thus, "Delaware: Endless Discoveries" was born. What visitors find is a richer, more meaningful vacation that endears Delaware to their hearts and memories. In short, visitors come to Delaware for what they know, and they come back for what they've found.

When creating a new brand for **Capital Region USA**, our objective was to capture the essence of the destination through visual elements. To reflect CRUSA's energy, diversity and rich history, we combined colors, fonts and graphic components to communicate these brand attributes. We individually represented the CRUSA regions by illuminating a unique element from each, while emphasizing the cohesive CRUSA brand. Creative elements connect the region's city/urban segment with nature/outdoors and history/culture, while appealing aesthetically to international audiences with clean spaces, sharp angles and modern fonts.

As we hope to illustrate with the ideas presented in this proposal, we look forward to working with Visit Grand Junction to grow your brand presence in exciting new ways and shepherd your new brand into the future.

Our Creative Approach

At Miles, we are storytellers. We firmly believe every destination has a unique personality that extends beyond its physical product. A destination isn't a spot on a map; it's a place in your heart.

Most decisions, especially those related to travel, are emotional ones. Miles considers emotional drivers as its prime directive for developing successful marketing campaigns. We focus on making connections with visitors in what they want from the destination, both physically and emotionally.

Our creative approach centers on building destination brands from the outside in: using consumer insight and point of view rather than just selling things to see and do. We focus on "why" people should be interested in visiting a destination versus "what" they can do when they get there. By grounding our efforts in shared values—appealing to what is personal and important to people in their daily lives—we create a visceral, emotional connection between destination brands and the travelers with whom they want to connect.

Our Brand Development Process

A brand is not simply a logo; a brand is an idea and a feeling about an organization and its products and services that lives in the hearts and minds of consumers. A brand is a promise.

When you deliver on that promise, you build trust. Do it time and time again, and you gain loyalty. Loyal customers become evangelists and influencers, generating new business and giving you the opportunity to further reinforce your promise. A great brand is a promise kept.

At Miles, we live, eat and breathe travel—it's all we do. Our clients range from individual hotels and resorts to city, state, regional and international destinations. With this single focus, Miles has the experience and expertise to drive brands beyond expectations. Not only do we know what works, but we know what doesn't work, and we are constantly cross-leveraging successful strategies to better enhance individual clients' marketing results. Whether we are working with you to rebuild your brand or executing a new campaign from an existing brand, our process is five-fold:



Discover

It starts with the “discovery” phase. We collect all of the foundational information we can through in-person interviews that are conducted with your team, current partners and other vested parties. In addition to personal interviews, Miles involves industry experts and technology partners such as Phocuswright, Destination Analysts, ADARA, and Longwoods—four of our partners—to provide us with detailed information regarding consumer preferences, tastes, motivators and trends, all designed to help understand your audiences. Through this process we are able to:

- Gain insights into the unique stories and the history of the destination
- Get a feeling for visitor sentiment and the primary motivators for selecting your brand for all traveler types
- Understand how to speak to each of your audiences in a way that resonates
- Define your vision, attributes and experiences, and the value propositions that express why you matter and how you are unique
- Understand the competitive landscape to develop strategies to attract visitors to your destination versus a different one
- Craft the most effective messages to communicate this positioning to each of your audiences

Define

The branding process, particularly when it involves a steering team that is inevitably comprised of individuals with unique tastes, interests and opinions, can be tricky. For example, one person may have no interest in hunting, but is a major foodie. Another person could be just the opposite. To overcome differing priorities and viewpoints, Miles uses a variety of exercises to help discover the right approach to each audience. We will not tell your audiences what they want to consume; they will tell us through our research and their own actions, and we will marry those interests and desires to your brand.

Personas: Personas are how we identify the correct messaging and positioning for your brand. From demographics to psychographics, we will gain powerful insights into your potential and existing visitors. This is what will inform our approach.

Affinities: Your team, vested parties and staff can also tell us a great deal about how to create the right messaging for your destination. With affinities (a process of selecting from several options within an overall grouping or topic), we are able to get a sense of place and what’s likely to be important to your audiences.

Develop

After completing the discovery and definition phases, the next task is to create your brand book. Miles will develop a master visual design and specs that will establish the look and feel of your brand and provide the overarching direction for the development of future resources. This will include:

- High-level ideas representing your new brand
- Tagline that serves your brand but can also be integrated with individual business units throughout your region to help them attract new visitors and build brand equity
- Position statements
- Audience messaging (Leisure Travelers, Weddings, Groups, Families, etc.)

Upon approval of the master visual design, Miles will develop a style guide as the single reference for all marketing communications activities and resource development. The style guide will outline usage guidelines by defining the typography style, color palette and photography styles.

Deploy

Through this point of our process we have a solidified brand, but we haven't pushed it out to our audience yet. It's here that we pause to identify the goals specific to our campaign. We ask the following questions:

1. Who do we want to reach?
2. What do we want them to feel or do?
3. How are we going to get them to do this?

These three simple questions allow us to identify a campaign strategy. Do we want a broad brand-focused campaign to reach our entire target audience, or do we want to reach a subset of the audience with a specific interest? How are we going to measure the success of this campaign? Whether it be partner referrals, guide orders or a shift in brand perception, it's important to know what success looks like from the beginning. Finally, our last question allows us to define a value proposition specific to an audience and campaign.

Once the campaign strategy is defined we dive into the data, leveraging Mediamark Research and Intelligence (MRI) to shape an optimal media mix to reach our target consumer and start planning media. In the planning phase, we work with an array of partners to determine the best place for you to invest your money. Whether it be MRI AdMeasure to evaluate print publications, Strata to determine broadcast partners, or our dedicated Google team for online channels. These core partners and others allow us to evaluate our assumptions and make the best possible investment with your dollars.

From here we create a detailed media plan for you and your stakeholders to approve, place our orders, and manage to the goals defined in this process.

Dissect

The dissection of our brand work and campaigns isn't something that happens once a year, quarter or campaign. As a company, results are a key building block on which we are built and we continuously work to hit the goals that we have defined together.

On the brand front, we recommend leveraging focus groups to continuously and incrementally improve your assets and messaging. Through our media efforts, we conduct brand lift studies as part of our strategy. This helps us understand if the message we are putting into the market is resonating, either reinforcing or changing the brand perception of your property.

Looking specifically at campaign measurement, there are a lot of metrics out there, and it is easy to get lost in the typical reader response, TRPs, and click-through rates numbers that don't mean much. At Miles, we focus on real results through digital conversion measurement, leveraging tools to identify our traditional targets online and look at our impact across all channels.

Media Buying

Today's media landscape is evolving by the day. So is Miles. We currently buy media for 35 clients across the travel and tourism space, and work within a variety of channels of importance to Visit Grand Junction.

Expertise and Strategy

Our work for destinations and hotels gives us cross-funnel expertise on the traveler's decision and purchase journey, providing insights that drive our strategy recommendations for our clients. We are not cookie cutter: Every organization is different, and we collaborate with our clients to develop customized media plans to meet their goals.

But what really sets us apart is our dogmatic approach to optimization and service. Miles does not take a "set it and forget it" approach—even with programmatic media buying. We start by ensuring that campaigns are properly set up from both a media and campaign fulfillment perspective. From there, we scrutinize every impression, ensuring deliverability with our media partners and independently verifying performance. And we optimize on a level deeper than the typical media buyer, layering in KPIs and conversions in all campaigns.

Some would say that successful digital media planning and buying isn't rocket science. We disagree. In order to provide maximum lift, every single detail must be examined and all systems must be thoroughly vetted to deliver efficiency and results. Miles knows how to fly rockets—and we take the science behind it very seriously.

From an experience perspective, Miles has the following qualifications:

- 10+ years' experience in media planning and buying
- 35 travel and tourism clients we currently provide with digital media planning and buying services
- Total media buying of approximately \$25 million in 2016
- Based on our 100 percent dedication to travel, the Miles digital media team of 12 has a thorough understanding of the consumer's destination selection and travel planning process
- Miles has experience across virtually all channels and consistently develops creative, award-winning, cross-channel campaigns
- We have more experience than any other potential partner in developing and servicing digital co-op advertising campaigns
- Miles has deep experience and expertise in international digital advertising
- As a Florida-based company with numerous DMO clients throughout the state, we have a passion for our state and understand the destination drivers and the customer
- When it comes to our approach, Miles differentiates itself from typical media planning and buying agencies in both performance and service:
- We develop totally custom strategies—there are no cut-and-paste media strategies, and we don't play favorites with media providers
- Miles consistently goes "beyond the click" in our approach to optimization, ensuring that your media dollars are delivering deep ROI, not just effective CPMs or CPC
- We treat every client like our only client, which means you will get a level of service from our team that can't be replicated by the large, turn-and-burn digital agencies. We will be where you need us, when you need us
- We treat your money like it's our money. We don't nickel and dime our clients, and our fees and finances are transparent and reasonable

Process

Once we've gone through the research part of our Deploy phase, where we've leveraged partners such as Mediamark Research and Intelligence (MRI) to shape an optimal media mix to reach our target consumer, used MRI AdMeasure to evaluate print publications, Strata to determine broadcast partners, our Google team for online placements and your own website analytics, we craft an RFP.

Our RFP is then sent out to vendors who have reached out to us previously, as well as vendors we believe to be a good fit for our campaign based on the research and goals we've defined. The RFP will include who we want to target, the goals for the campaign and our messaging. Based on what we decided through our process, our goals could consist of Impressions, Reach, Circulation, Targeted Rating Points, Cost per Conversion, and even Cost per Arrival/Booking. Other details such

as campaign dates and proposed budget ranges are included to assist media vendors in crafting thoughtful strategies in how to leverage their channels to reach our audience.

RFP responses are then reviewed, logged and classified in an Excel spreadsheet. Our classification system is a simple green for “yes,” yellow for “maybe” and red for “no.” At this point, we assemble a spreadsheet with the greens and yellows to review with you, going over what we like about each and the questions we have for the vendors. We also review the reds to go over why they didn’t make the cut.

From here, we go back to the vendors with our questions and negotiating points. If there is a vendor we already work with, then we leverage that relationship for preferred rates; if there are two vendors that overlap, we negotiate until we can get the best price available.

With a final partner list established, we get to work creating a media flow chart that we use to manage the campaign through the duration. It’s this document that guides all deliverables and deadlines for the campaign.

Measuring Success

At Miles our focus is always on results, and how we manage your media investment is critical to delivering these results.

Coordinating creative specs and delivery dates sounds like a straightforward task, but anyone who has ever worked in this space can tell you the devil is in the details. Miles uses a combination of online project management and collaboration tools to keep track of all these deliverables and dates for you. A media plan is constantly changing, so putting in all of the deliverables for a year can result in wasted production, something we don’t want to burden you with. This is why we use a monthly tracker to log production tasks one month at a time into Wrike or Basecamp (depending on client preference for collaboration). Tasks are completed, reviewed by your creative director and then sent to you for approval before being trafficked to a vendor.

Monitoring effectiveness and reporting on effectiveness are critical to your success with both county and industry stakeholders. We pride ourselves in bringing the right tools to the table to tell your success story.

Leveraging partners such as MRI and Nielsen can give us pieces of the story, but the best way to measure our effectiveness is to move traditional media consumers online through our messaging. In print, we can look at vanity URL and overall organic search increases from target markets, but getting a full picture can be tough. With TV, bridging the gap between traditional and digital is a bit easier; using our partner Samba TV we can traffic online ads to potential visitors that have seen our ads. This allows us to place a pixel on their device from a partner like ADARA or Arrivalist.

As partners with ADARA and Arrivalist, we can measure hotel bookings, flights and people arriving in your destination who were exposed to your media campaign. This technology, combined with in-market surveys, can help us create a formula around media influence and economic impact and

allows us to provide an annual return-on-investment (ROI) analysis to clearly quantify the financial impact on the local community generated through the marketing efforts of the agency and Visit Grand Junction.

This type of reporting allows us to make large campaign adjustments, but we also leverage partners like DoubleClick to monitor all our digital media on a daily basis to optimize campaigns in real time.

Through the campaign, we are working with our vendors to reconcile impressions, circulation and TRPs/GRPs to ensure you are being invoiced for the correct amount. Providing billing packets with tear sheets, screenshots and reports with back up for all of our placements.

How We'll Work With You

Miles's primary focus is always on quality and customer service, from providing a dedicated team, scheduling in-person team meetings and regularly attending your industry events, to providing industry trends and educational presentations to you and your partners as needed.

At Miles, we will utilize our proximity as much as possible to ensure plenty of face-to-face time, which we feel is an important part of a successful long-term partner relationship. Our project management strategy is based on keeping you informed during every step of the process, providing client-friendly schedules that detail not just when input is needed on various steps, but why the input is critical to a successful and timely product launch. In terms of communicating with Visit Grand Junction on specific projects, our service commitment includes:

- Weekly client status meetings inclusive of reporting and updates; meetings include an agenda, ongoing work updates, new work updates, vendor discussions and new business
- In-person team meetings as needed; this allows for additional constructive time to pair goals, new ideas and long-term strategic objectives
- Daily/weekly project-specific meetings (as needed)
- Detailed monthly and/or quarterly reports on all programs and services, depending on your needs

In addition to the required Board of Directors meetings, we are prepared to collaborate and cooperate with Visit Grand Junction's other contractors to assess progress, review metrics and figure out ways to take advantage of new technologies and adapt to trends and changes in consumer usage patterns. Miles will also provide support in fielding sales-related calls and emails.

Miles also has established procedures that ensure that we satisfy our clients' needs in a predictable timeframe. As you know, some projects may take only minutes to execute and complete, while other projects may take weeks or months, depending on the complexity. Large or small, there's always open communication between our team and Visit Grand Junction from the project's start to finish. There are regular project updates given throughout the process, so everyone understands what

phase the project is in at all times. This structure not only provides an opportunity to share valuable information and establishes necessary guidelines for success, it also allows for adaptation and adjustment along the way.

Project Tracking, Accounting and Billing Practices

We handle project scoping, billing and accounting in the way that suits each individual client's needs. For some clients, we provide a scope of work that is itemized by job role, dollars per hour, estimated hours, then total cost. We are then held to those hours unless the scope of work changes, in which case we provide a revised scope of work. Upon completion of the specified work, we bill accordingly.

For clients with fixed budgets, we establish priority projects and objectives. On a monthly basis, we run project hours and then submit an itemized invoice to the client so there's a clear correlation between projects/objectives and billing information. In the case of recurring services (retainers, reporting, hosting, etc.), we provide single consolidated line-item billing each month to make accounting as easy as possible for our clients.

We have several internal project management systems in place that monitor the percentage complete against the established timeline to make sure all projects are accomplished in the required timeframe. We use a project dialogue system via our intranet as well as a scheduling system called Wrike to successfully communicate where progress on a given project stands at all times.

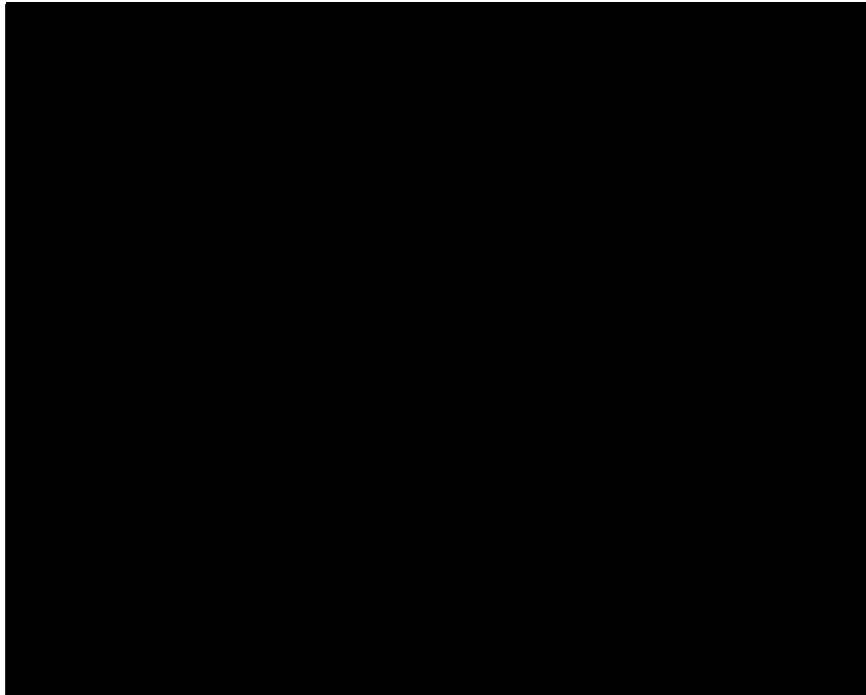
Through the TimeCamp project management system, Account Director Karen Ruby can communicate new projects or new tasks within a project out to team members. Each project that is opened has a corresponding approved work order that outlines the project description along with the estimated time required to complete that project. As team members complete work on a specific project, their time is logged into the TimeCamp system, where all important information pertaining to that project will live.

At any time, the Account Director can run a report to show the quantity of time logged against a project and notes corresponding to each segment of time that outlines the tasks completed. In addition to TimeCamp reports, Karen monitors all project budgets and the overall interactive budget of the collection of work orders. Monthly meetings are held with the client to provide an update on the project's completion percentage along with a forecasted remaining budget.

The purpose of this process is to always keep Visit Grand Junction informed on a project's status and how the project budget is being managed.

Financial Statements

Below is information from our audited financial statements covering years 2015 and 2016. We are a privately held company and would be happy to provide additional financial information at contracting if so required.



On the following pages we have also included three financial references as further evidence of our financial stability.



Greg Poznanski
VP Commercial Banking
Relationship Manager

SunTrust
6135 Exchange Way
Lakewood Ranch, FL 34202
Tel 941.313-5836
Fax 941.941-741-8556
Gregory.t.poznanski@suntrust.com

March 27, 2017

Regarding Miles Partnership
LLLP, 6751 Professional
Parkway West Sarasota FL,
34240

Miles Partnership LLLP, has maintained a relationship with SunTrust Bank since August 1998 and has handled their accounts in a professional manner under the agreed terms. The combined accounts have been consistently in the mid six figure range.

We have enjoyed a positive relationship with Miles Partnership LLLP.

If you have any questions or need further assistance, please do not hesitate to call me.


Sincerely,
Gregory T. Poznanski

Greg Poznanski
AVP Business Relationship Manager —SunTrust Banks, Inc.-
1001 Third Avenue W., 2nd Floor---Bradenton, FL 34205
941-313-5836 cell
Fax 941-741-8556
Email- gregory.t.poznanski@suntrust.com

Member FDIC.  Equal Housing Lender.



461 Fifth Avenue
New York, NY 10017



All of **us** serving you[®]

March 24, 2017

Miles Partnership, LLLP
6751 Professional Parkway West
Suite 200
Sarasota, FL 34240

RE: U.S. Bank Reference Letter

To Whom It May Concern:

U.S. Bank was introduced to the executive management team of Miles Partnership, LLLP ("Miles") in June 2014. We formally commenced a banking relationship with Miles during September 2015. Miles maintains their operating accounts with U.S. Bank and have managed their operating accounts in a professional and satisfactory manner under the agreed-upon terms. The combined balances maintained at U.S. Bank have averaged in the low to mid seven figures balance range.

We hold Miles' management team in the highest regard and meet with them regularly as we envision expanding our relationship with Miles in the near future.

To the extent that you would like to speak with me directly regarding Miles, or if you have specific questions to which you would like me to respond, please do not hesitate to contact me directly at (917) 326-3909 or at garret.komjathy@usbank.com.

Sincerely,

Garret Komjathy
Senior Vice President/Relationship Manager
Media & Communications Lending Group
U.S. Bank

usbank.com

LSC Communications

formerly an RR Donnelley company

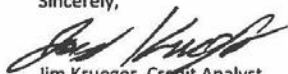
April 10, 2017

To whom it may concern:

RE: Miles Partnership

We have been doing business with Miles Partnership for several years. Their average balance is between \$250k and \$500k. We continue to do business with Miles Partnership who pays within the agreed upon terms.

Sincerely,



Jim Krueger, Credit Analyst

LSC Communications (Formerly an RR Donnelley Company)
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Our Vision for Grand Junction

We understand that a DMO's brand is the voice and vision of the destination—how it looks, feels and connects with your visitors. At Miles, we believe your brand should act as an umbrella for all of your marketing communications, and should be communicated clearly and effectively not only through advertising but in content on your website, print guide and other owned channels.

In our experience, conveying emotion over presentation of place establishes far stronger connections that resonate deeply with visitor interests. Appealing subject matter and beautiful imagery are important in capturing attention, but it's the emotional aspects that elevate a destination from "a place I'd like to see" to "a place I want to experience."

To fully tell the Grand Junction story, Miles will utilize a strategic mix of traditional, digital, experiential and social media. We believe traditional media is an important part of a marketing strategy, not as the primary messenger, but more as a tool to drive visitors to the digital marketing components. Simply put, traditional sets the stage... digital tells, and more importantly, *sells* the story. Both are equally important, and one cannot live without the other.

Our first step is a re-brand, bringing the Grand Junction name to the forefront of our messaging. We'll unify the different experiences and aspects of Grand Junction under one umbrella message — and think bigger and broader about digital marketing components and over-the-top experiential advertising techniques that will grab attention and position Grand Junction as the next hot spot in Colorado. We want to unveil the new Visit Grand Junction brand in a big way, and continue to disseminate that brand message with the same bold, brave spirit that truly represents the Grand Junction area.

Digital

Grand Junction visitors are on the go — whether they are hiking, jogging, or biking through the miles and miles of trails around the area. Our digital ads should match that dynamic experience, with first-person POV videos, GoPro-style GIFs and more. And, as arbiters of this "on-the-go" lifestyle, we have the opportunity to introduce new digital content for the next phase of the travel journey — when hiking boots hit the ground. With interactive, immersive advertising content like geo-targeted trail maps and audio-guides served to Grand Junction travelers in key landmarks, we can build lasting brand love among visitors, and external buzz around the in-state experience.

Social

Social platforms give us the opportunity to empower others to spread the Grand Junction brand message to their network of peers. Partnering with influencers and brands, we can target key groups of travelers with aspirational content — like an Instagram album of a hiker's amazing trip through Devil's Kitchen, or a promotional giveaway with a professional mountain biker featuring Grand Junction branded biking accessories (plus a Facebook Live video of the biker's amazing ride through

the Powderhorn Bike Park). On social, we can also create buzz with a owned hashtag campaign — like #LoveThatDirt, encouraging past visitors to post pictures of the Grand Junction dirt that's followed them home on the bottom of their boots, bags and more. They came and experienced something amazing — let's encourage others to join the club of Grand Junction junkies.

Experiential

To create buzz we need to think beyond the page, screen and device — because the experiences available within Grand Junction are too big and bold for the standard mediums. With creative experiential advertising campaigns, we can reach a massive audience with a memorable stunt. Imagine a projection of a rock climber on the side of a skyscraper in a major market, or a street team of Grand Junction representatives stopping folks in airports and offering to pay for their checked baggage containing hiking, biking or climbing equipment. Integrating experiential advertising to our marketing mix, we can share that little something extra about the Grand Junction experience.

Early Creative Concepts for Grand Junction

We're excited to present our initial ideas for bringing this new vision to life. That said, we think it's important to note that the concepts presented in this proposal are missing a key component: you. While Miles has a strong existing relationship with Visit Grand Junction, becoming your advertising agency elevates our relationship to an entirely new level. It opens the door to new thinking, new directions and new goals that cannot be achieved without direct conversations and collaboration.

On the following pages we present a series of executions to illustrate our strategy and creativity in presenting a unique and defining quality for Grand Junction. Of course we want you to be excited about the direction and ideas, but we also want you to approach these ideas as works in progress. Collaboration is the number one ingredient that makes an agency/client relationship successful.

Let's take a closer look at what we hope is the start of a new conversation.

Life is More Interesting When You Brake for Grapes

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LIVE GRAND



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