

# TECHNICAL PROPOSAL

*Three days in Nebraska,  
& the boys are  
the sentiment the harder it falls. & all over  
the means of the pretty  
end somewhere in New York City,  
but just these three days  
in Nebraska, the boys are clicking their boots  
& singing  
I wish I was here in Nebraska*

Creative and Production Services and Media  
Planning and Buying Services – Option C  
RFP 6669 Z1  
April 5, 2022, 2 P.M. CT



April 5, 2022

Ms. Annette Walton  
Procurement Contracts Officer  
State Purchasing Bureau  
1526 K Street, Suite 130  
Lincoln, NE 68508

Dear Ms. Walton and Selection Committee:

Enclosed in this document is Fahlgren Mortine's complete response to the Nebraska Tourism Commission's Creative and Production Services and Media Planning and Buying Services RFP, 6669 ZI - Option C.

Our team has a long history of supporting destinations in their quests to attract visitors – and as the destination landscape has evolved, so too has our expertise. What was once destination marketing is now destination management, and we understand the vital role DMOs play in the delicate dance of balancing resident sentiment, traveler impact and economic vitality. Especially now, as pent-up demand begins to fully unleash, this work is critical to communities – and the stakes are higher than ever. As leaders in tourism, we know that our work supports livelihood for many who work in this industry – and we take that responsibility seriously.

With more than 20 years of experience in the destination space, our expertise also includes TURNER – a Fahlgren Mortine subsidiary brand you know well through your partnership focused on earned media.

We believe Fahlgren Mortine would be an ideal partner for many reasons:

- We are experienced in working with destinations of all sizes – particularly those that are misunderstood or under-appreciated.
- Our proposed lead creative for our partnership is a Nebraska native and a cornhusker at heart.
- Your business will be important to us and you will have a dedicated, experienced team with easy connection and crossover with your other designated partners.
- We have the same research tools and measurement resources as the nation's largest agencies, but we are designed for agility and able to serve our clients nimbly and attentively.
- As an integrated communications company with more than 200 total employees, we're experienced in all forms of marketing and media, and we understand how to build a synergistic overall program. Our model also enables us to adapt our paid media and creative approaches quickly and carefully in the face of natural disasters or other situational changes.



While Nebraska offers a laid-back lifestyle, we prefer that our work with you is anything but laid back. We don't rest on our laurels, and we operate with urgency in our partnerships.

The stakes are high, and the opportunity is even greater as pent-up demand is unleashed. We are eager to take the Nebraska brand to the next level, and you have my assurance of our best efforts on your behalf.

Sincerely,



Neil Mortine,  
President & CEO  
Fahlgren Mortine  
614-383-1507  
[Neil.mortine@fahlgren.com](mailto:Neil.mortine@fahlgren.com)

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& the bigger  
the sentiment, the harder it falls. & all over  
the dreams of the pretty  
end somewhere in New York City,  
but just this one time,

just these three days  
in Nebraska, the boys are clicking their boots  
& singing  
I wish I was here in Nebraska



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# CORPORATE OVERVIEW

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# 1. Corporate Overview

## A. Bidder Identification and Information

*The bidder should provide the full company or corporate name, address of the company's headquarters, entity organization (corporation, partnership, proprietorship), state in which the bidder is incorporated or otherwise organized to do business, year in which the bidder first organized to do business and whether the name and form of organization has changed since first organized.*

Fahlgren, Inc.  
d.b.a. Fahlgren Mortine  
4030 Easton Station, Suite 300  
Columbus, Ohio 43219

Fahlgren Mortine is a West Virginia corporation incorporated in 1962 as Fahlgren, Inc.

## B. Financial Statements

*The bidder should provide financial statements applicable to the firm. If publicly held, the bidder should provide a copy of the corporation's most recent audited financial reports and statements, and the name, address, and telephone number of the fiscally responsible representative of the bidder's financial or banking organization.*

*If the bidder is not a publicly held corporation, either the reports and statements required of a publicly held corporation, or a description of the organization, including size, longevity, client base, areas of specialization and expertise, and any other pertinent information, should be submitted in such a manner that proposal evaluators may reasonably formulate a determination about the stability and financial strength of the organization. Additionally, a non-publicly held firm should provide a banking reference.*

*The bidder must disclose any and all judgments, pending or expected litigation, or other real or potential financial reversals, which might materially affect the viability or stability of the organization, or state that no such condition is known to exist.*

*The State may elect to use a third party to conduct credit checks as part of the corporate overview evaluation.*

Fahlgren Mortine is an integrated marketing and communications company with 2021 revenue of \$30 million. The agency has been in continuous operation since 1962 and is headquartered in Columbus, Ohio with locations in Cleveland and Dayton, Ohio.; Boise, Idaho; Denver, Colo.; Myrtle Beach, S.C.; Chicago and New York City. Fahlgren Mortine provides an integrated offering to clients around the world with industry specializations in business-to-business, consumer and retail, education, healthcare, logistics, technology, tourism/economic development and lifestyle brands. Capabilities include social media, digital services, advertising, public relations, research, branding, media planning/buying, creative and design. Fahlgren Mortine is a top 20 ranked firm in the U.S. by O'Dwyers and was named a 2020 Best Agency to Work for by

PRovoke Media, a 2019 Holmes Report Corporate/B2B Agency of the Year, a 2019 PRWeek Midsize Agency of the Year finalist, a 2021 PRNews Agency Elite and 2021 Bulldog Reporter Agency of the Year.

Representative tourism and economic development clients include Travel Nevada, Sonoma County Tourism, Visit Myrtle Beach, North Dakota Tourism, Greenbrier Valley, Niagara USA, Destination Panama City, Boise CVB, Monterey CVB and many more.

Fahlgren Mortine consistently maintains a current ratio of 1.05 or greater even though earnings are transferred to its parent company. The debt-to-equity ratio is 0.16, as the Company has no outstanding long-term loans. Under current management, operating margins have remained double-digit, even during the challenges faced by the industry in 2020. Please see reference letter below from IberiaBank.

Fahlgren Mortine has no judgments, pending or expected litigation or real or potential financial reversals which might materially affect its viability or stability.

Additional financial background can be provided upon request.



4894 Poplar Avenue  
Memphis, TN 38117  
[www.iberiabank.com](http://www.iberiabank.com)

March 25, 2021

To Whom it May Concern:

FAHLGREN INC is a significant client in good standing with IBERIABANK. IBERIABANK has had a relationship with FAHLGREN INC and its parent for over 10 years. Our client has displayed the highest levels of integrity and has handled every credit and depository engagement as agreed. They consistently maintain 7 figure deposits with us and utilize a multitude of services that require high levels of credit worthiness.

Please feel free to contact me at 901-757-7114 or via email at [amethyst.cummings@iberiabank.com](mailto:amethyst.cummings@iberiabank.com) if you have any questions pertaining to our experience with FAHLGREN INC.

Sincerely,

A handwritten signature in cursive script that reads "Amethyst Cummings".

Amethyst Cummings  
Client Specialist- Commercial  
IBERIABANK  
4894 Poplar Ave  
Memphis, TN 38117  
901-757-7154 ph



## C. Change of Ownership

*If any change in ownership or control of the company is anticipated during the twelve (12) months following the proposal due date, the c bidder should describe the circumstances of such change and indicate when the change will likely occur. Any change of ownership to an awarded bidder (s) will require notification to the State.*

Fahlgren Mortine does not anticipate a change in ownership or control of the company within 12 months of the proposal due date.

## D. Office Location

*The bidder's office location responsible for performance pursuant to an award of a contract with the State of Nebraska should be identified*

Fahlgren Mortine  
4030 Easton Station, Suite 300  
Columbus, Ohio 43219

## E. Relationships with State

*The bidder should describe any dealings with the State over the previous five (5) years. If the organization, its predecessor, or any Party named in the c bidder's proposal response has contracted with the State, the bidder should identify the contract number(s) and/or any other information available to identify such contract(s). If no such contracts exist, so declare.*

Fahlgren Mortine has not had any contracts with the state of Nebraska in the previous five (5) years.

## F. Bidder's Employee Relations to State

*If any Party named in the bidder's proposal response is or was an employee of the State within the past twelve (12) months, identify the individual(s) by name, State agency with whom employed, job title or position held with the State, and separation date. If no such relationship exists or has existed, so declare.*

Fahlgren Mortine has no named parties within its proposal response employed by the state of Nebraska within the past twelve (12) months.

*If any employee of any agency of the State of Nebraska is employed by the bidder or is a subcontractor to the bidder, as of the due date for proposal submission, identify all such persons by name, position held with the bidder, and position held with the State (including job title and agency). Describe the responsibilities of such persons within the proposing organization. If, after review of this information by the State, it is determined that a conflict of interest exists or may exist, the bidder may be disqualified from further consideration in this proposal. If no such relationship exists, so declare.*

Fahlgren Mortine has no employees or subcontractors employed by any agency of the state of Nebraska.

## G. Contract Performance

*If the bidder or any proposed subcontractor has had a contract terminated for default during the past two (2) years, all such instances must be described as required below. Termination for default is defined as a notice to stop performance delivery due to the bidder's non-performance or poor performance, and the issue was either not litigated due to inaction on the part of the bidder or litigated and such litigation determined the bidder to be in default.*

*It is mandatory that the bidder submit full details of all termination for default experienced during the past two (2) years, including the other Party's name, address, and telephone number. The response to this section must present the bidder's position on the matter. The State will evaluate the facts and will score the c bidder's proposal accordingly. If no such termination for default has been experienced by the contractor in the past two (2) years, so declare.*

Fahlgren Mortine has not had a contract terminated for default during the past two (2) years.

*If at any time during the past two (2) years, the bidder has had a contract terminated for convenience, non-performance, non-allocation of funds, or any other reason, describe fully all circumstances surrounding such termination, including the name and address of the other contracting Party.*

### **Bowling Green State University**

Bowling Green, Ohio 43403

Shifting client needs necessitated a local partner.

### **FC Bank**

6600 North High Street, Worthington, OH 43085

Contract was terminated based on FC Bank's desire to work with a smaller agency.

### **United Grinding**

2100 United Grinding Boulevard, Miamisburg, OH 45342

Contract was terminated as part of an agency consolidation. United Grinding didn't have resources internally to work with multiple agencies.

## H. Summary of Bidder's Corporate Experience

*The bidder should provide a summary matrix listing the bidder's previous projects similar to this solicitation in size, scope, and complexity. The State will use no more than three (3) narrative project descriptions submitted by the bidder during its evaluation of the proposal.*

*The bidder should address the following:*

- I. *Provide narrative descriptions to highlight the similarities between the bidder's experience and this solicitation. These descriptions should include:*
  - a) *The time period of the project;*
  - b) *The scheduled and actual completion dates;*
  - c) *The bidder's responsibilities;*



- d) *For reference purposes, a customer name (including the name of a contact person, a current telephone number, a facsimile number, and e-mail address); and*
  - e) *Each project description should identify whether the work was performed as the prime contractor or as a subcontractor. If a bidder performed as the prime contractor, the description should provide the originally scheduled completion date and budget, as well as the actual (or currently planned) completion date and actual (or currently planned) budget.*
- II. *Contractor and subcontractor(s) experience should be listed separately. Narrative descriptions submitted for subcontractors should be specifically identified as subcontractor projects.*
  - III. *If the work was performed as a subcontractor, the narrative description should identify the same information as requested for the Contractors above. In addition, subcontractors should identify what share of contract costs, project responsibilities, and time period were performed as a subcontractor.*

## Travel Nevada - AOR

**Project Time Period:** 2014 - Present

**Scheduled and Actual Completion Dates:** Ongoing partnership

**Responsibilities:** Fahlgren Mortine has been a partner to Travel Nevada since 2015. In that time our scope of work has included brand evolution, media planning and buying, creative, media and public relations, special event organization and management, influencer partnerships, crisis communications, press trips/FAM tours, content creation, digital experience, guerrilla marketing and social media. More details about the work we have done for Travel Nevada can be found in case studies included in our Technical Response.

**Similarities to this RFP:** At the onset of our work with Travel Nevada, a seed of a conceptual idea had been introduced by a previous agency – to leverage an old Cowboy Song, “Don’t Fence Me In.” However, at the time, the idea was not fully developed, and we were charged with evolving the idea deeper into the narrative – to specifically focus on attracting a younger segment of visitors. Using values-based messaging and psychographic targeting, Fahlgren Mortine evolved the campaign from an old song used as a soundtrack to a TV spot to a fully integrated campaign and engaging content that connected with travelers to drive significant return.

**Reference Information:**

M.E. Kawchack, Chief Deputy Director  
 Travel Nevada, Nevada Department of Tourism and Cultural Affairs  
 mkawchack@travelnevada.com  
 775.687.0614

**Contractor/Subcontractor:** Fahlgren Mortine served as the prime contractor for this work.

**Budget:** \$8,000,000 annual

## Sonoma County Tourism – Life Opens Up Campaign

**Project Time Period:** January 2021 – Present

**Scheduled and Actual Completion Dates:** Ongoing partnership

**Responsibilities:** Post-pandemic and natural disasters, Sonoma County Tourism enlisted Fahlgren Mortine as AOR to drive immediate visitation via an integrated recovery campaign. Using paid, digital and earned media to position Sonoma County as the destination for restorative experiences, the “Life Opens Up” campaign generated more than 1.5MM in incremental trips that outperformed regional competitors and

would not have materialized in the absence of advertising. More details about the work we have done for Sonoma County can be found in case studies included in the Technical Response.

**Similarities to this RFP:** The “Life Opens Up” campaign was initially created prior to our work with SCT, and was in need of a refresh. Using consumer values research, sentiment studies and first-party data, our team evolved this “Life Opens Up” idea to resonate with post-pandemic travelers. A fully integrated campaign was created and executed – driving results of \$203:1 (source: Longwoods International Economic Impact Study, 2021/2022)

**Reference Information:**

Claudia Vecchio, President and CEO, Sonoma County Tourism  
707-522-5800

cvecchio@sonomacounty.com

**Contractor/Subcontractor:** Fahlgren Mortine serves as the prime contractor for this work.

**Budget:** \$2,000,000 annual

## The Ohio Lottery Commission – Keep it Fun Ohio Campaign

**Project Time Period:** January 2020 - Ongoing

**Scheduled and Actual Completion Dates:** Ongoing partnership

**Responsibilities:** Fahlgren Mortine serves as a key partner agency, providing integrated services to The Ohio Lottery Commission around Responsible Gambling awareness and education. While the Ohio Lottery wants people 18 and over in the State of Ohio to have fun playing lottery games, the agency has an imperative mission to balance that message with responsible behavior and addiction prevention. The Fahlgren Mortine team developed the Keep It Fun Ohio campaign with the goal of delivering this important message in a fun and informative way that engages the audience.

**Similarities to this RFP:** The scope of our work promoting responsible gambling behaviors includes public education regarding an intangible product or service. We believe it is relevant because it also centers upon knowing and targeting our audiences with precision, based on behavioral and psychographic intelligence.

**Reference Information:**

Thomas Ackerman, Assistant Director, Office of Marketing

The Ohio Lottery Commission

thomas.ackerman@lottery.ohio.gov

216-774-5734

**Contractor/Subcontractor:** Fahlgren Mortine served as the prime contractor for this work.

**Budget:** \$1,880,000 annual

## I. Summary of Bidder’s Proposed Personnel/Management Approach

*The bidder should present a detailed description of its proposed approach to the management of the project.*

*The bidder should identify the specific professionals, including the Managing Partner who will be assigned to oversee the account, and the account lead, who will work on the State’s project if their company is awarded the contract resulting from this solicitation. The names and titles of the team proposed for assignment to the State project should be identified in full, with a description of the team leadership, interface and support functions, and reporting relationships. The primary work assigned to each person should also be identified.*



*The bidder should provide resumes for all personnel proposed by the bidder to work on the project. The State will consider the resumes as a key indicator of the bidder's understanding of the skill mixes required to carry out the requirements of the solicitation in addition to assessing the experience of specific individuals.*

*Resumes should not be longer than one (1) page. Resumes should include, at a minimum, academic background and degrees, professional certifications, travel/tourism account experience, an estimated percentage of time each member will spend on the NTC account, and at least three (3) references (name, address, and telephone number) who can attest to the competence and skill level of the individual. Any changes in proposed personnel shall only be implemented after written approval from the State.*

Account planning and management is so much more than updating timelines, guiding strategy and routing deliverables to the right people. It's the ability to build a true relationship – a partnership – founded on trust, mutual respect, and hopefully, a sense of humor. It's the knack of seeing into the future, anticipating hurdles. It's playing translator, within the internal team and with our client. It may even require a little mind reading at times.

Our account team reflects a blend of skill sets, experience and personalities. But all team members have one thing in common: They will hold themselves accountable for NTC's success. At Fahlgren Mortine, we are committed to the following:

**Integration:** For your marketing and communications strategy to be truly effective, integration across teams is not only important, but also a non-negotiable. Our approach, both within our internal team and with your other vendors, is to share knowledge, adopt tools and refine processes with the goal of providing consistent, streamlined support – and smart, strategic recommendations relevant to all your business and marketing objectives.

**Anticipation:** We understand and work with many tourism accounts so we can anticipate the issues and challenges that may impact NTC. We also look ahead and seek to anticipate headaches, questions and needs before you bring them to us.

**Counseling:** We strive to be a trusted counselor for our clients. When you have a question, our team is dedicated to providing an answer – and is supported by the full agency. Our ideal client-agency relationship means always openly sharing ideas and arming our clients with the information, data and programs they need to be successful. We prefer to set weekly status calls with our clients for this very reason – it affords us the chance to have a full dialogue across both the Fahlgren Mortine and NTC teams, sharing ideas, answering questions and taking note of items to further investigate. It's partnership in action in its purest form.

Your Fahlgren Mortine leadership team will be composed of seasoned, senior practitioners including Marty McDonald, Executive Vice President, who leads our firm's tourism and economic development practice. The media strategy will be driven by Chrystie Reep, Executive Vice President, who leads our media connections team. The creative will be overseen by Andy Knight, Creative Director. Our Strategy & Insights department is led by Mark Miller, Executive Vice President.

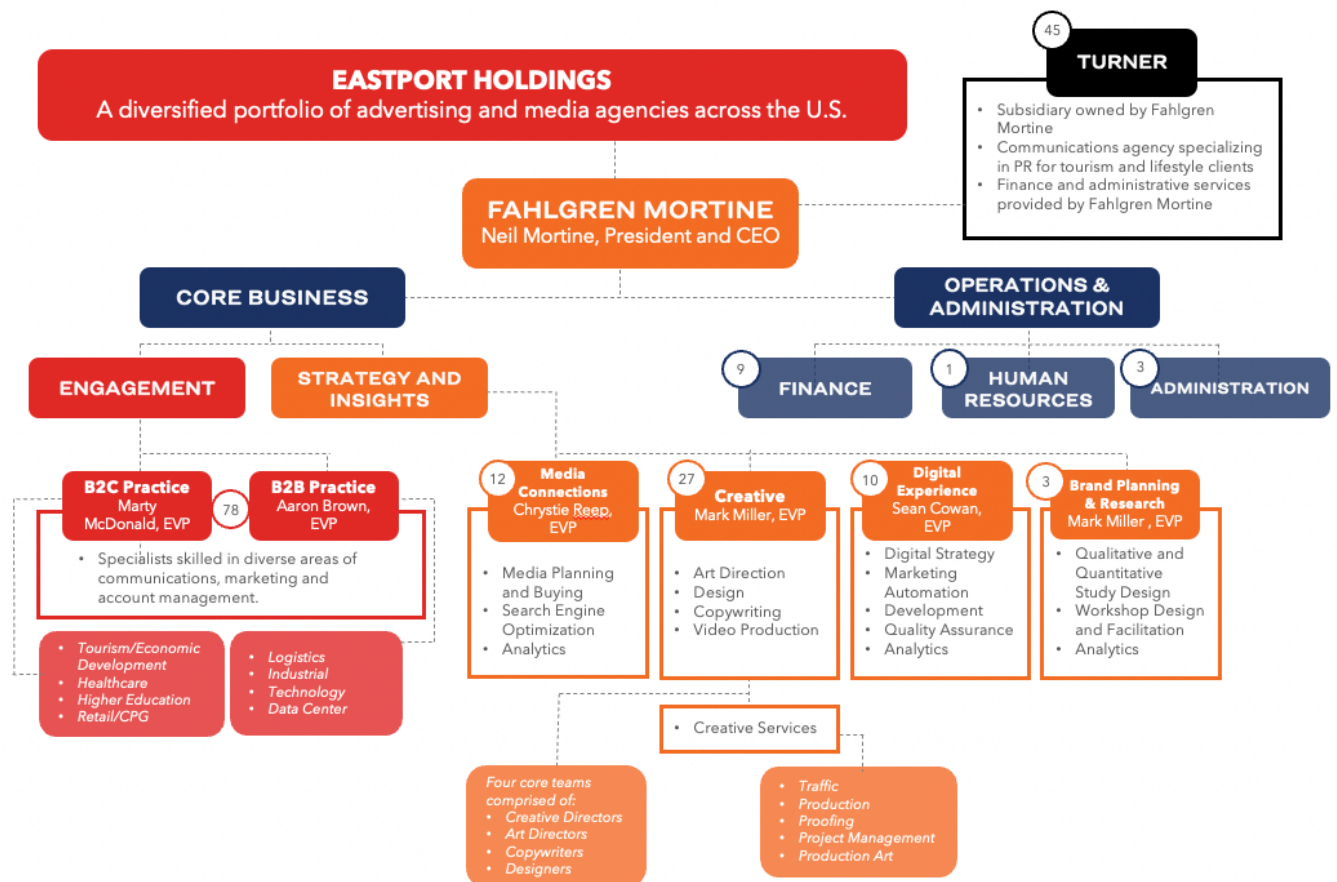
Our client teams are led by account managers – or “account architects,” as we call them – who serve as the client's day-to-day single point of contact. Your account architect will serve as the linchpin in our relationship and will be responsible for keeping a close eye on timelines and budgets. We're pleased to introduce Jeff

Scott as the account architect for NTC. Jeff will manage expectations from the beginning and work hand in hand with your team to understand your goals and objectives and ensure work is delivered efficiently, effectively, on time and on budget. Jeff will be supported by Jessica Rowland, Account Director, with reinforcement from additional Fahlgren Mortine associates who frequently collaborate on national, award-winning tourism programs for destinations of all sizes.

We have included an agency organizational structure chart below, followed by a reporting and relationships structure of the proposed team for your account. Team resumes can be found in the appendix, starting on page 96.

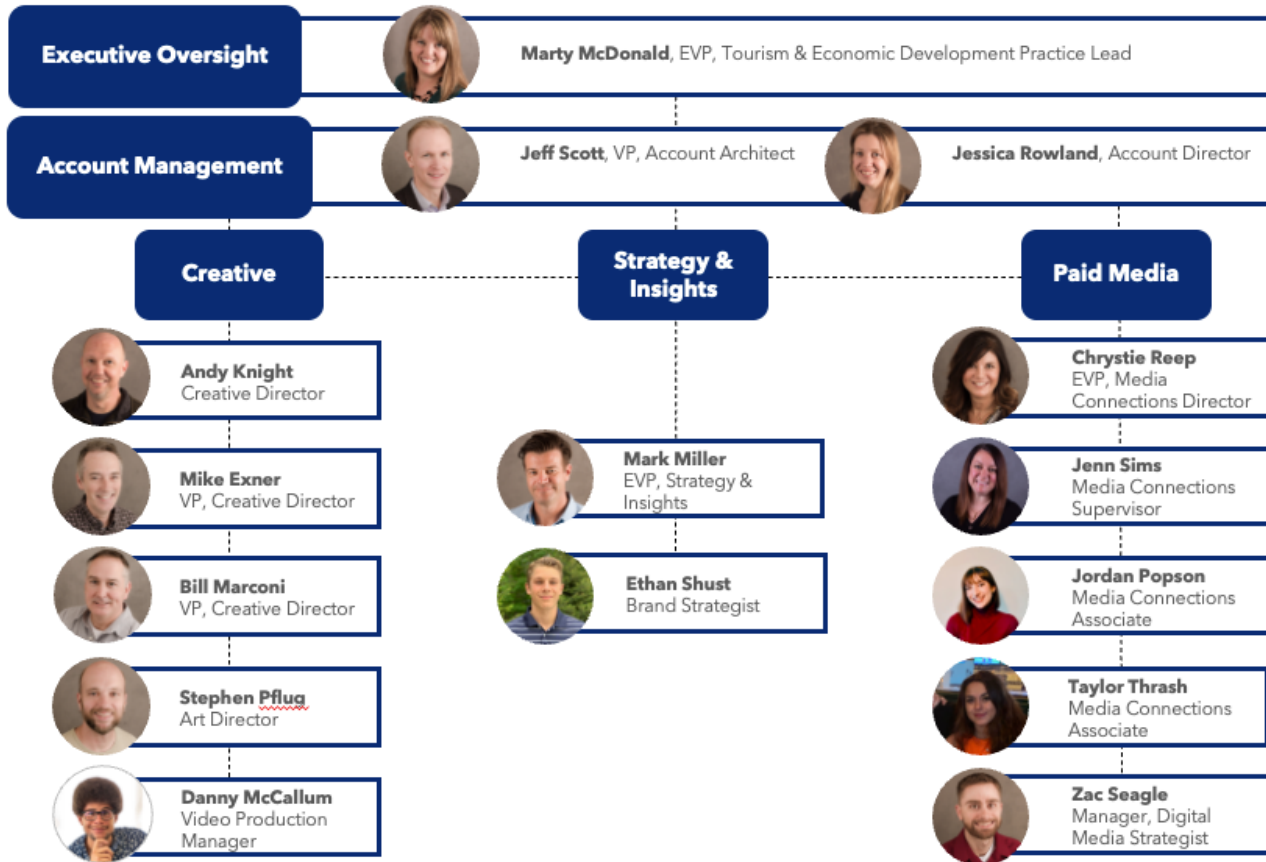
Fahlgren Mortine understands any changes in proposed personnel shall only be implemented after written approval from the State.

## Agency Organizational Structure



The bubbles in the chart above represent the number of full-time associates in that department.

# Proposed Team



## J. Subcontractors

If the bidder intends to Subcontract any part of its performance hereunder, the contractor should provide:

- I. name, address, and telephone number of the Subcontractor(s);
- II. specific tasks for each Subcontractor(s);
- III. percentage of performance hours intended for each Subcontract; and
- IV. total percentage of Subcontractor(s) performance hours.

Fahlgren Mortine does not anticipate working with subcontractors to carry out the scope of work.





# TECHNICAL APPROACH

*Three days in Nebraska  
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Twist I was here in Nebraska*

## 2. Technical Approach – Attachment A

### *Creative and Production Services – Option C*

#### I. BIDDER REQUIREMENTS:

*Bidders will have to demonstrate capabilities and proven successes in handling accounts of the nature, size and depth of the NTC's program. Working with NTC staff, the Contractor(s) will be required to provide work that can be effectively integrated with NTC marketing initiatives and efforts of other marketing partners.*

Bidders should respond to the following:

#### a. Relevant Experience, Capabilities and Quality of Bidder

##### I. Brief Statement of Overall Business Philosophy;

Fahlgren Mortine is an integrated communications company helping brands engage in ways that are precise and meaningful. Our approach is holistic and cohesive, with over 200 specialists wired to work as one across an integrated network of eight regional offices.

The work we do is ambitious, complex and challenging. We think big. Move fast. Overcome obstacles. Seize opportunities. It's how we make great things happen – for clients of all shapes, sizes and industries. We start by getting to the heart of what matters most. Once that core truth is revealed, we have a solid foundation upon which to build communications programs with the power to close the gap between brands and people.

The solutions we create are engineered for effectiveness. Discipline and accountability are woven into every step of the process, from planning and targeting through media negotiation and analytics.

Doing work that dares to make a difference and remaining accountable for getting measurable results entices clients to stay with Fahlgren Mortine at a tenure 182% longer than the industry average.





## II. Outline of capabilities and services offered;

As a full-service marketing and communications agency with over 200 associates, Fahlgren Mortine can provide all of the services outlined in this RFP and listed in the chart below. **We have also included a more in-depth description of the services we offer that are specific to the creative portion of this RFP** as well as an overview of our tourism practice.

### AGENCY-WIDE CAPABILITIES

account planning	broadcast production	content marketing	global comms.	marketing comms.	mobile	public affairs	social media
application development	collateral design & development	corporate comms.	internal comms.	media planning & buying	online advertising	strategic planning	user experience architecture
brand development	consumer & trade advertising	digital brand strategy	marketing automation	media relations	promotional activities & fulfillment	search marketing	website design & development

### STRATEGY, CREATIVE AND PRODUCTION SERVICES

#### BRAND STRATEGY

- Market research
- Marketing analytics
- Consumer insights
- Brand positioning and messaging
- Campaign measurement and evaluation

#### CREATIVE AND INTEGRATED PRODUCTION

- Creative direction, copywriting, art direction, design, studio and producers
- TV, radio, print, out-of-home advertising
- Digital advertising for online
- Social content creation
- User experience and digital design and production
- Email and database marketing content
- Collateral design and production
- Promotional and sponsorship materials design and production



## OUR TOURISM PRACTICE

The Fahlgren Mortine team is proud to have served a multitude of clients of similar scope and scale. Across our portfolio and including TURNER, we represent five countries, seven states, dozens of cities, and numerous hotels and hospitality brands.

We have partnered with organizations including breweries, zoos and aquariums, retail shops, museums, art galleries, state/national parks, RV manufacturers, theme parks, golf courses, wineries, restaurants, hotels and resorts, cities, counties and even small countries. As you will see, our experience is both deep and broad – from years of working with the American Culinary Federation, to promoting quaint communities and elite resorts; from launching a global beer company in the United States, to promoting bathtub races in rural Nevada. Whether we're from working with small attractions in our backyard or telling the stories of destinations around the globe, we approach each opportunity with equal enthusiasm.

We believe that tourism provides more than an opportunity for vanity seekers and leisurely enjoyment. Tourism plays a vital role in the economic success of communities and is a key component of local and global prosperity. It isn't enough to simply produce a few campaign assets and deploy – we must also understand your business plan. We know how to interpret occupancy reports and understand seasonality. We understand your paid media flighting and SEO strategy to ensure we can design a synergistic program that moves the needle on your bottom line. And we play well with others (your stakeholders, neighboring communities and the other vendors/partners you select) as an extension of your team, because collaboration is key to our success – and Nebraska residents deserve nothing less.

A few highlights of our experience include programs that:

- Encouraged responsible coastal travel in Monterey County, California
- Effectively lowered the average age of the Nevada visitor over a 5-year period, per the organization's strategic plan, and contributed to an ROI of \$73:\$1 of media spend – turning itineraries into tax dollars
- Drove occupancy, meetings and special event bookings for Palladium Hotels & Resorts
- Creatively and effectively positioned Myrtle Beach as America's first autism-friendly destination
- Supported seasonal shifts and increased first-time visitors to Gatlinburg, TN, CVB
- Increased year-round visitation and designed an innovative special events program with Panama City Beach CVB
- Pivoted a campaign set to launch just before the surge of the global pandemic to still remain relevant to travelers and residents of Columbus, Ohio
- Drove ticket sales and dramatic increases in membership sales for COSI – the nation's most beloved science museum
- Created awareness and drove visitation to the new National Veterans Memorial & Museum
- Drove international arrivals and deplanements through our work with Discover Dominica Authority
- Supported unprecedented and unexpected visitation to Coastal Mississippi

Through the years, we have built marketing and communications programs that have been recognized nationally, including the U.S. Travel Association's Mercury Award, ADDY awards from the American Advertising Federation, Adrian Awards from HSMIA and Magellan Awards from Travel Weekly.

## FAHLGREN MORTINE AND TURNER EXPERIENCE – A SNAPSHOT



### III. List of services offered with in-house staff;

All services mentioned above are offered in-house.

### IV. The single most outstanding quality that differentiates your company; and,

As you read our response, we think our breadth and depth of experience will come through. What may not be as evident, unless singled out here, is what we call our sweet spot. Fahlgren Mortine is particularly strong at working with destinations that struggle with perception issues. Take another look at our portfolio and you'll see what we mean. From misunderstood or "below-the-radar" cities to states that are sometimes labeled as one-trick-ponies, our programs are carefully designed to fight against misunderstandings, unearth new storylines and ideas, and unleash the full power of integrated marketing on our clients' behalf.

### V. Anything else you think we should know about your company and would like to briefly share

In the spirit of being honest, we would love nothing more than to be your partner to take on the next evolution of Nebraska Tourism. With our sister-agency TURNER PR at our side, we can ramp up quickly, find efficiencies together and elevate our Midwestern roots and work ethic to help Nebraska set more records (and hopefully keep moving Nebraska off the list of "least likely state" for people to visit).

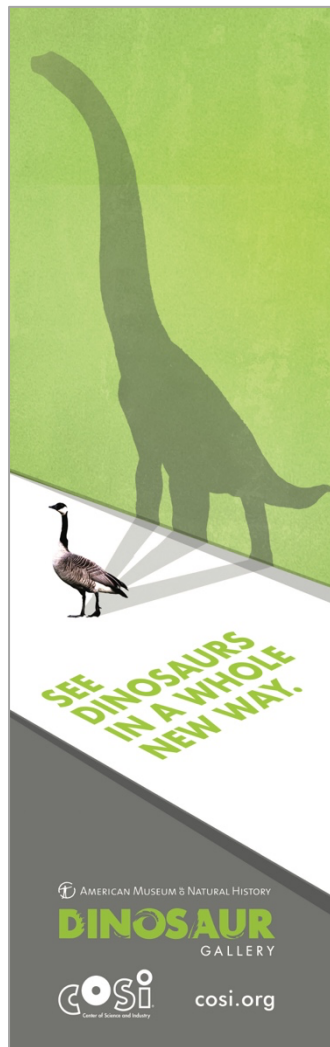
**b. Past Experience & Understanding**

**i. Creative and Production Services**

- a)** From a creative standpoint only, provide three samples of advertising of which you are most proud.

## CENTER OF SCIENCE AND INDUSTRY (COSI)

Columbus, Ohio is home to the renowned Center of Science and Industry, better known as COSI. Fahlgren Mortine supports membership marketing for the museum and develops creative concepts for exhibits, general visitation and special events. The Dinosaur Gallery, presented in partnership with the American Museum of Natural History, is one of our favorite campaigns.





One of the many communications initiatives we manage for The Ohio Lottery Commission is the annual Responsible Gambling campaign. New TV, radio and digital work is produced each year under the Keep It Fun Ohio theme. The creative team finds clever and engaging ways to provide tips for lottery fans to help them gamble in moderation.



Fahlgren Mortine debuted the Simply Get Away campaign for the Greenbrier County CVB five years ago. As travel sentiment evolved, the campaign has flexed to stay relevant. Just last week, we launched a new campaign landing page that adds a health and well-being component to the messaging.



- b) Case Histories - Provide case studies from two (2) recent advertising campaigns (since 2019) preferably for clients marketing intangible products/services. The case studies should include goals/objectives; creative and media strategies; an overview of the media plan, creative samples and results for each case study (third-party metrics preferred).

## TRAVEL NEVADA

*Values-Based Brand Evolution*

### THE PROBLEM TO SOLVE

As the largest industry in Nevada, tourism plays a vital role in the state's economy, providing more than 460,000 jobs – or, 30 percent of total employment. Travel Nevada is the statewide marketing bureau responsible for promoting the state's vast tourism and cultural experiences to potential visitors via innovative marketing programs and campaigns.

Travel Nevada was tasked with supporting travel to and throughout the entire state versus just the obvious popular hubs, such as Las Vegas and Reno-Tahoe. As a result, entirely new campaign concept and marketing strategies were needed to introduce both in-state travelers and out-of-state visitors to the diversity of experiences throughout the Silver State.



*TV & Pre-Roll*

### GETTING TO PRECISELY WHAT MATTERS

Fahlgren Mortine conducted research with the Nevada Division of Tourism and discovered that geographic travel markets that had previously been targeted with paid/earned/owned campaigns, including neighboring states, were nearing a saturation point.

To combat this, Fahlgren Mortine conceptualized a campaign around a custom rendition of the cowboy song "Don't Fence Me In," performed by The Killers. More than a song, Don't Fence Me In is a philosophy that connects to those who have an adventure mindset, subtly tapping into their tendencies toward exploration, independence and individuality.

As Fahlgren Mortine tested new ad campaign concepts for consumer resonance, we also used that forum to test the appeal of Don't Fence Me In. While we know adventure could mean different things to different people, we found that our target audience identified with the spirit and found it inviting, inspiring and appealing.



# NEVADA

A WORLD WITHIN.  
A STATE APART.

*Logo Execution*

## CAMPAIGN IDENTITY AND CREATIVE DEVELOPMENT

The identity development began with development of 5-7 concepts, three total rounds of review and revision, then production of brand standards showing usage in different scenarios, guidelines for brand compliance, recommendations for usage in social media and more. From pencil sketches to finished artwork, the timeline was about six weeks.

## WEBSITE OVERHAUL AND MOBILE APP

Not only did Fahlgren Mortine chart a new digital user experience to engage younger audiences – the entire technology environment and CMS needed to be overhauled in order to offer users a connected and consistent experience across platforms (digital, mobile, social and email). As such, the website was completely redesigned, including an upgraded user experience, significant visual enhancements, improved copy/content and multiple new features.

The objective for the overhaul was to increase time on site, improve engagement ratings and boost conversions (actions that indicate intent to travel). All measurable objectives were exceeded by at least 25 percent in the first six months following launch.



*Digital Banner Ad*

## HIGHLY TARGETED AND CAREFULLY MEASURED MEDIA PLANNING AND BUYING

Historically focused on heavy placement of traditional linear TV ads, Fahlgren Mortine evolved the paid media program to shift more emphasis to innovative, digital connection points, mobile platforms, native content, paid search and paid social content to engage and emotionally resonate with our bull's-eye target of adventure-minded individuals. These are people who want to be active on their vacation by exploring and trying new things. They crave inspiration and like to be the first to discover something new. This target could be any age or demographic, so our focus was on connecting within relevant content while maintaining a strong presence through ongoing travel-endemic partnerships.



Fahlgren Mortine executed the Don't Fence Me In brand on the Travel Nevada website, overhauling the website and mobile experience to create an upgraded user experience, boost conversions and increase engagement and time on site. Digital assets, print creative and custom content pieces supported the initial execution of the brand through both lifestyle and travel-endemic partners. In addition, we produced video ads around the brand that were deployed cross-screen - from traditional TV and cable to OTT, cinema and social.



Website

## SHARING THE DIVERSITY OF NEVADA THROUGH DIGITAL AND ONLINE CHANNELS

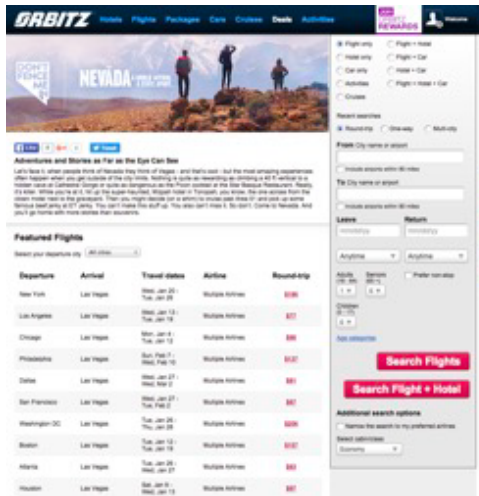
Digital programs for Travel Nevada included elements primarily targeted to key geographic markets and tactics focused on four key categories: OTAs, programmatic, publisher/content and social. We developed integrated programs in each of these areas, ensuring each program delivered on the KPIs set out at the beginning of the campaign.

OTAs, or Online Travel Agents, form a foundation for Travel Nevada's paid media efforts. Beyond giving Nevada the ability to be in front of audiences when they are planning trips, they are also able to provide data around sales through their sites providing valuable information for ongoing optimizations and evaluation of programs. Historically, these tactics have focused on driving to booking engines within the platforms, but they can also be leveraged to drive site engagement. Both TripAdvisor and Orbitz partnered with us and created custom Nevada editorials, in addition to the awareness-driving banner placements. With Orbitz and its booking engine, we were able to see any lift in Nevada sales on their site during the campaign timeframe in order to better tie back to ROI.

Publishers and content partners give Travel Nevada the ability to connect in meaningful ways with audiences based on the audience interest. They provide deeper engagement with the stories important to Nevada and help them truly understand the destination. Content partners focus on various parts of the traveler journey and help move the audience toward booking.

Storytelling is critically important to understanding the Nevada experience. In order to leverage the great content from the website and earned media efforts, we partnered with Nativo and Matador Network to help spread the Nevada narrative. These partners not only utilized Nevada's own content, but also developed custom content on Nevada's behalf and were able to distribute it to key audiences.

In addition to the awareness we were building, these partners generated leads that would help Travel Nevada refresh their email list and feed their new CRM strategy. We partnered with the Discovery Network's Great American Country (GAC) network to sponsor their American Outdoor Adventure sweepstakes. The sweepstakes resulted in over 1.6 million entries, which was a 363% increase from the same sweepstakes the previous year. Most importantly, this resulted in over 22,000 new email opt-ins for Travel Nevada to layer into their nurture program.

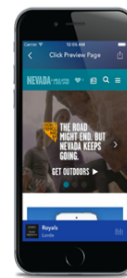


## INFLUENCING THOSE WHO INFLUENCE OTHERS

Social media and influencers are critical to connecting with nearly every audience. These platforms allow for authentic storytelling in environments where people are spending significant time each day and seeking real connections. Social channels give Nevada the opportunity to connect with potential visitors, foster a relationship as they consider a trip and engage them all the way through their visit. Additionally, as other content partners, publishers or print outlets increase their brands' social footprints, we continually seek out ways to engage these brands' social audiences as key extensions of ongoing or future partnerships.

Fahlgren Mortine leveraged promoted content and videos across Facebook and Instagram to help increase Nevada's exposure to key audiences by showcasing the state's wide variety of offerings to relevant, engaged audiences. The granular targeting capabilities within social provided Nevada the ability to connect in meaningful ways to various audiences based on their unique interests or preferred leisure activities.

One of the KPIs for the campaign in general was to increase Nevada's overall social following and engagement; the paid media program contributed to that growth in several ways. In addition to a paid social program, other campaign elements included specific CTAs that drove to Nevada's social channels and content promoted via native or influencer channels that encouraged engagement on Travel Nevada social channels organically.



Streaming Playlist

## USE OF VIDEO TO MATCH THE EVOLVING CONSUMPTION OF TV

While video continues to play a key role in travel planning and creating awareness, the ways people consume video has evolved drastically over the past 3-5 years. People are in control of how, when and what content they view; as a result, how we advertise in these environments has changed, too. In order to ensure reach across multiple screens, Fahlgren Mortine recommended a video strategy that included a mix of traditional and digital touchpoints across screens of all sizes. In the early stages of OTT, Fahlgren Mortine included a layer of TV Everywhere and Hulu in its traditional spot TV and local cable, national network cable integrations and cinema programs to account for all ways the target audience was consuming video content.

Using psychographic research, we identified six key Nielsen PRIZM clusters that represented Nevada's target audience. Armed with these clusters, we identified ZIP codes in key markets that had a high concentration of these audiences and focused our cable buys to these ZIP Codes to create efficiency in otherwise costly markets like Los Angeles, San Francisco, Phoenix and Salt Lake City, among others. Cable efforts were paired with appointment programming (primarily news) across broadcast in these markets. Additionally, we incorporated TV Everywhere and Hulu to reach those cord-cutter and cord-never audiences who use streaming devices to get their programming.

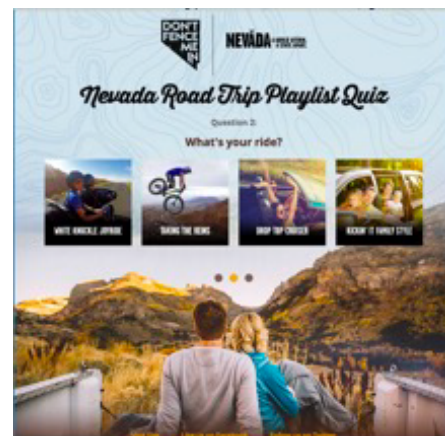
Our research showed that our key audiences were also likely to tune into networks like Travel Channel and Great American Country. We worked with Discovery Networks to create cross-channel integrations across national TV and digital that included sweepstakes sponsorships and on-air vignettes featuring Nevada. Finally, the layering in of cinema during key movie premiere weekends rounded out the Travel Nevada video approach.

Third-party effectiveness results show that this cross-screen approach increased awareness of TV/video from 39 percent to 53 percent year over year and increased those who have visited from 18 percent to 22 percent.

## RETHINKING RADIO AS ON-DEMAND AUDIO

Similar to the evolution of video consumption, the way we think about radio (or rather, audio) has shifted significantly over the last several years. No longer can you simply run a spot schedule across terrestrial radio programming as a means of connecting. Creating custom, engaging content and delivering through streaming audio, smart speakers or connected cars are keys to these channels now.

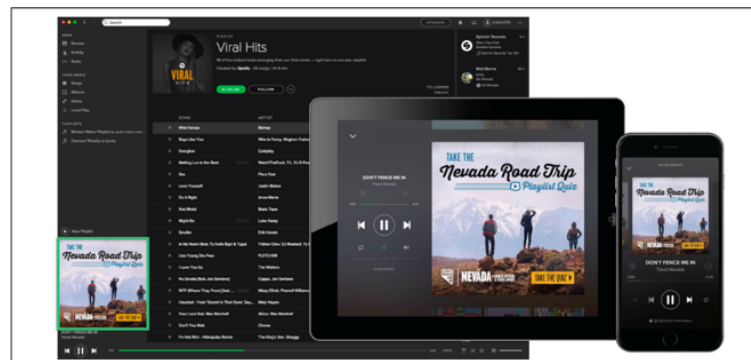
During this campaign, Fahlgren Mortine's audience research identified Spotify as the strongest audio partner for Travel Nevada. Spotify's platform offered the ability to not only serve audio ads in an on-demand listening environment across speakers and devices, but also allowed us to encourage engagement to help develop a relationship between the audience and Nevada during the crucial dreaming phase of the travel planning process.





Supplemental to the traditional audio ads, we incorporated a custom-made interactive quiz in partnership with Spotify that allowed audience members to generate a road trip playlist. The playlist for their road trip was based on where they were headed, how they were getting there and who they were traveling with.

Results showed very strong engagement, with 75 percent of those who began the quiz completing it to generate their playlist. We also saw the audience taking steps to further engage with Travel Nevada post-quiz, with 47 percent clicking through to visit TravelNevada.com and 45 percent clicking through to follow Travel Nevada on Facebook and Twitter.

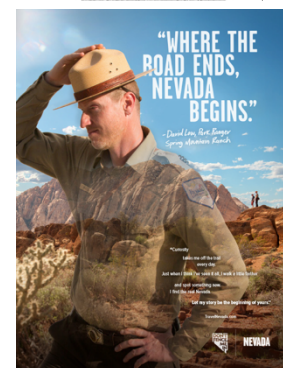


Pandora Ads

## MOVING BEYOND THE PRINT AD TO PARTNERSHIPS

Partnerships with print publications foster the dreaming stage of the traveler's journey, allowing Nevada to connect with audiences while they are in leisure mode and have a mindset of relaxation. Nevada's publisher partnerships are content-driven efforts that span beyond the pages of a magazine, including extensions into the publications' digital and social channels to help invite audiences to explore Nevada or consider it for their next adventure.

Outside, a leader in the active-lifestyle digital and print space, was a great partner for the Travel Nevada message. We developed a multi-channel program across print and digital, working with Outside to create a series of content entitled "My Nevada," where influencers like Kelly Carroll (park ranger for Great Basin National Park) and David Wise (Olympic gold medal-winning freestyle skier from Reno) explored Nevada and created content that lives on OutsideOnline.com. This content was also pushed out via social channels to engage Outside's followers and is owned by Travel Nevada for use as needed in the future. Videos of the influencers were also part of the custom My Nevada series, which ran in conjunction with a series of print ads in the magazine to ensure exposure to their magazine readership.



Print for Outside Magazine

The "My Nevada" pieces delivered over 365,000 impressions and more than 350,000 social reach impressions while generating more than 5,000 social engagements with this critical niche audience. The overall Outside campaign has delivered an interaction rate of 14.87% – significantly stronger than the benchmark of 1.26% and has driven engaged visitors to TravelNevada.com.

## ARMING VISITORS TO BECOME BRAND AMBASSADORS

Of all the collateral developed, the most popular collateral element of the Don't Fence Me In campaign was stickers, which are now proudly displayed on cars, laptop computers, smartphones and other personal property. The initial objective was to distribute 10,000 stickers over the course of the first campaign year. As a precaution, the Nevada Division of Tourism began by printing 15,000 stickers. As it turned out, we had to reprint three times in the first six months to fulfill consumer demand via social media and events.



Sticker

## RESULTS

Travel Nevada uses a third-party leader in tourism industry research and effectiveness to measure and report on their campaign success. Not only did Fahlgren Mortine meet or exceed specific objectives such as target reach, message recall and conversions. **The Don't Fence Me In campaign significantly increased overall return on investment by 25 percent from \$58:1 to \$73:1 on a flat year-over-year marketing budget.**

The campaign also succeeded in broadening perceptions of Nevada among more than 50 percent of those surveyed; enhancing the value of TravelNevada.com (more than 68 percent of visitors reported a positive impact of the online site on their travel plans); and more than doubling the social community engagement and activation.



Digital Ad

## West Virginia Department of Health and Human Resources

*Back to Life – OUD/MAT Stigma Reduction Campaign*

### BACKGROUND

More than 70,000 American died of a drug overdose in 2018 and opioids were involved in two-thirds of them. West Virginia is at the heart of the opioid epidemic, ranking first in fatal drug overdose rates and first in neonatal opioid withdrawal syndrome rates. As the death toll continues to mount, the media has covered many aspects of the crisis. Unfortunately, this coverage often focuses on the very visible individuals who continue to struggle with addiction. What is missing is a narrative of hope for a chronic disease that is treatable.



This has resulted in stigma among many groups including families of those with an Opioid Use Disorder (OUD), general public, medical community and the OUD community (both those with an OUD and those in recovery). This stigma has been identified as a major challenge associated with the opioid crisis. Unfortunately, stigma can prevent people from accessing treatment, impede recovery, damage relationships in friends and family, cause divides in communities and be a major cause of discrimination.

### CHALLENGE

Funded by a one-year grant through West Virginia State Opioid Response, the West Virginia Department of Health and Human Resources Bureau for Behavioral Health tasked Fahlgren Mortine to create an integrated, statewide education campaign to help change the perceptions of Opioid Use Disorder (OUD), reduce stigma of addiction and recovery, and increase awareness of Medication-Assisted Treatment (MAT) as a life-changing, trusted and effective treatment option for those with an OUD. The state unfortunately lacks access and availability, giving many people cause to travel out of state to get the care they need to recover. It was important that the campaign convey that OUD is treatable with medication and that the treatment can help people get back to a successful, productive life.

**Opioid crisis reaches all corners of West Virginia, leaving few untouched**

**West Virginia city has 27 heroin overdoses in 4 hours**

**'How are we going to keep people alive?' Behind the pandemic, overdoses are rising across West Virginia**

**West Virginia Rate of Babies Born Drug Dependent Jumps**

**U.S. Attorney: W.Va. overdoses soar during COVID-19**

**West Virginia leads nation in drug overdose deaths**

**How West Virginia Became Ground Zero for the Opioid Epidemic**



## RESPONSE

Fahlgren Mortine created an integrated marketing campaign called “Back to Life WV.” The objectives of the campaign were as follows:

- Increase awareness of Medication-Assisted Treatment (MAT) as a proven and effective form of OUD treatment.
- Increase understanding of OUD and MAT across a variety of audiences and channels to combat the common misperceptions and stigmas.
- Empower people with OUD to seek MAT by highlighting real-life success stories of West Virginians who had suffered from OUD but found recovery from their addiction through MAT.

The campaign provided valuable resources and messaging to empower West Virginians to seek treatment, recover from their addictions and return to a successful and addiction-free life.

## RESEARCH AND INSIGHT

We began with an extensive research project, speaking to real OUD sufferers, families impacted by OUD, medical professionals, first responders and community members. The purpose of the interviews was to explore reactions to existing and proposed messaging to identify the elements contributing to message clarity, resonance appeal, overcoming stigma and persuasion to consider MAT as a trusted option for recovery.

The majority of the 44 one-on-one interviews were conducted online via webcam. In-person interviews were conducted with both OUD sufferers and those in OUD recovery. We learned:

- Not only do West Virginians want OUD sufferers to get clean, but for them to become meaningful contributors to society
- West Virginians feel defeated – desire to see hopefulness and progress
- Need to humanize the opioid epidemic and identify real stories of recovery to create compassion and empathy
- Stigma is preventing access to treatment, impeding recovery, damaging relationships and causing divide in communities



This research distilled into a campaign called “Back to Life WV,” providing powerful stories and local resources for those amid this epidemic.

## Execution

### PAID MEDIA CAMPAIGN

The objectives of the paid media campaign were 1) to inform and educate West Virginians that MAT is a trusted and effective option to treat OUD and 2) to help reduce stigma surrounding OUD and Medication-Assisted Treatment.

The \$1.4 million statewide campaign ran from April 2020 through September 2020. Tactics included:

- :15 and :30 TV placements – network, cable, All Screen Video
- Statewide Radio (:30 spots)
- Pandora
- Digital – Banners/Video
- Out of home – Pharmacy, Physician Offices, Billboards, Transit, Malls
- Print – full page ads in newspapers
- Partnerships – WV University and Marshall University
- Paid Search

### MEDIA RELATIONS

West Virginia media has covered many aspects of the OUD crisis in the state. Unfortunately, the coverage often focuses on the individuals who continue to struggle with addiction. Conspicuously missing was a narrative of hope for a chronic disease that is treatable. We connected with media outlets to share stories of optimism while countering the common misperceptions of OUD and MAT by spotlighting real-life recovery stories.



**Transit association offers free rides to treatment for people suffering from Opioid Use Disorder**



**Pandemic-related unemployment contributes to overdose increase**



**State launches campaign to end opioid addiction stigma**

### CREATIVE

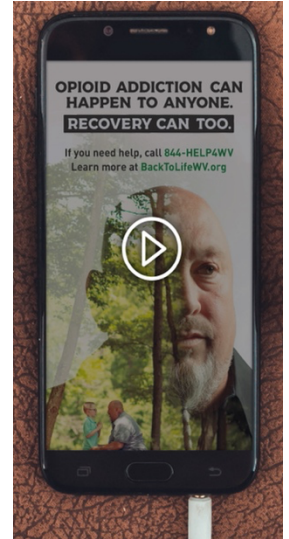
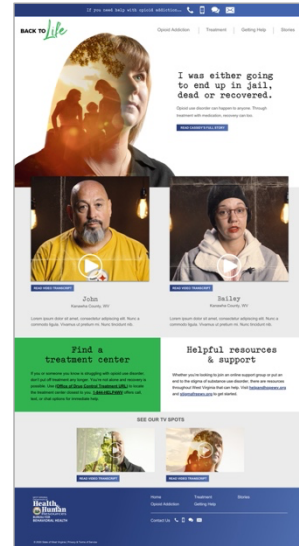
Creative elements included TV and radio, bus wraps, bus shelters, posters, digital banners, print ads, and additional out of home tactics including doctor's offices, pharmacies, malls and outdoor boards; all driving to a custom landing page at [BacktoLifeWV.org](https://BacktoLifeWV.org)

### BACKTOLIFEWV.ORG

The website was created to provide valuable resources for those needing help with their OUD addiction and to combat and correct misconceptions of OUD and recovery/treatment. Resources on the site include:

- Testimonials from West Virginians who had recovered from their addiction through Medication-Assisted Treatment.

- Treatment facility map that quickly connects people to local treatment centers and information on transportation, if needed.
- Connection to specialists through call, text, chat or email.
- Professional opinions from doctors and their support of Medication-Assisted Treatment.
- Links to more than 15 organizations across the state offering additional resources and help for those in recovery.
- Digital banners and videos appeared on cross-platforms (mobile, desktop and tablet) to drive direct traffic to the website.



## TV, RADIO AND PRINT

Due to COVID-19, we were unable to schedule in-person production as planned for new TV, radio and print ads in April 2020. We had to make a quick pivot and create assets in-house using stock photography and video. This included :30 and :15 TV spots, two print ads and two :30 radio spots. This allowed us to fulfill our media buy and launch the campaign as planned. The interim TV, radio and print ads ran until we were able to shoot new video, photography and record audio in-person in June 2020. These creative assets featuring real-life stories of recovery began running in July 2020. The creative featured John and Cassidy, who had experienced opiate addiction after 1) an injury-related prescription and 2) following a dental surgery.

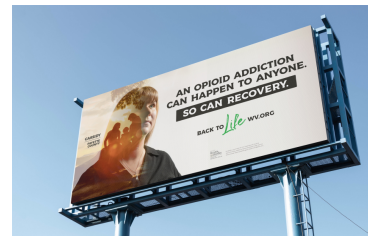


*Click images above to play*



## OUT OF HOME AND SPONSORSHIPS

Placements were planned in high-traffic environments that allowed the message to be directly viewed by our key audiences in a variety of locations. Placements included pharmacies, physician offices, billboards, transit, malls and sponsorships with West Virginia University and Marshall University.



## Results

### PRE- AND POST-CAMPAIGN SURVEY

The goal of the survey was to gauge changes in awareness and perceptions after the campaign launch to assess the impact and success, driving data-drive policy making in West Virginia and helping reduce stigma towards MAT.

#### At a high level, post-campaign results included:

- Impact on OUD stigma reduction in West Virginia.
- Stigma toward those with OUD became more of a concern.
- Attitudes towards OUD changed - there was a healthy decrease in negative views towards people with OUD while positive attitudes slightly increased.
- Impact on perceptions of OUD Treatment and Recovery
  - A 7% increase in favorable opinions of MAT, and a 9% increase in the belief that using a proven medication can treat OUD.
  - People with OUD are now even more likely to try MAT.
  - A 12% increase in the belief that the state is on the right path to solve the problem of addiction.

#### Results Breakdown:

##### WEST VIRGINIANS WERE ACTING AND CONNECTING TO SUPPORT SERVICES

- 30,000 West Virginians visited BacktoLifeWV.org, 177 clicks to calls, 215 clicks to text, 112 clicks to get directions to treatment centers, and 136 clicks to chat.
- More than 2,000 completed actions on the campaign landing page.
- Calls to the 1-844-HELP4WV hotline increased more than 50% at times, compared to calls logged prior to the campaign.

## MEDIA RELATIONS

Media outreach resulted in earned media stories with more than 13 million impressions.

## PAID MEDIA CAMPAIGN

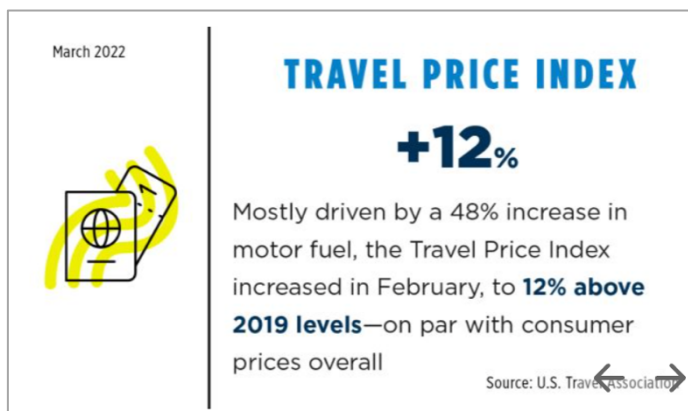
- Achieved more than 80 million impressions with the metrics above industry benchmarks. Results included:
- Digital campaign - generated 20,493,795 impressions and 156,705 clicks resulting in a click-through rate (CTR) of .76% which is above the industry benchmark of .27% for healthcare campaigns.
- Gimbal, Pandora, Tremor, Hulu and Zefr generated 6,547,549 video plays with a video completion rate (VCR) of 91% which is above the industry benchmark of 82%.

- c) Provide no more than three (3) pages of the bidder's understanding and observations about the state of the domestic travel industry including national trends and forecasts, with particular emphasis on the market potential for Nebraska. Include supporting rationale for these insights, especially on how they may affect Nebraska's appeal as a leisure travel destination.

## Relevant Domestic Travel Industry Trends

According to the U.S. Travel Association's latest monthly travel data report, **nearly nine in 10 Americans (85%) are expecting to travel this summer - eight in 10 plan to travel in their personal vehicles and 46% plan to fly. Close to half (48%) plan to take two weeks or more time off.** Despite this promising demand, significant barriers exist, including inflationary trends and soaring fuel prices. **Close to six in 10 (59%) American travelers believe travel prices are too high right now and one third reported that high prices prevented them from traveling in the past month.**

For a drive destination such as Nebraska, these challenges must be considered - not only in campaign messaging and engaging content, but in the careful selection of media targets by geography and psychographic factors.



**U.S. TRAVEL**  
ASSOCIATION

Post-COVID, as normal travel resumes, it will be critical for Nebraska to build on the relevance and attention it garnered with the launch of the "Honestly" campaign. In the years and months since its introduction,

people's trust in societal norms and each other has continued to erode. Consumer brands that have been able to focus on a clear sense of purpose and transparency have been able to grow market share and increase affinity.

The initial success of the "Honestly" campaign was no fluke. Grounded in simple brand and human truths, it stood out as refreshing and confident. Going forward, it will be important to understand how travelers' values have shifted since the campaign launched – finding the right ways to sustain the core of the campaign, while reframing it to leverage people's current desires to connect with real people and, to some degree, disconnect from the digital world. Nebraska offers post-pandemic travelers a unique blend of uncomplicated, immersive experiences ideal for getting re-centered and re-charged.

The most recent survey information from Gartner shows cross-generational shifts away from valuing adventure, toward valuing safety, family and integrity. These findings are not surprising, given the relentless disruption to our daily lives and the increasingly polarized public discourse taking place across the country – especially online.

Value	Surveyed Statement	Rank for All U.S. Consumers	Rank for GEN Z	Rank for MILLEN-IALS	Rank for GEN X	Rank for BOOMERS
authenticity	Being genuine and authentic is extremely important for me and for the things and people in my life.	1	7	1	1	7
responsibility	I always take responsibility and accountability for my actions.	1 (2)	17	4	3	1
equality	I strongly believe that all people should have equal opportunity and equal access in all areas of life.	1 (3)	1	3	4	6
loyalty	I am an extremely loyal person when it comes to people, places, institutions, and things that I respect and value.	1 (4)	3	6	2	4
justice	I believe that we must always uphold rights and principles of fair treatment and the law.	1 (5)	6	8	5	2
honesty	I work hard to be honest and expect others to do the same, even when it is painful.	6	11	5	6	3
courtesy	I am always polite and respectful in my behavior and expect the same courtesy from others.	7	5	9	7	5

Increased rankings across the values of authenticity, responsibility, honesty and courtesy align well with Nebraska's established brand values. Furthermore, several additional travel trends align well with these values:

#### **The anticipation of the journey will be as exciting as the destination.**

*75% of travelers find that the journey to a destination is more enjoyable when it feels like part of the trip itself (booking.com, 2021).*

The journey to a destination is the part of a trip often seen as a necessity, rather than something to savor and enjoy. But – as trips have been few and far between for the past two years, the journey may have evolved into something more of us will look forward to than ever before.



**Vacation time will be strictly work-free.**

*73% of travelers say vacation time will be strictly work-free in the future (booking.com, 2021).*

When the pandemic hit, homes across the globe became our offices too, and the novelty of working remotely was realized. However, in 2022 we'll see a significant rise in people wanting to firmly re-establish a healthy work-life balance with 73% agreeing that their vacation time will be strictly work-free in the future.

**Travel will become an essential form of self-care.**

*79% of travelers agree that travel helps their mental and emotional wellbeing more than other forms of self-care (booking.com, 2021).*

Move over, yoga and mindful meditation. Travel is set to become the self-care trend for 2022, with people valuing not only the opportunity to switch off more than ever before, but also using their time spent traveling to fully immerse themselves in new places and cultures.

**Authentic connection with the local community will be a priority.**

*58% of travelers agree it's important that their trip is beneficial to the local community at their destination (booking.com, 2021).*

During the pandemic, people were forced to make the most of what they had close to home. People have become more engaged with the community by supporting local businesses, and now travelers are looking to embrace this same community feeling in their vacation itineraries, too. Fifty-eight percent of people agree that it's important that their trip is beneficial to the local community. While 29% are going to do more research into how their tourism spend will affect or improve local communities.

**People will be saying YES to travel, making up for lost vacation time.**

*61% of travelers are now more open to different types of vacations (booking.com, 2021).*

After sacrificing socializing, traveling and fun for such a long stint, travelers will embrace a new, more positive, way of thinking for 2022 as the number of people who feel they need to make up for lost vacation time has grown from 42% to 63%. With any and all travel plans tabled due to the pandemic, 2022 will be the year of simply saying yes, with 72% agreeing they'd say "yes" to any vacation so long as their budget allowed.

These trends present unique opportunities for Nebraska to double down on attributes typically viewed as challenges; rural, remote, unsophisticated. And leverage them as an oasis of uncomplicated, authentic, and intimate experiences people need to unplug from the chaos of the modern.

**Reference**

"Travel Predictions 2022." Booking.com, 19 Oct. 2021,

<https://www.booking.com/c/trends/travelpredictions2022.en-gb.html?epik=dj0yJnU9QU0wNC1meGJGRHM4bVNkZE5zYVRTcjE0MVFuMUJmS18mcD0wJm49MjFTNzBHTFJEZzZrNjY5Zk1LNTVwQSZ0PUFBQUFBROICRE9F>.

- d) Describe briefly in one (1) page bidder's understanding of value-based brand positioning and marketing. Provide a sample of your company using this approach or a sample of a campaign that your agency created which you believe presents a value-based strategy and execution. Here is one definition as a guide:

Value-based marketing is an appeal to a consumer's core values and personal guiding principles. It shifts marketing from a product-centric approach to a consumer-centric one. In fact, consumers now name a brand being true to its values – and matching their own – as the most important factor in purchase decisions.

In this approach a singular core human value defines the brand's reason for being. And the succinct articulation of the brand's positioning, leverages its core human value to develop a relevant, meaningful and differentiated benefit.

Our team was pleased to learn of Nebraska Tourism Commission's use of a values-based approach, as our firm has long believed this is fundamental to building campaigns and brands that truly resonate. Our goal is not simply to create temporary alignment or drive fleeting conversion/consumption – but rather to build deeply personal connections among consumers and brands. When we can align around values as opposed to interests or basic demographics, we create bonds that are powerful and long-lasting.

When we started working with Sonoma County Tourism in early 2021, the Northern California destination found itself in circumstances similar to Nebraska. They had recently launched a new brand campaign built on the theme "Life Opens Up" – a thoughtful and clever play on their uniquely down-to-earth wine country experience. Compared to better-known neighbors like Napa Valley, Sonoma County is more authentic, approachable, and laid-back.

Our immediate focus was on expanding on the brand's relevance to resonate with evolving traveler sentiment, while preserving the core brand truths inherent in Life Opens Up. The pandemic changed the way people think about travel – not just in terms of health and safety, but also in the way they prioritized the benefits. These shifts represented more than temporary changes in sentiment, but rather long-lasting changes at a values level. Travel for purposes of wellness, healing and comfort became a major emphasis, and Sonoma County was uniquely suited to deliver.

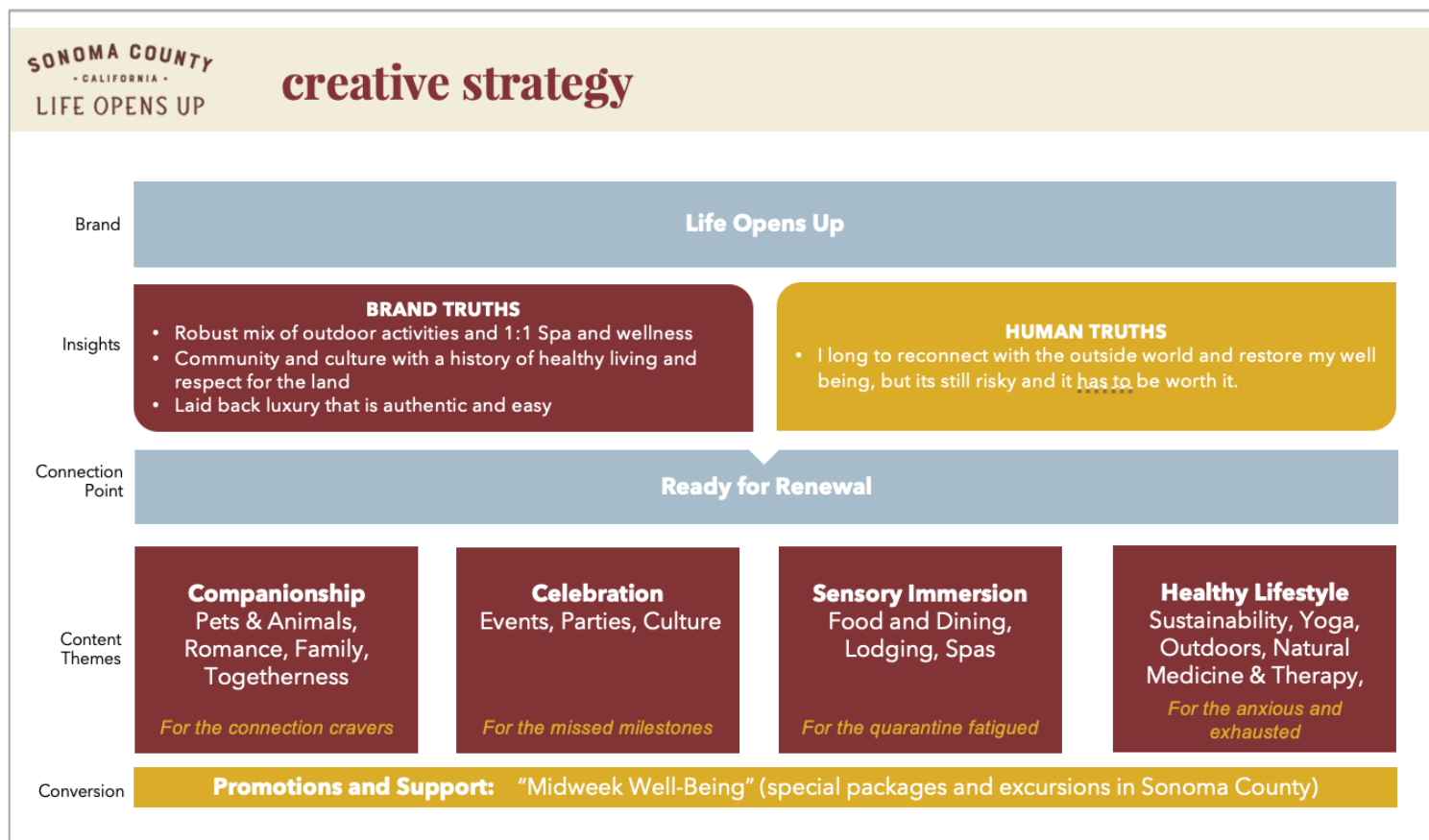
This challenge is a difficult but familiar one: How do you preserve the equity built with an authentic and successful campaign and reframe it to resonate in a new and unexpected context?

Our objectives were clear:

- Keep it real - Don't lose the authentic promise that Sonoma is wine country done differently. More accepting and inclusive, lacking the pretentiousness of other wine destinations.
- Make it relatable - reposition the brand strengths, attributes and benefits in the context of current circumstances.
- Design for scale - Focus on bringing the brand to life across the full spectrum of activities and experiences that Sonoma offers, and travelers seek most.

At that time most consumers (85%) reported having difficulties as a result of the pandemic. Among the most common challenges reported by respondents: dealing with social challenges, maintaining their mental and emotional well-being and adapting to limitations on their personal freedoms.

We knew Sonoma County had the right blend of gentle adventure and healing amenities in safe and predominately outdoor venues to attract travelers despite the persistence of the pandemic. Building on the brand promise, we looked at the intersection of our brand strengths and truths about what travelers were valuing most and landed on the connection point of "Ready for renewal." This energetic extension of Life Opens Up gave our creative team a conceptual north star to guide ideation. Ready for renewal got to the heart of what consumers were needing. Travel was and is no longer seen as a luxury or simple recreation, it's an essential component of healing and connection to a meaningful life.

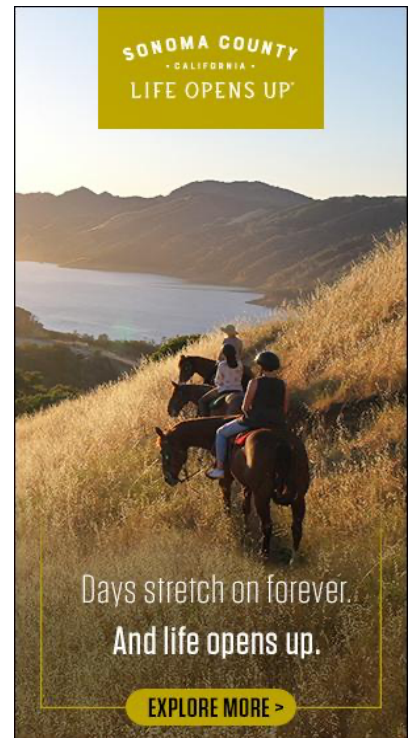
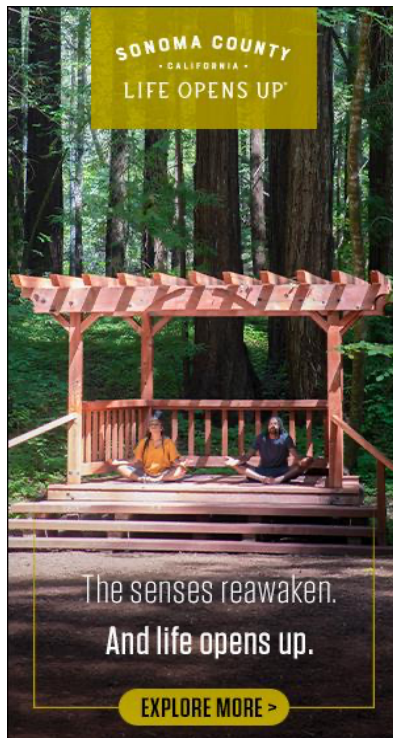
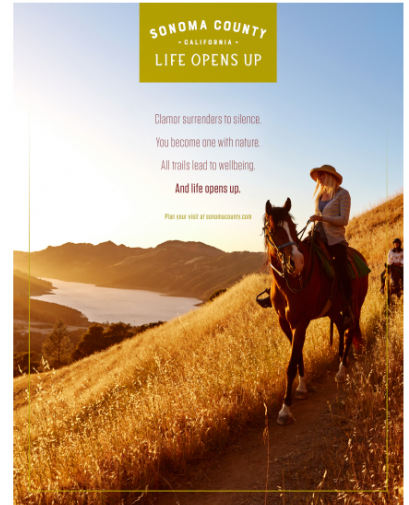
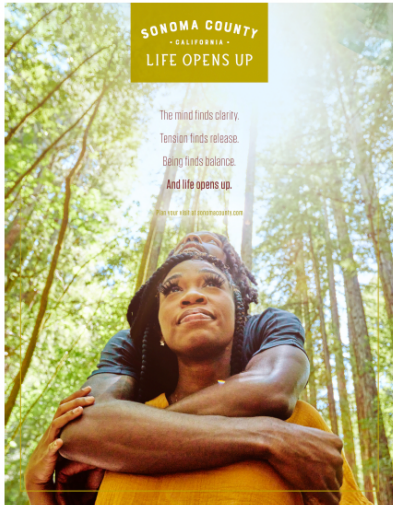


The connection point "Ready for Renewal" wasn't applied to advertising alone. We used it to develop discrete content pillars that inform content distributed through multiple channels of the marketing ecosystem.

The resulting campaign used dramatic, warm photography and compositions to immerse the consumer into the wide variety of restorative experiences Sonoma offers.

A more detailed case study of Sonoma County, including results of our work can be found on page 55.





- e) Creative Concepts Exercise - The NTC's overall goal is to expand and deepen its "Honestly, it's not for everyone" campaign. The Commission is not looking for a new brand strategy or creative platform - nor looking for a new "slogan or tagline." What we have now continues to create positive reactions and widespread awareness of Nebraska as a vacation destination. The campaign is also working exceptionally well in the marketplace, setting all-time records in terms of visitation, visitor spending and tax revenue (lodging and State/local taxes).

A number of pillars have guided campaign development and success, including:

- Building the message from the "outside in" - from the consumer point of view;
- Transcending selling just things to see and do (Value-based approach);
- Taking an unexpected, edgy - even risky approach to capture attention;
- Counterbalance people's preconceived notions and change perceptions; and,
- Being relevant, believable and persuasive.

With all this in mind, present creative concepts that demonstrate a clear understanding of the existing brand strategy and platform that focuses on enhancing, deepening and moving the current work forward.

The job of a marcomm campaign is to create meaningful connection between the brand and its audience. To succeed, the creative must do more than grab attention or make an impression. It should lay the foundation for a relationship with the brand. Establish common ground based on a shared ethos or set of values. Start to build a sense of kinship and alignment within the targets' hearts and minds.

In our view, NTC has already made huge strides down this path through the bold choice of the unconventional tagline *Honestly, it's not for everyone*. It sends a clear signal that this is a brand with integrity and candor. Fortright, plain-spoken and down to earth, with absolutely nothing to hide. With five simple words, you've established a brand character people can relate to and appreciate.

Well, *some* people can. And that's the whole point.

As we considered where to take the campaign next, we focused on the contrast between the ones who get it and the ones who don't. Those free-spirited, open-minded adventurers who get it are the ones who will see themselves reflected in the campaign and act on the message. So, let's create work that does two things: Makes them feel seen; and goes deeper into the Nebraska narrative - introducing our targets to specific destinations and experiences that make a Nebraska trip feel like a real, tangible thing to start planning.



Nebraska's destinations and experiences range from breathtaking natural wonders, to quirky man-made attractions. From authentic Native American culture, to agritourism and guest ranches. And so much more, you could have a different adventure every day of the year – literally. **We added a campaign component called Nebraska 365 – a lighthearted, casual way of cataloging the compelling reasons why a state that's "not for everyone," may actually be just perfect for you. This carefully crafted content series will help reveal how this "everyday destination" might just have something perfect for every day.**

The existing campaign theme remains front-and-center – the star of the show. Nebraska 365 plays a supporting role that will help unite messaging across various mediums, while serving as a direct invitation to explore all Nebraska has to offer.

## ADLOBS



*Discover Places*  
**TOO COOL TO EVER  
APPEAR IN AN AD**

**OLE'S BIG GAME BAR, PAXTON** → 

JUST ONE THE 365 HIDDEN GEMS YOU'LL FIND AT [VISITNEBRASKA.COM](http://VISITNEBRASKA.COM)

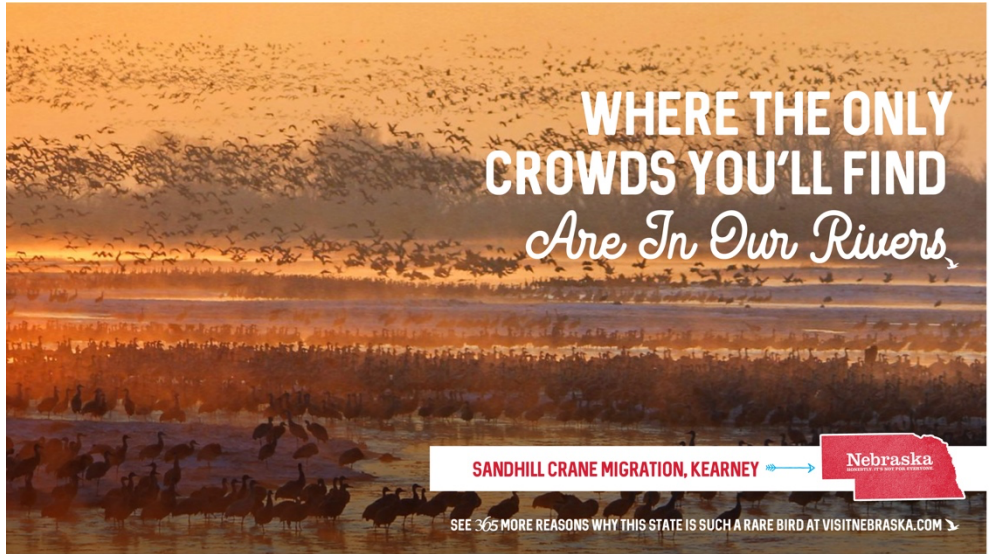


**HOLES SO BREATHTAKING  
YOU'LL BE GLAD OTHER  
FOURSOMES AREN'T**  
*Obscuring the View.*

**PRAIRIE CLUB DUNES COURSE, VALENTINE** → 

WORLD-CLASS GOLF. ONE OF THE 365 REASONS TO VISIT NEBRASKA YOU'LL FIND AT [VISITNEBRASKA.COM](http://VISITNEBRASKA.COM)





**WHERE THE ONLY  
CROWDS YOU'LL FIND**  
*Are In Our Rivers*

**SANDHILL CRANE MIGRATION, KEARNEY** → **Nebraska**  
SEE 365 MORE REASONS WHY THIS STATE IS SUCH A RARE BIRD AT VISITNEBRASKA.COM ↗



**IT'S NOT LIKE  
ANYTHING ELSE**  
*But Then  
Neither Are You.*

**MIDDLE LOUP RIVER, MULLEN** → **Nebraska**  
SEE 365 REASONS WHY YOU AND NEBRASKA ARE A PERFECT MATCH AT VISITNEBRASKA.COM ↗



**WHEN WE SAY  
'GET AWAY  
FROM IT ALL,'**  
*We Aren't Kidding.*

**FORT ROBINSON STATE PARK** → **Nebraska**  
SEE 365 REASONS WHY A VISIT TO NEBRASKA STANDS ALONE AT VISITNEBRASKA.COM ↗

## :30 VIDEO



### VIDEO:

HANDHELD SHOT OF "WELCOME TO NEBRASKA" SIGN  
FROM INSIDE A CAR.

A COUPLE HIKING NEAR WATERFALL

TWO PEOPLE ON A PUTTING GREEN ON A  
PICTURESQUE HOLE.

POV SHOT WATCHING HUGE STEAK DINNER BEING  
SERVED TO YOU

SHOTS FROM A PARADE.

MAN ALONE ON KAYAK FLOATS BY.

QUICK CUT OF SHOTS FROM AROUND STATE, RODEO,  
OLD MARKET, KIDS POSING NEXT TO FORT CODY,  
PEOPLE LOOKING AT STARRY SKY.

VISITNEBRASKA LOGO

### AUDIO:

MUSIC THROUGHOUT

ANNCR:

LET ME START BY SAYING, THIS PLACE ISN'T FOR  
EVERYONE.

IT'S WHY YOU DON'T USUALLY SEE MASSIVE CROWDS  
AT OUR BREATHTAKING PARKS,  
OR LOTS OF FOURSOMES ON OUR WORLD-CLASS  
GOLF COURSES,

OR EVEN NEED A RESERVATION AT OUR LEGENDARY  
STEAKHOUSES.

IT'S WHY OUR COLORFUL LOCAL FESTIVALS STILL FEEL  
WELL, LOCAL.

AND WHY THE TERM "GETTING AWAY FROM IT ALL"  
REALLY MEANS GETTING AWAY FROM IT ALL.

IT'S TRUE.

NEBRASKA ISN'T FOR EVERYONE.

BUT WHO KNOWS? IT MIGHT JUST BE FOR YOU.

FIND OUT AT VISITNEBRASKA.COM.

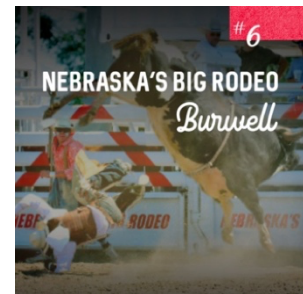
## ANIMATED DIGITAL



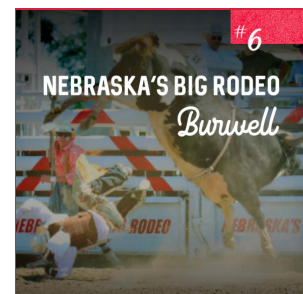
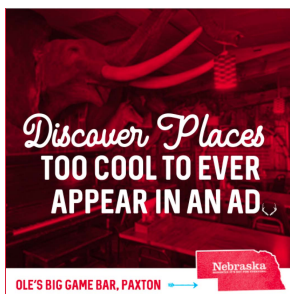
Click to play ▼



Click to play ▼



Click to play ▼

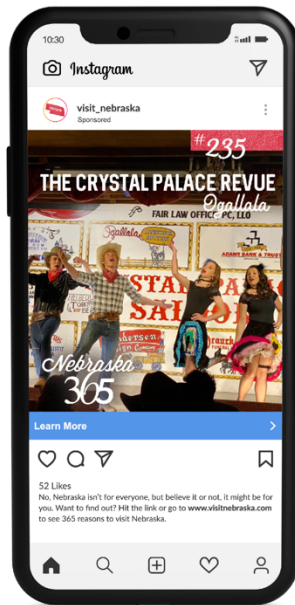




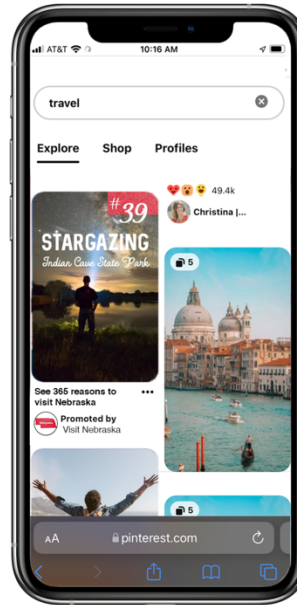
## SOCIAL POSTS



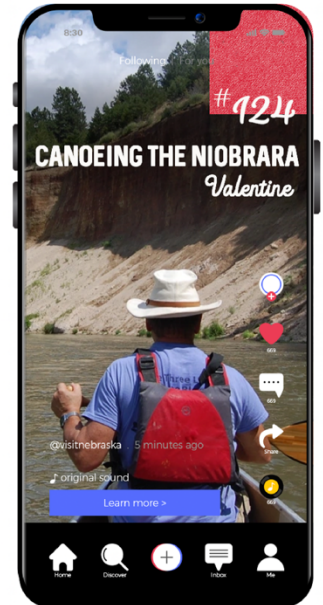
FACEBOOK



INSTAGRAM

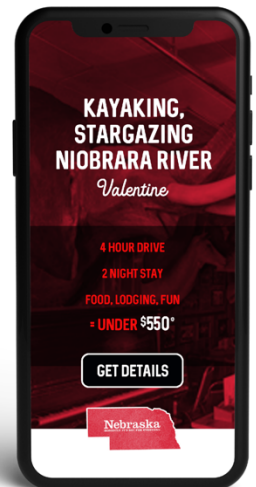


PINTEREST



TIKTOK

## INTERACTIVE MOBILE AD



## CULTURE TRIP WEBSITE/CANOEING, KAYAKING

Book smart-globe adventures here & explore the world while being good to it

culture trip  
Unique Trips, with care for the world

Nebraska | Dates | 2 Guests

USS ▼ 🔍 ☰

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**IT'S NOT LIKE ANYTHING ELSE**  
*But Then Neither Are You..*

VISITNEBRASKA.COM [LEARN MORE](#)

NORTH AMERICA / USA / NEBRASKA / FOOD & DRINK

## Up the creek without a worry: The undiscovered water trails of Nebraska.

Caption needed

Paid Partnership With [Nebraska](#) Add ➦ Share

---


Whether it's canoeing, kayaking or something called tanking, Nebraska is proving to be an under-the-radar destination for fun on the water.

#924  
**CANOEING THE NIOBRARA**  
*Valentine*

Nebraska  
**365**  
GET FULL LIST

Nebraska may be known for a lot of things. Outdoor water adventure isn't usually one of them. But the truth is, the state is filled with opportunities to canoe, kayak, tub or portage in the uniquely Nebraskan activity of tanking — floating down the river in a horse tank. And best of all, often times you'll have the river all to yourself.

## CULTURE TRIP SOCIAL POSTS/CANOEING, KAYAKING

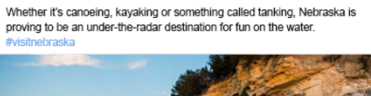


### Culture Trip with Visit Nebraska

Paid Partnership • April 30, 2022

Whether it's canoeing, kayaking or something called tanking, Nebraska is proving to be an under-the-radar destination for fun on the water.

#visitnebraska



THECULTURETRIP.COM



The Undiscovered Water Trails of Nebraska.

Learn more

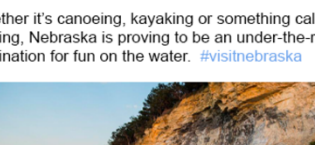
28      1 Comment 2 Shares

Like    Comment    Share

FACEBOOK

 Culture Trip  @CultureTrip

Whether it's canoeing, kayaking or something called tanking, Nebraska is proving to be an under-the-radar destination for fun on the water. [#visitinebraska](#)




TWITTER

INSTAGRAM



**culture trip**  
Without Tripz, who else for the road?

Nebraska | Dates | 2 Guests




**Holes so breathtaking  
you'll be glad other  
foursomes aren't.**  
*Obscuring the View.*

VISITNEBRASKA.COM LEARN MORE

NORTH AMERICA / USA / NEBRASKA / FOOD & DRINK


## Worth the Drive: The remarkable golf courses of Nebraska.





Caption needed

Paid Partnership With **Nebraska** Add Share

With its wide-open spaces, ever-present wind, thick prairie grasses and the undulating terrain of places like the Sandhills, Nebraska is a state made for golf.




From Omaha to Chadron, Nebraska has an embarrassment of riches when it comes to highly ranked golf courses. Of course, while you may find the holes a little challenging, you'll be glad to know that finding a tee time rarely is.

 Culture Trip   
@CultureTrip

With its wide-open spaces, ever-present wind, thick prairie grasses and the undulating terrain of places like the Sandhills, Nebraska is a state made for golf.

[#visitnebraska](#)



theculturetrip.com

**Worth the Drive: The remarkable golf courses of Nebraska.**

For years, some of golf's top course designers have been using Nebraska's unique terrain and grasses as a canvas, here are the amazing results.

12:00 PM • April 30, 2022 • Twitter Web App



Nebraska

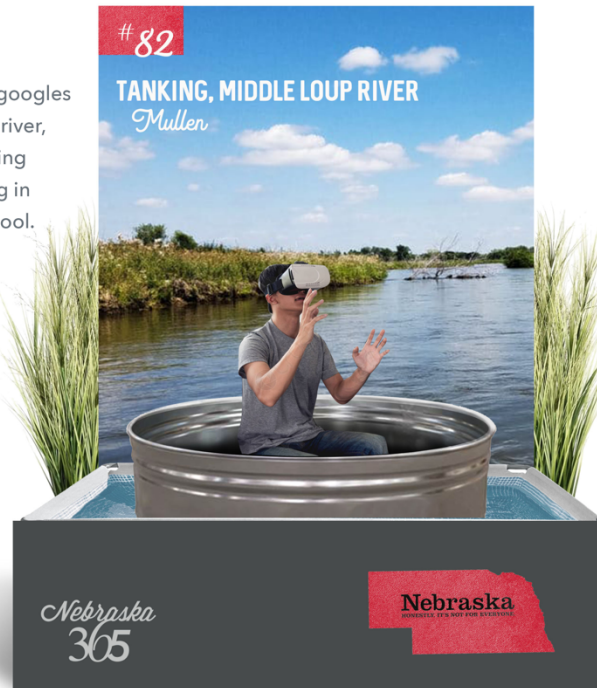
## EXPERIENTIALS

This Visit Nebraska Road Show would feature a number of Nebraska attractions brought to life and appear at state fairs, festivals and sporting events.



#### VIRTUAL TANKING

Visitors wearing VR goggles head down a virtual river, while getting a floating sensation from being in a tank in a shallow pool.



#### VIRTUAL MIGRATION

Visitors will also get to experience Sandhill Cranes like never before as this virtual experience puts them in the middle of an active flock.

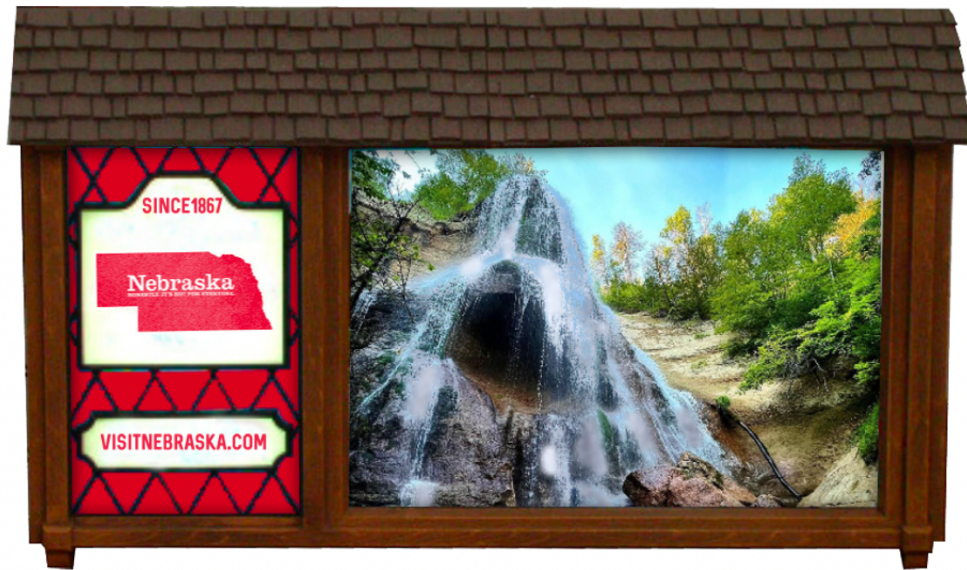
#### TRUCK

Wrapped in graphics that highlight some of the 365 reasons to visit Nebraska, this truck would serve as an eye-catching backdrop to the experience.





## OUT OF HOME



Click to play ▼





# Technical Approach – Attachment A

## Media Planning and Buying Services - Option C

### II. BIDDER REQUIREMENTS:

Bidders will have to demonstrate capabilities and proven successes in handling accounts of the nature, size and depth of the NTC's program. Working with NTC staff, the Contractor(s) will be required to provide work that can be effectively integrated with NTC marketing initiatives and efforts of other marketing partners.

Bidders should respond to the following:

#### a. Relevant Experience, Capabilities and Quality of Bidder

##### i. Brief Statement of Overall Business Philosophy;

Fahlgren Mortine is an integrated communications company helping brands engage in ways that are precise and meaningful. Our approach is holistic and cohesive, with 200 specialists wired to work as one across an integrated network of eight regional offices.

The work we do is ambitious, complex and challenging. We think big. Move fast. Overcome obstacles. Seize opportunities. It's how we make great things happen – for clients of all shapes, sizes and industries. We start by getting to the heart of what matters most. Once that core truth is revealed, we have a solid foundation upon which to build communications programs with the power to close the gap between brands and people.

The solutions we create are engineered for effectiveness. Discipline and accountability are woven into every step of the process, from planning and targeting through media negotiation and analytics.

Doing work that dares to make a difference and remaining accountable for getting measurable results entices clients to stay with Fahlgren Mortine at a tenure 182% longer than the industry average.



## ii. Outline of capabilities and services offered;

As a full-service marketing and communications agency with over 200 associates, Fahlgren Mortine can provide all the services outlined in this RFP and listed in the chart below. **We have also included a more in-depth description of the services we offer that are specific to the media planning and buying portion of this RFP** as well as an overview of our tourism practice.

### AGENCY-WIDE CAPABILITIES

account planning	broadcast production	content marketing	global comms.	marketing comms.	mobile	public affairs	social media
application development	collateral design & development	corporate comms.	internal comms.	media planning & buying	online advertising	strategic planning	user experience architecture
brand development	consumer & trade advertising	digital brand strategy	marketing automation	media relations	promotional activities & fulfillment	search marketing	website design & development

### MEDIA PLANNING AND BUYING SERVICES

#### MEDIA PLANNING AND BUYING

- Integrated, cross-channel media planning and buying
- Audience analysis and segmentation
- Media planning (broadcast, print, out-of-home, digital/online and social)
- Media partnerships and sponsorships
- Media buying (negotiation, authorizations, contracts and reconciliation)
- Ongoing campaign optimization
- Campaign measurement and evaluation

#### EXPERIENTIAL MARKETING

- Sponsorships, promotions and events
- Promotional planning and calendars
- Sponsorship planning and negotiations
- Subcontracting event vendors and providers
- Event planning, management and evaluation

## OUR TOURISM PRACTICE

The Fahlgren Mortine team is proud to have served a multitude of clients of similar scope and scale. Across our portfolio and including TURNER, we represent five countries, seven states, dozens of cities, and numerous hotels and hospitality brands.

We have worked with organizations including breweries, zoos and aquariums, retail shops, museums, art galleries, state/national parks, RV manufacturers, theme parks, golf courses, wineries, restaurants, hotels and resorts, cities, counties and even small countries. As you will see, our experience is both deep and broad – from years of working with the American Culinary Federation, to promoting quaint communities and elite resorts; from launching a global beer company in the United States, to promoting bathtub races in rural Nevada. Whether we're working with small attractions in our backyard or telling the stories of destinations around the globe, we approach each opportunity with equal enthusiasm.

We believe that tourism provides more than an opportunity for vanity seekers and leisurely enjoyment. Tourism plays a vital role in the economic success of communities and is a key component of local and global prosperity. It isn't enough to simply produce a few campaign assets and deploy – we must also understand your business plan. We know how to interpret occupancy reports and understand seasonality. We understand your paid media flighting and SEO strategy to ensure we can design a synergistic program that moves the needle on your bottom line. And we play well with others (your stakeholders, neighboring communities and the other vendors/partners you select) as an extension of your team, because collaboration is key to our success – and Nebraska residents deserve nothing less.

A few highlights of our experience include programs that:

- Encouraged responsible coastal travel in Monterey County, California
- Effectively lowered the average age of the Nevada visitor over five years, per the organization's strategic plan, and contributed to an ROI of \$73: \$1 of media spend – turning itineraries into tax dollars
- Drove occupancy, meetings and special event bookings for Palladium Hotels & Resorts
- Creatively and effectively positioned Myrtle Beach as America's first autism-friendly destination
- Supported seasonal shifts and increased first-time visitors to Gatlinburg, TN, CVB
- Increased year-round visitation and designed an innovative special events program with Panama City Beach CVB
- Pivoted a campaign set to launch just before the surge of the global pandemic to remain relevant to travelers and residents of Columbus, Ohio
- Drove ticket sales and dramatic increases in membership sales for COSI – the nation's most beloved science museum
- Created awareness and drove visitation to the new National Veterans Memorial & Museum
- Drove international arrivals and deplanements through our work with Discover Dominica Authority
- Supported unprecedented and unexpected visitation to Coastal Mississippi

Through the years, we have built marketing and communications programs that have been recognized nationally, including the U.S. Travel Association's Mercury Award, ADDY awards from the American Advertising Federation, Adrian Awards from HSMIA and Magellan Awards from Travel Weekly.



## FAHLGREN MORTINE AND TURNER EXPERIENCE – A SNAPSHOT



### iii. List of services offered with in-house staff;

All services mentioned above are offered in-house.

### iv. The single most outstanding quality that differentiates your company; and,

As you read our response, we think our breadth and depth of experience will come through. What may not be as evident, unless singled out here, is what we call our sweet spot. Fahlgren Mortine is particularly strong at working with destinations that struggle with perception issues. Take another look at our portfolio and you'll see what we mean. From misunderstood or "below-the-radar" cities to states that are sometimes labeled as one-trick-ponies, our programs are carefully designed to fight against misunderstandings, unearth new storylines and ideas, and unleash the full power of integrated marketing on our clients' behalf.

### v. Anything else you think we should know about your company and would like to briefly share

In the spirit of being honest, we would love nothing more than to be your partner to take on the next evolution of Nebraska Tourism. With our sister-agency TURNER PR at our side, we can ramp up quickly, find efficiencies together and elevate our Midwestern roots and work ethic to help Nebraska set more records (and hopefully keep moving Nebraska off the list of "least likely state" for people to visit).

- vi. Media Planning and Buying
  - a) Case Histories - Provide case studies from two (2) recent media campaigns your company has executed preferably for clients marketing intangible products/services and specifically travel/tourism if possible. Include why you think they apply in the context of this RFP. Briefly summarize goals/objectives, audience profile, media strategies, and results for each.

## Sonoma County Tourism “Life Opens Up”

### WHY WE CHOSE THIS CASE STUDY

We chose to highlight the Sonoma County Tourism “Life Opens Up” media campaign because it’s an excellent example of how our team was able to evolve and “reframe” a brand direction to create impact based on the values of our key visitor targets.



### BACKGROUND

Sonoma County Tourism (SCT) is the official destination stewardship organization for California’s Sonoma County. Generating \$2.3B annually for the local economy and supporting more than 23,000 jobs, SCT is responsible for driving visitation through innovative marketing, management and promotion.

### CHALLENGE

In recent years, many destinations felt the pain of crises, natural disasters and now a global pandemic, but perhaps no other destination felt the gravity of multiple crises in succession like Sonoma County, California. Since 2017, the destination faced natural and climate-induced disasters including devastating wildfires, damaging floods and dangerous droughts that threatened the foundation of the regional economy.

In 2018, SCT launched a new brand campaign and position, “Life Opens Up.” The shift moved the destination from conveying the reasons tourists should come to Sonoma County to highlighting what they will discover for themselves when they visit. Subsequent campaigns were highly successful in driving awareness, conversion and visitation and year-over-year momentum was building according to key campaign metrics.

Enter 2020, which brought several damaging wildfires to the region – further compounding the already devastating global pandemic. The effects of the year not only changed consumer sentiment and disrupted patterns – it deeply impacted consumer feelings on basic human needs and values.

### OBJECTIVES

In January of 2021, Sonoma County engaged Fahlgren Mortine to rethink this core brand idea – “Life Opens Up” – as the world is literally preparing to do so. It was time to awaken the spirit of travel and remind visitors about the destination’s laid-back, luxurious experiences. While driving awareness, conversion and visitation were primary goals, the program also needed to balance the critical issue of upholding resident trust while continuing to energize the local economy through promoting responsible tourism.

Together, Fahlgren Mortine and SCT identified a strategic focus on well-being and restorative experiences as focal points for the recovery campaign. While creative explorations tested theories about new expressions of the brand idea - the existing “Life Opens Up” campaign message is nowhere near saturated.

## MEDIA STRATEGY

Fahlgren Mortine developed an evolutionary campaign that has been unanimously supported and lauded by industry partners, business owners, employers and local leaders, which deployed in May 2021. Campaign elements include strong emphasis on earned media and PR/content-based storytelling; innovative media partnerships designed to deeply engage and convert visitors in highly competitive target markets; creation and management of a new co-op program; new creative asset development; innovative partnerships and many other components.

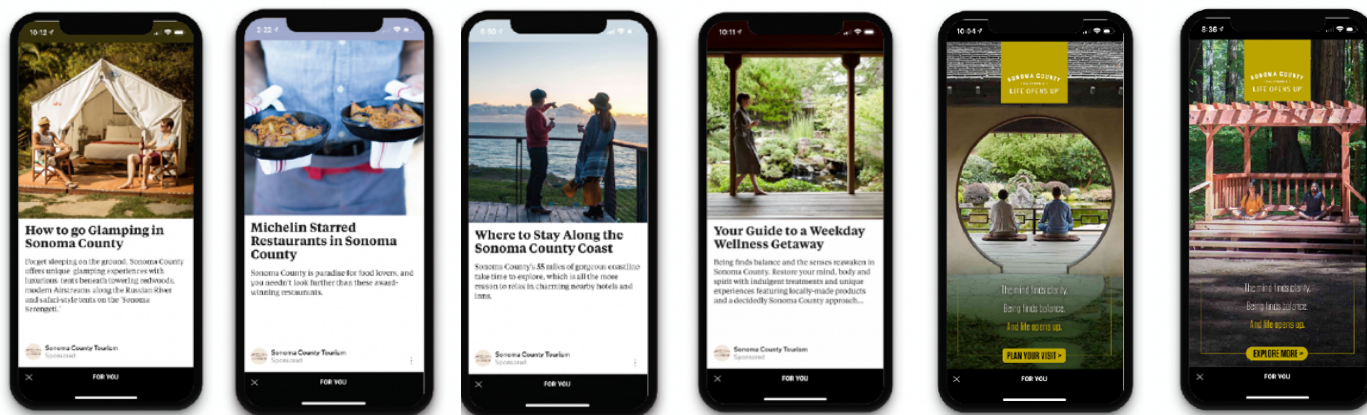
The paid media efforts were focused on **digital** tactics in order to drive measurable traffic, engagement and action. The strategy was focused on inspiring discovery through storytelling and content as well as capturing the audience in moments-of-intent based on their actions that indicate interest.

### Key partnerships included:



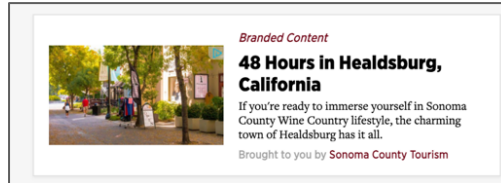
These partnerships focused on going beyond traditional banner and TV programs and included content development, interactive ads and native advertising.

### Flipboard

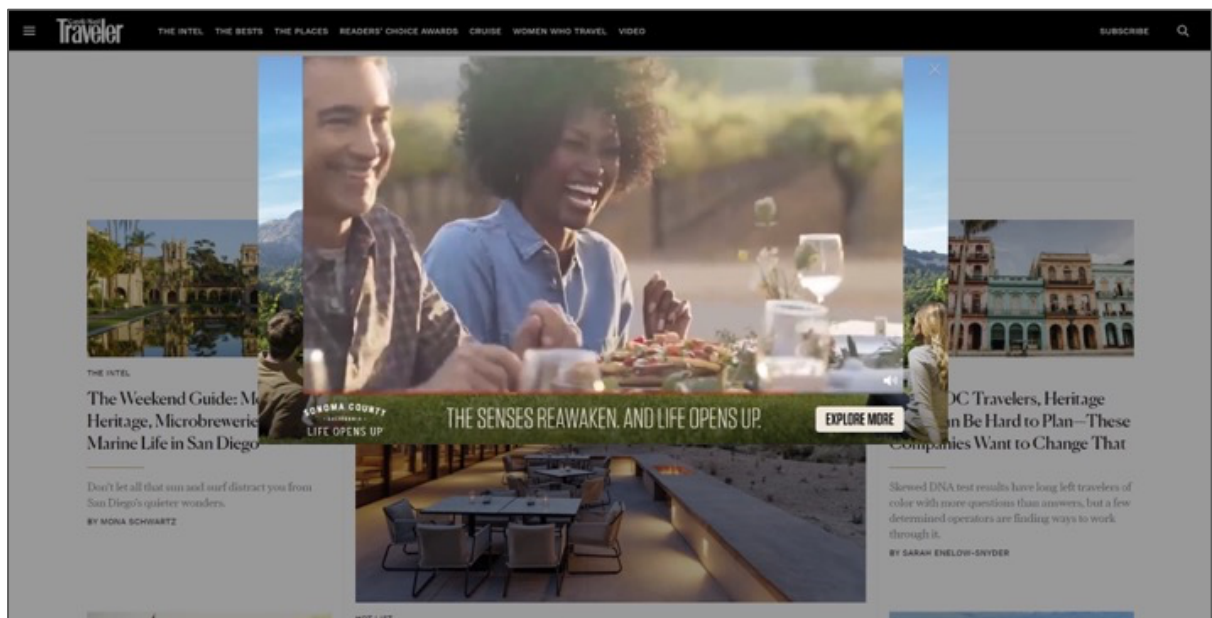




## Native



## VDX

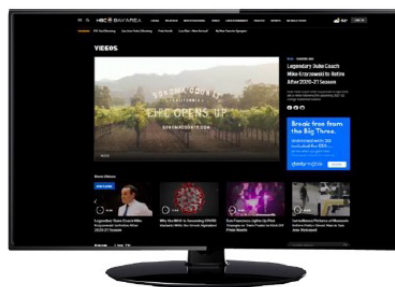


## NBC Bay Area

"Happening Now is brought to you by Sonoma County Tourism. Life Opens Up."



## Digital Video



## Native Content



## Results

With a digital focus that showed measurable results, the team created a successful campaign that made a direct, immediate impact on the community and outperformed regional competitors.

Paid partnerships were established to reach audiences that longed for these types of experiences and had the ability/confidence to do so immediately. Earned impressions were 561M+.

A full surround of campaign components was used to drive impact, and all digital partnerships performed above industry benchmarks (reports included).

According to a third-party ROI study conducted by Longwoods, the campaign generated 1.5M incremental trips (\$203 spend per visitor) and \$21 in taxes for every ad dollar spent.

Additional results included:

<b>Web Partner Ads: Website ads and featured partner listings</b> <ul style="list-style-type: none"><li>• 19,600 clicks to partner sites</li><li>• 2,121,658 impressions</li></ul>	<b>Overall Partner Referrals</b> <ul style="list-style-type: none"><li>• 800,509 referrals to partner sites</li><li>• 36% increase YoY</li></ul>	<b>Paid Media Performance</b> <ul style="list-style-type: none"><li>• 46,281,186 impressions</li><li>• 1,940,346 video completions</li><li>• 138,128 clicks</li><li>• .30% CTR</li></ul>
<b>Inspiration Guide: Digitally driven visitors guide with a seasonal strategy</b> <ul style="list-style-type: none"><li>• 1,988,928 pageviews</li><li>• 4:59 avg session duration</li><li>• 39.65 pages per session</li></ul>	<b>Consumer Email: Monthly/custom emails</b> <ul style="list-style-type: none"><li>• 4.01% avg CTR</li><li>• 41% Open Rate</li></ul>	<b>Visitors Map: Map featuring wineries and breweries</b> <ul style="list-style-type: none"><li>• 200,000 distributed</li></ul>

## TRAVEL NEVADA



### WHY WE CHOSE THIS CASE STUDY

Our work with Travel Nevada aptly illustrates how we were able to go deep into the value set of our desired visitor targets to understand what really mattered to them. This values-based approach enabled us to create brand resonance and demand based on a state of mind rather than a zip code. You will see similar themes to Nebraska, in that the Nevada brand centers on the notion of “freedom.” We appreciate that Nebraska admires Harley Davidson as an icon – and we’re proud to say that the identity we created for Travel Nevada was voluntarily tattoo-ed onto the bodies of some of our targets. We consider that to be a mark of success beyond traditional marketing KPIs.

### BACKGROUND

Fahlgren Mortine has been Travel Nevada’s paid media agency-of-record since 2014. During the early years of the relationship, Fahlgren Mortine helped to evolve media strategies from mostly traditional media during two seasonal campaigns to today’s digital-first, always on campaign. These new strategies were needed to introduce new visitors to the Silver State, as Travel Nevada is tasked with supporting travel throughout the entire state.

### OBJECTIVES

When Fahlgren Mortine first began working with Nevada, our goals were focused around changing the audience mix and lowering the age of the traveler. Per third-party IME studies, we saw successful results in these areas. Most recently, Nevada's primary visitation goals are to *increase length* and *spend*, not simply to increase the raw number of visits. This shift has necessitated a shift in media strategy to focus on targeted content and storytelling to connect with the audience and highlight experiences that can encourage increased stays and spend.

### MEDIA STRATEGY

As highlighted in the case study above, in the early years of our relationship with Travel Nevada, Fahlgren Mortine evolved a campaign that was heavily focused on traditional linear TV ads to one with an emphasis on innovative, digital connection points, mobile platforms, custom content, native content, and paid social content. While these efforts continue to be core component of the strategy today, we have evolved to a place today with a focus on both protecting travel from core geographic markets while expanding into new markets with increasing emphasis. This requires a dual media strategy. In core markets, our approach is to ensure engagement and action to those planning trips. Showing up on OTAs as well as targeting in-market travelers via other digital efforts are a big focus. As we introduce Nevada to new markets, our approach starts at the Dreaming stage of travel. Leveraging in-market influencers, traditional and streaming video efforts and highlighting stories through media partnerships take the lead in expanding and new markets.

Across all these efforts, our focus is to target people who want to be active on their vacation, exploring and trying new things. They crave inspiration and like to be the first to discover something new. We knew these people could be any age or demographic, so our focus was on connecting within relevant content to these interests while maintaining a strong presence through ongoing travel-endemic partnerships.

We have highlighted unique examples of how the media strategy has advanced the Nevada brand across media channels during our eight-year relationship.

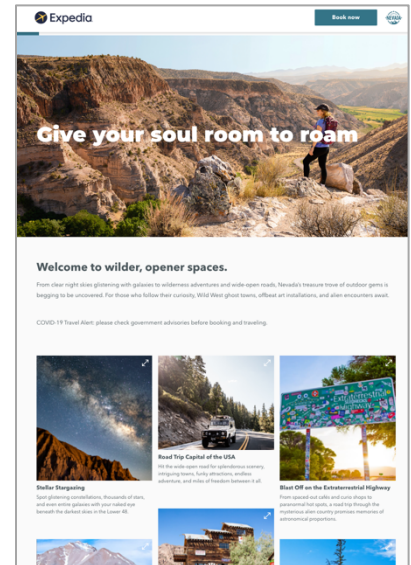


## DIGITAL

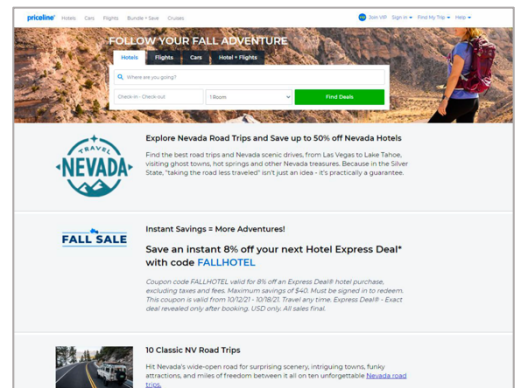
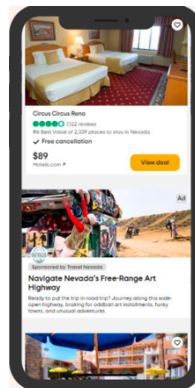
Digital programs for Travel Nevada included elements primarily targeted to key geographic markets and tactics focused in four key categories: OTAs, programmatic, publisher/content and social. We developed integrated programs in each of these areas ensuring each program delivered on the KPIs set out at the beginning of the campaign. Some examples included:

OTAs, or Online Travel Agents, form a foundation for Travel Nevada's paid media efforts. These partners not only give Nevada the ability to be in front of audiences when they are planning trips, but also are able to provide data around sales through their sites, providing valuable information for ongoing optimizations and evaluation of programs. Historically, these tactics have focused on driving to booking engines within the platforms where curated discounts and bookings are available. These platforms also allow for competitive conquering - we have been able to target people who are searching for trips in destinations such as LA, WY, and UT as well as those looking for active vacations and reach them with Nevada messaging.

- TripAdvisor, Priceline and Expedia partnered with us and created custom Nevada editorials, in addition to the awareness-driving banner placements. Additionally, we partnered with Travelocity's Roaming Gnome, who traveled throughout the state creating social updates during his Spring 2021 trip. Through all of these efforts, we were able to see a lift in Nevada sales on their site during the campaign time frame in order to better tie back to ROI.



2022 Gold ADDY Winner, Reno

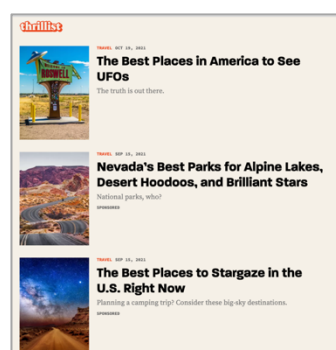
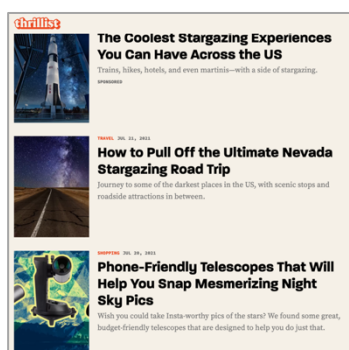
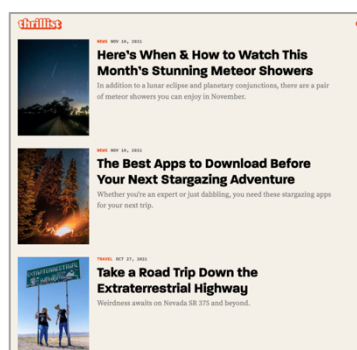
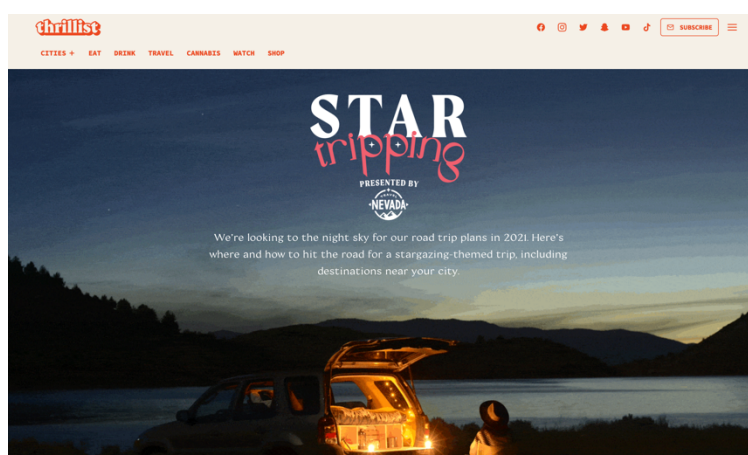


Programmatic or ad network partners leverage data across many sites and channels to efficiently and effectively target people based on desired attributes in order to drive quality site traffic and encourage users to take specific on-site actions when they arrive on the site. These partnerships are critical to creating reach and driving qualified, efficient traffic to the Travel Nevada website.

Publishers and content partners give Travel Nevada the ability to connect in meaningful ways with audiences based on the audience interest. They provide deeper engagement with the stories important to Nevada and help audiences truly understand the destination. Content partners focus on various parts of the traveler journey and help move the audience toward booking.

Storytelling plays an important role in helping people understand the Nevada experience. Fahlgren Mortine works with our media partners to identify unique opportunities that align Travel Nevada's content goals with the partnership. Partnerships over the years have included and continue to include Discovery Networks, Lonely Planet, BuzzFeed, The Culture Trip, Matador and Atlas Obscura, among others.

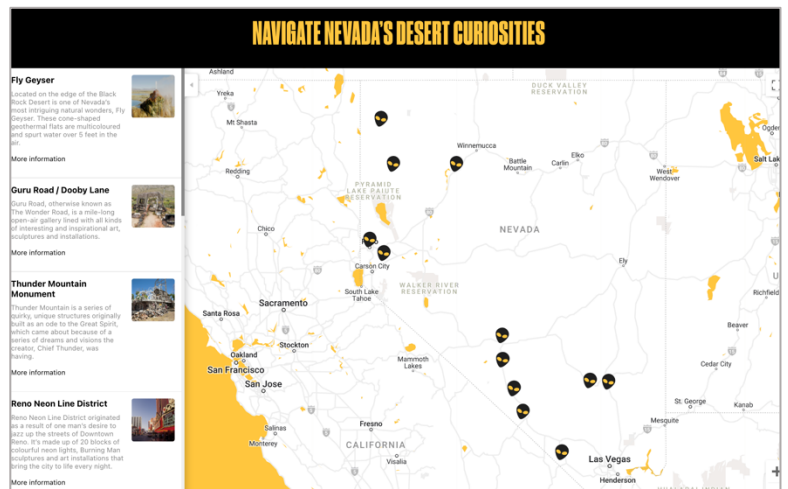
During the pandemic, Thrillist saw huge growth in their reader's consumption of stargazing content. That interest aligned with Travel Nevada's content goals and promoting the Massacre Rim Dark Sky Sanctum. Our media team worked with the publisher to develop a custom takeover of all stargazing content on Thrillist we branded "[Star Tripping](#)." Nevada owned all ad positions in the vertical for three months, and our team worked with Thrillist to plan and deploy 12 general stargazing articles, a Nevada stargazing article, custom Instagram videos and social posts.



"Not only was Travel Nevada a perfect fit for our audience, but the Fahlgren Mortine team was swift and responsive, and overall made for a seamless campaign on our end. We are thrilled with the way the campaign turned out and are eager to partner with them again in the future."

thrillist

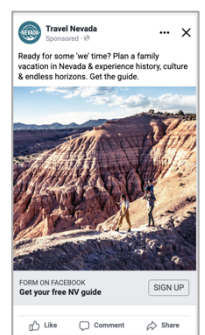
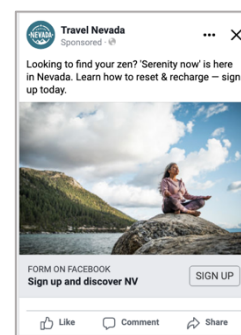
Readers come to Culture Trip for unique experiences, especially road trips. Using a mix of existing Nevada assets, we worked with Culture Trip to create [an immersive road trip hub](#) that featuring articles, an interactive map and custom illustrations. The hub and all the new content were promoted across Culture Trip's website and social channels.



## PAID SOCIAL MEDIA

Social media and influencers are critical to connecting with nearly every audience. These platforms allow for authentic storytelling in environments where people are spending significant time each day and seeking real connections. Social channels give Nevada the opportunity to connect with potential visitors, foster a relationship as they consider a trip and engage them all the way through their visit. Additionally, as other content partners, publishers or print outlets increase their brands' social footprints, we continually seek out ways to engage these brands' social audiences as key extensions of ongoing or future partnerships.

Digital campaign efforts featured here delivered against all key KPIs for the Travel Nevada social media program, including awareness (impressions, engagement), consideration (site traffic and on-site intent to travel conversions) and social engagement.





## VIDEO EVOLUTION

While video continues to play a key role in travel planning and creating awareness, the ways people consume video have evolved drastically over the past three-five years. People are in control of how, when and what content they view; as a result, how we advertise in these environments has changed too. To ensure reach across multiple screens, Fahlgren Mortine recommended a video strategy that included a mix of traditional and digital touchpoints across screens of all sizes. In the early stages of OTT, Fahlgren Mortine included a layer of TV Everywhere and Hulu to its traditional spot TV and local cable, national network cable integrations and cinema programs to account for all ways the target audience was consuming video content.

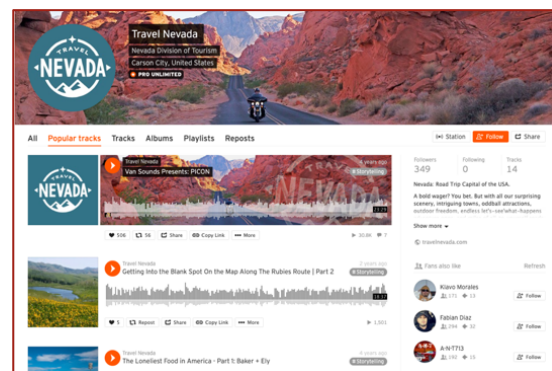


Using psychographic research, we identified six key Nielsen PRIZM clusters that represented Nevada's target audience. Armed with these clusters, we identified ZIP codes in key markets that had a high concentration of these audiences and focused our cable buys to these ZIP codes to create efficiency in otherwise costly markets like Los Angeles, San Francisco, Phoenix and Salt Lake City, among others. Cable efforts were paired with appointment programming (primarily news) across broadcast in these markets. Additionally, we incorporated TV Everywhere and Hulu to reach those cord-cutter and cord-never audiences who use streaming devices to get their programming.

Third-party effectiveness results show that this cross-screen approach increased awareness of TV/video from 39 percent to 53 percent year-over-year and increased those who have visited from 18 percent to 22 percent.

## AUDIO

Similar to the evolution of video consumption, the way we think about radio (or rather, audio) has shifted significantly over the last several years. Creating custom, engaging content, and delivering through streaming audio, smart speakers or connected cars are keys to these channels now. Over our relationship, we have partnered with Spotify and Pandora and most recently established a partnership with Soundcloud. These platforms not only offered the ability to not only serve audio ads in an on-demand listening environment across speakers and devices, but also allowed us to encourage engagement to help develop a relationship between the audience and Nevada during the crucial dreaming phase of the travel planning process.



During fall 2021, we incorporated a partnership with Soundcloud that focused on promotion of Travel Nevada's podcast content to this audience. We saw strong engagement and look to expand podcast partnerships in the future.

## PRINT

Partnerships with print publications foster the dreaming stage of the traveler's journey, allowing Nevada to connect with audiences while they are in leisure mode and have a mindset of relaxation. Nevada's publisher partnerships are content-driven efforts that span beyond the pages of a magazine, including extensions into the publications' digital and social channels to help invite audiences to explore Nevada or consider it for their next adventure.

*Outside*, a leader in the active-lifestyle digital and print space, has been a great partner for the Travel Nevada message over the years. We have developed multi-channel programs across print and digital, working with *Outside* to create a series of content entitled "My Nevada," where influencers like Kelly Carroll (park ranger for Great Basin National Park) and David Wise (Olympic gold medal-winning freestyle skier from Reno) explored Nevada and created content that lives on [OutsideOnline.com](https://www.outsideonline.com). This content was also pushed out via social channels to engage *Outside*'s followers and is owned by Travel Nevada for use as needed in the future. Videos of the influencers were also part of the custom My Nevada series, which ran in conjunction with a series of print ads in the magazine to ensure exposure to their magazine readership.

Additional partnerships with *Outside* and other print partners like *Sunset* magazine have included multi-channel elements to engage readers wherever they access content.

## RESULTS

Over the course of our relationship with Travel Nevada, we have consistently exceeded campaign goals and continuously created innovative programs to drive results for the state. Together, our 2019/20 integrated marketing campaign captured more than \$1 billion in additional state tourism revenue compared to the previous year and influenced more than \$6.8 billion in visitor spending and \$644 million in tax revenue. We had a goal of lowering Nevada's visitor average age, and we achieved that – lowering it by nearly a decade over the course of five years. Despite the onset of COVID-19 in early 2020, and elimination of paid support in Q1 of 2021, we rebounded strongly – with awareness of Travel Nevada's FY22 Q1 IMC efforts among out-of-state residents doubling on nearly all destination attributes.

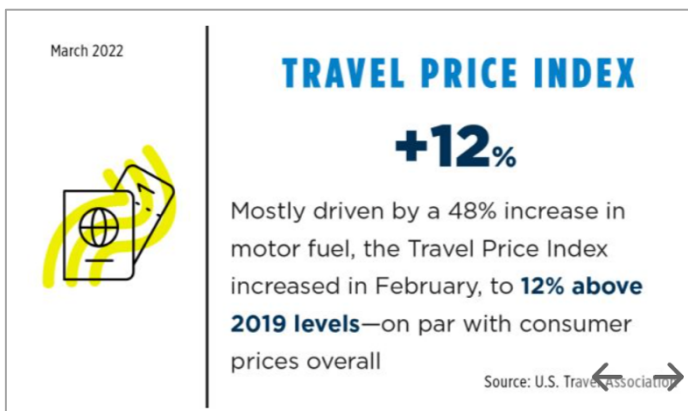


- b) Provide no more than three (3) pages of the bidder's understanding and observations about the state of the domestic travel industry including national trends and forecasts, with particular emphasis on the market potential for Nebraska. Include supporting rationale for these insights, especially on how they may affect Nebraska's appeal as a leisure travel destination.

## Relevant Domestic Travel Industry Trends

According to the U.S. Travel Association's latest monthly travel data report, **nearly nine in 10 Americans (85%) are expecting to travel this summer - eight in 10 plan to travel in their personal vehicles and 46% plan to fly. Close to half (48%) plan to take two weeks or more time off.** Despite this promising demand, significant barriers exist, including inflationary trends and soaring fuel prices. **Close to six in 10 (59%) American travelers believe travel prices are too high right now and one third reported that high prices prevented them from traveling in the past month.**

For a drive destination such as Nebraska, these challenges must be considered – not only in campaign messaging and engaging content, but in the careful selection of media targets by geography and psychographic factors.



**U.S. TRAVEL**  
ASSOCIATION

Post-COVID, as normal travel resumes, it will be critical for Nebraska to build on the relevance and attention it garnered with the launch of the "Honestly" campaign. In the years and months since its introduction, people's trust in societal norms and each other has continued to erode. Consumer brands that have been able to focus on a clear sense of purpose and transparency have been able to grow market share and increase affinity.

The initial success of the "Honestly" campaign was no fluke. Grounded in simple brand and human truths, it stood out as refreshing and confident. Going forward, it will be important to understand how travelers' values have shifted since the campaign launched – finding the right ways to sustain the core of the campaign, while reframing it to leverage people's current desires to connect with real people and, to some degree, disconnect from the digital world. Nebraska offers post-pandemic travelers a unique blend of uncomplicated, immersive experiences ideal for getting re-centered and re-charged.



The most recent survey information from Gartner shows cross-generational shifts away from valuing adventure, toward valuing safety, family and integrity. These findings are not surprising, given the relentless disruption to our daily lives and the increasingly polarized public discourse taking place across the country – especially online.

Value	Surveyed Statement	Rank for All U.S. Consumers	Rank for GEN Z	Rank for MILLEN-IALS	Rank for GEN X	Rank for BOOME RS
authenticity	Being genuine and authentic is extremely important for me and for the things and people in my life.	1	7	1	1	7
responsibility	I always take responsibility and accountability for my actions.	1 (2)	17	4	3	1
equality	I strongly believe that all people should have equal opportunity and equal access in all areas of life.	1 (3)	1	3	4	6
loyalty	I am an extremely loyal person when it comes to people, places, institutions, and things that I respect and value.	1 (4)	3	6	2	4
justice	I believe that we must always uphold rights and principles of fair treatment and the law.	1 (5)	6	8	5	2
honesty	I work hard to be honest and expect others to do the same, even when it is painful.	6	11	5	6	3
courtesy	I am always polite and respectful in my behavior and expect the same courtesy from others.	7	5	9	7	5

Increased rankings across the values of authenticity, responsibility, honesty and courtesy align well with Nebraska's established brand values. Furthermore, several additional travel trends align well with these values:

### **The anticipation of the journey will be as exciting as the destination.**

*75% of travelers find that the journey to a destination is more enjoyable when it feels like part of the trip itself (booking.com, 2021).*

The journey to a destination is the part of a trip often seen as a necessity, rather than something to savor and enjoy. But – as trips have been few and far between for the past two years, the journey may have evolved into something more of us will look forward to than ever before.

### **Vacation time will be strictly work-free.**

*73% of travelers say vacation time will be strictly work-free in the future (booking.com, 2021).*

When the pandemic hit, homes across the globe became our offices too, and the novelty of working remotely was realized. However, in 2022 we'll see a significant rise in people wanting to firmly re-establish a healthy work-life balance with 73% agreeing that their vacation time will be strictly work-free in the future.

### **Travel will become an essential form of self-care.**

*79% of travelers agree that travel helps their mental and emotional wellbeing more than other forms of self-care (booking.com, 2021).*

Move over, yoga and mindful meditation. Travel is set to become the self-care trend for 2022, with people valuing not only the opportunity to switch off more than ever before, but also using their time spent traveling to fully immerse themselves in new places and cultures.

**Authentic connection with the local community will be a priority.**

*58% of travelers agree it's important that their trip is beneficial to the local community at their destination (booking.com, 2021).*

During the pandemic, people were forced to make the most of what they had close to home. People have become more engaged with the community by supporting local businesses, and now travelers are looking to embrace this same community feeling in their vacation itineraries, too. Fifty-eight percent of people agree that it's important that their trip is beneficial to the local community. While 29% are going to do more research into how their tourism spend will affect or improve local communities.

**People will be saying YES to travel, making up for lost vacation time.**

*61% of travelers are now more open to different types of vacations (booking.com, 2021).*

After sacrificing socializing, traveling and fun for such a long stint, travelers will embrace a new, more positive, way of thinking for 2022 as the number of people who feel they need to make up for lost vacation time has grown from 42% to 63%. With any and all travel plans tabled due to the pandemic, 2022 will be the year of simply saying yes, with 72% agreeing they'd say "yes" to any vacation so long as their budget allowed.

These trends present unique opportunities for Nebraska to double down on attributes typically viewed as challenges; rural, remote, unsophisticated. And leverage them as an oasis of uncomplicated, authentic, and intimate experiences people need to unplug from the chaos of the modern.

From a paid media perspective, understanding these industry trends is critical to identifying media partnerships that will deliver meaning to key audiences. Marrying media experiences with the strong Nebraska message will deliver the strongest results.

**Reference**

"Travel Predictions 2022." Booking.com, 19 Oct. 2021,

<https://www.booking.com/c/trends/travelpredictions2022.en-gb.html?epik=dj0yJnU9QU0wNC1meGJGRHM4bVNkZE5zYVRTcjE0MVFuMUJmS18mcD0wJm49MjFTNzBHTFJEZzZrNjY5Zk1LNTVvQSZ0PUFBQUFBR0ICRE9F>.

- c) In the ever-expanding media/channel environment, briefly discuss your overall philosophy and approach to effectively and efficiently executing media plans that leverage the strengths of various media options – both “More Traditional” (offline) and “Digital” (online). Include relevant observations about:

- 1). The role of various media channels in the overall mix of message delivery that you feel are important;

- 2). Factors that you consider in determining the media mix (offline/ online, among various channels and any others you feel important) in a plan recommendation;
- 3). Speak to the generational differences in how different age groups/cohorts consume media and how those patterns affect your media planning. Include observations about the importance of the groups you define as potential visitors to Nebraska;
- 4). How you would incorporate Nebraska's value-based positioning strategy into your target audience definition, media planning and buying?
- 5). Provide an outline of how you would allocate dollars to various media for an annual campaign of \$4 million

**Our response to items 1-5 are included in a consolidated format below.**

#### CREATING CONNECTIONS WITH THE NEBRASKA TRAVELER

Fahlgren Mortine's approach to media plan development is focused on creating connections that matter – they matter to the brand delivering the message and the audience receiving the message. By developing a **deep understanding of the audience** and what's important to them, we can create compelling messages that connect with them in relevant spaces and places. In today's cluttered and fast-paced environment, it's critical to go beyond reaching audiences - we must surround them in order to create engagement. Layering data and creativity across the vast media landscape ensures messages both surround the audience and move them to action.

Central to Fahlgren Mortine's media plan development is our focus on the **audience** and the best ways to create connections that matter. We believe that defining audiences should be about more than age and gender and must focus on lifestyles, interests and mindsets. Demographics don't tell the whole story and in today's increasingly digital world, don't give us the tools we need to identify the most effective and efficient connection points.

While today's consumers are constantly connected, they have become increasingly more challenging to reach. They're in control of what, how and when they wish to consume media. All this indicates is that it's not enough to rely simply on reach - reach is one part of the equation - but it is imperative to engage and become part of the consumer's conversation and experience to break through. Now, more than ever, we know that it is essential to identify the **moments** that will have the most impact on the traveler, meaning we must strategically surround them in the environments in which they spend time to make an impact. Marrying moments with key data allows us to precisely target audiences in a way that eliminates waste and engages the audience where they'll be most receptive.



Leveraging in-house tools like MRI-Simmons, Scarborough, Stylus, Gartner, Nielsen and eMarketer, we are able to develop a true understanding of the best places, spaces and connection points for this key, core audience. Segmenting the audience into specific interests allows us to identify media partners that can help bring these experiences to life for the potential traveler.



When developing a program for potential visitors, it's critical for us to put ourselves in the minds of the traveler. In today's world, the discovery process a traveler takes when deciding where to plan their next vacation is anything but linear. Travelers interact and participate with owned, earned and paid media channels every day, giving them significant power and control over their journey. As your media partner, it's our responsibility to really understand your audience. Knowing how they engage with media, what their typical day is like and what their interests are ensures we are able to identify the best opportunities to interact with them – and ultimately get them to take action.

#### WHAT WE KNOW

Nebraska is a destination that appeals to a specific type of traveler, while they could be a group of friends wanting to escape, a family yearning to create lasting memories or a couple on a quest for new experiences and range in age and interests, they have a **shared mindset**. They are **wanderers**. They value and appreciate experiences that allow them to slow down, roam freely and engage in authentic activities.

Now more than ever, Nebraska is well positioned to capture these travelers. As you look to evolve your messaging to the next stage of the "Honestly" brand, we believe there are opportunities to introduce an evolved approach to your paid media efforts. The ability to inspire and capture interest while driving demand and transactions is critical to the Nebraska Tourism Commission's success moving forward and it requires your media program to act differently. Finding ways to **feel personal** to the potential traveler and pull them into the experience of planning starts with the audience. By understanding their interests, mindsets and motivations, we can create true connection.

#### CONNECTING WITH THE AUDIENCE AND MEDIA MIX RECOMMENDATION

Our approach is to develop an **always on and seasonal, holistic, integrated** multi-platform program that provides a seamless experience for potential travelers as they move through the travel journey.

Our paid media strategy for Nebraska Tourism is grounded a few key principles:

- **Custom and flexible plan:** Build a unique, flexible media plan that allows for adjustments based on behavior shift, events, activities and real-time optimization.
- **Connect emotionally but drive to engagement and action:** Develop partnerships that create desire and capture interest through the evolved "Honestly" message by identifying programs that immerse audiences in the Nebraska story while encouraging them to engage.
- **Conversion-focused, audience-first program:** Employ an approach that leverages data to deliver precise targeting with a focus on driving measurable results, reducing waste and ensuring efficient use of budget.

- **Cross-channel, integrated partnerships:** Because Nebraska’s target audience spans generations and media habits, it’s critical to identify opportunities that allow for use of advanced targeting technologies and combinations of media channels to ensure engagement to all identified targets.

Understanding the travel journey is more important than ever in helping to craft an effective media program. The perspective of the traveler and the ability to align messaging at key times throughout the process ensures increased awareness, engagement and visitation. Recognizing that, in order for a traveler to book a trip, we need to reach them when they are dreaming about their next trip to inspire and educate them about what Nebraska has to offer. Our programs are designed to ensure connections throughout the stages – from dreaming to planning to booking and ultimately visiting.



For our recommended media strategy, we will utilize a media mix that is designed to connect with the audience in environments where they spend time during the course of their daily activities and takes into account their mindset to ensure we connect with them with the right message at the right moment. This will include a mix of traditional and digital media to ensure reach to all key audiences.

Key components of our approach include:

- Incorporate **awareness** tactics that deliver opportunities for rich storytelling to showcase the passion and drive of the activities available in Nebraska.
  - Pinpoint creative cross-channel partnerships with media publishers to leverage their audience, creative resources and promotional platforms that will enhance perception while delivering strong awareness.
- Complement with an **always-on effort** that includes data-driven digital partnerships focused less on demographics and geography and more on finding the people who are showing intent and are “in-market” at that moment. Because we can utilize data to pinpoint audiences who are showing intent, our program can be running all the time to encourage booking now – no matter when the travel will happen.

## CREATE AWARENESS THROUGH RICH STORYTELLING AND CONTENT PARTNERSHIPS

Every trip starts with a **dream** – a desire to get away and escape from the every day. Our goal in the dreaming phase is to reach the audience at a time when they’re in a leisure mindset. We can use this opportunity to spark

their imagination and generate interest in order to get Nebraska into their consideration set when planning time comes.

To engage the audience in this stage, we identify their interests and connect with them to deliver the Nebraska experience in relevant moments. This gives us reach along with engagement and brings a positive association to the destination, therefore helping to increase perception and eventually drive action.

Opportunities to inspire occur through both traditional media outlets and digital efforts. We see a program that supports dreaming leverage the following:

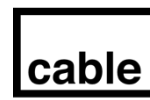
### **Data-Driven Video (Traditional TV/Cable, OTT/CTV, Online) - 35%**

In the past, we looked at traditional TV as our only video source. However, we now see that video spans all screens. And we know how critical video is for tourism destinations – there is no better way to showcase the sights and sounds of a destination and that, “see yourself here” moment than through video. When considering video, we recommend focusing flights to key seasons and with a focus on key spot markets.

At least 80% of U.S. households now have at least one connected TV device in their home. And all the extra time at home during the pandemic has accelerated the adoption of streaming as a primary source of television content. Time spent with CTV was up 81% in 2020 from the previous year, and that trend has continued. Reaching the target audience with a combination of traditional broadcast, cable, OTT/CTV and online through mobile and desktop leaves no stone unturned and allows us to leverage data to target audiences and reduce waste across the video landscape. By leveraging this combination of video efforts, we are able to reach beyond the core spot market geographies and start to incorporate video in new markets, like Chicago.

We recommend:

- Leveraging **traditional cable** to build a foundation with a focus on first-run programming based on lifestyle interests of the Nebraska audience (ex. Discovery Networks, Animal Planet, HGTV, sports).
- Incorporating key **broadcast news partnerships** in priority markets to connect with appointment viewing and leverage the relationship with leading stations and their talent.
- Complement with data-driven **connected TV** through a partner like Gamut, Hulu or with the Discovery GO platform to connect through the on-demand viewing experience. This enables us to move beyond demographic or program targeting to audience-based targeting no matter what the potential traveler is watching.



Extend “living room” reach to mobile and desktop devices through **online video partnerships like Tremor Video’s TV Intelligence** targeting that allows us to target audiences with video on their mobile device while they are watching specific programming on television – both commercial and non-commercial (ex. Netflix, Paramount+, HBO, Amazon Prime).

### **Audio (SmartAudio, Online Radio, Promotions) - 10%**

Audio allows us to build additional reach/awareness while developing promotional partnerships in each key market. Music is very personal, and people have very intimate relationships with those who bring them that music – whether a radio DJ, an artist, a platform like Pandora or Spotify or their favorite podcast. People have a connection and we can leverage that connection to create the association with Nebraska.



We recommend:

A partnership with **iHeart Media** that allows us to tap into their dominant radio presence across markets while leveraging the advanced technology and infinite promotional capabilities to deliver

- relevant promotions and programs during each season.
  - Like connected TV, **iHeart Media's SmartAudio** uses an advanced level of data and automation to locate qualified consumers anywhere they tune-in within the vast SmartAudio Network. By combining the scale of broadcast radio with the targetability of digital, SmartAudio makes it possible to buy based on audience impressions and identify priority stations in each market.
  - Leverage iHeart Media's **local influencer network** allows us to create an emotional connection that inspires fans and followers to consider and make plans to visit Nebraska. Never have local influencers been more important as we continue to push through the many stages of Covid-19. Tapping into influencers helps us connect with different audiences and inspire travel and vacation planning based on their unique sentiment.
    - Research has proven on average consumers remember 60% more from a trusted radio host over a generic voice. With this in mind, we've secured local broadcast influencers to participate in our campaign.
    - Fahlgren Mortine has secured local broadcast influencers at no additional cost to the campaign.

Explore online extensions with **online audio partners** like Spotify and Pandora to complement the terrestrial radio experience. Programs can be focused to specific markets for heavy up or a broader geographic partnership targeted to niche audiences. We can also leverage the vast podcast networks of these platforms.



#### **Out-of-Home Executions - 10%**

- Incorporate high-profile outdoor placements in key markets
- Bring the larger-than-life experiences of Nebraska to life in key markets
- Leverage advanced data and technology through outdoor partners to identify the best locations and find ways to re-message to audiences exposed to outdoor messaging via digital efforts

#### **Digital Content Partners - 15%**

Partnering with high-profile online content partners like Matador Network and The Culture Trip or Thrillist and BringMe by BuzzFeed to leverage all the great content from the website, social media and NTC's earned media efforts. These partnerships can deliver targeted messages to specific audience niches as well as a broader message to the true Wanderer target audience about the destination. The custom content with these partners is produced by them at no additional charge and can be leveraged in other NCT channels like the website and social channels. We have seen strong engagement with these programs in the past, and they have been critical in helping with education and perception in other destinations.



### Location-based Digital - 5%

Leveraging location data is a great way to connect with audiences based on real-world, real-time activities in which they participate. We can identify people who have been to sporting events and zoos or parks and museums and serve them relevant messages based on this previous activity. We recommend focusing this effort to drive markets and using the placements in a "real-time" manner to encourage immediate travel. By targeting the places the audience frequents, the Nebraska message is extremely relevant and timely to the potential traveler.

### Native Digital Advertising - 5%

Leveraging native digital advertising is another great way to create awareness and inspiration. With a partner like InPowered we can extend that to driving engagement and generating leads.

How does that work?

- InPowered would enable Nebraska to distribute native content at scale with a focus on driving **engaged** site traffic to specific content. InPowered's differentiator is its ability to distribute content natively and then trigger a "next action" engagement after a user has spent time reading the content for at least :15 seconds.
- We've seen success using their technology to distribute relevant content to potential visitors where, upon engagement with the content, an unobtrusive pop-up appears on the screen and users can enter their email to sign up for an eNewsletter or visitor's guide. This information can feed directly into Nebraska's CRM and provide you with a profile to target via remarketing opportunities to continue more tailored, on-going communication.

### CONNECT WITH THOSE IN PLANNING-MODE

Once the audience reaches the planning stage, the traveler has decided they are going to take a trip and begins to narrow down to their final decision based on cost, available activities, transportation and accommodations. The opportunity to compel them to choose Nebraska means you need to be present as they are actively making decisions, in the places they are looking for information.

Focus is on digital efforts that allow us to leverage the data and information we know about people to deliver the right message at the right moment to get them to convert.

- *Have they visited the site to learn more about places to stay?* This is an opportunity to re-target that audience with banners or video that speak to those places to stay options.
- *Have they searched competitive destinations?* This is an opportunity to utilize conquest targeting by serving ads to users based on frequent searches or past trip behavior.
- *Have they searched for drive trips from target markets?* We can message and showcase Nebraska, encouraging them to pull the trigger on a trip to the destination.
- *Have they searched for things to do with guests when they come to visit?* This is an opportunity to highlight the activities and experiences they can have and share with friends and family in the market and drive them to plan their trip.

### OTA Partnerships - 4%

OTAs like TripAdvisor, the Expedia brands (Travelocity, Orbitz, Hotels.com) and Priceline (booking.com, Kayak). These partnerships not only allow for targeting as people are looking for West Virginia information, we can



leverage the targeting to connect with people looking at competitive destinations. Custom landing pages, responsive targeted display, integrated social posts, email sponsorships and native content ensure a program that connects with the planner no matter how they're looking for information.

#### Travel Programmatic Sites - 4%

Partnering with programmatic networks like Sojern or ADARA gives us powerful reach vehicles that can efficiently drive qualified site traffic. These cross-platform programs find the audience using data based on past search behavior for both the destination and competitors, moving them toward taking the action of booking. These programs deliver the opportunity to leverage conquest targeting to focus on destinations and locations Nebraska can steal share from.



#### ALWAYS-ON ACTIVITY

Some digital channels play important roles across all stages of the travel journey. Depending on the tactic and message, they can be used to create awareness and inspire or drive immediate demand and conversion. Paid search and paid social play critical roles throughout the year and across the travel journey. These programs can support seasonal promotional efforts while also delivering ongoing evergreen messaging and engagement.

#### Paid Search - 5%

A comprehensive and well-defined paid search program ensures Nebraska's information is available at the traveler's fingertips when they're seeking out information. Our team is incredibly well versed in developing, managing and optimizing search programs. Our Google and certified Bing partnerships give us access to resources and training that ensure the team is on the leading edge of algorithm changes and new tools available through the primary engines.



#### Paid Social - 8%

Paid social also plays a critical role in Nebraska's always-on efforts with a focus on the Nebraska 365 campaign messaging. We recommend developing a framework for paid social that allows for both ongoing advertising messages as well as the promotion of relevant, real-time content throughout the year.

- The fast-paced changes of social media are a given. Fahlgren Mortine is **recognized as a Meta Marketing Partner** and therefore has access to connections, insights and strategic support by Facebook across all their platforms (FB, IG, Messenger, Audience Network, etc.). This day-to-day interaction ensures we are on the front-end of new opportunities, research and learnings across the top social platforms today.
- For the ad campaign, we see opportunity to not only leverage Feed ads but incorporate unique IG TV and Stories messaging that highlights the Nebraska story.
- By establishing a framework for **real-time activity**, we are able to be nimble and react quickly to events or stories that happen throughout the year while leveraging the audience-insights and learnings from the ongoing effort. Whether that means identifying people who have engaged with a specific social ad or a specific page on the site and creating lookalike audiences or simply promoting to the audiences that have engaged most with ad messages, we can make this effort both nimble and extremely efficient.





# APPENDIX

Three days in Nebraska,  
& the bigger  
the sentiment, the bigger it falls. & all over  
the dreams of the pretty  
end somewhere in New York City,  
but just this one time.

just these three days  
in Nebraska, the boys are clicking their boots  
& singing  
*I wish I was here in Nebraska*

**Form A**  
**Bidder Proposal Point of Contact**  
**Request for Proposal Number 6669 Z1**

Form A should be completed and submitted with each response to this solicitation. This is intended to provide the State with information on the bidder's name and address, and the specific person(s) who are responsible for preparation of the bidder's response.

Preparation of Response Contact Information	
Bidder Name:	Fahlgren Inc., d.b.a. Fahlgren Mortine
Bidder Address:	4030 Easton Station, Suite 300 Columbus, Ohio 43219
Contact Person & Title:	Lisa Patton, Director of Business Development and Marketing
E-mail Address:	<a href="mailto:lisa.patton@fahlgren.com">lisa.patton@fahlgren.com</a>
Telephone Number (Office):	937-560-2868
Telephone Number (Cellular):	330-232-2400

Each bidder should also designate a specific contact person who will be responsible for responding to the State if any clarifications of the bidder's response should become necessary. This will also be the person who the State contacts to set up a presentation/demonstration, if required.

Communication with the State Contact Information	
Bidder Name:	Fahlgren Inc., d.b.a. Fahlgren Mortine
Bidder Address:	4030 Easton Station, Suite 300 Columbus, Ohio 43219
Contact Person & Title:	Lisa Patton, Director of Business Development and Marketing
E-mail Address:	<a href="mailto:lisa.patton@fahlgren.com">lisa.patton@fahlgren.com</a>
Telephone Number (Office):	937-560-2868
Telephone Number (Cellular):	330-232-2400

## REQUEST FOR PROPOSAL FOR CONTRACTUAL SERVICES FORM

### BIDDER MUST COMPLETE THE FOLLOWING

By signing this Request for Proposal for Contractual Services form, the bidder guarantees compliance with the procedures stated in this Solicitation and agrees to the terms and conditions unless otherwise indicated in writing and certifies that bidder maintains a drug free workplace.

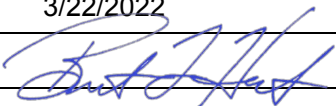
Per Nebraska's Transparency in Government Procurement Act, Neb. Rev Stat § 73-603 DAS is required to collect statistical information regarding the number of contracts awarded to Nebraska Contractors. This information is for statistical purposes only and will not be considered for contract award purposes.

\_\_\_\_ NEBRASKA CONTRACTOR AFFIDAVIT: Bidder hereby attests that bidder is a Nebraska Contractor. "Nebraska Contractor" shall mean any bidder who has maintained a bona fide place of business and at least one employee within this state for at least the six (6) months immediately preceding the posting date of this Solicitation.

\_\_\_\_ I hereby certify that I am a Resident disabled veteran or business located in a designated enterprise zone in accordance with Neb. Rev. Stat. § 73-107 and wish to have preference, if applicable, considered in the award of this contract.

\_\_\_\_ I hereby certify that I am a blind person licensed by the Commission for the Blind & Visually Impaired in accordance with Neb. Rev. Stat. §71-8611 and wish to have preference considered in the award of this contract.

### FORM MUST BE SIGNED USING INK OR VIA DOCUSIGN

FIRM:	Fahlgren In., d.b.a. Fahlgren Mortine
COMPLETE ADDRESS:	4030 Easton Station, Suite 300 Columbus, Ohio 43219
TELEPHONE NUMBER:	614-383-1500
FAX NUMBER:	614-383-1501
DATE:	3/22/2022
SIGNATURE:	
TYPED NAME & TITLE OF SIGNER:	Brent Holbert, Chief Financial Officer



## II. TERMS AND CONDITIONS

**Bidders should complete Sections II through VI as part of their proposal.** Bidder is expected to read the Terms and Conditions and should initial either accept, reject, or reject and provide alternative language for each clause. The bidder should also provide an explanation of why the bidder rejected the clause or rejected the clause and provided alternate language. By signing the solicitation, bidder is agreeing to be legally bound by all the accepted terms and conditions, and any proposed alternative terms and conditions submitted with the proposal. The State reserves the right to negotiate rejected or proposed alternative language. If the State and bidder fail to agree on the final Terms and Conditions, the State reserves the right to reject the proposal. The State of Nebraska is soliciting proposals in response to this solicitation. The State of Nebraska reserves the right to reject proposals that attempt to substitute the bidder's commercial contracts and/or documents for this solicitation.

Bidders should submit with their proposal any license, user agreement, service level agreement, or similar documents that the bidder wants incorporated in the Contract. The State will not consider incorporation of any document not submitted with the bidder's proposal as the document will not have been included in the evaluation process. These documents shall be subject to negotiation and will be incorporated as addendums if agreed to by the Parties.

If a conflict or ambiguity arises after the Addendum to Contract Award have been negotiated and agreed to, the Addendum to Contract Award shall be interpreted as follows:

1. If only one Party has a particular clause, then that clause shall control;
2. If both Parties have a similar clause, but the clauses do not conflict, the clauses shall be read together;
3. If both Parties have a similar clause, but the clauses conflict, the State's clause shall control.

### A. GENERAL

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
BH			

The Contract resulting from this solicitation shall incorporate the following documents:

1. Request for Proposal and Addenda;
2. Amendments to the solicitation;
3. Questions and Answers;
4. Contractor's proposal (Contractor's response to the solicitation and properly submitted documents); and
5. Amendments and Addendums to the Contract.

These documents constitute the entirety of the contract.

Unless otherwise specifically stated in a future contract amendment, in case of any conflict between the incorporated documents, the documents shall govern in the following order of preference with number one (1) receiving preference over all other documents and with each lower numbered document having preference over any higher numbered document: 1) Amendments and addendums to the executed Contract with the most recent dated amendment or addendum, respectively, having the highest priority, 2) Amendments to solicitation 3) Questions and Answers, 4) the original solicitation document and any Addenda, and 5) the Contractor's submitted Proposal.

Any ambiguity or conflict in the contract discovered after its execution, not otherwise addressed herein, shall be resolved in accordance with the rules of contract interpretation as established in the State of Nebraska.



**B. NOTIFICATION**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
BH			

Contractor and State shall identify the contract manager who shall serve as the point of contact for the executed contract.

Communications regarding the executed contract shall be in writing and shall be deemed to have been given if delivered personally, electronically or mailed. All notices, requests, or communications shall be deemed effective upon receipt.

**C. NOTICE (POC)**

The State reserves the right to appoint a PCO Representative to manage [or assist the Buyer in managing] the contract on behalf of the State. The PCOs Representative will be appointed in writing, and the appointment document will specify the extent of the PCOs Representative authority and responsibilities. If a PCOs Representative is appointed, the Contractor will be provided a copy of the appointment document and is required to cooperate accordingly with the PCOs Representative. The PCO's Representative has no authority to bind the State to a contract, amendment, addendum, or other change or addition to the contract.

**D. GOVERNING LAW (Statutory)**

Notwithstanding any other provision of this contract, or any amendment or addendum(s) entered into contemporaneously or at a later time, the parties understand and agree that, (1) the State of Nebraska is a sovereign state and its authority to contract is therefore subject to limitation by the State's Constitution, statutes, common law, and regulation; (2) this contract will be interpreted and enforced under the laws of the State of Nebraska; (3) any action to enforce the provisions of this agreement must be brought in the State of Nebraska per state law; (4) the person signing this contract on behalf of the State of Nebraska does not have the authority to waive the State's sovereign immunity, statutes, common law, or regulations; (5) the indemnity, limitation of liability, remedy, and other similar provisions of the final contract, if any, are entered into subject to the State's Constitution, statutes, common law, regulations, and sovereign immunity; and, (6) all terms and conditions of the final contract, including but not limited to the clauses concerning third party use, licenses, warranties, limitations of liability, governing law and venue, usage verification, indemnity, liability, remedy or other similar provisions of the final contract are entered into specifically subject to the State's Constitution, statutes, common law, regulations, and sovereign immunity.

The Parties must comply with all applicable local, state, and federal laws, ordinances, rules, orders, and regulations.

**E. BEGINNING OF WORK**

The bidder shall not commence any billable work until a valid contract has been fully executed by the State and the awarded Contractor. The awarded bidder will be notified in writing when work may begin.

**F. AMENDMENT**

This Contract may be amended in writing, within scope, upon the agreement of both parties.

**G. CHANGE ORDERS OR SUBSTITUTIONS**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
BH			

The State and the Contractor, upon the written agreement, may make changes to the contract within the general scope of the solicitation. Changes may involve specifications, the quantity of work, or such other items as the State may find necessary or desirable. Corrections of any deliverable, service, or work required pursuant to the

contract shall not be deemed a change. The Contractor may not claim forfeiture of the contract by reasons of such changes.

The Contractor shall prepare a written description of the work required due to the change and an itemized cost sheet for the change. Changes in work and the amount of compensation to be paid to the Contractor shall be determined in accordance with applicable unit prices if any, a pro-rated value, or through negotiations. The State shall not incur a price increase for changes that should have been included in the Contractor's proposal, were foreseeable, or result from difficulties with or failure of the Contractor's proposal or performance.

No change shall be implemented by the Contractor until approved by the State, and the Contract is amended to reflect the change and associated costs, if any. If there is a dispute regarding the cost, but both parties agree that immediate implementation is necessary, the change may be implemented, and cost negotiations may continue with both Parties retaining all remedies under the contract and law.

**\*\*\*Contractor will not substitute any item that has been awarded without prior written approval of SPB\*\*\***

#### H. VENDOR PERFORMANCE REPORT(S)

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
BH			

The State may document any instance(s) of products or services delivered or performed which exceed or fail to meet the terms of the purchase order, contract, and/or solicitation specifications. The State Purchasing Bureau may contact the Vendor regarding any such report. Vendor performance report(s) will become a part of the permanent record of the Vendor.

#### I. NOTICE OF POTENTIAL CONTRACTOR BREACH

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
BH			

If Contractor breaches the contract or anticipates breaching the contract, the Contractor shall immediately give written notice to the State. The notice shall explain the breach or potential breach, a proposed cure, and may include a request for a waiver of the breach if so desired. The State may, in its discretion, temporarily or permanently waive the breach. By granting a waiver, the State does not forfeit any rights or remedies to which the State is entitled by law or equity, or pursuant to the provisions of the contract. Failure to give immediate notice, however, may be grounds for denial of any request for a waiver of a breach.

#### J. BREACH

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
BH			

Either Party may terminate the contract, in whole or in part, if the other Party breaches its duty to perform its obligations under the contract in a timely and proper manner. Termination requires written notice of default and a thirty (30) calendar day (or longer at the non-breaching Party's discretion considering the gravity and nature of the default) cure period. Said notice shall be delivered by Certified Mail, Return Receipt Requested, or in person with

proof of delivery. Allowing time to cure a failure or breach of contract does not waive the right to immediately terminate the contract for the same or different contract breach which may occur at a different time. In case of default of the Contractor, the State may contract the service from other sources and hold the Contractor responsible for any excess cost occasioned thereby. The State may recover from the Contractor as damages the difference between the costs of covering the breach. Notwithstanding any clause to the contrary, the State may also recover the contract price together with any incidental or consequential damages defined in UCC Section 2-715, but less expenses saved in consequence of Contractor's breach.

The State's failure to make payment shall not be a breach, and the Contractor shall retain all available statutory remedies and protections, including, but not limited to, charging interest to the State (Refer to Prompt Payment Act).

**K. NON-WAIVER OF BREACH**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
BH			

The acceptance of late performance with or without objection or reservation by a Party shall not waive any rights of the Party nor constitute a waiver of the requirement of timely performance of any obligations remaining to be performed.

**L. SEVERABILITY**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
BH			

If any term or condition of the contract is declared by a court of competent jurisdiction to be illegal or in conflict with any law, the validity of the remaining terms and conditions shall not be affected, and the rights and obligations of the parties shall be construed and enforced as if the contract did not contain the provision held to be invalid or illegal.

**M. INDEMNIFICATION**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
BH			

**1. GENERAL**

The Contractor agrees to defend, indemnify, and hold harmless the State and its employees, volunteers, agents, and its elected and appointed officials ("the indemnified parties") from and against any and all third party claims, liens, demands, damages, liability, actions, causes of action, losses, judgments, costs, and expenses of every nature, including investigation costs and expenses, settlement costs, and attorney fees and expenses ("the claims"), sustained or asserted against the State for personal injury, death, or property loss or damage, arising out of, resulting from, or attributable to the willful misconduct, negligence, error, or omission of the Contractor, its employees, subcontractors, consultants, representatives, and agents, resulting from this contract, except to the extent such Contractor liability is attenuated by any action of the State which directly and proximately contributed to the claims.



**2. INTELLECTUAL PROPERTY**

The Contractor agrees it will, at its sole cost and expense, defend, indemnify, and hold harmless the indemnified parties from and against any and all claims, to the extent such claims arise out of, result from, or are attributable to, the actual or alleged infringement or misappropriation of any patent, copyright, trade secret, trademark, or confidential information of any third party by the Contractor or its employees, subcontractors, consultants, representatives, and agents; provided, however, the State gives the Contractor prompt notice in writing of the claim. The Contractor may not settle any infringement claim that will affect the State's use of the Licensed Software without the State's prior written consent, which consent may be withheld for any reason.

If a judgment or settlement is obtained or reasonably anticipated against the State's use of any intellectual property for which the Contractor has indemnified the State, the Contractor shall, at the Contractor's sole cost and expense, promptly modify the item or items which were determined to be infringing, acquire a license or licenses on the State's behalf to provide the necessary rights to the State to eliminate the infringement, or provide the State with a non-infringing substitute that provides the State the same functionality. At the State's election, the actual or anticipated judgment may be treated as a breach of warranty by the Contractor, and the State may receive the remedies provided under this solicitation.

**3. PERSONNEL**

The Contractor shall, at its expense, indemnify and hold harmless the indemnified parties from and against any claim with respect to withholding taxes, worker's compensation, employee benefits, or any other claim, demand, liability, damage, or loss of any nature relating to any of the personnel, including subcontractor's and their employees, provided by the Contractor.

**4. SELF-INSURANCE**

The State of Nebraska is self-insured for any loss and purchases excess insurance coverage pursuant to Neb. Rev. Stat. § 81-8,239.01 (Reissue 2008). If there is a presumed loss under the provisions of this agreement, Contractor may file a claim with the Office of Risk Management pursuant to Neb. Rev. Stat. §§ 81-8,829 – 81-8,306 for review by the State Claims Board. The State retains all rights and immunities under the State Miscellaneous (§ 81-8,294), Tort (§ 81-8,209), and Contract Claim Acts (§ 81-8,302), as outlined in Neb. Rev. Stat. § 81-8,209 et seq. and under any other provisions of law and accepts liability under this agreement to the extent provided by law.

**5. ATTORNEY GENERAL**

The Parties acknowledge that Attorney General for the State of Nebraska is required by statute to represent the legal interests of the State, and that any provision of this indemnity clause is subject to the statutory authority of the Attorney General.

**N. ATTORNEY'S FEES**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
BH			

In the event of any litigation, appeal, or other legal action to enforce any provision of the contract, the Parties agree to pay all expenses of such action, as permitted by law and if ordered by the court, including attorney's fees and costs, if the other Party prevails.

**O. ASSIGNMENT, SALE, OR MERGER**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
BH			

Either Party may assign the contract upon mutual written agreement of the other Party. Such agreement shall not be unreasonably withheld.

The Contractor retains the right to enter into a sale, merger, acquisition, internal reorganization, or similar transaction involving Contractor's business. Contractor agrees to cooperate with the State in executing amendments to the contract to allow for the transaction. If a third party or entity is involved in the transaction, the Contractor will remain responsible for performance of the contract until such time as the person or entity involved in the transaction agrees in writing to be contractually bound by this contract and perform all obligations of the contract.

**P. CONTRACTING WITH OTHER NEBRASKA POLITICAL SUB-DIVISIONS OF THE STATE OR ANOTHER STATE**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
BH			

The Contractor may, but shall not be required to, allow agencies, as defined in Neb. Rev. Stat. §81-145, to use this contract. The terms and conditions, including price, of the contract may not be amended. The State shall not be contractually obligated or liable for any contract entered into pursuant to this clause. A listing of Nebraska political subdivisions may be found at the website of the Nebraska Auditor of Public Accounts.

The Contractor may, but shall not be required to, allow other states, agencies or divisions of other states, or political subdivisions of other states to use this contract. The terms and conditions, including price, of this contract shall apply to any such contract, but may be amended upon mutual consent of the Parties. The State of Nebraska shall not be contractually or otherwise obligated or liable under any contract entered into pursuant to this clause. The State shall be notified if a contract is executed based upon this contract.

**Q. FORCE MAJEURE**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
BH			

Neither Party shall be liable for any costs or damages, or for default resulting from its inability to perform any of its obligations under the contract due to a natural or manmade event outside the control and not the fault of the affected Party ("Force Majeure Event"). The Party so affected shall immediately make a written request for relief to the other Party and shall have the burden of proof to justify the request. The other Party may grant the relief requested; relief may not be unreasonably withheld. Labor disputes with the impacted Party's own employees will not be considered a Force Majeure Event.

## R. CONFIDENTIALITY

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
BH			

All materials and information provided by the Parties or acquired by a Party on behalf of the other Party shall be regarded as confidential information. All materials and information provided or acquired shall be handled in accordance with federal and state law, and ethical standards. Should said confidentiality be breached by a Party, the Party shall notify the other Party immediately of said breach and take immediate corrective action.

It is incumbent upon the Parties to inform their officers and employees of the penalties for improper disclosure imposed by the Privacy Act of 1974, 5 U.S.C. 552a. Specifically, 5 U.S.C. 552a (i)(1), which is made applicable by 5 U.S.C. 552a (m)(1), provides that any officer or employee, who by virtue of his/her employment or official position has possession of or access to agency records which contain individually identifiable information, the disclosure of which is prohibited by the Privacy Act or regulations established thereunder, and who knowing that disclosure of the specific material is prohibited, willfully discloses the material in any manner to any person or agency not entitled to receive it, shall be guilty of a misdemeanor and fined not more than \$5,000.

## S. EARLY TERMINATION

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
BH			

The contract may be terminated as follows:

1. The State and the Contractor, by mutual written agreement, may terminate the contract at any time.
2. The State, in its sole discretion, may terminate the contract for any reason upon thirty (30) calendar day's written notice to the Contractor. Such termination shall not relieve the Contractor of warranty or other service obligations incurred under the terms of the contract. In the event of termination, the Contractor shall be entitled to payment, determined on a pro rata basis, for products or services satisfactorily performed or provided.
3. The State may terminate the contract immediately for the following reasons:
  - a. if directed to do so by statute;
  - b. Contractor has made an assignment for the benefit of creditors, has admitted in writing its inability to pay debts as they mature, or has ceased operating in the normal course of business;
  - c. a trustee or receiver of the Contractor or of any substantial part of the Contractor's assets has been appointed by a court;
  - d. fraud, misappropriation, embezzlement, malfeasance, misfeasance, or illegal conduct pertaining to performance under the contract by its Contractor, its employees, officers, directors, or shareholders;
  - e. an involuntary proceeding has been commenced by any Party against the Contractor under any one of the chapters of Title 11 of the United States Code and (i) the proceeding has been pending for at least sixty (60) calendar days; or (ii) the Contractor has consented, either expressly or by operation of law, to the entry of an order for relief; or (iii) the Contractor has been decreed or adjudged a debtor;
  - f. a voluntary petition has been filed by the Contractor under any of the chapters of Title 11 of the United States Code;
  - g. Contractor intentionally discloses confidential information;
  - h. Contractor has or announces it will discontinue support of the deliverable; and,
  - i. In the event funding is no longer available.

**T. CONTRACT CLOSEOUT**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
BH			

Upon contract closeout for any reason the Contractor shall within 30 days, unless stated otherwise herein:

1. Transfer all completed or partially completed deliverables to the State;
2. Transfer ownership and title to all completed or partially completed deliverables to the State;
3. Return to the State all information and data unless the Contractor is permitted to keep the information or data by contract or rule of law. Contractor may retain one copy of any information or data as required to comply with applicable work product documentation standards or as are automatically retained in the course of Contractor's routine back up procedures;
4. Cooperate with any successor Contractor, person, or entity in the assumption of any or all of the obligations of this contract;
5. Cooperate with any successor Contractor, person, or entity with the transfer of information or data related to this contract;
6. Return or vacate any state owned real or personal property; and,
7. Return all data in a mutually acceptable format and manner.

Nothing in this Section should be construed to require the Contractor to surrender intellectual property, real or personal property, or information or data owned by the Contractor for which the State has no legal claim.



### III. CONTRACTOR DUTIES

#### A. INDEPENDENT CONTRACTOR / OBLIGATIONS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
BH			

It is agreed that the Contractor is an independent contractor and that nothing contained herein is intended or should be construed as creating or establishing a relationship of employment, agency, or a partnership.

The Contractor is solely responsible for fulfilling the contract. The Contractor or the Contractor's representative shall be the sole point of contact regarding all contractual matters.

The Contractor shall secure, at its own expense, all personnel required to perform the services under the contract. The personnel the Contractor uses to fulfill the contract shall have no contractual or other legal relationship with the State; they shall not be considered employees of the State and shall not be entitled to any compensation, rights, or benefits from the State, including but not limited to, tenure rights, medical and hospital care, sick and vacation leave, severance pay, or retirement benefits.

By-name personnel commitments made in the Contractor's proposal shall not be changed without the prior written approval of the State. Replacement of these personnel, if approved by the State, shall be with personnel of equal or greater ability and qualifications.

All personnel assigned by the Contractor to the contract shall be employees of the Contractor or a subcontractor and shall be fully qualified to perform the work required herein. Personnel employed by the Contractor or a subcontractor to fulfill the terms of the contract shall remain under the sole direction and control of the Contractor or the subcontractor respectively.

With respect to its employees, the Contractor agrees to be solely responsible for the following:

1. Any and all pay, benefits, and employment taxes and/or other payroll withholding;
2. Any and all vehicles used by the Contractor's employees, including all insurance required by state law;
3. Damages incurred by Contractor's employees within the scope of their duties under the contract;
4. Maintaining Workers' Compensation and health insurance that complies with state and federal law and submitting any reports on such insurance to the extent required by governing law;
5. Determining the hours to be worked and the duties to be performed by the Contractor's employees; and,
6. All claims on behalf of any person arising out of employment or alleged employment (including without limit claims of discrimination alleged against the Contractor, its officers, agents, or subcontractors or subcontractor's employees)

If the Contractor intends to utilize any subcontractor, the subcontractor's level of effort, tasks, and time allocation should be clearly defined in the bidder's proposal. The Contractor shall agree that it will not utilize any subcontractors not specifically included in its proposal in the performance of the contract without the prior written authorization of the State.

The State reserves the right to require the Contractor to reassign or remove from the project any Contractor or subcontractor employee.

Contractor shall insure that the terms and conditions contained in any contract with a subcontractor does not conflict with the terms and conditions of this contract.

The Contractor shall include a similar provision, for the protection of the State, in the contract with any subcontractor engaged to perform work on this contract.

**B. EMPLOYEE WORK ELIGIBILITY STATUS**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
BH			

The Contractor is required and hereby agrees to use a federal immigration verification system to determine the work eligibility status of employees physically performing services within the State of Nebraska. A federal immigration verification system means the electronic verification of the work authorization program authorized by the Illegal Immigration Reform and Immigrant Responsibility Act of 1996, 8 U.S.C. 1324a, known as the E-Verify Program, or an equivalent federal program designated by the United States Department of Homeland Security or other federal agency authorized to verify the work eligibility status of an employee.

If the Contractor is an individual or sole proprietorship, the following applies:

1. The Contractor must complete the United States Citizenship Attestation Form, available on the Department of Administrative Services website at <http://das.nebraska.gov/materiel/purchasing.html>
2. The completed United States Attestation Form should be submitted with the solicitation response.
3. If the Contractor indicates on such attestation form that he or she is a qualified alien, the Contractor agrees to provide the US Citizenship and Immigration Services documentation required to verify the Contractor's lawful presence in the United States using the Systematic Alien Verification for Entitlements (SAVE) Program.
4. The Contractor understands and agrees that lawful presence in the United States is required, and the Contractor may be disqualified, or the contract terminated if such lawful presence cannot be verified as required by Neb. Rev. Stat. §4-108.

**C. COMPLIANCE WITH CIVIL RIGHTS LAWS AND EQUAL OPPORTUNITY EMPLOYMENT / NONDISCRIMINATION (Statutory)**

The Contractor shall comply with all applicable local, state, and federal statutes and regulations regarding civil rights laws and equal opportunity employment. The Nebraska Fair Employment Practice Act prohibits Contractors of the State of Nebraska, and their subcontractors, from discriminating against any employee or applicant for employment, with respect to hire, tenure, terms, conditions, compensation, or privileges of employment because of race, color, religion, sex, disability, marital status, or national origin (Neb. Rev. Stat. §§48-1101 to 48-1125). The Contractor guarantees compliance with the Nebraska Fair Employment Practice Act, and breach of this provision shall be regarded as a material breach of contract. The Contractor shall insert a similar provision in all Subcontracts for goods and services to be covered by any contract resulting from this solicitation.

**D. COOPERATION WITH OTHER CONTRACTORS**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
BH			

Contractor may be required to work with or in close proximity to other contractors or individuals that may be working on same or different projects. The Contractor shall agree to cooperate with such other contractors or individuals and shall not commit or permit any act which may interfere with the performance of work by any other contractor or individual. Contractor is not required to compromise Contractor's intellectual property or proprietary information unless expressly required to do so by this contract.

**E. PERMITS, REGULATIONS, LAWS**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
BH			

The contract price shall include the cost of all royalties, licenses, permits, and approvals, whether arising from patents, trademarks, copyrights or otherwise, that are in any way involved in the contract. The Contractor shall obtain and pay for all royalties, licenses, and permits, and approvals necessary for the execution of the contract. The Contractor must guarantee that it has the full legal right to the materials, supplies, equipment, software, and other items used to execute this contract.

**F. OWNERSHIP OF INFORMATION AND DATA / DELIVERABLES**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
BH			

The State shall have the unlimited right to publish, duplicate, use, and disclose all information and data developed or obtained by the Contractor on behalf of the State pursuant to this contract.

The State shall own and hold exclusive title to any deliverable developed as a result of this contract. Contractor shall have no ownership interest or title, and shall not patent, license, or copyright, duplicate, transfer, sell, or exchange, the design, specifications, concept, or deliverable.

**G. INSURANCE REQUIREMENTS**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
BH			

The Contractor shall throughout the term of the contract maintain insurance as specified herein and provide the State a current Certificate of Insurance/Acord Form (COI) verifying the coverage. The Contractor shall not commence work on the contract until the insurance is in place. If Contractor subcontracts any portion of the Contract the Contractor must, throughout the term of the contract, either:

1. Provide equivalent insurance for each subcontractor and provide a COI verifying the coverage for the subcontractor;
2. Require each subcontractor to have equivalent insurance and provide written notice to the State that the Contractor has verified that each subcontractor has the required coverage; or,
3. Provide the State with copies of each subcontractor's Certificate of Insurance evidencing the required coverage.

The Contractor shall not allow any subcontractor to commence work until the subcontractor has equivalent insurance. The failure of the State to require a COI, or the failure of the Contractor to provide a COI or require subcontractor insurance shall not limit, relieve, or decrease the liability of the Contractor hereunder.

In the event that any policy written on a claims-made basis terminates or is canceled during the term of the contract or within six (6) months of termination or expiration of the contract, the contractor shall obtain an extended

discovery or reporting period, or a new insurance policy, providing coverage required by this contract for the term of the contract and six (6) months of following termination or expiration of the contract.

If by the terms of any insurance a mandatory deductible is required, or if the Contractor elects to increase the mandatory deductible amount, the Contractor shall be responsible for payment of the amount of the deductible in the event of a paid claim.

Notwithstanding any other clause in this Contract, the State may recover up to the liability limits of the insurance policies required herein.

**1. WORKERS' COMPENSATION INSURANCE**

The Contractor shall take out and maintain during the life of this contract the statutory Workers' Compensation and Employer's Liability Insurance for all of the contractors' employees to be engaged in work on the project under this contract and, in case any such work is sublet, the Contractor shall require the subcontractor similarly to provide Worker's Compensation and Employer's Liability Insurance for all of the subcontractor's employees to be engaged in such work. This policy shall be written to meet the statutory requirements for the state in which the work is to be performed, including Occupational Disease. **The policy shall include a waiver of subrogation in favor of the State. The COI shall contain the mandatory COI subrogation waiver language found hereinafter.** The amounts of such insurance shall not be less than the limits stated hereinafter. For employees working in the State of Nebraska, the policy must be written by an entity authorized by the State of Nebraska Department of Insurance to write Workers' Compensation and Employer's Liability Insurance for Nebraska employees.

**2. COMMERCIAL GENERAL LIABILITY INSURANCE AND COMMERCIAL AUTOMOBILE LIABILITY INSURANCE**

The Contractor shall take out and maintain during the life of this contract such Commercial General Liability Insurance and Commercial Automobile Liability Insurance as shall protect Contractor and any subcontractor performing work covered by this contract from claims for damages for bodily injury, including death, as well as from claims for property damage, which may arise from operations under this contract, whether such operation be by the Contractor or by any subcontractor or by anyone directly or indirectly employed by either of them, and the amounts of such insurance shall not be less than limits stated hereinafter.

The Commercial General Liability Insurance shall be written on an **occurrence basis**, and provide Premises/Operations, Products/Completed Operations, Independent Contractors, Personal Injury, and Contractual Liability coverage. **The policy shall include the State, and others as required by the contract documents, as Additional Insured(s). This policy shall be primary, and any insurance or self-insurance carried by the State shall be considered secondary and non-contributory. The COI shall contain the mandatory COI liability waiver language found hereinafter.** The Commercial Automobile Liability Insurance shall be written to cover all Owned, Non-owned, and Hired vehicles.



<b>REQUIRED INSURANCE COVERAGE</b>		
<b>COMMERCIAL GENERAL LIABILITY</b>		
General Aggregate		\$2,000,000
Products/Completed Operations Aggregate		\$2,000,000
Personal/Advertising Injury		\$1,000,000 per occurrence
Bodily Injury/Property Damage		\$1,000,000 per occurrence
Medical Payments		\$10,000 any one person
Contractual		Included
Independent Contractors		Included
<i>If higher limits are required, the Umbrella/Excess Liability limits are allowed to satisfy the higher limit.</i>		
<b>WORKER'S COMPENSATION</b>		
Employers Liability Limits		\$500K/\$500K/\$500K
Statutory Limits- All States		Statutory - State of Nebraska
USL&H Endorsement		Statutory
Voluntary Compensation		Statutory
<b>COMMERCIAL AUTOMOBILE LIABILITY</b>		
Bodily Injury/Property Damage		\$1,000,000 combined single limit
Include All Owned, Hired & Non-Owned Automobile liability		Included
<b>UMBRELLA/EXCESS LIABILITY</b>		
Over Primary Insurance		\$5,000,000 per occurrence
<b>MANDATORY COI SUBROGATION WAIVER LANGUAGE</b>		
"Workers' Compensation policy shall include a waiver of subrogation in favor of the State of Nebraska."		
<b>MANDATORY COI LIABILITY WAIVER LANGUAGE</b>		
"Commercial General Liability & Commercial Automobile Liability policies shall name the State of Nebraska as an Additional Insured and the policies shall be primary and any insurance or self-insurance carried by the State shall be considered secondary and non-contributory as additionally insured."		

**3. EVIDENCE OF COVERAGE**

The Contractor shall furnish the Contract Manager, with a certificate of insurance coverage complying with the above requirements prior to beginning work at:

State Purchasing Bureau  
Attn: Annette Walton  
Email: annette.walton@nebraska.gov

These certificates or the cover sheet shall reference the RFP number, and the certificates shall include the name of the company, policy numbers, effective dates, dates of expiration, and amounts and types of coverage afforded. If the State is damaged by the failure of the Contractor to maintain such insurance, then the Contractor shall be responsible for all reasonable costs properly attributable thereto.

Reasonable notice of cancellation of any required insurance policy must be submitted to the contract manager as listed above when issued and a new coverage binder shall be submitted immediately to ensure no break in coverage.

**4. DEVIATIONS**

The insurance requirements are subject to limited negotiation. Negotiation typically includes, but is not necessarily limited to, the correct type of coverage, necessity for Workers' Compensation, and the type of automobile coverage carried by the Contractor.

**H. ANTITRUST**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
BH			

The Contractor hereby assigns to the State any and all claims for overcharges as to goods and/or services provided in connection with this contract resulting from antitrust violations which arise under antitrust laws of the United States and the antitrust laws of the State.

**I. CONFLICT OF INTEREST**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
BH			

By submitting a proposal, bidder certifies that no relationship exists between the bidder and any person or entity which either is, or gives the appearance of, a conflict of interest related to this Request for Proposal or project.

Bidder further certifies that bidder will not employ any individual known by bidder to have a conflict of interest nor shall bidder take any action or acquire any interest, either directly or indirectly, which will conflict in any manner or degree with the performance of its contractual obligations hereunder or which creates an actual or appearance of conflict of interest.

If there is an actual or perceived conflict of interest, bidder shall provide with its proposal a full disclosure of the facts describing such actual or perceived conflict of interest and a proposed mitigation plan for consideration. The State will then consider such disclosure and proposed mitigation plan and either approve or reject as part of the overall bid evaluation.

**J. ADVERTISING**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
BH			

The Contractor agrees not to refer to the contract award in advertising in such a manner as to state or imply that the company or its goods or services are endorsed or preferred by the State. Any publicity releases pertaining to the project shall not be issued without prior written approval from the State.

**K. NEBRASKA TECHNOLOGY ACCESS STANDARDS (Statutory)**

Contractor shall review the Nebraska Technology Access Standards, found at <http://nitc.nebraska.gov/standards/2-201.html> and ensure that products and/or services provided under the contract are in compliance or will comply with the applicable standards to the greatest degree possible. In the event such standards change during the Contractor's performance, the State may create an amendment to the contract to request the contract comply with the changed standard at a cost mutually acceptable to the parties.

**L. DISASTER RECOVERY/BACK UP PLAN**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
BH			

The Contractor shall have a disaster recovery and back-up plan, of which a copy should be provided upon request to the State, which includes, but is not limited to equipment, personnel, facilities, and transportation, in order to continue delivery of goods and services as specified under the specifications in the contract in the event of a disaster.

**M. DRUG POLICY**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
BH			

Contractor certifies it maintains a drug free workplace environment to ensure worker safety and workplace integrity. Contractor agrees to provide a copy of its drug free workplace policy at any time upon request by the State.

**N. WARRANTY**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
BH			

Despite any clause to the contrary, the Contractor represents and warrants that its services hereunder shall be performed by competent personnel and shall be of professional quality consistent with generally accepted industry standards for the performance of such services and shall comply in all respects with the requirements of this Agreement. For any breach of this warranty, the Contractor shall, for a period of ninety (90) days from performance of the service, perform the services again, at no cost to the State, or if Contractor is unable to perform the services as warranted, Contractor shall reimburse the State all fees paid to Contractor for the unsatisfactory services. The rights and remedies of the parties under this warranty are in addition to any other rights and remedies of the parties provided by law or equity, including, without limitation actual damages, and, as applicable and awarded under the law, to a prevailing party, reasonable attorneys' fees and costs.

#### IV. PAYMENT

**A. PROHIBITION AGAINST ADVANCE PAYMENT (Statutory)**

Neb. Rev. Stat. §§81-2403 states, "[n]o goods or services shall be deemed to be received by an agency until all such goods or services are completely delivered and finally accepted by the agency."

**B. TAXES (Statutory)**

The State is not required to pay taxes and assumes no such liability as a result of this solicitation. The Contractor may request a copy of the Nebraska Department of Revenue, Nebraska Resale or Exempt Sale Certificate for Sales Tax Exemption, Form 13 for their records. Any property tax payable on the Contractor's equipment which may be installed in a state-owned facility is the responsibility of the Contractor

**C. INVOICES**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
BH			

Invoices for payments must be submitted by the Contractor to the agency requesting the services with sufficient detail to support payment, including all backup documentation. The terms and conditions included in the Contractor's invoice shall be deemed to be solely for the convenience of the parties. No terms or conditions of any such invoice shall be binding upon the State, and no action by the State, including without limitation the payment of any such invoice in whole or in part, shall be construed as binding or estopping the State with respect to any such term or condition, unless the invoice term or condition has been previously agreed to by the State as an amendment to the contract.

**D. INSPECTION AND APPROVAL**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
BH			

Final inspection and approval of all work required under the contract shall be performed by the designated State officials.

**E. PAYMENT (Statutory)**

Payment will be made by the responsible agency in compliance with the State of Nebraska Prompt Payment Act (See Neb. Rev. Stat. § 81-2403). The State may require the Contractor to accept payment by electronic means such as ACH deposit. In no event shall the State be responsible or liable to pay for any goods and services provided by the Contractor prior to the Effective Date of the contract, and the Contractor hereby waives any claim or cause of action for any such services.

**F. LATE PAYMENT (Statutory)**

The Contractor may charge the responsible agency interest for late payment in compliance with the State of Nebraska Prompt Payment Act (See Neb. Rev. Stat. §§81-2401 through 81-2408).

**G. SUBJECT TO FUNDING / FUNDING OUT CLAUSE FOR LOSS OF APPROPRIATIONS (Statutory)**

The State's obligation to pay amounts due on the Contract for a fiscal years following the current fiscal year is contingent upon legislative appropriation of funds. Should said funds not be appropriated, the State may terminate the contract with respect to those payments for the fiscal year(s) for which such funds are not appropriated. The State will give the Contractor written notice thirty (30) calendar days prior to the effective date of termination. All obligations of the State to make payments after the termination date will cease. The Contractor shall be entitled to receive just and equitable compensation for any authorized work which has been satisfactorily completed as of the termination date. In no event shall the Contractor be paid for a loss of anticipated profit.



**H. RIGHT TO AUDIT (First Paragraph is Statutory)**

The State shall have the right to audit the Contractor's performance of this contract upon a thirty (30) days' written notice. Contractor shall utilize generally accepted accounting principles, and shall maintain the accounting records, and other records and information relevant to the contract to enable the State to audit the contract. (Neb. Rev. Stat. §84-304 et seq.) The State may audit, and the Contractor shall maintain, the Information during the term of the contract and for a period of five (5) years after the completion of this contract or until all issues or litigation are resolved, whichever is later. The Contractor shall make the Information available to the State at Contractor's place of business or a location acceptable to both Parties during normal business hours. If this is not practical or the Contractor so elects, the Contractor may provide electronic or paper copies of the Information. The State reserves the right to examine, make copies of, and take notes on any Information relevant to this contract, regardless of the form or the Information, how it is stored, or who possesses the Information. Under no circumstance will the Contractor be required to create or maintain documents not kept in the ordinary course of contractor's business operations, nor will contractor be required to disclose any information, including but not limited to product cost data, which is confidential or proprietary to contractor.

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
BH			

The Parties shall pay their own costs of the audit unless the audit finds a previously undisclosed overpayment by the State. If a previously undisclosed overpayment exceeds one-half of one percent (.5%) of the total contract billings, or if fraud, material misrepresentations, or non-performance is discovered on the part of the Contractor, the Contractor shall reimburse the State for the total costs of the audit. Overpayments and audit costs owed to the State shall be paid within ninety (90) days of written notice of the claim. The Contractor agrees to correct any material weaknesses or condition found as a result of the audit.



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

5/5/2021

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an **ADDITIONAL INSURED**, the policy(ies) must have **ADDITIONAL INSURED** provisions or be endorsed. If **SUBROGATION IS WAIVED**, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> McGriff Insurance Services 6000 Poplar Avenue, Suite 300 Memphis, TN 38119	<b>CONTACT NAME:</b> Memphis Certificates	<b>FAX (A/C, No):</b> (901) 530-1963	
	<b>PHONE (A/C, No, Ext):</b> (901) 684-3333	<b>E-MAIL ADDRESS:</b>	
<b>INSURED</b> Fahlgren, Inc. 4030 Easton Station, Suite 300 Columbus OH 43219-7012	<b>INSURER(S) AFFORDING COVERAGE</b>		<b>NAIC #</b>
	<b>INSURER A:</b> Liberty Insurance Corporation		42404
	<b>INSURER B:</b> Employers Insurance Company of Wausau		21458
	<b>INSURER C:</b> LM Insurance Corporation		33600
	<b>INSURER D:</b> National Union Fire Ins Co Pittsburgh PA		19445
	<b>INSURER E:</b> Westchester Surplus Lines Insurance Co		10172
<b>INSURER F:</b>			

**COVERAGES****CERTIFICATE NUMBER:** 61548005**REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> <b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			TB7-Z91-472953-021	5/4/2021	5/4/2022	EACH OCCURRENCE \$1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$1,000,000 MED EXP (Any one person) \$10,000 PERSONAL & ADV INJURY \$1,000,000 GENERAL AGGREGATE \$2,000,000 PRODUCTS - COMP/OP AGG \$2,000,000 \$
B	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY			AS6-Z91-472953-031	5/4/2021	5/4/2022	COMBINED SINGLE LIMIT (Ea accident) \$1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
A	<input checked="" type="checkbox"/> <b>UMBRELLA LIAB</b> <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$			TH7-Z91-472953-061	5/4/2021	5/4/2022	EACH OCCURRENCE \$5,000,000 AGGREGATE \$5,000,000 \$
C	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below Y/N <input type="checkbox"/> N/A			WC5-Z91-472953-011	5/4/2021 5/4/2021	5/4/2022 5/4/2022	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$1,000,000 E.L. DISEASE - EA EMPLOYEE \$1,000,000 E.L. DISEASE - POLICY LIMIT \$1,000,000
D	Media Professional Liability			012505864	5/4/2021	5/4/2022	Professional Liability Limit: 5,000,000 Media Content Insurance: 5,000,000 Cyber Extortion Limit \$5,000,000
E	Excess Professional Liability			G7152078A003	5/4/2021	5/4/2022	Aggregate Limit \$5,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

**CERTIFICATE HOLDER**

Fahlgren, Inc.

**CANCELLATION**

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

Natalie Mc Culley

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ACORD 25 (2016/03)

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**Proposed Team Member Name:** Marty McDonald

**Proposed Team Member Title:** Executive Vice President, Tourism & Economic Development Practice Lead

**Estimated Percentage of Time to Spend on NTC Account:** 5%

Marty has worked with Fahlgren Mortine for 22 years and is responsible for leading the agency's integrated tourism practice. Based on the latest O'Dwyer's data/rankings, Fahlgren Mortine is a top five tourism PR agency nationally. Under her leadership, clients (including TravelNevada) have won extensive national recognition for programs that achieved results, including the U.S. Travel Association, HSMIA, DMAI, Travel + Leisure, Travel Weekly, PRSA, Holmes Report, PRWeek and many others. She has also achieved personal recognition including being named a Top Woman in PR (PRNews), PR Rising Star (Bulldog Stars of PR Awards), Forty Under 40 honoree in two cities, Outstanding Young Professional, (PRWeek) and many others.

**Academic Background & Certifications:**

**Months/Years:**

**Degree/Major Earned:**

Capital University 1 College and Main, Columbus, OH 43209-2394	August 1996 – May 2000	Bachelor of Arts, Organizational Communications/PR
Council of PR Firms	2014	
Harvard Leadership Program	2019	

**Travel/Tourism Account Experience:**

Travel Nevada Carson City, Nevada (2015 – Present)	Fahlgren Mortine has served as Travel Nevada's integrated agency of record for three years. Marty serves as strategic counselor, providing integrated leadership and oversight to the team.
Office of TourismOhio Columbus, Ohio (2000 – 2020)	Fahlgren Mortine served as public relations agency of record for 20 years, and for a period of about 3 years, served as integrated agency of record. Marty served as strategic counselor, providing integrated leadership and oversight to the team.
Wyoming Office of Tourism Cheyenne, Wyoming (2014 – 2018)	Fahlgren Mortine has served as Wyoming's first public relations agency of record for nearly four years. Marty serves as strategic counselor, providing integrated leadership and oversight to the team.
COSI Columbus, Ohio (2017 – Present)	Fahlgren Mortine was selected as COSI's integrated agency of record after a competitive review following the announcement of a historical partnership with the American Museum of Natural History. Marty serves as strategic counselor, providing integrated leadership and oversight to the team.
Niagara USA (Niagara Falls, New York (2016 – Present)	Fahlgren Mortine serves as Niagara USA's public relations agency of record. Marty serves as strategic counselor, providing account leadership and oversight to the team.
Boise Convention and Visitors Bureau Boise, Idaho (2014 – Present)	Following a national search, Fahlgren Mortine was selected as the public relations agency of record for the CVB, focusing on national, regional, trade and meetings-focused PR. Marty is active in the account, providing ongoing counsel, team staffing direction, and support on projects including announcements of new air service, etc.

**At least three (3) references that can attest to the competence and skill level of the individual:**

1. Tamara Brown  
(Former) PR Manager, Office of TourismOhio  
(Current) Director of Marketing and Communications for the National Veterans Memorial and Museum  
300 W Broad St, Columbus, OH 43215  
614-427-2158
2. Amir Eylon, President & Partner  
Longwoods International, 4030 Easton Station, Suite 300, Columbus, OH 43219  
614-383-1891
3. Dr. Frederic Bertley, President and CEO  
COSI (Center of Science and Industry) Museum/Attraction, 333 W Broad St, Columbus, OH 43215  
614-629-3226

**Proposed Team Member Name:** Jeff Scott

**Proposed Team Member Title:** Vice President, Account Architect

**Estimated Percentage of Time to Spend on NTC Account:** 20%

Jeff seeks to tell his clients' stories in unique and unexpected ways through effective, insights-driven campaigns. He has been leading clients through a cluttered marketing and communications environment for 20 years. A creative problem solver and strategic thinker, Jeff has led multiple initiatives for clients such as Hyatt Hotels, Travel Nevada, Experience Columbus, Miller Lite, Corona, Woodford Reserve and Nova Southeastern University.

**Academic Background & Certifications:**

**Months/Years:**

**Degree/Major Earned:**

Anderson University 1100 E 5th St, Anderson, IN 46012	Graduated 1999	Bachelor of Arts, Communications and Marketing
Columbus, Ohio Certified Tourism Ambassador	2017	

**Travel/Tourism Account Experience Highlights:**

Travel Nevada Carson City, Nevada (2014 – Present)	Jeff works closely with the creative team and day-to-day account manager to ensure creative strategy, messaging and creative output is in-line with the direction of the fully integrated Don't Fence Me In campaign.
Experience Columbus Columbus, Ohio (2013 – 2017)	Jeff oversaw the strategic development and execution of fully integrated campaigns including the "Life In Cbus" talent recruitment campaign targeting young professionals/millennials for the Columbus CVB.
Visit Panama City Beach Panama City Beach, Florida (2012 – 2015)	Jeff oversaw the strategic development and execution of fully integrated campaigns for the Panama City Beach CVB.
Gatlinburg CVB Gatlinburg, Tennessee (2014)	Jeff oversaw the strategic development and execution of fully integrated campaigns for the Gatlinburg CVB.

**At least three (3) references that can attest to the competence and skill level of the individual:**

1. Irene Alvarez, Managing Director, Marketing & Communications  
Columbus 2020 (Economic Development), 150 S Front St #200, Columbus, OH 43215  
614-225-6941  
ia@columbusregion.com
2. Dan Rowe, President/CEO  
Visit Panama City Beach, 17001 Panama City Beach Pkwy, Panama City Beach, FL 32413  
850-233-5070  
drowe@visitpanamacitybeach.com
3. Amy Tillinghast, VP, Marketing  
Experience Columbus, 277 W Nationwide Blvd #125, Columbus, OH 43215  
614-222-6130  
atillinghast@experiencecolumbus.com
4. Claudia Vecchio, President & CEO  
Sonoma County Tourism, 400 Aviation Blvd #500, Santa Rosa, CA 95403  
707-522-5804  
cvecchio@sonomacounty.com



**Proposed Team Member Name:** Jessica Rowland

**Proposed Team Member Title:** Account Director

**Estimated Percentage of Time to Spend on NTC Account:** 30%

An excellent communicator and proactive thought leader, Jessica has led strategic planning and tactical execution for multimillion-dollar campaigns as well as targeted, personalized efforts for national brands. Her collaborative leadership and efficient problem-solving in unpredictable environments allows her to provide clients with strategic work that is on brand, on time and on budget. Her B2C experience includes work with Value City Furniture, Elmer's Glue, X-Acto, Bed Bath & Beyond, The Melting Pot, Ohio Tuition Trust Authority, Columbia Gas of Ohio, Condado Tacos, Bowling Green State University and Lakeland Community College.

**Academic Background & Certifications:**

**Months/Years:**

**Degree/Major Earned:**

10 College Dr, New Concord, OH 43762 Muskingum College (now Muskingum University)	September 2002 – May 2006	B.A. in Business/Art
Savannah College of Art and Design 516 Drayton St, Savannah, GA 31401	September 2008 – May 2009	NDEGR: Advertising Design

**Travel/Tourism/Relevant Account Experience:**

The Ohio Tuition Trust Authority Columbus, Ohio (2010 – Present)	Fahlgren Mortine has served as The Ohio Tuition Trust Authority's integrated agency for 12 years. Jessica serves as Account Director, leading teams on overall strategy, campaign development and website all of which support sharing value proposition of college savings.
Condado Tacos Columbus, Ohio (2019 – Present)	Fahlgren Mortine has served as Condado Taco's integrated agency for four years. Jessica serves as Account Director, leading teams on organic social strategy, branding and creative, and new restaurant openings.
Bowling Green State University Bowling Green, Ohio (2019 – 2021)	Fahlgren Mortine served as Bowling Green State University's media agency for three years. Jessica served as Account Director, providing leadership and oversight for new enrollment and retention campaigns.
Lakeland Community College Kirtland, Ohio (2021 – Present)	Fahlgren Mortine has served as Lakeland Community College's media agency for two years. Jessica serves as Account Director, providing leadership and oversight for new enrollment and retention campaigns.

**At least three (3) references that can attest to the competence and skill level of the individual:**

1. Ben Gibbons, Director of Marketing  
Ohio Tuition Trust Authority, 35 E. Chestnut Street, 8th Floor, Columbus, OH 43215  
614-728-2859  
BGibbons@CollegeAdvantage.com
2. Adrian Andrews, Program Manager, WarmChoice Project  
Columbia Gas of Ohio, 290 W. Nationwide Blvd., Columbus, Ohio 43215  
614-313-8216  
aandrews@nisource.com
3. Sarah Poe, Manager, Energy Efficiency Project  
Columbia Gas of Ohio, 290 W. Nationwide Blvd., Columbus, Ohio 43215  
614-460-4632  
spoe@nisource.com
4. Sara Kear, Chief Marketing Officer  
Condado Tacos, 132 S High Street, Columbus Ohio 43215  
614-832-8288  
sara.Kear@condadotacos.com

**Proposed Team Member Name:** Andy Knight

**Proposed Team Member Title:** Senior Vice President, Creative Director

**Estimated Percentage of Time to Spend on NTC Account:** 15%

In his 25 years as a writer and creative director, Andy has kept one simple rule in mind: Never lose sight of the business challenge behind the creative challenge. Since joining Fahlgren Mortine in 2018, Andy consistently demonstrates a can-do attitude and the ability to lead both teams and clients effectively. As the leader of the Creative department, Andy works closely with the overall direction of Fahlgren Mortine's Strategy and Insights team and in close collaboration with other members of the agency executive team. By translating strategy into impactful creative, he has led the development of award-winning campaigns for a diverse mix of brands including those highlighted below, as well as Bob Evans Restaurants, Burger King, Subway, Bed Bath & Beyond, Elmer's, Krazy Glue, the Ohio Lottery Commission.

**Academic Background & Certifications:**

**Months/Years:**

**Degree/Major Earned:**

The Ohio State University 281 W Lane Ave, Columbus, OH 43210	August 1986 – May 1991	Bachelor of Arts in Music
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**Travel/Tourism Account Experience:**

Greenbrier Valley, West Virginia Lewisburg, WV (2018 – Present)	Andy has led the creative evolution of the region's #SimplyGetAway campaign to keep pace with traveler sentiment during the pandemic and into recovery. Andy serves this account as Creative Director.
Discover Dominica Authority Roseau, Commonwealth of Dominica (2019 – Present)	Fahlgren Mortine created the destination brand for this small island nation in the Caribbean. Andy has developed content for native ads, banners and social media, tailored to appeal to the more adventurous traveler looking for an unspoiled natural paradise. Andy serves this account as Creative Director.

**At least three (3) references that can attest to the competence and skill level of the individual:**

1. Thomas Ackerman, Assistant Director, Office of Marketing  
The Ohio Lottery Commission, 615 W Superior Ave, Cleveland, OH 44114  
216-774-5734  
thomas.ackerman@lottery.ohio.gov
2. Kara Dense, Executive Director  
Greenbrier County CVB, 905 Washington St. W, Washington St, Lewisburg, WV 24901  
304-646-7582  
kdense@greenbrierwv.com
3. Colin Piper, CEO / Director of Tourism  
Discover Dominica Authority, 5 - 7 Great Marlborough Street, P.O. Box 293, Roseau, Commonwealth of Dominica  
767-255-8221  
cpiper@dominica.dm

**Proposed Team Member Name:** Michael Exner

**Proposed Team Member Title:** Vice President, Creative Director

**Estimated Percentage of Time to Spend on NTC Account:** 30%

Mike has worked with hundreds of clients and brings a unique perspective to every ad he writes. His ability to turn complex information into a simple, memorable message makes him a true asset for every client project. With more than 20 years in the marketing communications industry, Mike has worked with a diverse set of clients spanning many industries, including the travel/tourism experience detailed below. His work earned a One Show merit award and multiple national ADDY Awards.

**Academic Background & Certifications:**

**Months/Years:**

**Degree/Major Earned:**

University of St. Thomas 2115 Summit Ave, St Paul, MN 55105	September 1984 – August 1989	Bachelor of Business Administration and Marketing
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**Travel/Tourism Account Experience:**

Travel Nevada Carson City, Nevada (Feb 2015 – Oct 2015)	When Travel Nevada wanted to extend their “Don’t Fence Me In” messaging, Mike helped create the successful “Go Home with More Stories Than Souvenirs.” campaign that included video, radio, OOH and digital/social.
COSI (Center of Science and Industry) Columbus, Ohio (May 2017 – Present)	Fahlgren Mortine was selected as COSI’s agency of record and charged with promoting the science center’s new partnership with the American Museum of Natural History while also showcasing its permanent exhibits and new special exhibit gallery. Mike oversees and has created multiple effective and award-winning campaigns that have included memorable posters, advertisements, radio and videos.

**At least three (3) references that can attest to the competence and skill level of the individual:**

1. Thomas Ackerman, Assistant Director, Office of Marketing  
The Ohio Lottery Commission, 615 W Superior Ave, Cleveland, OH 44114  
216-774-5734  
thomas.ackerman@lottery.ohio.gov
2. Joanna Thompson, Director of Marketing Communications  
Emerson Climate Technologies, 1675 W. Campbell Rd, Sidney, OH 46365  
937-494-7953  
joanna.thompson@emerson.com
3. Megan Wolf, Marketing Director, Swisslog America  
Swisslog , 6037 Commerce Ct, Mason, OH 45040  
757-820-3400  
megan.wolf@swisslog.com

**Proposed Team Member Name:** Bill Marconi

**Proposed Team Member Title:** Vice President, Creative Director

**Estimated Percentage of Time to Spend on NTC Account:** 20%

Bill believes in communicating clear and succinct messages through high level concepts – it's the way he has been cutting through the clutter to reach client audiences and objectives for over 20 years. Known as a problem solver with a passion for art, Bill naturally approaches projects from a multitude of perspectives, which allows him to solve any creative challenge with the client's best interest, voice and brand in mind. His work has earned many awards, including a few national ADDY Awards. His client roster includes Experience Columbus, Visit Panama City Beach, Gatlinburg CVB, Tourism Ohio and Visit Florida among others.

**Academic Background & Certifications:**

**Months/Years:**

**Degree/Major Earned:**

Kent State University 800 E Summit St, Kent, OH 44240	September 1987 – May 1996	Bachelor of Fine and Professional Arts, Graphic Design
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**Travel/Tourism Account Experience:**

Experience Columbus Columbus, Ohio	Bill worked as a creative lead in identity and full-scale advertising development for the city of Columbus, including its Bicentennial. The work included TV, social, digital/print/OOH ads, websites, collateral, experiential and environmental design.
Gatlinburg CVB Gatlinburg, Tennessee	Bill served as creative lead ad and art director developing multiple full-scale advertising campaigns promoting the destination. This work included TV, digital/print/OOH ads, OOH, social and website.
Visit Panama City Beach Panama City Beach, Florida	Bill served as creative lead, developing campaigns that included content for TV, digital/print/OOH ads, OOH, social and website.

**At least three (3) references that can attest to the competence and skill level of the individual:**

1. Thomas Ackerman, Assistant Director, Office of Marketing  
The Ohio Lottery Commission, 615 W Superior Ave, Cleveland, OH 44114  
216-774-5734  
[thomas.ackerman@lottery.ohio.gov](mailto:thomas.ackerman@lottery.ohio.gov)
2. Irene Alvarez, Managing Director, Marketing and Communications  
The Columbus Region, 150 S. Front St., Suite 200, Columbus, OH 43215  
614-225-6941  
[ia@columbusregion.com](mailto:ia@columbusregion.com)
3. Megan Wolf, Marketing Director, Swisslog America  
Swisslog , 6037 Commerce Ct, Mason, OH 45040  
(757) 820-3400  
[megan.wolf@swisslog.com](mailto:megan.wolf@swisslog.com)



**Proposed Team Member Name:** Stephen Pflug

**Proposed Team Member Title:** Art Director

**Estimated Percentage of Time to Spend on NTC Account:** 15%

Stephen is responsible for creating visual print, digital, and advertising materials for Fahlgren Mortine clients. Over the course of his 18-year career, Stephen has won numerous industry awards, including the Printing Industries Association's Bronze Award and the Downtown Digital Arts Festival Black and White Digital Photography Award. In addition to the Travel/Tourism specific experiences detailed below, Stephen's B2C experience also includes work on behalf of: Ohio Snap-Ed, Donate Life Ohio, The Ohio Lottery Commission and Columbia Gas.

**Academic Background & Certifications:**

**Months/Years:**

**Degree/Major Earned:**

Columbus State Community College 550 E Spring St, Columbus, OH 43215	2002 - 2004	Associate of Arts
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**Travel/Tourism Account Experience Highlights:**

Greenbrier Valley CVB Lewisburg, WV (2018 – Present)	Stephen has contributed to the creative evolution of the region's #SimplyGetAway campaign to keep pace with traveler sentiment post pandemic. Stephen serves as Art Director for the CVB account.
The Columbus Region Columbus, Ohio (2012 – Present)	Stephen has worked with Columbus Region for the past 10 years. Developed and created the 'One of Us' campaign to highlight major businesses in the Columbus Area, to recruit new business and commerce into the Columbus Region. He also worked on a light rebranding of the account. Stephen serves as Art Director for the account.
Travel Nevada Carson City, Nevada (2015 – Present)	Stephen has worked with Travel Nevada for the past 7 years. He has worked on projects for PR events in New York and Chicago and has also worked with digital campaigns to highlight tourism in the Nevada area. Stephen serves as Art Director for the account.

**At least three (3) references that can attest to the competence and skill level of the individual:**

1. Kara Dense, Executive Director  
Greenbrier County CVB, 905 Washington St. W, Washington St, Lewisburg, WV 24901  
304-646-7582  
kdense@greenbrierwv.com
2. Thomas Ackerman, Assistant Director, Office of Marketing  
The Ohio Lottery Commission, 615 W Superior Ave, Cleveland, OH 44114  
216-774-5734  
thomas.ackerman@lottery.ohio.gov
3. M.E. Kawchack, Chief Deputy Director  
Travel Nevada, Nevada Department of Tourism and Cultural Affairs, 401 N. Carson Street, Carson City, NV 89701  
775.687.0614  
mkawchack@travelnevada.com

**Proposed Team Member Name:** Danny McCallum  
**Proposed Team Member Title:** Video Production Manager  
**Estimated Percentage of Time to Spend on NTC Account:** 15%

Danny was brought in to Fahlgren in 2020 to reinvigorate the Video Department and return full-service video production as an internal capability. Danny is responsible for ideating, executing and producing content for all clients that need video service, such as Sonoma County Tourism, Myrtle Beach Area Chamber of Commerce, Experience Columbus, Destination Panama City as well as nontravel related accounts such as Bed Bath & Beyond, Ohio Tuition Trust Authority, and NiSource/Columbia Gas of Ohio.

<b>Academic Background &amp; Certifications:</b>	<b>Months/Years:</b>	<b>Degree/Major Earned:</b>
Columbus College of Art and Design 60 Cleveland Ave, Columbus, OH 43215	2015 - 2018	Film/Video and Photography
Sinclair Community College 444 W Third St, Dayton, OH 45402	2013 – 2015	Photojournalism
FAA Remote Drone Operator License	Valid through 2025	Allows for the commercial flight of Dronography equipment in Federally regulated airspace
Red Digital Cinema Certificate of Operation 94 Icon Foothill Ranch, California 92610	Valid through 2023	Certifies operational knowledge of Red Digital Cinema cameras, including maintenance, repair and operation.
Adobe Creative Suite Educational Certification	Valid through 2022	Certified to teach Adobe Premiere at a student level

**Travel/Tourism/Relevant Account Experience:**

Zulily Columbus, Ohio (2018 – 2020)	Brought on to develop the process and standards for the newly created video team. Responsibility included: owning the editing, ideating, and proposing of branded projects, building/lighting sets, directing talent, hosting live-streamed videos, organizing files for remote partners, and interpreting social media data to inform the direct on of future projects. Brands worked with include: Beats by Dre, Under Armor, RayBan, MKF, Carol's Daughter.
Felibration 2019 Freedom Park Lagos, Nigeria (2019 – 2019)	Danny was contracted as Video Lead for the Freedom Park Celebratory Committee to coordinate and document more than 30 acts of Live musical performance over a seven-night period. Worked with local contractors to film, Live-stream, and distribute content to artists and fans.

**At least three (3) references that can attest to the competence and skill level of the individual:**

1. Courtney Scott, Former Zulily Video Production Supervisor  
Zulily (headquarters), 2601 Elliott Ave #200, Seattle, WA 98121  
740-272-2317  
courtneyescott0711@gmail.com
2. Jacob Ramey, CEO  
Platinum TDM, 825 Taylor Rd, Columbus, OH 43230  
(740) 815-6851  
jramey@platinumtdm.com
3. Caitlin Schooley, Video Production Supervisor  
Zulily (headquarters), 2601 Elliott Ave #200, Seattle, WA 98121  
(206) 399-3077  
cschooley@zulily.com

**Proposed Team Member Name:** Mark Miller

**Proposed Team Member Title:** Executive Vice President, Strategy & Insights

**Estimated Percentage of Time to Spend on NTC Account:** 20%

Mark brings over 25 years of experience as one of the profession's most diverse strategists. He has a passion for connecting an organization's objectives to the stories and experiences that move people. He leverages his creative roots as a former art director to bring conceptual depth and big picture thinking to every initiative he touches. Mark's strategic insights have strengthened messaging and branding, resulting in innovative, results-driven campaigns for a variety of markets and industries. In addition to the Travel/Tourism experience detailed below, Mark has implemented everything from consumer research and ethnography to internal brand rollout and socialization for some of the world's leading brands, including Target, PepsiCo, Humana, NFL and Johnson & Johnson.

**Academic Background & Certifications:**

**Months/Years:**

**Degree/Major Earned:**

University of Kentucky Lexington, KY 40506	May 1987 - September 1990	Bachelor's Degree, Fine Art
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**Travel/Tourism Account Experience:**

Sonoma County Tourism Santa Rosa, California (2021 – Present)	Mark oversees brand evolution, campaign strategy and high-level positioning, including the development of traveler personas messaging and insight driven creative strategies.
Experience Columbus Columbus, Ohio (2013 – 2017)	Mark led the strategy for the "Life in C-bus" Campaign and worked with the core marketing team in translating the latest brand promise of "Live Forward" across multiple programs and partner agencies such as the Greater Columbus Sports Commission.
Visit Panama City Beach Panama City Beach, Florida (2012 – 2015)	Mark oversaw creative strategy and messaging for core campaigns.
Gatlinburg CVB (2014)	Mark worked with our media connections team to develop seasonal and evergreen campaign strategies. Oversaw creative strategy and messaging for core campaigns.
Knox County CVB Mount Vernon, Ohio (January 2021 – April 2021)	To gain insights and understanding of the County's primary challenges and opportunities, Mark and his team conducted over 20 in-depth interviews combined with detailed analysis of current census and market data. We then used a series of workshops and interactive reviews to establish the brand theme and explored ways to bring the brand strategy to life. Mark designed and participated in all research and workshop/reviews. He also provided creative oversight and strategic counsel regarding the launch.
Pickaway Progress Partnership Circleville, Ohio (Feb 2019 – Oct 2019)	Pickaway County approached Fahlgren Mortine to help define its core brand story and identity to help ensure that as they grow, they stay connected to the values and strengths that have always made it a special place. Mark provided executive oversight as the lead for strategy and creative for the project.

**At least three (3) references that can attest to the competence and skill level of the individual:**

1. Irene Alvarez, VP, Brand Marketing and Communications  
Columbus Partnership, 150 S. Front St. #200, Columbus, OH 43215  
614-225-6941  
ia@columbusregion.com
2. Olivia Toth, Marketing Manager  
Knox County CVB, 501 S Main St, Mount Vernon, OH 43050  
740-392-6102  
marketing@visitknoxohio.org
3. Ryan Scribner, Economic Development Director  
Pickaway Progress Partnership, 1360 Lancaster Pike, Suite 111, Circleville, OH 43113  
740-420-6498  
rscribner@pickawayprogress.com

**Proposed Team Member Name:** Ethan Shust

**Proposed Team Member Title:** Brand Strategist

**Estimated Percentage of Time to Spend on NTC Account:** 10%

Ethan brings several years of experience in digital analytics, social media and B2B / B2C marketing. In addition to the experience detailed below, he has worked with brands including Honda R&D, BSH Northern Europe and Homage. He has a passion for understanding what creates a great brand and how consumers' relationships with these brands are evolving in our increasingly digital world. Ethan works within our strategy and digital analytics teams to boost the capabilities of each.

**Academic Background & Certifications:**

**Months/Years:**

**Degree/Major Earned:**

The Ohio State University 281 W Lane Ave, Columbus, OH 43210	Graduated May 2020	Bachelor of Science (BS), Marketing Minor, Entrepreneurship
Google Analytics Certification	Issued April 2020	
Google Digital Marketing Certification	Issued October 2019	

**Travel/Tourism/Relevant Experience:**

Sonoma County Tourism Santa Rosa, California (2021 – Present)	Sonoma County needed to create new audience profiles that reflected their current travelers and could be used to guide future marketing campaign. Ethan conducted extensive research to uncover key insights in their audience related to 2022 travel trends, the responsible traveler, food focused travel, and the dawn of the extended stay. Following his research, Ethan worked to develop detailed profiles for each of Sonoma's Audiences (the responsible traveler, affluent elites, flourishing parents, and roaming boomers). Each profile included vitals, key perspectives, lifestyle characteristics, motivators & challengers, visuals elements of their respective vacation styles, and their media preferences.
Marketing Strategy at KustomCaps Painesville, Ohio (2016 – 2021)	KustomCaps creates custom laser-etched bicycle products for cyclists across the globe. Ethan led KustomCap's marketing strategy including maintaining their brand, running social media accounts, and overseeing paid media strategy.
Digital Operations at Red Ventures Charlotte, North Carolina (2021 – 2021)	Ethan worked as an analyst on RV EDU's Digital Operations team. This role involved working cross collaboratively with several other teams including School Partnerships, Data Science, Business Development, and their website specific teams.

**At least three (3) references that can attest to the competence and skill level of the individual:**

1. Dan Shust, President at KustomCaps  
440-867-6503  
danshust@gmail.com
2. Michael Bordieri, Sr Content Solutions Consultant  
LinkedIn, 605 W Maude Ave, Sunnyvale, CA 94085  
718-856-6858  
michaelabordieri@gmail.com
3. Bristol Hagerman, Director of School Partnerships  
Red Ventures, 1101 Red Ventures Drive, Fort Mill, SC 29707  
312-217-1206  
bhagerman@redventures.com



**Proposed Team Member Name:** Chrystie Reep

**Proposed Team Member Title:** Executive Vice President, Media Connections Director

**Estimated Percentage of Time to Spend on NTC Account:** 15%

Chrystie has spent her entire career identifying opportunities and embracing the changing media landscape to drive connections and engagement with target audiences across all media. Chrystie leads the strategic development of agency media efforts, providing oversight and direction for all media planning and buying. She brings more than 20 years of media experience to clients and has developed results-driven programs for the relevant travel/tourism organizations detailed below, among others.

**Academic Background & Certifications:**

**Months/Years:**

**Degree/Major Earned:**

Ohio University Athens, Ohio 45701	1996 - 2000	Bachelor of Science in Journalism
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**Travel/Tourism Account Experience Highlights:**

Travel Nevada Carson City, Nevada (2015 - Present)	Chrystie led the initial media strategy, buying and measurement/reporting for the annual leisure campaign and managed the day-to-day media efforts during the first year of Fahlgren Mortine's relationship with Travel Nevada. Today she works closely with the team to provide strategic direction and oversight for all connections efforts as well as provides counsel for measurement and reporting.
Experience Columbus Columbus, Ohio (2011 - 2017 & 2021 - Present)	Chrystie led the media strategy, buying and measurement/reporting for the annual leisure campaign efforts as well as lead the strategic direction for Columbus Image branding efforts and the 2012 Bicentennial. Chrystie helped created and launch the LifeinCbus campaign targeting millennials in key markets. Today, she helps guide overall media strategy/direction and ensures tracking/reporting/programs are delivering appropriately.
Sonoma County Tourism Santa Rosa, CA (2021 - Present)	Chrystie oversees the team who manages day-to-day strategy, maintenance and delivery of ongoing campaign efforts for Sonoma County Tourism.
COSI Columbus, Ohio (2017 - Present)	Chrystie led the media planning efforts for the launch of COSI's exclusive partnership with the American Museum of Natural History Dinosaur Exhibit, including identification of key audiences and geographic markets, alignment with creative efforts, campaign launch and development of results and measurement direction. Chrystie oversees the team who manages day-to-day maintenance and delivery of the AMNH campaign as well as all other campaign efforts on behalf of COSI.
Gatlinburg CVB Gatlinburg, Tennessee (2011 - 2016)	Chrystie led the media strategy, buying and ongoing audience research for the city of Gatlinburg CVB. During this time, the city saw continued increases in awareness and traffic to the destination.
Visit Panama City Beach Panama City Beach, Florida (2010 - 2014)	Early in Fahlgren Mortine's relationship with PCB, Chrystie led the digital strategy, buying and measurement/reporting. As her role has evolved, her role with the PCB client did as well.

**At least three (3) references that can attest to the competence and skill level of the individual:**

1. Sarah Townes, Vice President of Marketing  
Experience Columbus, 277 W Nationwide Blvd #125, Columbus, OH 43215  
stownes@experiencecolumbus.com
2. Thomas Ackerman, Assistant Director, Office of Marketing  
The Ohio Lottery Commission, 615 W Superior Ave, Cleveland, OH 44114  
216-774-5734  
thomas.ackerman@lottery.ohio.gov
3. Erin Sesto, Director of Sales  
Central at SXM MEDIA  
312-533-8455  
esesto@pandora.com

**Proposed Team Member Name:** Jenn Sims  
**Proposed Team Member Title:** Media Connections Supervisor  
**Estimated Percentage of Time to Spend on NTC Account:** 25%

Jenn is a well-rounded marketing professional with experience ranging from media planning, media buying, marketing strategy, negotiation, advertising sales, client consultation, management, and more. She is well versed in one-on-one client/agency interaction as well as utilizing how reach, frequency, GRP, and CPP goals affect a campaign. Jenn has experience in managing the entire process from budget planning, developing strategy, rate negotiation, creative development, reporting and more. Jenn has over 15 years in media experience to clients and has developed efficient plans for the relevant travel/tourism organizations detailed below as well as numerous other clients and business categories.

Academic Background & Certifications:	Months/Years:	Degree/Major Earned:
University of Tennessee, Knoxville	2002 - 2006	Bachelor's degree, Advertising Minor: Business
The Trade Desk, Trading Academy Certified-Professional	Issued October 2017	

**Travel/Tourism Account Experience Highlights:**

Greenbrier CVB Lewisburg, West Virginia (2021—Present)	Jenn has taken the lead on planning and executing paid media for the Greenbrier CVB beginning with their fall 2021 campaign and continuing into 2022 planning. Jenn provides insights into multiple vendor opportunities, including those specific to the travel/tourism sector as well as paid social elements and digital components focused on site traffic and conversions. Jenn has also been responsible for regular reporting to indicate optimization or success of the campaigns both during and following campaign completion.
Jobs Ohio Columbus, Ohio (2021—Present)	Jenn has led the media strategy, buying and measurement/reporting for multiple campaigns as well as managed the day-to-day media efforts for all Jobs Ohio related campaigns beginning in fall 2021. This has included overall branding, new initiatives, as well as outside initiatives involving various partners and organizations working with Jobs Ohio. Today Jenn works closely with the team to provide strategic direction and oversight for all media efforts as well as follow up reporting and analytics.
Cardinal Health Dublin, Ohio (2021—Present)	Jenn leads the media strategy, buying and measurement/reporting for the annual fiscal year plans for both Cardinal Health's Ophthalmology division as well as the Rheumatology division. She provides oversight for all media connections efforts as well as monthly reporting, regular lead generation and webinar launch management.
The Ohio Lottery Commission Cleveland, Ohio (2021—Present)	Jenn has assisted with multiple media campaigns planning, executing, and reporting for the Ohio State Lottery Commission. Today she assists with regular creative updates, tracking management, and regular reporting for ongoing campaigns.

**At least three (3) references that can attest to the competence and skill level of the individual:**

1. Beth Gill, Marketing Director  
Greenbrier CVB, 905 Washington Street West Lewisburg, WV 24901  
304-645-1000  
bgill@greenbrierwv.com
2. Melissa Rubino, Director, Provider Services Marketing, Specialty Solutions  
Cardinal Health, 7000 Cardinal Place Dublin, OH 43017  
614-553-3215  
Melissa.rubino@cardinalhealth.com
3. Kristina Clouse, Senior Managing Director, Talent  
Jobs Ohio, 415 S. High Street, #1500 Columbus, OH 43215  
614-300-1361  
clouse@jobsohio.com

**Proposed Team Member Name:** Jordan Popson  
**Proposed Team Member Title:** Media Connections Associate  
**Estimated Percentage of Time to Spend on NTC Account:** 15%

Jordan supports day-to-day management for a variety of travel/tourism and B2C clients at Fahlgren. After receiving a bachelor's degree in marketing and developing research and reporting skills through internships, Jordan joined Fahlgren where she assists in executing paid media for clients of all sizes. Jordan has helped implement tactics that have driven awareness and engagement among consumers and is knowledgeable in a wide variety of media tools.

Academic Background & Certifications:	Months/Years:	Degree/Major Earned:
The Ohio State University Fisher College of Business 2100 Neil Ave, Columbus, OH 43210	2016 – 2020	Bachelor of Science in Business Administration, Marketing
Università Bocconi Via Sarfatti, 25, Milano, 20136, Italy	2019	Student Exchange Program

**Travel/Tourism/Relevant Experience:**

Mount Vernon Arts Consortium Mount Vernon, Ohio (2022 – Present)	Jordan has taken the lead on planning and executing paid media for the Mount Vernon Arts Consortium in 2022. In addition to generating awareness and engagement through paid social campaigns promoting entertainment shows in Mount Vernon, Jordan provides insights to the client on tactics and strategies to improve ticket sales and strengthen their partnership with Fahlgren Mortine.
Destination Panama City Panama City, Florida (2021)	Jordan supported initial set up and reporting for 2022 Destination Panama City campaign, executing paid social ads and working with partners to ensure completion of day-to-day needs.
Greenbrier CVB Lewisburg, West Virginia (2021)	Jordan assisted with developing the 2021 Greenbrier campaign report, analyzing metrics from platforms such as Travel Spike and TripAdvisor to develop insights for the client.
Dunkin' Canton, Massachusetts (2021 – Present)	Jordan works with Dunkin' to reach consumer audiences. Jordan has taken over management of Dunkin' at Fahlgren, planning budgets for 2022, executing Facebook ads, reporting on campaign efforts, and making adjustments to optimize reach in key markets.
Ohio SNAP-Ed Columbus, Ohio (2021 – Present)	Jordan's work with Ohio SNAP-Ed to reach consumer audiences. She manages paid social ads and works with partners across a variety of mediums such as digital video, digital display, and out of home while also providing performance insights to the client.

**At least three (3) references that can attest to the competence and skill level of the individual:**

1. Tess Waldron, Account Executive  
Tremor Video, 200 N LaSalle, STE 1720, Chicago, IL 60601  
(224) 217-0896  
twaldron@tremorvideo.com
2. Vicki Miller, Creative Director  
VENN Growth Collective, 470 W Broad Street, Columbus, OH 43215  
(614) 571-8310  
vicki@venngrowth.com
3. Chris Martinez, Client Strategy Director  
Infillion, 4009 Columbus Rd, Suite #011, Granville, OH 43023  
(909) 900-7607  
chris.martinez@infillion.com

**Proposed Team Member Name:** Taylor Thrash  
**Proposed Team Member Title:** Media Connections Associate  
**Estimated Percentage of Time to Spend on NTC Account:** 10%

Taylor started her career at Fahlgren Mortine in 2021, understanding and positively embracing the digital media landscape. She is a strategic thinker and is constantly identifying new opportunities for growth in the digital media world that she and her team can approach to perform at full potential. Taylor brings a refreshing understanding and new ideas to the table and has developed results-driven skills for the relevant travel/tourism organizations detailed below.

Academic Background & Certifications:	Months/Years:	Degree/Major Earned:
Kent State University 800 E Summit St, Kent, OH 44240	2016 – 2020	Bachelor of Science in Advertising Minor: Marketing
Google Data Studio Certification	Issued November 2021	
Google Analytics Certification		

**Travel/Tourism Account Experience Highlights:**

Travel Nevada Carson City, Nevada (2021 – Present)	Taylor oversees campaign launches while managing traffic for the campaign and tending to our vendors' operational needs. Analytics tracking, reporting and optimizations are a part of her day-to-day media efforts to ensure campaigns are performing to their full potential. Taylor also manages all campaign needs through Google Campaign Manager, while also being fluent in other Google products such as Google Data Studio and Google Analytics.
Sonoma County Tourism Santa Rosa, CA (2021 - Present)	Taylor oversees campaign launches while managing traffic for the campaign and tending to our vendor's operational needs. Analytics tracking, reporting, and optimizations are a part of her day-to-day media efforts to ensure campaigns are performing to their full potential. Taylor also manages all campaign needs through Google Campaign Manager, while also being fluent in other Google products such as Google Data Studio to visually represent campaign progress to clients and vendors.
Destination Panama City Panama City Beach, Florida (2021- Present)	Taylor supports the media planning and buying team on all elements related to digital creative specifications, campaign trafficking, and cross-platform paid social execution and reporting.
Experience Columbus Columbus, Ohio (2021 - Present)	Taylor manages all campaign details in Google Campaign Manager, while tending to vendor's operational needs and monitoring campaign traffic.

**At least three (3) references that can attest to the competence and skill level of the individual:**

1. Tess Waldron, Account Executive  
Tremor Video, 200 N LaSalle St # 1720  
224-217-0896  
twaldron@tremorvideo.com
2. Shalyn Mulholland, Vice President of Sales  
Division D, 325 W Huron St # 407 Chicago, IL  
573-446-5732  
shalyn@divisiond.com
3. Chris Martinez, Director of Client Strategy  
Infillion Tech, Granville, Ohio  
909-900-7607  
chris.martinez@infillion.com



**Proposed Team Member Name:** Zachary Seagle  
**Proposed Team Member Title:** Manager, Digital Media Strategist  
**Estimated Percentage of Time to Spend on NTC Account:** 15%

Zac has worked in the digital marketing space since 2015, with experience driving strategies to achieve goals ranging from e-commerce sales, lead generation, site engagement and brand awareness through paid search. His role is to oversee Fahlgren Mortine's paid search team and ensure paid search programs are effectively integrated into the overall digital and media strategy for the client. Zac has worked with multiple agencies with experience developing not only paid search strategy but also retargeting, YouTube, paid social, programmatic and more. He has worked with clients such as Discover Dominica, Destination Panama City, Travel Nevada and many others.

Academic Background & Certifications:	Months/Years:	Degree/Major Earned:
University of Northwestern Ohio 1441 N Cable Rd, Lima, OH 45805	2008 - 2013	Bachelor's Degree, Business Administration, Marketing Concentration  Associate degree, Sport Management and Marketing
Google Certifications: Google Ads Certifications (multiple disciplines) Google Analytics Certification	Google Ads recurring since 2015  Google Analytics recurring since 2017	

**Travel/Tourism Account Experience Highlights:**

Destination Panama City Panama City, Florida (2021 - Present)	Led paid search strategy and integration with wider media plan. Reach searchers at multiple stages of their consideration journey driving quality site visits, partner engagement, and visitor guide downloads.
City of Bradenton Bradenton, Florida (2021)	Drive awareness and quality site visits for Bradenton CVB through paid search. Revamped measurement strategy to grow key partner engagements on site.
Discover Dominica Authority Roseau, Dominica (2021 - Present)	Reach searchers in target domestic and international travel markets with paid search ads to grow awareness and visitors to Dominica. Developed measurement, targeting, and messaging strategy for paid search from inception through present day.
Experience Columbus Columbus, Ohio (2017 & 2021 - Present)	Executed paid search strategy during initial engagement with Experience Columbus and is currently involved in planning paid search's role to achieve the new goals upon client's return to FM for media (our relationship has been long-standing; our role has just changed over the many years we've worked together).
Travel Nevada Carson City, Nevada (2017 - 2019)	Led paid search strategy and insights while managing the client's Bing advertising. Also provided strategic direction for use on Google Search (which was managed by client in-house) until the partnership roles shifted SEM away from the Media contract.

**At least three (3) references that can attest to the competence and skill level of the individual:**

1. Vicki Frost, Global Director, Strategic Content and Campaigns  
Vertiv Co, 530 Westar Blvd Westerville, Ohio 43082  
614 841 6451  
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2. Mel McGee, Founder & CEO  
We Can Code It, 2645 N High St, Columbus, OH  
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3. Megan Wolf, Director, Marketing  
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