

# ***CREATIVE AND PRODUCTION SERVICES AND MEDIA PLANNING AND BUYING SERVICES***

Technical Proposal for the  
State of Nebraska Department  
of Administrative Services,  
Material Division, State  
Purchasing Bureau

**APRIL 5, 2022 • RFP 6669 Z1**

Jay Salyers, *Senior Vice President*  
215-609-6851, Jay.Salyers@MilesPartnership.com

**Nebraska**  
HONESTLY. IT'S NOT FOR EVERYONE.

**miles**  
PARTNERSHIP

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# INTRODUCTORY LETTER



## DEAR JOHN AND MEMBERS OF THE SELECTION COMMITTEE,

Thank you for the opportunity to respond to your RFP for Creative and Production Services and Media Planning and Buying Services for the State of Nebraska.

Like the Nebraska Tourism Commission, we do things differently at Miles. We don't consider ourselves an agency, but rather a strategic partner. We like to assemble the best creative team for each client and look at each opportunity as unique. For this opportunity, we believe we've assembled a team that has a deep understanding of your brand, is uniquely positioned to evolve it in collaboration with you and is excited to get started.

As an industry-innovator unafraid of disrupting the "norm", we know that we aren't the only agency eager to earn your business. However, we believe what sets Miles Partnership apart is that no other agency can deliver the commitment to collaboration and depth of destination marketing experience that we've proven throughout our partnership.

In addition to this scope of work, we have also responded to your RFP for Publishing and Content, and within the pages of both proposals we've outlined an integrated approach for continuing to promote Nebraska as a premier destination by evolving its personality-filled identity through a holistic, storytelling-driven content strategy that spans campaigns and channels.

We know our best work is done together with you, however, and we welcome the chance to work on this evolution as an NTC-Miles team. We believe our partnership can deliver so much more—it would be our great privilege to expand our work with you and leverage our creative and media expertise to achieve new levels of success for the NTC.

Sincerely,

Jay Salyers, Senior Vice President

**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:	Miles Partnership, LLLP
Bidder Address:	13952 Denver West Parkway, Suite 200 Lakewood, CO 80401
Contact Person & Title:	Jay Salyers, Senior Vice President
E-mail Address:	<a href="mailto:Jay.salyers@milespartnership.com">Jay.salyers@milespartnership.com</a>
Telephone Number (Office):	800-683-0010 Ext. 2340
Telephone Number (Cellular):	215-609-6851

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:	Miles Partnership, LLLP
Bidder Address:	13952 Denver West Parkway, Suite 200 Lakewood, CO 80401
Contact Person & Title:	Jay Salyers, Senior Vice President
E-mail Address:	<a href="mailto:Jay.salyers@milespartnership.com">Jay.salyers@milespartnership.com</a>
Telephone Number (Office):	800-683-0010 Ext. 2340
Telephone Number (Cellular):	215-609-6851

## 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:	Miles Partnership, LLLP
COMPLETE ADDRESS:	13952 Denver West Parkway, Suite 200 Lakewood, CO 80401
TELEPHONE NUMBER:	215-609-6851
FAX NUMBER:	303-379-5967
DATE:	March 31, 2022
SIGNATURE:	
TYPED NAME & TITLE OF SIGNER:	David Burgess, President & CEO

**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:
			

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:
			

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:
			

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:
			

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:
			

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:
			


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:
			

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:
			

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:
			

**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:
			

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:
			

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:
			

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:
			

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:
			

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:
			

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:
			


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 Contactor, person, or entity in the assumption of any or all of the obligations of this contract;
5. Cooperate with any successor Contactor, 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:
			

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:
			

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:
			


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:
			

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:
			

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:
			

The Contractor shall throughout the term of the contract maintain insurance as specified herein and provide the State a current Certificate of Insurance/Agord 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.

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<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](mailto: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.

<b>REQUIRED INSURANCE COVERAGE</b>	
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Include All Owned, Hired & Non-Owned Automobile liability	Included
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**H. ANTITRUST**

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

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:
			

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:
			

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://nita.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:
			

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:
			

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:
			

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:
			

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:
			

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:
			

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.



# *CORPORATE OVERVIEW*



Miles Partnership is a strategic marketing company focused solely on travel and tourism. We bring an audience-first approach to all our conversations. Creating, curating and distributing compelling content that inspires travel has been part of who we are—and what we offer destinations—for more than 68 years.



WE CURRENTLY WORK WITH MORE THAN 130 CLIENTS THROUGHOUT THE COUNTRY AND ABROAD—MOST OF WHOM HAVE NEEDS AND CHALLENGES SIMILAR TO THOSE OF THE NTC.



The vast majority of our clients are DMOs. They run the gamut from cities and regions to states, territories and countries, with audiences ranging from domestic and international leisure travelers to meeting planners, niche markets and industry stakeholders.

At Miles, we never stop learning—we quickly evaluate visitor data and review emerging trends so we can quickly pivot our clients’ campaigns for greater results. Staying agile and flexible enough to foresee future needs is a hallmark of our corporate culture, and we constantly seek new ways to elevate our clients’ brands. We believe that it’s our custom approach to each client—as well as our focus on innovative technology, careful analysis and evolution—that has created significant ROI for the destinations and tourism businesses we work with.

## OUR COMMITMENT TO DIVERSITY, EQUITY & INCLUSION

At Miles Partnership, we are committed to Diversity, Equity and Inclusion (DEI) to implement systemic change within Miles Partnership and to evolve equitable and inclusive marketing practices to better advise our clients, their communities and the visitors they serve.

In 2020, we completed several milestones to build a framework to implement DEI at Miles, including an internal DEI assessment, facilitated training sessions for staff and, most recently, hiring a Chief Diversity & Inclusion Officer to lead and develop our organization’s vision for

DEI. Our President & CEO also serves on Destinations International's Diversity & Inclusion Task Force, which is charged with leading and engaging diversity initiatives and opportunities within the destination marketing and management industry.

Now at a foundational stage of implementation, our commitment to DEI will provide a pathway to organizational sustainability, both internally across organizational operations, and externally by remaining innovative and focused on the same societal and consumer shifts that are top-of-mind for our clients. Integrating DEI principles throughout every facet of our organization will give us an increased ability to serve our clients as the demand for action and strategy around DEI continues to grow and evolve.

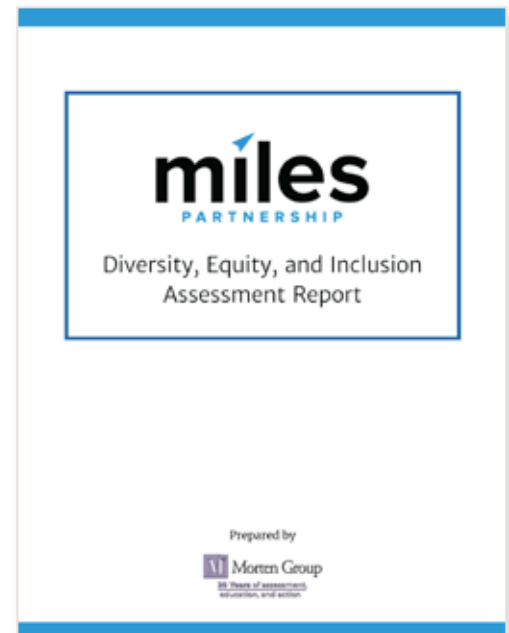
It is our responsibility at Miles to help our clients be brand stewards on behalf of the diverse communities they serve, and to ultimately reflect the diverse communities we truly are. We believe that our clients are in a key position as an authority in the travel industry to drive dynamic economic opportunities within their communities. Together, we will take intentional actions to foster DEI within our clients' overall strategic goals as well as in the marketing strategies we create on their behalf. By being intentional, we believe a deliberate and strategic approach to DEI within a destination will foster innovation and bring together a wide variety of voices and experiences when promoting tourism and sustaining local economies.

**We are committed to the meaningful and complex work of DEI, both within Miles and with our clients, now and into the future. We see DEI as an essential investment to develop opportunities and build quality of life to benefit our organization, our clients and our communities.**

## ***OUR RESEARCH-BASED APPROACH***

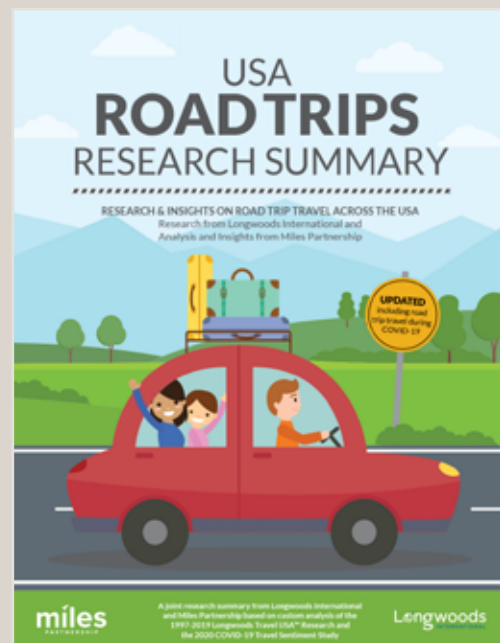
**Like any good agency, we use research to better understand what motivates and influences travelers. Unlike other agencies that develop research studies to meet their own needs, we strongly believe in independent, third-party research to drive program measurement and optimization.**

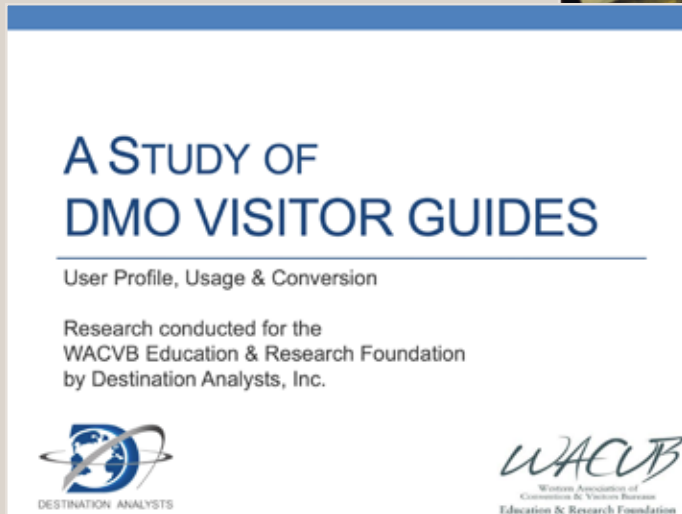
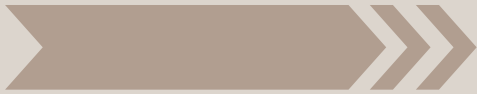
We have close working relationships with leading research firms such as Phocuswright, Destination Analysts, Civitas, Downs & St. Germain and Longwoods International. We also partner with some of the most sophisticated specialist agencies and media partners across the travel space, such as Sparkloft, Near (formerly UberMedia), Centro and ADARA, which ensures our strategies are rooted in the latest platforms, technologies and media channels.



Recent sponsored research that helps inform our marketing strategies includes:

- » **“The State of the American Traveler,”** Destination Analysts’ ongoing quarterly study since 2007, offering an in-depth look at American leisure travelers with special reports on Destination Decisions, Technology & Mobile, Traveler Segments and Destination Management.
- » **“USA Road Trips Research Summary,”** Longwoods International, 1997–2022. This ongoing, comprehensive study looks into the travel behavior, interests and sources of information for U.S. road-trip travelers. This is especially timely as road trips are not only a major part of U.S. travel, but an even bigger part of the recovery from COVID-19.
- » **“Funding Futures: Research Study into the Options & Opportunities for New or Enhanced Funding of Tourism & DMOs in the Recovery from COVID-19,”** Civitas and Tourism Economics, 2020–2021. This research analyzes tourism and DMO funding models across 115 North American cities and 10 Canadian provinces. From these findings, we were able to outline 10 new and improved funding models for organizations to consider.
- » **“The Year in Review & the Year Ahead—Major Trends, Challenges & Opportunities in Destination & Tourism Marketing,”** Phocuswright, 2016–2021. For six years, this study has explored insights, analyses and predictions of how the industry is changing—especially in light of COVID-19. The most recent year spotlights the impact of technology and digital transformation, along with its challenges and opportunities, and addresses what a post-pandemic visitor industry might look like.





- » **“Visitor Guide Conversion Study,”** Destination Analysts and DMA West, 2020–2021. This 15-CVB visitor-guide-conversion study is the largest-ever multi-DMO conversion study revealing a detailed profile of travelers who use DMO-published official visitor guides and the types of content that drive travel. Estimates are given on the return on investment these official guides bring to their respective communities.
- » **“Destination Websites That Drive Travel—State Tourism & CVB Editions,”** DMA West and Destination Analysts, 2016–2019. A robust website conversion study across nine states and 13 CVBs that unearths the types of content and features that most influence the destination choice as well as the ROI of a destination website and how it drives actual visitation, new spending and tax revenue.

- » **“Moving Picture Magic,”** an analysis of top-performing DMO videos around the world, conducted with the University of Waikato. As part of our ongoing review of destination marketing best practices, for the past five years Miles has sought to benchmark and assess top-performing online videos from more than 150 DMOs in over 25 countries. We identified key themes of successful videos that generate viral appeal, organic reach and engagement.

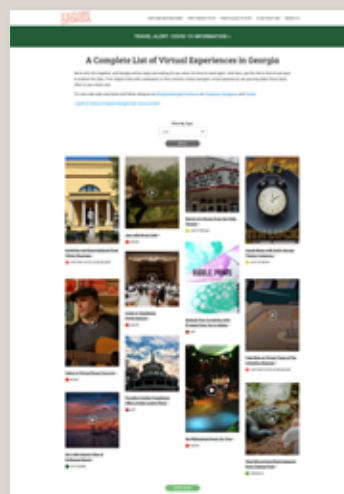
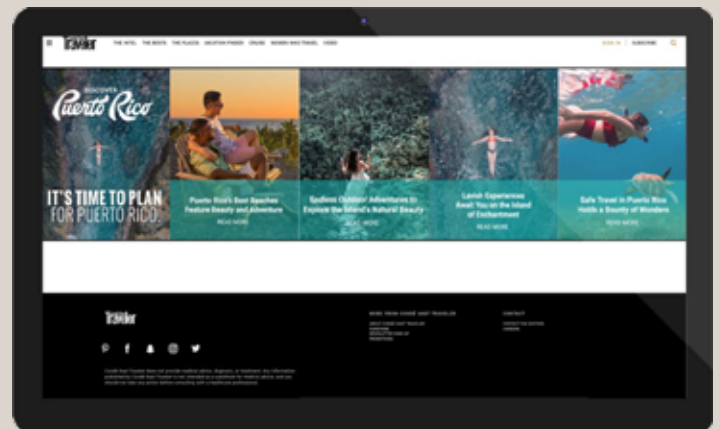
# AWARDS & ACCOLADES

Over the past three years alone, our client work has garnered more than 140 awards across brand campaigns, content and design.



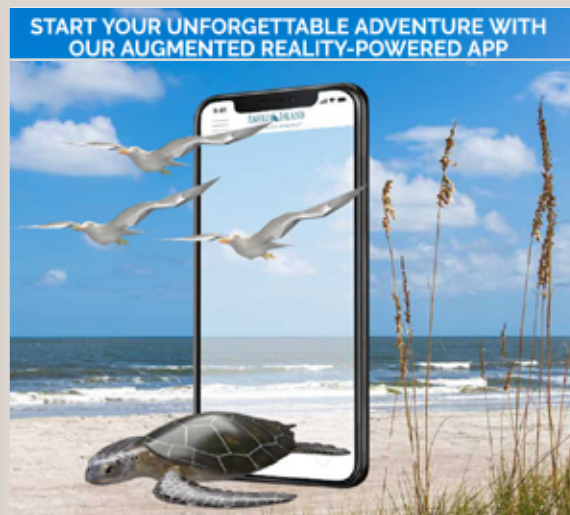
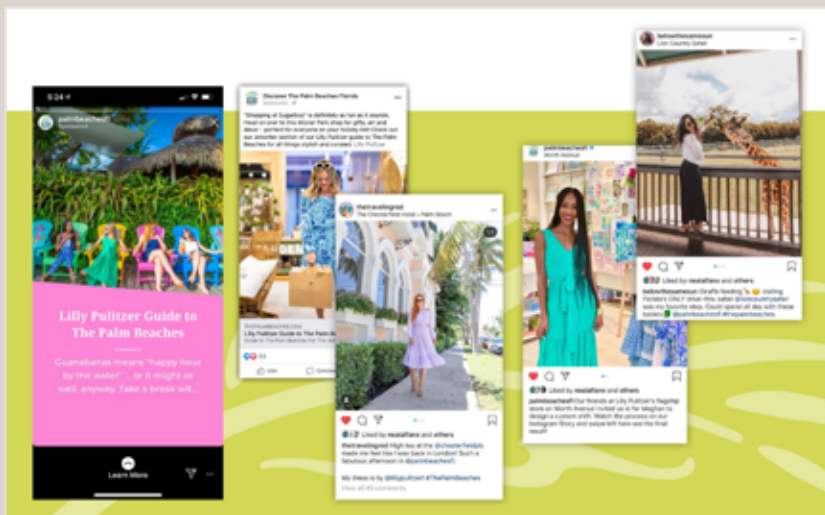
## Highlights of our recent client accolades include:

- » 2021 Mercury Award for Discover Puerto Rico for the “It’s Time” campaign in the Integrated Marketing and Messaging Campaign category
- » 2021 Mercury Award for Georgia Department of Economic Development for “Explore Georgia From Home” in the Virtual Programming category
- » 2021 IAC Award for Best Travel Online Video Campaign for San Francisco Travel Association’s “Our Gate is Open” Recovery Campaign Video Series
- » 2021 Silver Telly for Brand USA’s “Puerto Rico DAAG: The Street Food of Piñones Video Vignette” for Branded Content / Travel Tourism



Highlights of our recent client accolades include:

- » 2020 IAC Award for Outstanding Social Media Campaign for Discover The Palm Beaches’ “Seeing Pink in The Palm Beaches” Lilly Pulitzer Influencer Campaign
- » 2020 Gold HSMAI Adrian Award for Kentucky Department of Tourism’s “Stay Close, Go Far” COVID-19 Recovery Campaign
- » 2020 Gold HSMAI Adrian Award for Georgia Department of Economic Development’s “Explore Your Georgia” Phased Approach to Driving Tourism Recovery COVID-19 Recovery Campaign
- » 2020 Gold HSMAI Adrian Award for Hawks Cay Resort’s “Find What Lures You” Integrated Marketing Campaign
- » 2020 eTSY Innovation Award for Best Use of Ideas or Technology for Discover Puerto Rico’s COVID-19 Response: “Virtual Vacay” Campaign
- » 2019 Platinum HSMAI Adrian Award for Amelia Island Augmented Reality Mobile App
- » 2019 Platinum HSMAI Adrian Award for “Have We Met Yet?” Discover Puerto Rico Brand Repositioning
- » 2019 Gold HSMAI Adrian Award for Louisiana Tourism & Lauren Daigle “Look Up Child” Tour Partnership





## ***BIDDER IDENTIFICATION AND INFORMATION***

**Full company name:** Miles Partnership, LLLP

**Address of company headquarters:** 6751 Professional Parkway, Suite 200, Sarasota, FL 34240

**Entity organization:** Partnership

**State in which the bidder is incorporated or otherwise organized to do business:** Florida

**Year in which the bidder first organized to do business:** 1954

**Whether the name and form of organization has changed since first organized:** Yes, in 2016, our name changed from Miles Media Group, LLLP to Miles Partnership, LLLP

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## ***FINANCIAL STATEMENTS***

Please find the required financial statements in Proprietary Information, which we have uploaded as a separate, confidential document.



## ***CHANGE OF OWNERSHIP***

We do not anticipate any change in ownership or control of the company in the next 12 months or beyond.

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## ***OFFICE LOCATION***

Our western division office location would be responsible for performing the duties for this contract if awarded. That address is: 13952 Denver West Parkway, Suite 200, Lakewood, CO 80401.

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## ***RELATIONSHIPS WITH THE STATE***

We currently have an existing contract with the Nebraska Tourism Office for VisitNebraska.com and Publishing & Content for Multi-Media Uses, Contract Number: 79112 O4. It goes through September 12, 2022.

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## ***BIDDER'S EMPLOYEE RELATIONS TO THE STATE***

Neither our employees nor subcontractors included in our proposal have ever been employed by the State.

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## ***CONTRACT PERFORMANCE***

Neither we nor our subcontractors have had a contract terminated for default, convenience, non-performance, non-allocation of funds, or any other reason, during the past two (2) years.

# SUMMARY OF BIDDER'S CORPORATE PERFORMANCE

Below please find three project descriptions that highlight the similarities between our experience and the scope of work Nebraska is seeking in this solicitation.

We've selected these case studies as examples of our ability to develop creative and media campaigns that inspire travel and encourage long-term relationships with travelers that result in increased return visitation.

Miles was the prime contractor for these projects.

## ***THIS IS KENTUCKY— “COME SEE FOR YOURSELF”***

Heading into fall 2021, Kentucky welcomed back out-of-state travel with a campaign promoting short getaways and long weekends to and within Kentucky. To ensure we reached audiences likely to plan a vacation to Kentucky, we looked at interest-based data to target those with an affinity for outdoor activities, unique cultural experiences, bourbon and horse-related activities, and then customized our photography and messaging to reach new, diverse audiences.

*Our media targeting included:*

- » Black travelers (Adults 25–64) in Atlanta, Chicago and Detroit through local print, digital banners, native ads, social ads and digital video
- » Hispanic travelers (Adults 25–54) in Chicago, Nashville and Indianapolis through newspapers, digital banners, native ads, social ads and digital video
- » Snowbird travelers (Adults 60+) in Milwaukee, Minneapolis-St. Paul and Ann Arbor through digital banners, native ads, social ads, rich media, digital video and OOH

Each campaign's messaging was tailored to the audience profiles, with a consistent call to action: *This is Kentucky—Come See for Yourself!* In just over two months, the campaign drove **triple-digit percentage increases in page views** from all 15 target markets and **influenced 3,877 in-state arrivals**.

**Time period:** The Kentucky Department of Tourism has been a Miles client since 2009. Current services include agency of record, creative and branding, sponsored content and digital advertising services, print, web, email and video.

**Project scheduled/actual completion dates:**

- » Scheduled December 2021. Completed December 2021.

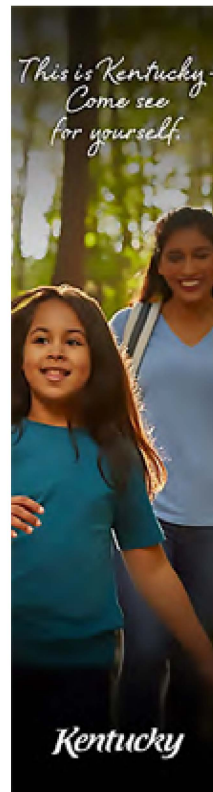
**Budget:**

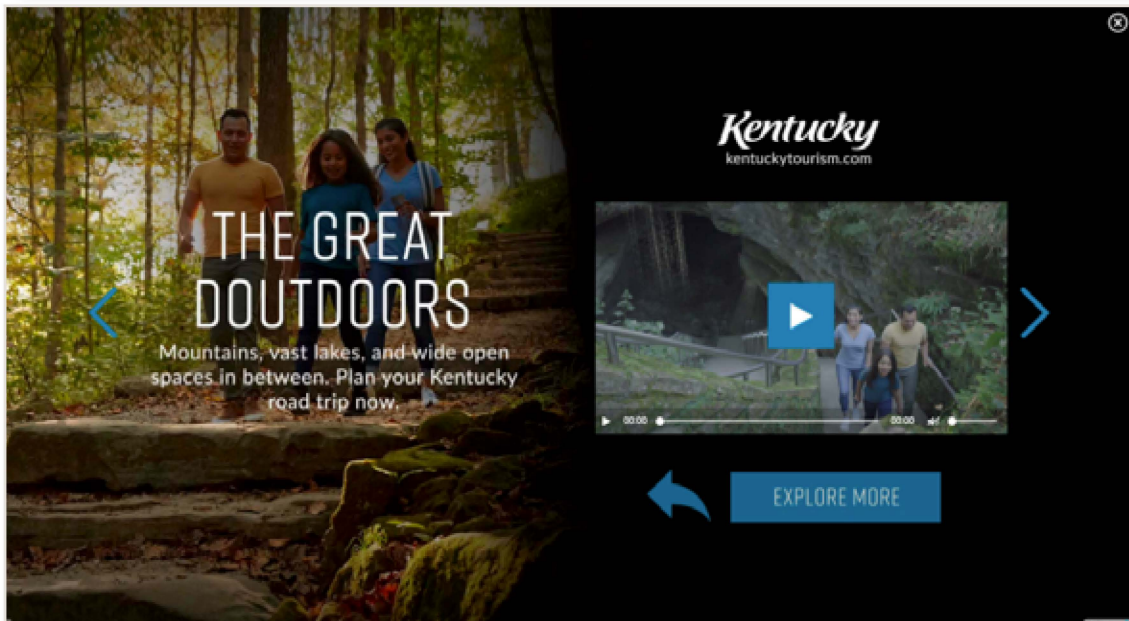
- » Brand: \$1.4 million
- » Coronavirus Aid/Rescue Funds: \$3.9 million

**Reference information:** Mike Mangeot, Commissioner / 502-892-3197 / Michael.Mangeot@ky.gov

**WE SELECTED THIS PROJECT AS EVIDENCE OF MILES' STRENGTH IN CRAFTING TARGETED MEDIA CAMPAIGNS THAT REACH AND CONVERT KEY AUDIENCES.**







# A BRAND REFRESH FOR SAN FRANCISCO TRAVEL ASSOCIATION

Brands must change as the destinations they represent change. To embrace the evolution of their organization, destination and visitors, the San Francisco Travel Association selected Miles and Destination Analysts to craft a refreshed brand strategy that reflected San Francisco’s iconic sights, personality and diverse cultures.



Our collaborative approach blended qualitative and the quantitative research, including destination immersion trips, an Awareness & Understanding Study, Brand Exploration survey and stakeholder interviews. In parallel, Miles conducted a thorough review of the competitive landscape, noting areas of saturation as well as opportunities within the marketplace. In addition to taking an outward look at the competition, we also looked inward to truly understand how San Francisco Travel had been positioned and marketed to date via a thorough review of existing brand and advertising materials.

The new Brand Platform is a modern-take on the world-renowned attractions—like the Golden Gate Bridge—and attributes that make San Francisco unlike any other city in the world. Bold new typefaces and a confident use of colors better reflect the fun and forward-thinking personality of the destination.



**Time period:** The San Francisco Travel Association has been a Miles client since 2001. Current services include brand strategy and identity, advertising, print, SEO, partner programs and web development.

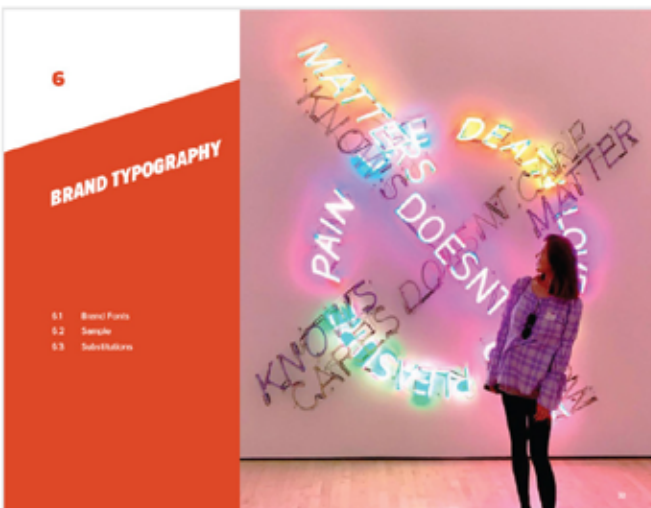
**Project scheduled/actual completion dates:**  
 » Scheduled June 2019. Completed June 2019.

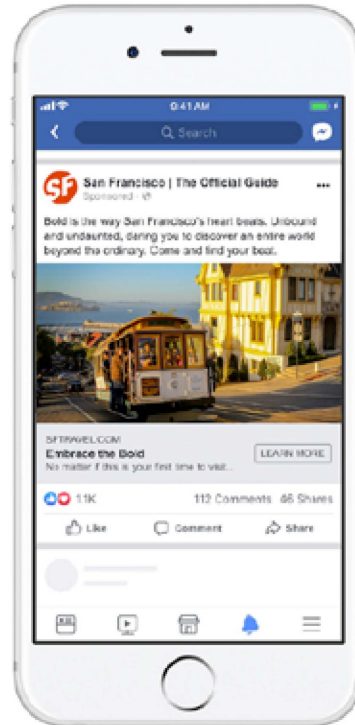
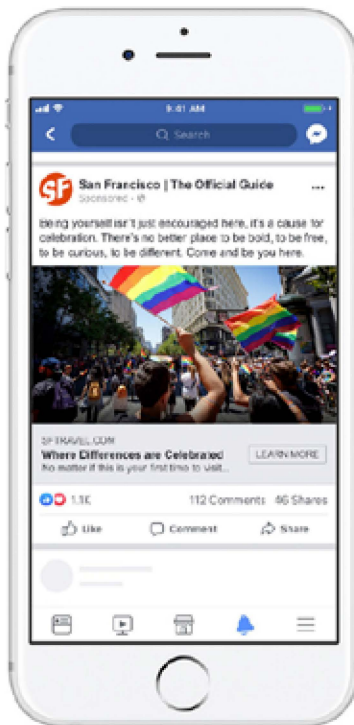
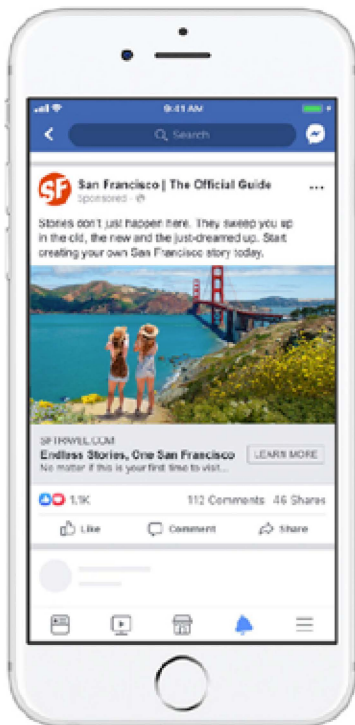
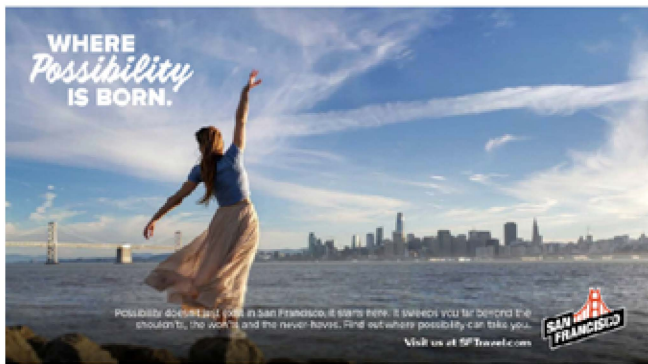
**Budget:**

» 2019 Brand Refresh: \$240,000

**Reference information:** Lynn Bruni-Perkins, Senior Vice President / 415-227-2637 / Lynn@sftravel.com

**WE SELECTED THIS PROJECT AS EVIDENCE OF MILES' EXPERIENCE IN USING RESEARCH AND COLLABORATIVE CREATIVE DEVELOPMENT TO EVOLVE AND DIFFERENTIATE A DESTINATION'S BRAND.**







# “ONE OF US” CAMPAIGN FOR CHATTANOOGA TOURISM CO.

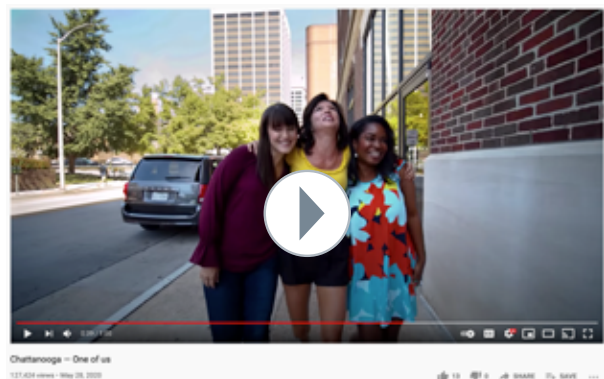
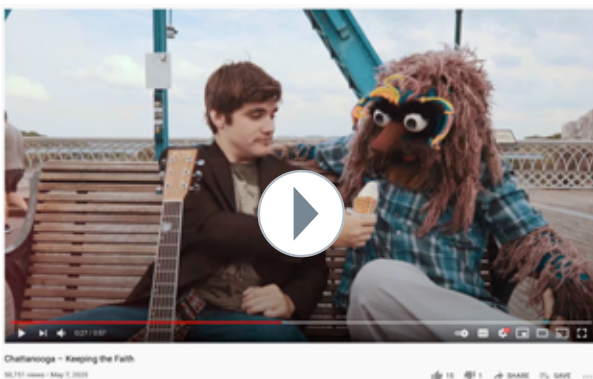
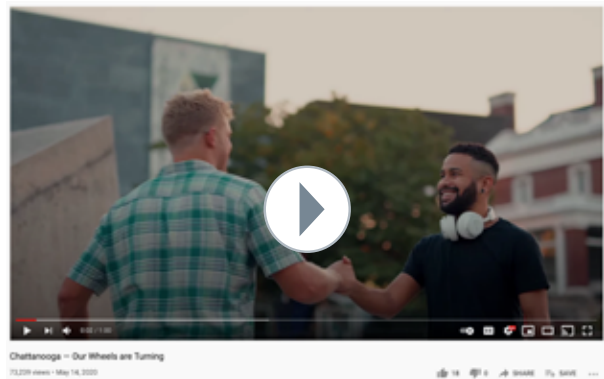
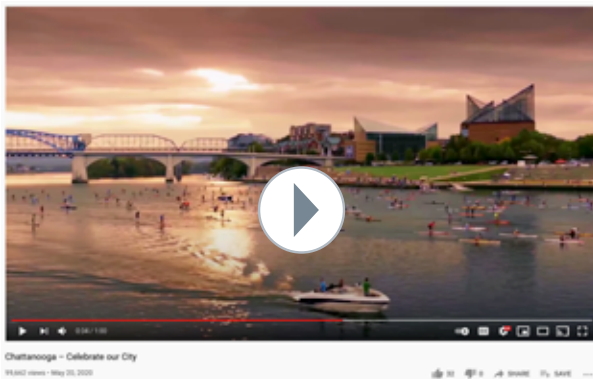
In 2019, Miles worked with the Chattanooga Tourism Co. to develop a strong new that centers around one big promise:

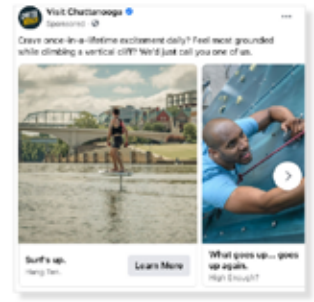
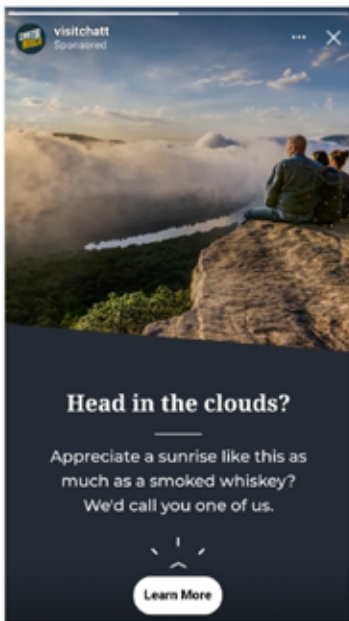
We absolutely refuse to let you feel like a tourist.

A powerful sense of community is at the heart of Chattanooga’s brand: Imagery communicates the welcoming nature of the destination by reflecting Chattanooga’s diversity, while messaging speaks directly to the city’s target audience. The tone is lighthearted, inspiring and ultimately designed to lift spirits.

Shortly after the new brand launched in January 2020, the COVID-19 pandemic hit and the Tourism Co. immediately turned its focus to supporting local businesses and boosting morale.

We worked quickly to create a locals-focused recovery campaign that was naturally responsive to the new brand with engaging “One of Us” messaging. The goal was to support industry partners by providing them the opportunity to tell their stories through compelling videos. We also rolled out a series of anthem videos to celebrate key pillars of the destination brand: Community Attitude, Business Attitude, Natural Assets and Created Assets. Each anthem was promoted as a rally cry to reignite the local economy.





Pushing media through owned channels and paid social posts, as well as broadcasting the anthem videos weekly via local media, the “One of Us” campaign was a huge success. From July through December 2020, we saw a **26% increased conversion rate** and more than **116 million impressions** across the integrated campaign. Most impressive of all, the average monthly hotel **occupancy increased by 20%** during months supported by the “One of Us” campaign.

**Time period:** The Chattanooga Tourism Co. has been a Miles client since 2019. Currently, we provide agency of record services.

**Project scheduled/actual completion dates:**

- » Scheduled December 2020. Completed December 2020.

**Budget:**

- » Paid Media: \$1,470,000
- » Production: \$140,000

**Reference information:** Dave Santucci, Chief Marketing Officer / 423-424-4423 / Dave@ChattanoogaTourism.com

**WE SELECTED THIS PROJECT AS EVIDENCE OF MILES' TRACK RECORD OF DEVELOPING BRAND CAMPAIGNS THAT CAPTURE THE SPIRIT OF A DESTINATION WHILE ALSO INCREASING VISITATION.**

# SUMMARY OF BIDDER'S PROPOSED PERSONNEL/MANAGEMENT APPROACH

We're excited to introduce you to the dynamic team that's ready to expand our partnership with the State of Nebraska and the NTC to include creative and production services and media planning and buying services.

On the following pages, please find resumes for each of your key team members, all of whom are travel marketing experts. Your creative and media team members will be supported by the team outlined in our response to your Publishing and Content RFP, including Jordan Kuglitsch, Mattie Hannigan, Samantha Crespo and Kim Hanrahan.

Your collective Miles team will work collaboratively to implement a seamless and integrated approach to supporting the NTC in achieving your goals.



**JAY SALYERS**  
**SENIOR VICE PRESIDENT**

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

**Experience:** 17 years with Miles; 3 years of additional related experience

**Expertise:** Jay's specialty is in developing product plans that match our clients' needs and strategic objectives, specifically in fostering collaboration and aligning client resources with the latest research-based trends. He is responsible for maintaining positive, productive relationships with Miles' clients as well as overall client satisfaction with our products and services.

**Recent Tourism Account Experience:** Jay has overseen the development and execution of dozens of destination strategies, ranging from rebranding initiatives to website builds to complete content creation and distribution strategies, for a number of regional, state and city clients including VISIT FLORIDA, Discover Puerto Rico, Travel Michigan, Travel South, Nebraska, Kentucky, Louisiana, Pennsylvania, Delaware and many others.

**Percentage of time dedicated to NTC:** 10%

## References:

**Staci Mellman, Chief Marketing Officer**  
VISIT FLORIDA / 2540 W. Executive Center Circle,  
Suite 200, Tallahassee, FL 32301  
850-488-5607 / Smellman@VisitFlorida.org

**Mike Mangeot, Commissioner**  
Kentucky Department of Tourism /  
500 Mero Street, Frankfort, KY 40601  
502-892-3197 / Michael.Mangeot@Ky.Gov

**Barry White, CEO**  
Chattanooga Tourism Co. / 736 Market Street,  
18th Floor, Chattanooga, TN 37402  
423-424-4440 /  
Barry@ChattanoogaTourism.com



**TIFFANY AZZARA**  
**ACCOUNT DIRECTOR**

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

**Experience:** 13.5 years with Miles; 5 years of previous related experience

**Expertise:** Tiffany is the lead day-to-day client contact. She has worked with destinations around the world on everything from content development to creative strategy, media planning to account management, and now puts those learnings to use to help clients build campaigns and brands.

**Related Tourism Account Experience:** Tiffany has experience working with the Visit Sarasota County, Discover The Palm Beaches, South Carolina Department of Parks, Recreation & Tourism, Chickasaw Country and Destinations International.

**Estimated Percentage of Time Dedicated to NTC:** 50%

**References:**

**Heather Andrews, Associate Vice President, Community Engagement**

Discover The Palm Beaches / 2195 Southern Boulevard, #400,  
West Palm Beach, FL 33406  
561-233-3008 / Handrews@ThePalmBeaches.com

**Erin Duggan, Vice President**

Visit Sarasota County / 301 N. Cattlemen Road, Suite 203, Sarasota, FL 34232  
941-955-0991 / Eduggan@VisitSarasota.org

**Mike Gussiaas, Global Marketing & Brand Strategy Director**

South Dakota Department of Tourism / 711 East Wells Avenue, Pierre, SD 57501  
605-773-3301 / Mike.Gussiaas@TravelSouthDakota.com



**KIRK RUHNKE**  
**BRAND/CREATIVE PARTNER**

**Education:** B.S. in Journalism and History, University of Wisconsin Oshkosh

**Experience:** 18-plus years of related experience

**Expertise:** Kirk brings extensive writing and creative expertise and out-of-the-box ideas that have proven success in elevating clients' campaigns and brands above the noise. If Miles is given the opportunity to win this scope of work, we plan to hire Kirk as our Nebraska brand expert.

**Related Account Experience:** Most recently, Kirk has acted as a copywriter and creative director on Nebraska Tourism's "Honestly, it's not for everyone" campaign. He assisted in developing concepts for TV, print, online, the travel guide, the calendar, the Passport Program and more.

**Estimated Percentage of Time Dedicated to NTC:** 100%

**References:**

**John Ricks, Executive Director**

Nebraska Tourism Commission / 301 Centennial Mall South, PO Box 98907,  
Lincoln, NE 68509  
720-838-3848 / John.Ricks@Nebraska.gov

**Dave Hanneken, Executive Creative Director**

Hoffman York / 200 N. Water Street, Milwaukee, WI 53202  
414-289-9700 / Dhanneken@HoffmanYork.com

**Shannon Egan, Director of Accounts**

Traction Factory / 247 S. Water Street, Milwaukee, WI 53204  
414-254-8741 / Shannone@TractionFactory.com



**ELENA PROSTOVA**  
**VICE PRESIDENT OF CREATIVE SERVICES**

**Education:** B.A. and M.A. in Literature, Kazan State University, Russia

**Experience:** More than 20 years of related experience, including 19 years at Miles

**Expertise:** Elena is responsible for evolving the products and services Miles provides to clients from both a creative and a technological perspective. She works closely with the team in identifying relevant trends and technologies to develop new products and concepts that will bring the most value to our clients and their industry partners.

**Related Account Experience:** Elena works with a wide range of tourism clients and the Miles teams that partner with them to elevate the quality of creative work. Most recently, Elena led the creative team for Alaska Travel Industry Association and Discover The Palm Beaches.

**Estimated Percentage of Time Dedicated to NTC:** 10%

**References:**

**Staci Mellman, Chief Marketing Officer**

VISIT FLORIDA / 2540 W. Executive Center Circle, Suite 200, Tallahassee, FL 32301  
850-488-5607 / Smellman@VisitFlorida.org

**Sarah Leonard, President & CEO**

Alaska Travel Industry Association / 605 E. 5th Avenue, Anchorage, AK 99501  
907-646-3306 / Sleonard@AlaskaTia.org

**Mohammed Almutlaq, Destination Marketing Office**

The Royal Commission for AIUla / 43544, AIUla 43544, Saudi Arabia  
+966 541-100-711 / M.Almutlaq@Rcu.Gov.Sa



**ERIN MARVIN**  
**BRAND STRATEGIST**

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

**Experience:** 15 years with Miles; 7 years of additional related experience

**Expertise:** Erin works with Miles' account teams to identify brand engagement and expansion opportunities across traditional and digital channels. She develops robust, holistic content strategies and strategic visions, working with our creative directors and a proven pool of copywriters to bring those visions to life in unique and unexpected ways.

**Related Account Experience:** Erin helped shape the initial content strategy for a number of tourism clients, most recently developing the digital content strategy for an emerging destination in the Middle East, creating the overarching brand voice for Discover The Palm Beaches and helping to concept an augmented reality program for Amelia Island CVB.

**Estimated Percentage of Time Dedicated to NTC:** 5%

#### References:

**Angie Briggs, Vice President, Industry Relations**

U.S. Travel Association / 1100 New York Avenue NW, Suite 450,  
Washington, D.C. 20005  
202-218-3632 / [Abiggs@UsTravel.org](mailto:Abiggs@UsTravel.org)

**Heather Andrews, Associate Vice President, Community Engagement**

Discover The Palm Beaches / 2195 Southern Boulevard, #400,  
West Palm Beach, FL 33406  
561-233-3008 / [Handrews@ThePalmBeaches.com](mailto:Handrews@ThePalmBeaches.com)

**Mohammed Almutlaq, Destination Marketing Office**

The Royal Commission for AIUla / 43544, AIUla 43544, Saudi Arabia  
+966 541-100-711 / [M.Almutlaq@Rcu.Gov.Sa](mailto:M.Almutlaq@Rcu.Gov.Sa)



**CAITLIN BOLTON**  
**CAMPAIGN STRATEGIST**

**Education:** B.A. in Communications and Sociology, minor in Philosophy, James Madison University

**Experience:** 1 year with Miles; 4 years of additional related experience

**Expertise:** Caitlin applies research-based understandings to develop innovative campaign concepts that promote brand awareness and align with clients' business goals. Her creativity is matched by a high attention to detail.

**Related Account Experience:** Caitlin has worked to develop brand-aligned campaigns for several tourism clients, including Okaloosa County Tourism Development Department and the Louisiana Office of Tourism.

**Estimated Percentage of Time Dedicated to NTC:** 5%

**References:**

**Brittany Lamont, President & CEO**

Lakewood Ranch Business Alliance / 8430 Enterprise Circle, #140,  
Lakewood Ranch, FL 34202  
941-757-1664 / [BrittanyLamont@lwrba.org](mailto:BrittanyLamont@lwrba.org)

**Lauren Fox / Marketing Manager**

Miles Partnership / 6751 Professional Parkway W., #200, Sarasota, FL 34240  
813-480-9322 / [Lauren.Fox@MilesPartnership.com](mailto:Lauren.Fox@MilesPartnership.com)

**Heather Kasten, President/CEO**

The Greater Sarasota Chamber of Commerce / 1945 Fruitville Road,  
Sarasota, FL 34236  
941-556-4050 / [Hkasten@SarasotaChamber.com](mailto:Hkasten@SarasotaChamber.com)





**DANELLE AMOS**  
**MEDIA DIRECTOR**

**Education:** B.S. in Business Marketing, minor in Communication, University of Northern Colorado

**Experience:** 4 years with Miles; more than 7 years of media planning and buying experience across all types of media, including out-of-home, broadcast, print and digital

**Expertise:** Danelle works with our account teams to develop and manage paid media campaigns, including display, traditional, social and SEM. She provides account strategy, recommendations for the most efficient media channels and campaign optimization guidance to enhance performance and ensure ROI.

**Recent Tourism Account Experience:** Danelle has planned and managed media for destination and hospitality accounts such as VISIT FLORIDA, Discover The Palm Beaches, Visit St. Pete/Clearwater, Golden Isles CVB, Hilton Sandestin Beach Golf Resort & Spa, Winter Park & Fraser Chamber and Visit Grand Junction.

**Percentage of time dedicated to NTC:** 10%

**References:**

**Dorothy Thames, Senior Vice President**

VISIT FLORIDA / 2540 W. Executive Center Circle, Suite 200, Tallahassee, FL 32301  
850-294-7683 / Dthames@VisitFlorida.org

**Sky Wheeler, Manager, Tourist Development**

Marion County Visitor & Convention Bureau / 109 W. Silver Springs Boulevard,  
Ocala, FL 34475  
352-438-2800 / Sky.Wheeler@MarionFl.org

**Laura Cleland, Director, Data Intelligence & Digital Marketing**

Visit Savannah / 101 E. Bay Street, Savannah, GA 31401  
912-644-6412 / Lcleland@VisitSavannah.com



**LINDSEY SULLIVAN**  
**MEDIA PLANNER**

**Education:** B.A. in Public Relations, Harding University

**Experience:** 1 year with Miles; 5 years of additional related experience

**Expertise:** Lindsey's specialty is in planning and executing both traditional and digital media buys. She is responsible for developing strategic media plans that align with client needs and goals, fostering beneficial agency/vendor relationships and advocating for the client in the media space.

**Recent Tourism Account Experience:** Lindsey has worked with accounts in the healthcare, casino and hospitality verticals, where she gained significant experience in traditional broadcast, print and out-of-home media buying and reporting using various planning and data platforms, as well as within the digital landscape. She currently works with several clients including Richmond Region Tourism, Visit Loudoun and Marion County Visitor & Convention Bureau.

**Percentage of time dedicated to NTC:** 50%

**References:**

**Elena Freed, Chief Operating Officer**

Red Square Agency / PO Box 2945, Mobile, AL 36652  
251-404-9690 / Elena@rsq.com

**Tina Hagin, Vice President of Media**

Red Square Agency / PO Box 2945, Mobile, AL 36652  
336-509-1115 / Tina@rsq.com

**Jimmy Warren, President**

TotalCom Marketing Communications / 922 20th Avenue, Tuscaloosa, AL 35401  
205-345-7363 / Jwarren@TotalComMarketing.com



**IVY VAUGHN**  
**MEDIA PLANNER**

**Education:** B.A. in English Literature, Pepperdine University

**Experience:** 1 year with Miles; 7-plus years of media planning and buying experience across all media channels, including broadcast, out-of-home, print and digital

**Expertise:** Ivy plans, develops and executes overall media strategies and campaigns for clients. She works across all media channels including print, out-of-home, broadcast, digital and SEM to produce extremely well-rounded plans that ensure maximum reach. She works with the account team to manage campaign deliverables and acts as the main liaison with vendors to ensure optimal performance and delivery.

**Recent Tourism Account Experience:** Ivy has managed the development and implementation of multichannel media campaigns for destination and hospitality accounts such as Chattanooga Tourism Co., Grand County Colorado Tourism Board, Winter Park & Fraser Chamber, Ocean Casino Resort and The Kahala Hotel & Resort.

**Percentage of time dedicated to NTC:** 50%

**References:**

**Dave Santucci, Chief Marketing Officer**

Chattanooga Tourism Co. / 736 Market Street, 18th Floor, Chattanooga, TN 37402  
423-424-4423 / Dave@ChattanoogaTourism.com

**Rebecca Thiry, Director Advertising & Media**

Ocean Casino Resort / 500 Boardwalk, Atlantic City, NJ 08401  
609-783-8359 / Rebecca.Thiry@TheOceanAc.com

**Justin Bresler, Vice President Marketing and Business**

VISIT DENVER, 1555 California Street, Suite 300, Denver, CO 80202  
303-571-9469 / Jbresler@VisitDenver.com



**NIKKI BIGLER**  
**ASSOCIATE MEDIA DIRECTOR OF  
SEM AND SOCIAL**

**Education:** M.B.A. in Market Strategy, Regis University

**Experience:** 2 years with Miles; more than 20 years of additional integrated marketing experience. She has strong multi-year relationships with top digital media providers (e.g., Google, Facebook and Bing as well as major networks and publishers).

**Expertise:** Nikki is responsible for implementing media plans and buys. Specific responsibilities include leading the day-to-day management of paid campaigns, including account creation, bid strategy, publisher relationships, tools and technology such as bid management platforms, reporting and more.

**Recent Tourism Account Experience:** Nikki works with an array of destination and hospitality clients on their social media and SEM campaigns, including TradeWinds Island Resorts, Watauga County District U Tourism Development Authority and Sirata Beach Resort.

**Percentage of time dedicated to NTC:** 10%

**References:**

**Dan McKey, Owner**

EsseoDigital / 2944 Des Moines Drive, Unit B, Fort Collins, CO 80525  
303-503-4064 / DanMckey1@gmail.com

**Jay Salyers, Senior Vice President**

Miles Partnership / 13952 Denver West Parkway, Suite 200, Lakewood, CO 80401  
215-609-6851 / Jay.Salyers@MilesPartnership.com

**Mina Robertson, Account Director**

Miles Partnership / 13952 Denver West Parkway, Suite 200, Lakewood, CO 80401  
916-792-0187 / Mina.Robertson@MilesPartnership.com



**EVE KEWLEY**  
**SOCIAL MEDIA COORDINATOR**

**Education:** B.A in Economics, University of Iowa College of Business

**Experience:** 3 years with Miles; 2 years of additional related experience in the media industry

**Expertise:** Eve works alongside our media planners to assist with planning and implementing paid media campaigns and helps create performance reports to provide insights and optimize campaigns. Eve also acts as the link between our media and finance teams to manage invoice reconciliation and ensure payments are accurate.

**Recent Tourism Account Experience:** Eve has lent her media expertise to a number of clients including Visit Sarasota County, Gulf Shores and Orange Beach Tourism and Visit SLO CAL (San Luis Obispo).

**Percentage of time dedicated to NTC:** 25%

**References:**

**Nikki Bigler, Associate Director of SEM and Social**

Miles Partnership / 13952 Denver West Parkway, Suite 200, Lakewood, CO 80401  
970-409-9900 / Nikki.Bigler@MilesPartnership.com

**Mattie Hannigan, Account Supervisor**

Miles Partnership / 13952 Denver West Parkway, Suite 200, Lakewood, CO 80401  
847-849-0767 / Mattie.Hannigan@MilesPartnership.com

**Susan Richardson, Account Director**

Miles Partnership / 13952 Denver West Parkway, Suite 200, Lakewood, CO 80401  
512-434-9793 / Susan.Richardson@MilesPartnership.com



**CAROLYN SILVERBERG**  
**PAID SOCIAL ASSOCIATE**

**Education:** B.A. in English, St. Norbert College; M.A. in Shakespeare, Royal Holloway University of London

**Experience:** 2 years with Miles; 7 years of additional related experience

**Expertise:** Carolyn thrives on copy writing, research and ads optimization. In both set up and implementation, she follows the latest SEM and social recommendations to ensure the best ad performance possible. Carolyn tosses aside the “set it and forget it” attitude, making sure no ad goes unchecked during its run. She has several Google and Digital Marketing certifications.

**Recent Tourism Account Experience:** Carolyn currently manages SEM and social ad accounts for 16 hospitality and tourism clients. Her role involves helping new clients develop an ad strategy from scratch as well as assisting established clients build upon their previous successes.

**Percentage of time dedicated to NTC:** 25%

**References:**

**Jay Salyers, Senior Vice President**

Miles Partnership / 13952 Denver West Parkway, Suite 200, Lakewood, CO 80401  
215-609-6851 / Jay.Salyers@MilesPartnership.com

**Nikki Bigler, Associate Director of SEM and Social Media**

Miles Partnership / 13952 Denver West Parkway, Suite 200, Lakewood, CO 80401  
970-409-9900 / Nikki.Bigler@MilesPartnership.com

**Theresa Aportela Sergott, Chief Operating Officer**

Knit Stars / 3509 S. Peoria, Suite 301, Tulsa, Oklahoma 74105  
877-566-7765 / Teresa.sergott@gmail.com



**TAYLOR WIGGINS**  
**DIGITAL ADVERTISING OPERATIONS COORDINATOR**

**Education:** B.S. in Technical Communications, Metropolitan State University of Denver

**Experience:** 3 years with Miles; 2 years related experience

**Expertise:** Taylor's specialty is digital campaign management, specifically in trafficking and monitoring campaigns. She is responsible for collecting creative, trafficking tags and reporting, as well as making creative changes and campaign updates. She sees campaigns from start to end and helps with reporting or monitoring updates.

**Recent Tourism Account Experience:** Taylor has managed a number of different regional, state, and city digital campaigns including: Chattanooga Tourism Co., Explore Georgia, Georgia Commerce, Georgia State Parks, Gulf Shores Orange Beach, Delaware Tourism and many more.

**Percentage of time dedicated to NTC:** 25%

**References:**

**Samantha Davis, Media Planner**

Miles Partnership / 13952 Denver West Parkway, Suite 200, Lakewood, CO 80401  
303-867-8287 / Samantha.Davis@MilesPartnership.com

**Lauren Donald, Digital Advertising Operations Coordinator**

Miles Partnership / 6751 Professional Parkway W., #200, Sarasota, FL 34240  
941-342-2381 / Lauren.Donald@MilesPartnership.com

**Jaime Kreikemeier, Digital Campaign Manager**

Miles Partnership / 13952 Denver West Parkway, Suite 200, Lakewood, CO 80401  
970-412-9171 / Jaime.Kreikemeier@MilesPartnership.com



**GRAY LAWRY**  
**VICE PRESIDENT OF STRATEGY AND INSIGHTS**

**Education:** B.S. in Hotel and Restaurant Management/Hospitality, University of South Florida

**Experience:** 10 years with Miles; 3 years of additional experience

**Expertise:** Gray is an industry leader in Google Ads, Google Analytics, OpenX, Adobe Analytics and Drupal, among other platforms, and is a frequent speaker on digital media topics at industry events. Gray will provide guidance on overall digital strategy and measurement, coordinating with your team on any platform or measurement requirements.

**Recent Tourism Account Experience:** Gray works with all of Miles' clients for whom we provide digital marketing services, including Visit St. Pete/Clearwater, Memphis Tourism and Visit Sarasota County. Gray was also a key part of our digital marketing consulting work with NYC & Co, Bermuda Tourism Authority and San Diego Tourism Authority.

**Percentage of time dedicated to NTC:** 10%

**References:**

**Danny Watts, Vice President of Product & Engineering**

Dealers United / 935 N. Beneva Road, Suite 609-1003, Sarasota, FL 34232  
941-321-0093 / Danny@DealersUnited.com

**Matt Sattel, Vice President Global Brand Partnerships**

OpenX / 888 E. Walnut Street, Pasadena. CA 91101  
941-223-7891 / Matt.Sattel@OpenX.com

**Richard Garcia, Vice President, Group Brand Director**

the community / 6400 Biscayne Boulevard, Miami, FL 33138  
786-535-6374 / Rich.Garcia20@gmail.com





**MONICA HARE**  
**SENIOR DIGITAL ANALYST**

**Education:** B.S. in Journalism/Advertising, Ball State University, Muncie, IN

**Experience:** 11.5 years with Miles; 14 additional years of experience. Proficient in Google Analytics, Google Tag Manager and Google Search Console, with experience in Adobe Analytics, Clicky and other analytics and SEO platforms, as well as multiple digital reporting tools.

**Expertise:** Monica performs website diagnostics and audits, recommending solutions and updates for best practices, and implements new website and custom analytics configurations, as well as diagnostic solutions. She provides insightful and actionable analysis on client website performance with monthly, quarterly, fiscal, annual and ad-hoc reporting, using the latest digital reporting technologies.

**Related Account Experience:** Monica has implemented custom analytics configurations ranging from new website builds to campaign-based initiatives, providing recommendations on understanding user behavior through interaction tracking and Key Performance Indicator analysis for nearly all of Miles' digital clients, including South Dakota Department of Tourism, Pure Michigan, Visit Sarasota County, Capital Region USA and Discover The Palm Beaches.

**Estimated Percentage of Time Dedicated to NTC:** 15%

**References:**

**Robert Cappellanti, Division Director**

Georgia Department of Economic Development / 75 5th Street N.W., #1200,  
Atlanta, GA 30308 / 404-962-4067 / Rcappellanti@Georgia.org

**Ken Yarsevich, Advertising Specialist, MEDC/Travel Michigan**

Michigan Economic Development Corporation / 300 N. Washington Square,  
Lansing, MI 48913 / 517-335-4383 / Yarsevichk@Michigan.org

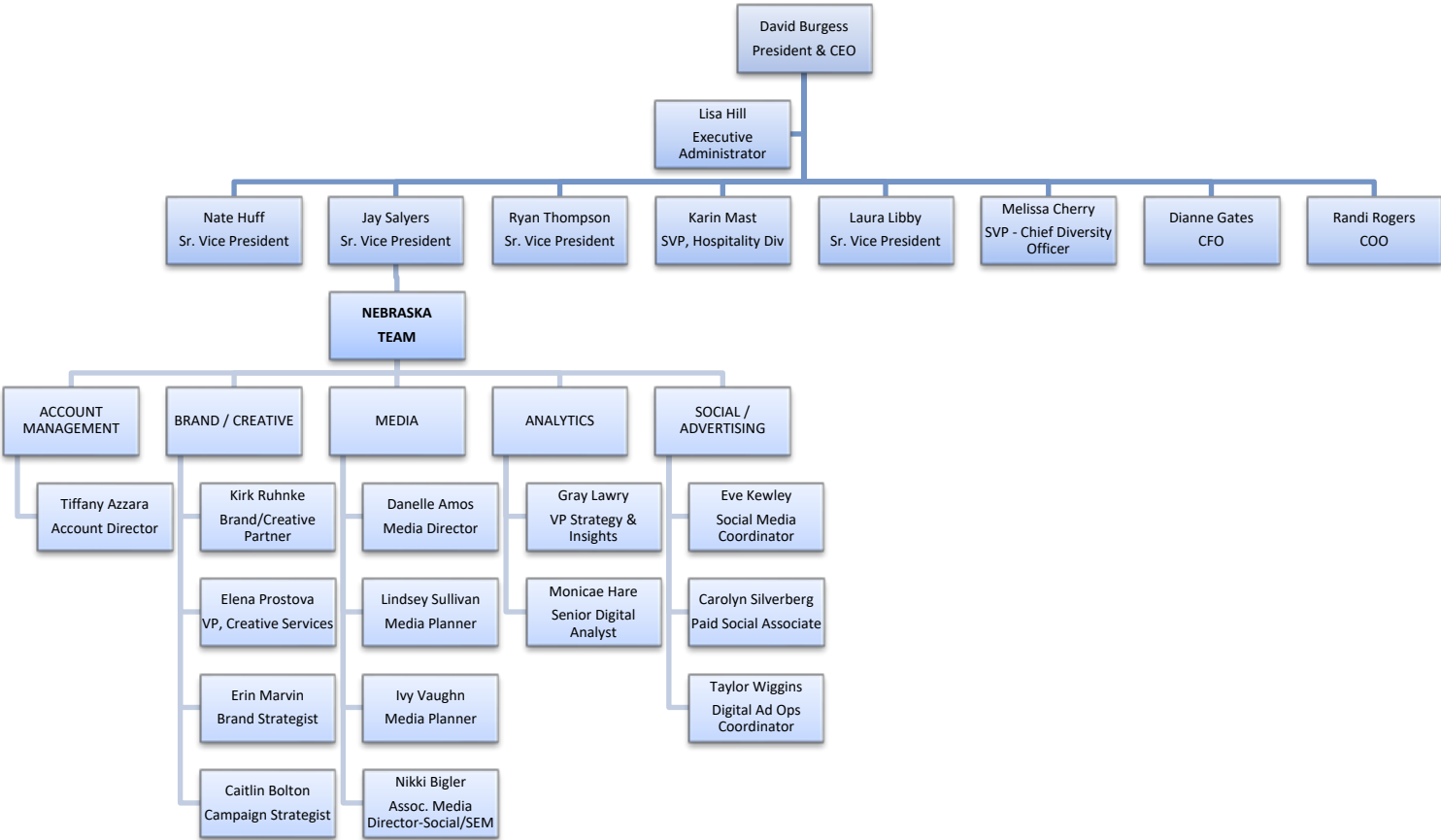
**Tricia Miller, Digital Systems Manager**

North Dakota Department of Commerce & Tourism Division / 1600 E. Century  
Avenue, Suite 6, Bismarck, ND 58503 / 701-328-5328 / Tamiller@nd.gov

# ORGANIZATIONAL CHART

To show how your Nebraska team rolls up into our fuller corporate structure, please see the below organizational chart. Both your Nebraska Creative and Media team, shown here, and the team presented in our response to your Publishing and Content RFP, report to Senior Vice President Jay Salyers.

While we've provided dedicated account directors and individual contributors for each scope of work, these teams will seamlessly collaborate to provide increased efficiencies by ensuring we take an integrated approach to all your marketing products and programs.



# SUBCONTRACTORS

Miles will not utilize any subcontractors to fulfil this scope of work.



# *TECHNICAL APPROACH: ATTACHMENT A, OPTION C*

6669 Z1 Attachment A  
Option C - Creative and Production Services  
AND  
Media Planning and Buying Services  
Technical Response

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# *CREATIVE AND PRODUCTION SERVICES TECHNICAL RESPONSE*

## *1. RELEVANT EXPERIENCE, CAPABILITIES AND QUALITY OF BIDDER*

### **A. BRIEF STATEMENT OF OVERALL BUSINESS PHILOSOPHY**

Our firm’s philosophy centers around creating content-driven, research-based marketing solutions that look to visitors’ needs first. As a result, they meet the needs of both the destination’s tourism industry and the visitor.

We know that travelers are consuming inspirational as well as informational content through multiple channels and across multiple devices, making it more important than ever for destinations to make content the focus of every marketing channel they develop, concentrating on quality rather than sheer volume. Equally important is building an emotional connection with audiences. The creative, messaging and delivery of content should convey that a destination is more than a place on a map or a list of things to do.

By grounding our marketing efforts in shared values—appealing to what is personal and important to people in their daily lives—we further solidify the emotional connection between travel brands and the audiences with whom they want to connect.

We focus on ensuring the right content reaches your audiences at the right place, on the right device and at the right time to provide a flawless user experience across all platforms.

Content remains a critical and fundamental strength of destination marketing organizations—and it’s where they have a competitive advantage. Miles will bring our content- and audience-driven approach to every project we undertake on your behalf to ensure existing and new marketing programs work even harder to engage audiences, improve their impression of Nebraska and, ultimately, increase travel to the state.

## B. OUTLINE OF CAPABILITIES AND SERVICES OFFERED

*As a full-service marketing company, we offer expertise to our clients in the following areas:*

- » Strategic Services & Brand Development
- » Advertising Campaign Creation & Execution
- » Creative Strategy Development
- » Media Planning & Buying
- » Content Creation & Syndication
- » Website Design & Development
- » Turnkey Print Publishing Services
- » Direct Marketing Services
- » SEO/SEM
- » Email Marketing Programs
- » Social Media Marketing
- » Production of Sales Collateral Materials
- » Art Direction of Photo Shoots
- » Video Production
- » Events, Tradeshows & Promotional Support
- » Revenue Generation Programs/Sales (Co-op)
- » Viral Programs/Contests
- » Measurement & Reporting

## C. LIST OF SERVICES OFFERED WITH IN-HOUSE STAFF

All our services are provided by in-house staff.

## D. THE SINGLE MOST OUTSTANDING QUALITY THAT DIFFERENTIATES YOUR COMPANY

Our company values—Passionate, Open, Curious, Collaborative, Impactful—are foundational to every decision we make, both internally and when working with clients. The one quality running through all of our values, and through our company culture as a whole, is transparency.

We are always authentic and transparent in our communications, which we see as vital to building trust internally and with our clients. We operate with integrity and intelligence while

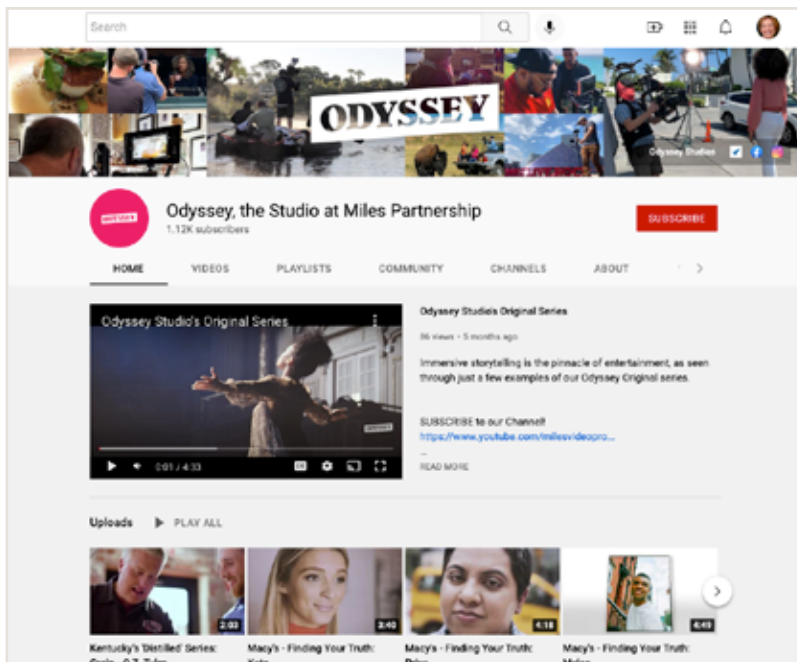
remaining focused on the best interests of our coworkers, our company and our clients. We are open and honest in our reasoning and actions—and we don't pretend to know everything. When faced with a new challenge, we welcome the opportunity to push boundaries and innovate, working in-step with your team.

We believe that our commitment to transparency and doing what's right is a core reason that our average client relationship is more than eight years—our clients know they can trust us to always act in their best interests and to hold ourselves accountable for the work we produce on their behalf.

## E. ANYTHING ELSE YOU THINK WE SHOULD KNOW ABOUT YOUR COMPANY AND WOULD LIKE TO BRIEFLY SHARE

We believe rich, targeted content is the most critical asset any DMO has. It's the reason consumers will engage with a destination product (or not) and determines how they connect with your brand.

With Miles, Nebraska will be working with a partner synonymous with successful content programs and a deep understanding of content marketing approaches across print and digital channels. We focus on ensuring the right content reaches your audiences at the right place, at the right time, to provide a flawless user experience. As part of our commitment to content, Miles has an in-house content studio that provides deep expertise in character-driven storytelling, filmmaking and social-first marketing to expand our expertise even more.



Our in-house content studio, Odyssey, brings experience in video production, photography and broader expertise in branded content strategy, story development, distribution and content technology platforms. Our team is composed of people with creative and logistics expertise, knowing that one can't be successful without the other.

Whether a project consists of a single video or a series, our approach includes:

- » **Creative Strategy:** Research and discovery with your team to understand marketing and/or messaging goals and developing creative briefs for each video that outline the look, feel, content, shots, music and more. These creative briefs are flexible enough to change significantly, depending on whether we are developing videos to inspire, inform or provide helpful planning information.
- » **Story Development:** Scripting or creating talking points that guide the story, as well as a shot list to plan out the visual needs.
- » **Logistics:** Scheduling, permitting, crew coordination, client communication and everything else needed for a successful on-location shoot.
- » **On-Location Production:** Providing the crew that is necessary to accomplish the creative strategy and the desired story.
- » **Post-Production:** Coordination, reviewing footage, editing, revisions, color correction, audio mixing and motion graphics/animation. The post-production team follows the story and creative brief approved in pre-production.

Paramount to our services has been visual storytelling through branded content. In 2019, we expanded our branded content creation capabilities to include producing original programming.

With this, our goal is to still promote your destination, but the messaging is driven by an entertainment-first approach meant for viewers streaming entertainment content vs. searching for travel inspiration or information.

## ***2. PAST EXPERIENCE & UNDERSTANDING***

### **A. FROM A CREATIVE STANDPOINT ONLY, PROVIDE THREE SAMPLES OF ADVERTISING OF WHICH YOU ARE MOST PROUD.**

On the pages that follow please see samples of our work.

## Louisiana Feed Your Soul

Miles worked with the Louisiana Office of Tourism to launch the Louisiana–Feed Your Soul brand mark on Mardi Gras day. The brand activation was highly successful, yielding millions of brand impressions and \$1.45 million dollars in earned media.





# “The Original. The One, The Only.” Brand Campaign for Discover The Palm Beaches

The primary goal of The Original. The One. The Only was to significantly increase awareness of The Palm Beaches as a distinctive South Florida experience, positioning the destination as being unlike any other.

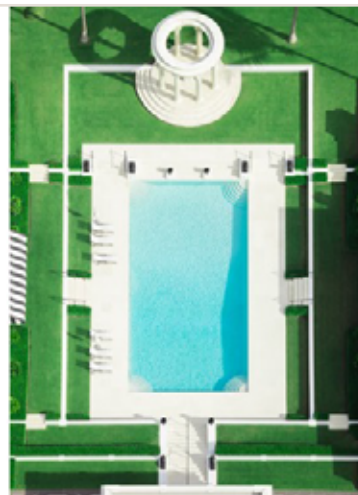
The results speak for themselves:

- » 61% More likely to visit
- » 52% Rise in hotel occupancy
- » 99% Boost in Instagram and Facebook engagements
- » 76% Increase in sessions on ThePalmBeaches.com
- » 100+ Positive media mentions
- » 1 Bold step for The Palm Beaches

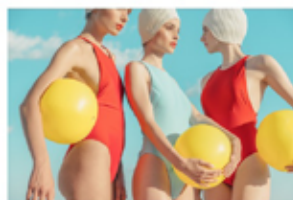
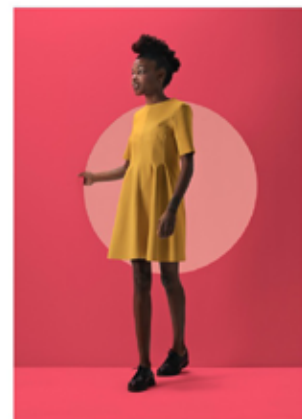
## NEW POSITIONING

America's First Resort Destination® — The Palm Beaches are renowned as the warm weather getaway by discerning guests for over 125 years. Genuine hospitality is a way of life. Our vibrant blend of people, cultures and coastal towns welcomes everyone. Enjoy fewer crowds, a healthier beach experience, exceptional cultural offerings and the warm Atlantic Gulf stream water that creates the finest Florida vacation experience.

**The original. The one. The only.**  
The Palm Beaches



### Moodboard Colors / Tone



**THE GOLDEN  
AGE OF TRAVEL  
IS BACK.**

With breeze-filled days and elegant nights. We invite you: come explore the beach destination unrivaled by any – the ultimate getaway. The one favored by those in the know, who won't settle for anything less than The original. The one. The only. America's First Resort Destination™



**THE ORIGINAL**



**THE PALM BEACHES FLORIDA**

**THE ONE**



**THE PALM BEACHES FLORIDA**

**THE ONLY**



**THE PALM BEACHES FLORIDA**

**THE ORIGINAL**




**THE PALM BEACHES FLORIDA**

**THE ONE**



**THE PALM BEACHES FLORIDA**

**THE ONLY**



**THE PALM BEACHES FLORIDA**

**THE ORIGINAL.  
THE ONE.  
THE ONLY.**



**THE PALM BEACHES FLORIDA**

**THE ORIGINAL.  
THE ONE.  
THE ONLY.**

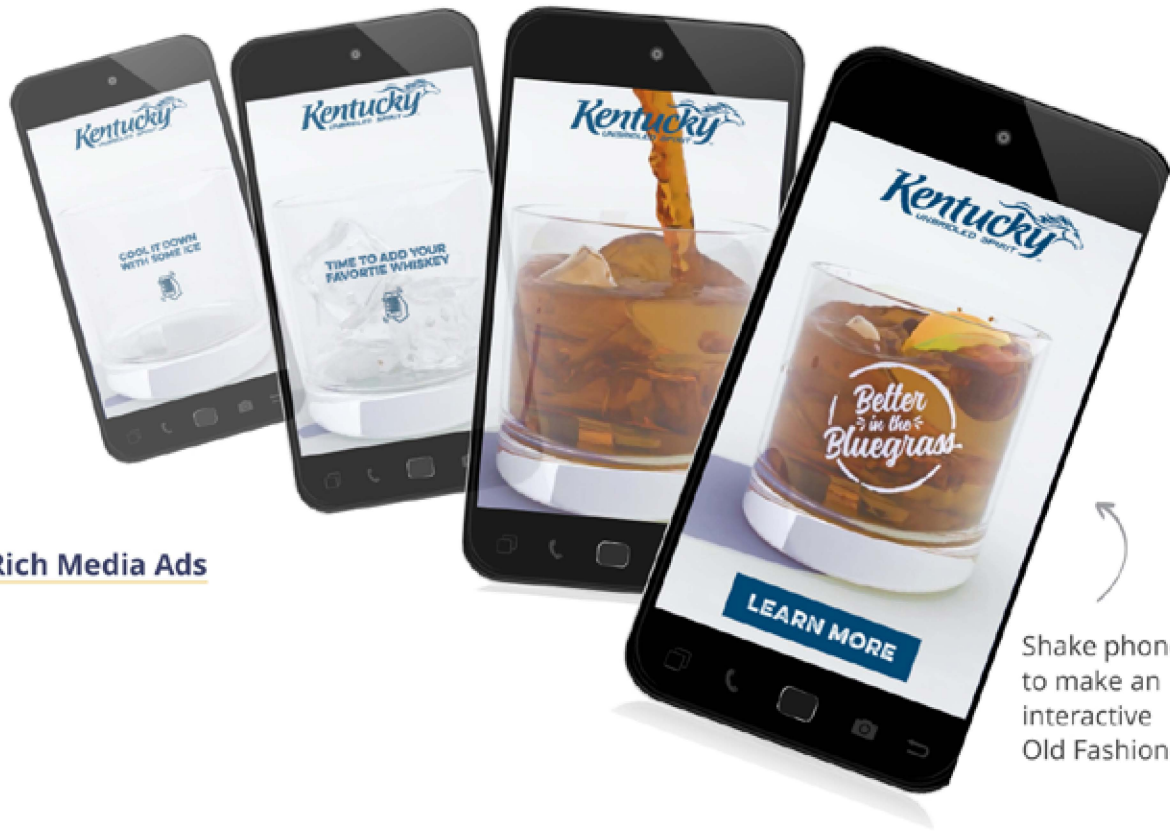


**THE PALM BEACHES FLORIDA**

# “Better in the Bluegrass” Campaign for Kentucky Department of Tourism

This multichannel campaign changed misperceptions of the destination by highlighting the state’s rich culinary heritage through storytelling and dynamic content. The campaign also successfully drove revenue generation and visitation, resulting in an additional 1 million trips to Kentucky—a 5:1 ROI.





**Rich Media Ads**

Shake phone to make an interactive Old Fashioned

**HTML5 Ads**



Barrel rolls into frame and vibrates phone on impact

Sara Bradley — Freight House

**KENTUCKY RECIPES COME FROM THE LAND AND HEART.**

Traditional southern flavors with a modern twist. The freshest dishes served the way they are intended—farm-to-table. Food is more than just eating; it's supporting local producers, it's preserving a way of life. This is what good food can do. Visit [BetterInTheBluegrass.com](http://BetterInTheBluegrass.com) for the full story.

**Better in the Bluegrass**

**Kentucky**  
UNMATCHED QUALITY

Molly Thompson — Otto's restaurant

**KENTUCKY RECIPES COME FROM THE LAND AND HEART.**

Every ingredient prepped—always by hand, no shortcuts. Sauté pans hot, plates lined up, everything just so. Seeing my vision come together, step by careful step, in a finished dish—that is what honors Kentucky's past. This is what good food can do. Visit [BetterInTheBluegrass.com](http://BetterInTheBluegrass.com) for the full story.

**Better in the Bluegrass**

**Kentucky**  
UNMATCHED QUALITY

Matt Corbin — The Blue Raven

**KENTUCKY RECIPES COME FROM THE LAND AND HEART.**

Opening my own restaurant—a lifelong dream. Finding the best ingredients and doing as little as possible to them, that's something special. Seeing a downtown come to life, knowing I'm a part of it. This is what good food can do. Visit [BetterInTheBluegrass.com](http://BetterInTheBluegrass.com) for the full story.

**Better in the Bluegrass**

**Kentucky**  
UNMATCHED QUALITY

## B. CASE HISTORIES

PROVIDE CASE STUDIES FROM TWO (2) RECENT PROJECTS (SINCE 2019) FOR CLIENTS MARKETING INTANGIBLE PRODUCTS/SERVICES, PREFERABLY TRAVEL/TOURISM RELATED. THE CASE STUDIES SHOULD INCLUDE RATIONALE, GOALS/OBJECTIVES; STRATEGIES CREATIVE AND MEDIA AN OVERVIEW OF THE MEDIA PLAN, CREATIVE SAMPLES AND RESULTS FOR EACH CASE STUDY (THIRD-PARTY METRICS PREFERRED).

We selected these case studies for the NTC because they exemplify our ability to target key audiences, adapt to unforeseen challenges and evolve and promote a brand over time.

### *DISCOVER PUERTO RICO'S "SAFE TRAVELER" MEDIA TARGETING STRATEGY*

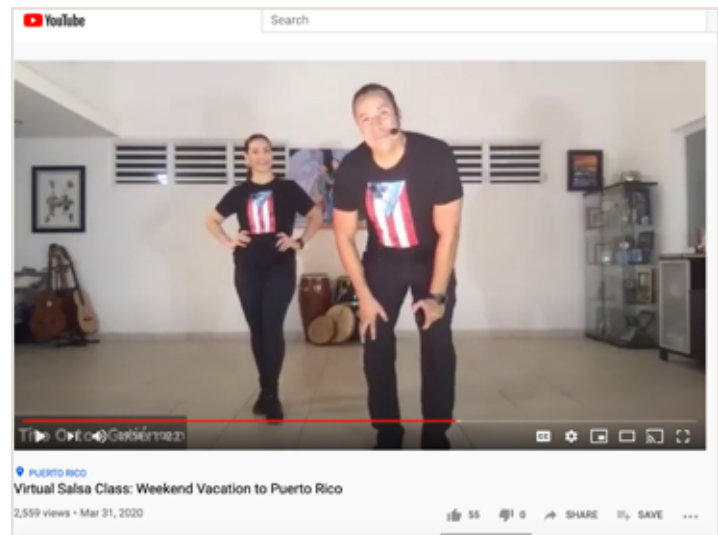
As if multiple hurricanes, political unrest and a series of earthquakes in January 2020 hadn't been enough for the island to deal with, Discover Puerto Rico faced its greatest challenge to date with the arrival of COVID-19.



Together, we had helped the start-up DMO generate all-time record-setting numbers in 2019 for visitation and spend, winning a HSMIA Platinum Award in the process for the Brand Repositioning work we had done in 2019, as well as the U.S. Travel Mercury Award for best state website. But all that momentum was lost when COVID-19 hit the island.



The government of Puerto Rico acted swiftly and dramatically, largely closing down the island to inbound travel in an effort to protect the island's residents and the fragile health care system. For several months, we helped lead the industry with innovative virtual activations, including live Google Earth-powered tours and Puerto Rican virtual mixology and dance classes.



But as the island (very) slowly began to open up with stringent new entry requirements and safety protocols it was obvious we needed a new strategy of market and audience targeting to ensure we were doing our part to bring safe travelers to the destination.

## Objectives

**Generate responsible visitation to the island of Puerto Rico in the midst of COVID-19 by developing an all-new approach to market selection and digital media targeting. To achieve success, we had to:**

1. Ensure incremental travel/visitation did not generate additional transmission of the virus
2. Prove to locals, politicians and the local media that the DMO was doing its part to help protect residents while generating vital employment and economic impact
3. Generate brand awareness when most competing destinations had gone dark to set the destination up for faster recovery once widespread travel was possible

## Strategy

Miles had always relied on in-depth research to select both markets and psychograph visitor targets with the greatest potential to generate arrivals to Puerto Rico. This included air lift data, SMARI market research and sentiment analysis and Destination Analyst persona research, as well as our own learnings based on more than a year of media analytics and Arrivalist data.

But now we needed a new way to look at markets and people. What we developed was a ground-breaking dynamic market prioritization model and a new “safe traveler” media targeting strategy that leveraged a nuanced mix of actual consumer behaviors and underlying belief systems.

We started with reinventing the market selection strategy to allow us to continually pivot spend in a way that was both efficient and responsible.



Data was updated weekly and took into account the following factors, each of which was weighted:

- » Airline seats by market
- » MRI data on geo/city population with affinity for the destination
- » COVID-19 total cases per thousand in past two weeks by source market
- » Restrictions on departures/returns (added later)

2-Mar	50%			See Cases/Pop			25%			25%			Total
Market	Airline Seats	Airline Ranking	Confirmed Cases	Cases Ranking	New Cases	New Cases %	New Cases Ranking	Total Population	Cases/Pop	Cases/Pop Ranking	Total Ranking	Total	
Orlando	634,190	1	1,910,921	13	66,294	8.4%	12	21,477,737	8.90%	9	5.75	5.75	
Philly	232,974	5	940,519	9	32,783	4.2%	9	12,801,989	7.35%	4	5.75	5.75	
Baltimore	113,573	10	383,170	3	10,190	1.3%	2	6,045,680	6.34%	2	6.00	6.00	
Newark, NJ	375,817	2	792,496	7	37,322	4.7%	11	8,882,190	8.92%	10	6.25	6.25	
NYC	367,441	3	1,667,443	12	91,012	11.5%	14	19,453,561	8.67%	8	7.00	7.00	
Boston	138,079	8	582,543	4	20,607	2.6%	6	6,892,503	8.45%	7	7.25	7.25	
Ft Lauderdale	343,536	4	1,910,921	13	66,294	8.4%	12	21,477,737	8.90%	9	7.25	7.25	
DC	83,699	14	40,767	1	1,587	0.2%	1	705,749	5.78%	1	7.50	7.50	
Miami	221,590	6	1,910,921	13	66,294	8.4%	12	21,477,737	8.90%	9	8.25	8.25	
ATL	149,406	7	1,008,660	10	35,413	4.5%	10	10,617,423	9.50%	13	9.25	9.25	
Chicago	131,246	9	1,187,839	11	21,122	2.7%	7	12,671,821	9.37%	12	9.25	9.25	

With the market selection process established, we needed to reexamine the demographic and psychographic targeting we were doing. Certain criteria made sense to retain—travel affinities, minimum household incomes, certain experience-related interests—but we needed to identify how we could add new layers of segmentation to identify those most likely to follow safe travel practices.

To do this, we looked at the weekly data coming from Destination Analysts’ COVID-19 Traveler Research, along with surveys from National Geographic and other national sources to identify the philosophical markers most likely to lead to what we considered “responsible” travel behavior. This included frequency of mask wearing, sentiment on testing requirements and level of discomfort with people and establishments that did not encourage or require safe behavior.

The result was a slight shift in our demographic targeting to a younger audience that tended to skew left of center on the political spectrum. From there, we worked with our media partners, including Centro Basis, our programmatic solution, to establish the right online user behaviors we were looking for, which naturally led us to the channels (programmatic and direct) where we could find these safe travelers.

**In action, the new targeting strategy took the following forms:**

- » Adjusting programmatic targeting based on age, gender, political leaning and online behavior, including retargeting visitors from articles about safe travel, PPE and other relevant safety content
- » Combining Resonate’s survey-based COVID-19 modelling with Dstillery’s predictive modeling to identify safe travelers who had left home most often for extended periods during the pandemic

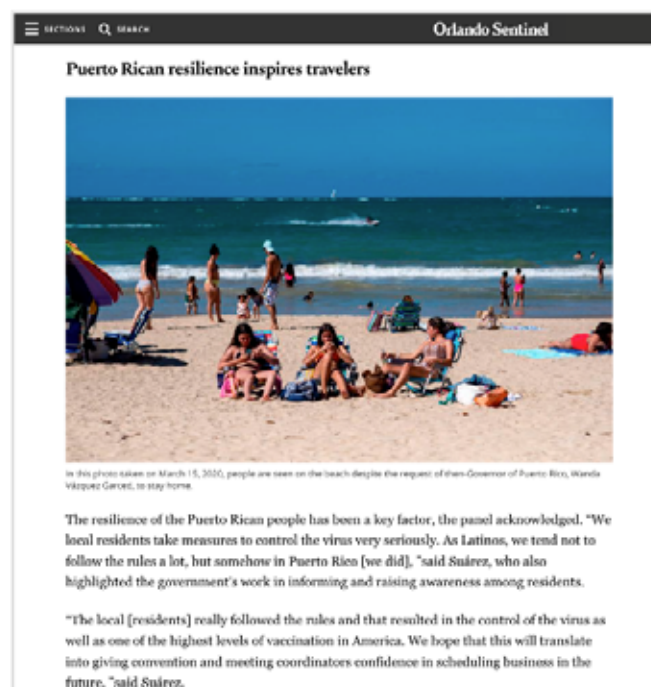
- » SEM targeting around people searching for safe travel terms (testing requirements, masks, etc.) and safe destinations
- » Native content placements featuring content highlighting Puerto Rico’s safety protocols on relevant sites
- » Content partnerships with AFAR and Conde Nast (both of which have audiences that skewed toward our Safe Traveler target)
- » Amazon advertising targeting customers in priority markets searching for PPE, sanitizer, etc.
- » ShareThis custom social segments based on COVID-19 awareness as well as interest in health and wellness, social issues and public health

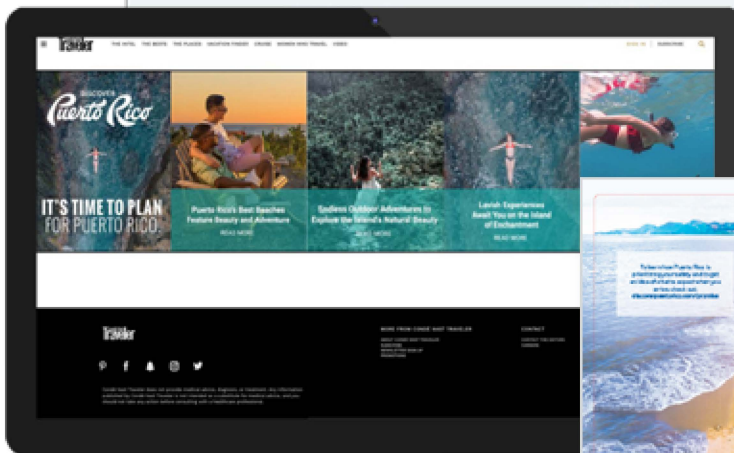
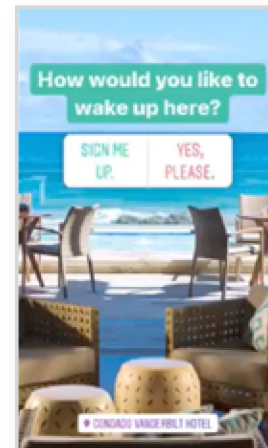
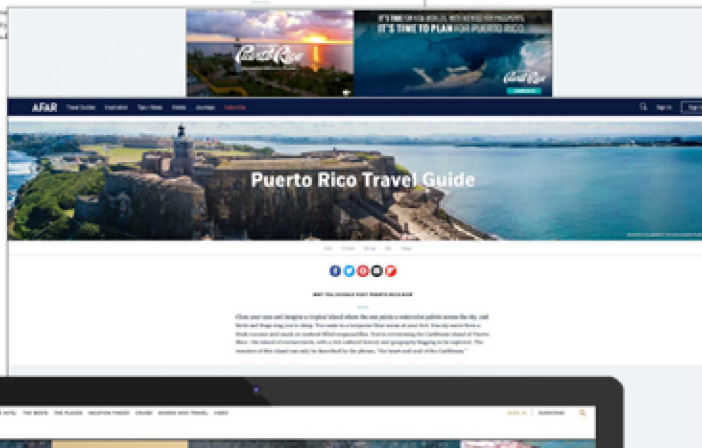
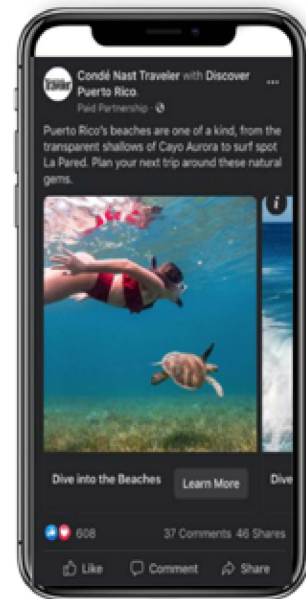
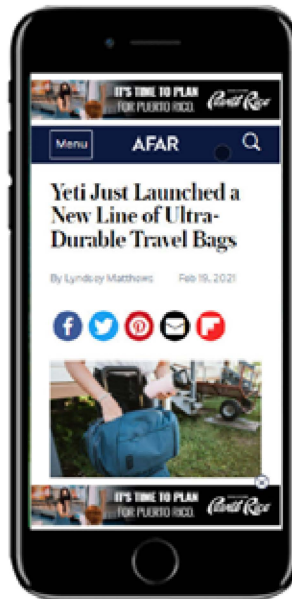
## Results

And as travel has begun opening up in recent months, the effects of our “Safe Traveler” digital media strategy have begun to materialize in truly impactful ways.

These campaigns reached 35% of targeted consumers, generating **more than 135,000 trips** and **\$400 million in visitor spending**, while ad-aware visitors **spent 43% more on their overall trip** and **stayed 1 full day longer** than unaware travelers (SMARI).

**Puerto Rico is leading the Caribbean in hotel occupancy as of the end of March 2021.**





# LOUISIANA BRAND CAMPAIGNS

Louisiana is home to one of the largest Mardi Gras celebrations in the world. So, when it came time to launch the Louisiana Office of Tourism's new Louisiana – Feed Your Soul brand mark, it only made sense to launch on Mardi Gras day.

After a successful launch, the next question became: How do we keep the momentum going for Louisiana? Partner with a social media influencer/celebrity? A major brand? Appear in an iconic event on a national stage? On a relatively limited budget these ideas might sound like a dream, but we were able to achieve them all.

## Objectives

Our overall goal was to maximize Louisiana's brand exposure and success through a series of out-of-the-box partnerships and campaigns to captivate audiences in new and exciting ways and to drive visitation.

**To achieve this, we took an iterative approach, with three executions over time:**

- 1. Southwest Airlines.** Inspired by festivities at Southwest Airlines gates across the country celebrating Mardi Gras during our initial Louisiana – Feed Your Soul brand activation, we established a partnership between Louisiana Travel and Southwest Airlines around Mardi Gras.
- 2. Lauren Daigle.** As a Grammy Award-winning singer-songwriter with a social media following of more than 2 million, a fan base that mirrors Louisiana's target market and shared values with Louisiana's brand, as well as being a native of Lafayette, Louisiana, Lauren Daigle was the perfect fit to be a brand ambassador for the Louisiana Office of Tourism.
- 3. Macy's Thanksgiving Day Parade.** After hurricanes, oil spills, the pandemic and a cancelled Mardi Gras, the Macy's Thanksgiving Day Parade was the perfect stage to let a national audience hungry for positive news know that Louisiana is back and ready to welcome visitors again.

## Strategy

First, we rolled out the partnership with Southwest in three phases:

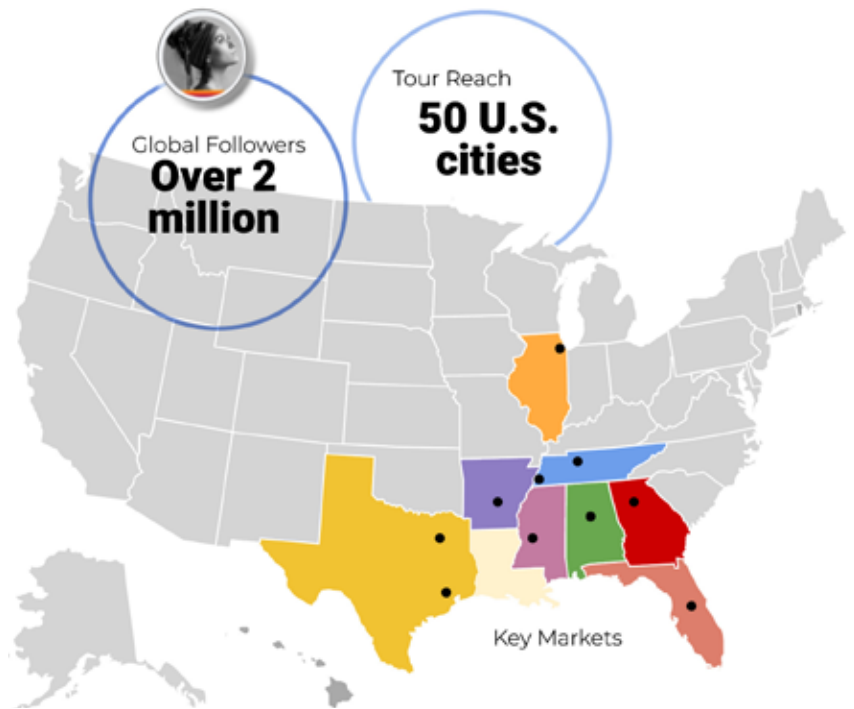
- » **Phase 1** included a Louisiana Travel sweepstakes featured in the October 2019 issue of Southwest The Magazine (which has an audience of 6.1 million per issue).
- » **Phase 2** included full-page ads in the January and February editions of Southwest The Magazine, a complimentary Louisiana – Feed Your Soul branded banner ad in the January

edition of Southwest's eNewsletter, and a prominent Louisiana Mardi Gras experience feature on the New Orleans destination page on Southwest's website.

- » **Phase 3** of the partnership was the in-person brand activation, with gate agents and flight attendants in New Orleans' top feeder cities of Dallas, Houston, Denver, Nashville and Atlanta leading second lines and celebrations adorning passengers with Louisiana – Feed Your Soul-branded beads and ball caps.



Around the same time, Lauren Daigle’s 50-city “Look Up Child” U.S. tour—which encompassed Louisiana’s key markets, including Chicago, Memphis, Little Rock, Dallas, Birmingham, Houston, Jackson, Orlando, Atlanta, Nashville and more—provided an opportunity to further extend the exposure and top-of-mind awareness of the Louisiana – Feed Your Soul brand, social media channels and, ultimately, Louisiana as a vacation destination.



Co-branded Louisiana – Feed Your Soul and Lauren Daigle’s “Look Up Child” tour signage; a custom 90-second looping video, in which Lauren promoted visitation to Louisiana and a social media hashtag and posts from Lauren all served to extend the reach and visibility of the Louisiana brand and Louisiana as a destination.



Different tactics were required when it came to sharing Louisiana's story in the Macy's Thanksgiving Day Parade. Working with Macy's creative team, the Louisiana Celebration Gator float was born, the longest in Macy's 95-year history. In addition, Louisiana had the opportunity to feature a homegrown, award-winning artist, Jon Batiste. Batiste provided a dynamic performance that stole the show and created additional earned media buzz.

## Results

All three brand activations delivered tremendous results in unique ways.

The Louisiana and Southwest Airlines Mardi Gras partnership was a huge success across multiple marketing platforms, garnering eNewsletter opt-ins, print, online and in-person brand exposures resulting in **overall brand awareness totaling 12,365,724**.

Likewise, Louisiana's partnership with the Lauren Daigle "Look Up Child" tour generated a **6:1 ROI** and garnered brand exposure on a national stage.

Leading the way in national exposure, the Louisiana Office of Tourism's float in the Macy's Thanksgiving Day Parade resulted in more than **5 billion impressions**, a **268% increase in YOY website visitation**, over **88,000 social media shares** and **\$15.4 million in advertising value**.

**C. PROVIDE NO MORE THAN THREE (3) PAGES OF THE BIDDER’S UNDERSTANDING AND OBSERVATIONS OF 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 VACATION DESTINATION.**

Miles has a deep commitment to monitoring and making sense of the domestic (and international) travel markets and wider tourism industry.

We invest more than \$500,000 in research and analysis annually and work hard to share these insights with our clients and their industry partners. This includes our investment through the pandemic in biweekly U.S. traveler sentiment research on the impact of COVID-19 on their travel plans and outlook; our long-term, multi-year sponsorship of "The State of the American Traveler" with Destination Analysts; and identifying future trends and transformative change in our industry with the annual "The Years Ahead" webinar, research and analysis with our partners at Phocuswright.

From this data we can highlight **four critical trends** that collectively describe the outlook for U.S. domestic travel and longer-term changes that are reshaping travel and tourism. For each we identify specific opportunities for Nebraska.

**#1: Road trips will continue their renaissance—despite the impact of high gas prices.**

The vast majority of U.S. travelers are looking forward to “normal” travel in a post-pandemic world. From our biweekly research with Longwoods International, as of early March a record 92% of U.S. travelers have travel plans in the next six months.

Road travel saw a resurgence during the pandemic and this renewed love affair is likely to continue. In fact, U.S. domestic travel is already largely back to normal, with road trips up 28% year over year nationwide (for road trips in the last month)—and 24% up year over year in Nebraska specifically (per the Arrivalist Trip Tracker). Though gas prices will have an impact, Americans are likely to hit the road in record numbers in 2022–2023 to travel—including, importantly, to reconnect with family and friends. (Visiting friends and relatives, or VFR travel, is another signature of the post-pandemic recovery in tourism.)

**Opportunity for Nebraska:** Nebraska’s bold brand proposition should ensure the state cuts through what will become an increasingly competitive and crowded marketplace. For Nebraska, these trends amplify the opportunity to double down on its visitor proposition of providing compelling reasons to get off the highway to explore a Nebraska destination or tour the state. Building on the Nebraska Passport program and enhancing existing touring routes and scenic





byways are all compelling opportunities. Road trips for many are multi-state adventures, which emphasizes that touring routes need to also cross state boundaries and provide a compelling experience and itinerary between logical start and end points.

## #2: Visitors are increasingly sophisticated in their expectations.

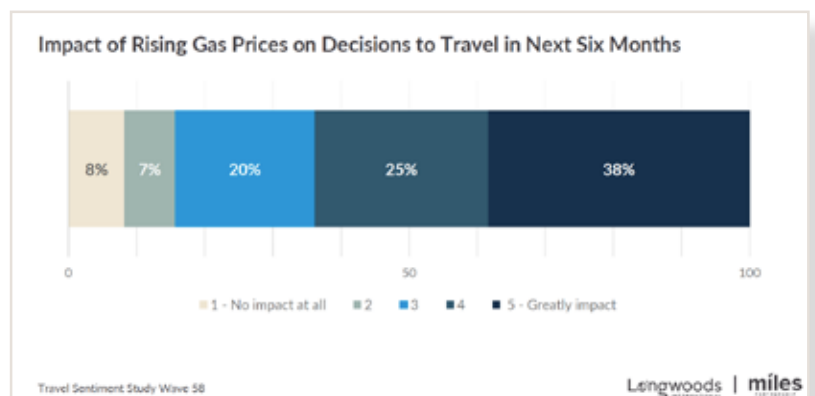
Traveler expectations in 2022 extend well beyond a state’s natural wonders, outdoor adventures or a single attraction. Research highlights the importance of the visitor “ecosystem”—having signature attractions or activities that are supported by interesting and unique food and beverage offerings, events and music, plus other entertainment options—something Nebraska has in spades.

In fact, the importance of food and cuisine (including craft beers and local distilleries) as an important part of the visitor experience has been growing for more than a decade. Younger travelers in particular have high expectations in this area, with more than half indicating that a destination having great cuisine as a “deal breaker” in their decisions on where to travel.

**Opportunity for Nebraska:** Nebraska should support the development of more signature attractions and activities, as well as supporting range of cuisine, music and other experiences. We call this a “Nebraska Plus” strategy. Now is a critical moment for this investment as record levels of ARPA Recovery Funding are available at a state, city and county level. This Nebraska Plus strategy should extend to research, product development and industry training to support the growth of the local food, music and artisan scene. These efforts could be undertaken with industry associations such as the Nebraska Craft Brewers Guild.

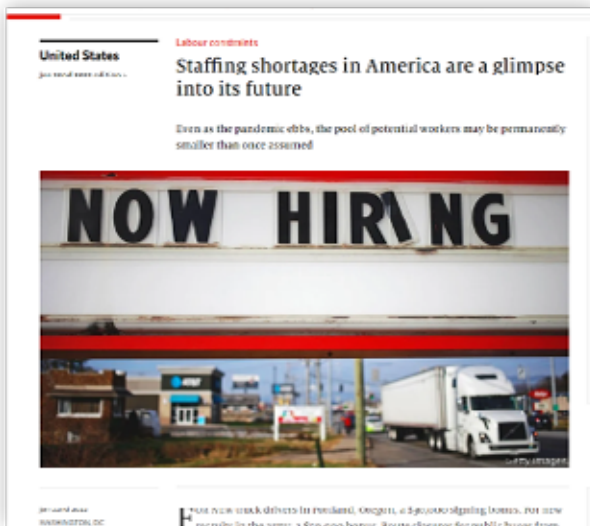
## #3: There are significant short-term challenges to navigate, including gas prices, inflation and international events.

Inflation has been a rising concern of U.S. consumers for the last six months; however, the recent spike in gas prices has led to a dramatic rise in concern among U.S. travelers. From our biweekly research with Longwoods, a now clear majority (59%) indicate it will impact or greatly impact their travel decisions in the next six months. This will put pressure on longer road trips (especially in RVs) and air travel of all types. On a positive note, the continued domestic substitution of American travelers swapping international trips for domestic is likely to continue to some degree, given the events in Eastern Europe.



**Opportunity for Nebraska:** In these uncertain times, Nebraska’s safety and certainty will be more appealing than ever. The state will benefit from its relative strength in leisure and VFR travel. Road travelers may be staying closer to home, limiting more ambitious Western road trips and offering opportunities for Nebraska in short- to medium-drive markets across the Midwest.

#### #4: Long-term challenges and opportunities will be increasingly important to the long-term success of Nebraska tourism.

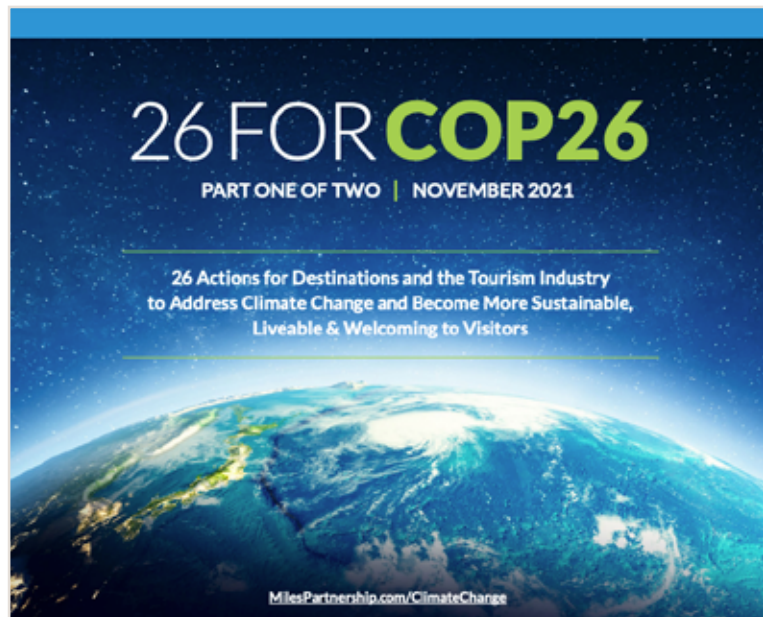


Beyond the opportunities and challenges previously noted, there are also two major, long-term issues facing travel and tourism in the U.S. and Nebraska. Staffing shortages have been vastly accelerated by the pandemic, and though the return of international visa holders will help, there are deep, structural issues affecting the U.S. labor market. The immediate challenges noted in this recent survey by the American Hotel & Lodging Association are unlikely to improve markedly. Tourism and hospitality’s relative lack of stability (e.g.: seasonal work), remuneration levels and career prospects need to be addressed to make our industry more attractive. Tourism is facing greater pressures than ever before to demonstrate

value—not only to staff, but also to residents and other stakeholders. Among these pressures are sustainability issues, including a historic shift in transportation to electric vehicles over the coming 10 or so years.

**Opportunity for Nebraska:** The state needs to balance excellence in marketing with investment in developing the destination and its core capabilities. This means striking an appropriate balance in investment across destination marketing and management. If a destination fails to help the industry address workforce or sustainability issues, any growth will be short lived and/or not provide the broad benefits expected by Nebraska residents and taxpayers.

See our Strategy Toolkit for Building Back Better for a wide set of resources on planning for sustainable tourism development. Plus, our white paper series “26 for COP26” outlines practical ways for DMOs to tackle climate change in partnership with their tourism industry, including facilitating a smart roll out of electric vehicle charging stations.



**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.**

Values-based marketing and branding is more than a single campaign or set of brand standards—it’s a fundamental shift in approach. It’s about putting values in the driver’s seat and letting them drive every aspect of an organization’s actions, including its messaging, creative and audience.

We’re passionate about values-based marketing and branding. And we’re energized by its potential to have a positive impact for an organization and the community eco-system it functions within. In fact, we believe in it so deeply that we’re hosting a webinar about values-based marketing in April. We also believe there’s no one-size-fits-all version of this exciting development in marketing and branding. We can demonstrate with examples featuring work we created for two distinctly different clients.

**“One of Us” Campaign for Chattanooga Tourism Co.**

Earlier we listed the “One of Us” campaign for the Chattanooga Tourism Co. as one of our favorite campaigns from a creative standpoint; it’s also one of our favorite examples of our work developing values-based branding. Every aspect of the new Chattanooga Tourism Co. brand is rooted in their core values of community and belonging. The messaging of “One of Us” is a declaration to all visitors and residents that they belong, which is matched visually in diverse imagery. Locals-focused content that highlights the true range of businesses and people in Chattanooga taps into pride and reinforces the message that everyone is welcome to be a Chattanooga. Even the shoulder season campaign we rolled out later reflects those values in the line, “We want you to visit, just not now.”



The “One of Us” brand for Chattanooga puts community first in ways that engage and celebrate residents and draw in visitors looking to experience what it’s like to be Chattanooga.



**The Macy’s Pride + Joy Multidimensional Campaign**

Retail giant Macy’s has long demonstrated their commitment to inclusivity through extensive participation in the New York City Pride March, but they were looking to go further. Miles worked with Macy’s to develop a multi-dimensional campaign that utilized Macy’s online platform (VisitMacysUSA.com, YouTube and digital ads) as a space for members of the LGBTQ community to share their stories in a powerful way. The campaign featured articles and, most significantly, a video-series in which LGBTQ influencers and activists who spent time in NYC during Pride Week shared their journeys.

Miles is no stranger to developing successful values-based marketing and branding. We believe we’re the right partner to support your team in evolving the NTC’s widely successful and industry-leading work.

**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.**

We understand that nothing is broken with the campaign—quite the opposite, in fact. So, the assignment is to evolve it. We’re tweaking it, not changing it. Extending it, not overhauling it. This is a campaign based on honesty—shocking honesty, in some ways. We’re zigging while everyone else is zagging. We freely admit that some people will never be convinced to travel to Nebraska.

*Honestly, it’s not for everyone.* And we’re not trying to appeal to everyone. We’re after people who share our approach to life. Their values are our values. These are people who don’t need some kind of manufactured entertainment to be entertained. People who don’t care much about what others think because they trust their own thoughts. People who are confident, intelligent and curious, willing to peel back the onion’s layers to find what’s inside. These are people who want to know what makes this place tick, what makes it different, what makes it special. People who march to their own drumbeat. The “not everyones” of the world.

In a way, the topics we chose for our ads are only shadow topics. Because no matter what the attraction, the event, or the destination, the real topic is our audience of “not everyones,” and our connection with every one of them.

**With this in mind, we focused on evolving the creative campaign in ways that further solidify and deepen the connection between Nebraska’s story and our defined audience.**

In the new creative, we tap into the successful, “Honestly, it’s not for everyone,” slogan by emphasizing the phrases “not everyone” and “but you might” in the ad copy with an increased font size and bold, red font color that matches the signature state of Nebraska icon in each ad. This not only serves as another way to grab the attention of the “not everyones” we’re trying to reach, but also integrates a key element of Nebraska’s overall messaging into the creative campaign.

Looking to take the success of your current messaging one step further, we shifted the narrative from broad statements and misperceptions of Nebraska to more personal, niche and attention-grabbing stories—the kinds of stories that are true only in Nebraska. New, visual elements placed above the ad copy further help tell these stories and amplify the ad’s overall impact in consumers’ minds. As we talk about in depth in our Publishing and Content proposal, we will carry these unique stories across all your channels.

Continuing this integrative approach, we introduced a new point of connection between your ads and website through the addition of VisitNebraska.com to the creative. This call-to-action element—supported by the development of robust, engaging content as detailed in our Publishing and Content proposal—makes it easy for the “not everyones” to learn more about what Nebraska’s all about, and ultimately, plan a trip to see it for themselves.

**Lastly, we looked to expand your current campaign by introducing a single-page layout. This new format adds to the versatility of your creative concepts and functions to complement other executions.**

**Please see our creative concepts on the following pages.**



# LEARN ABOUT WILLIAM THOMPSON'S SEVERE HAIR LOSS PROBLEM.

**NOT EVERYONE** associates Nebraska with interesting things. Some never will. But in 1867, Englishman William Thompson was near Lexington when he was shot, scalped and left for dead. Yet somehow, he woke up, grabbed his scalp, and headed to Omaha to have it reattached. No such luck. So he did what anyone would do—returned to England and put it on display for money. Years later, he sent it back to Omaha and it was donated to the library, where it's still displayed occasionally. Combing through our weird history won't interest everyone.

**JUST YOU, MAYBE.**

VisitNebraska.com

**Nebraska**  
HONESTLY. IT'S NOT FOR EVERYONE.



# A RIVER SO QUIET, YOU'LL SWEAR IT'S RUN BY LIBRARIANS.

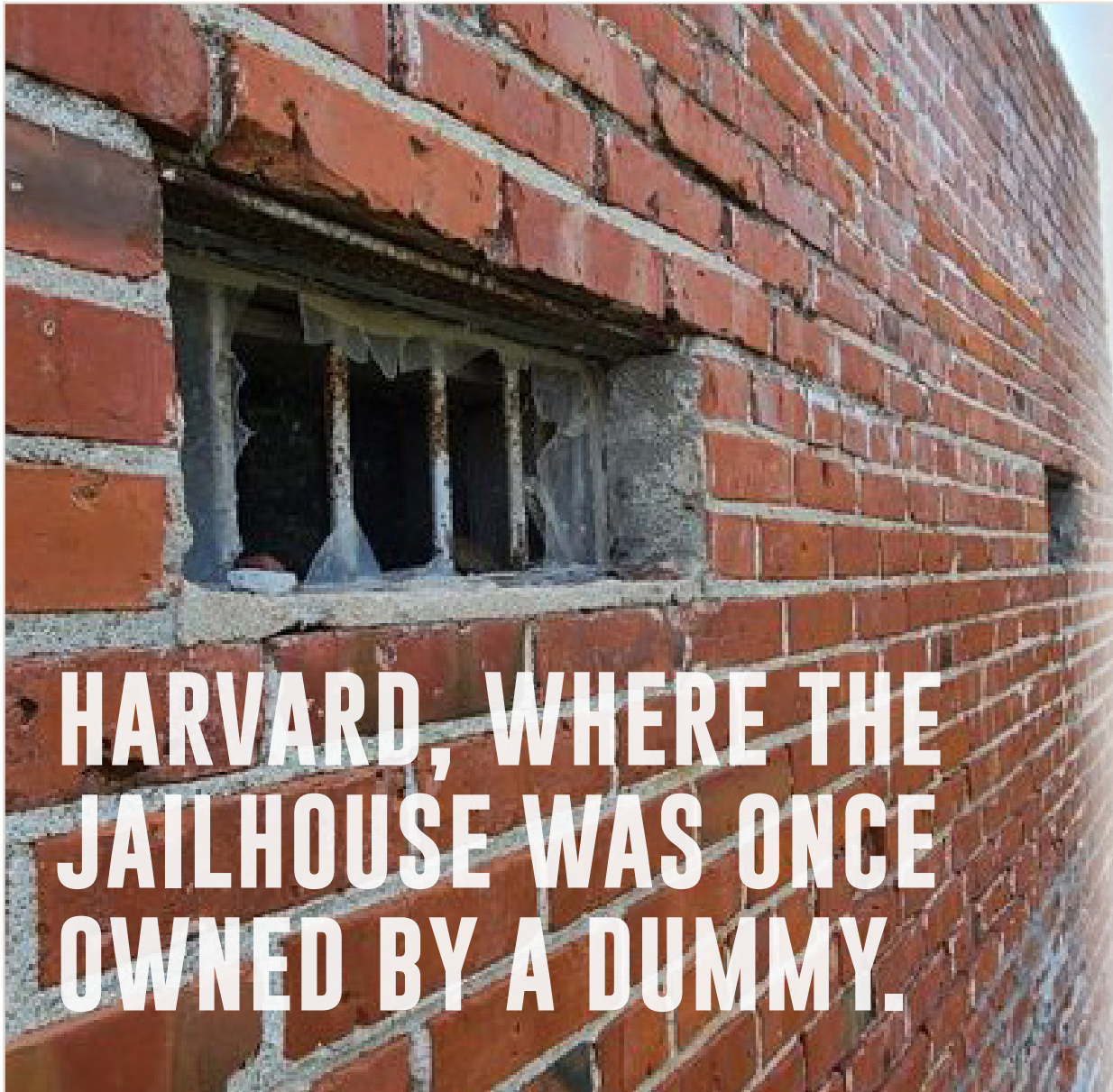


**NOT EVERYONE** considers Nebraska a travel destination. Some people will always believe there's nothing to do or see here. Not true. But you will find places where there's nothing to hear here. In fact, a 76-mile stretch of Nebraska's Niobrara River might soon be designated as the world's first Quiet Trail by Quiet Parks International, a non-profit group committed to "saving quiet for the benefit of all life." So if you believe that getting away from it all includes all the noise, we offer you the silent treatment. Not everyone will like the sound of that.

**BUT YOU MIGHT.**

VisitNebraska.com

**Nebraska**  
HONESTLY. IT'S NOT FOR EVERYONE.



# HARVARD, WHERE THE JAILHOUSE WAS ONCE OWNED BY A DUMMY.



**NOT EVERYONE** will buy the idea that Nebraska is an interesting place. Some never will. But in 1943, a clever teenage boy was able to buy the jailhouse in Harvard for \$1.50 after the town mistakenly listed it for sale. The town was not amused, and an embarrassing legal tug-of-war ensued. Eventually, a famous ventriloquist's dummy (we kid you not) saved the day by purchasing the jail for \$10,000 and then deeding it back to the town, where it remains, awaiting your assessment. Not everyone gets excited about a trip to jail.

**BUT YOU MIGHT.**

[VisitNebraska.com](http://VisitNebraska.com)

**Nebraska**  
HONESTLY. IT'S NOT FOR EVERYONE.





**IT REQUIRED GREAT EFFORT. AND MASSIVE AMOUNTS OF SALIVA.**



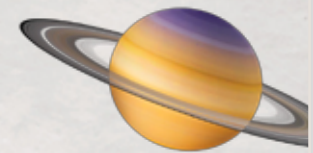
**NOT EVERYONE** would utter the words “amazing” and “Nebraska” in the same sentence. Some never will. But in 1953, the Boys Town Stamp Collecting Club, in an amazing display of stick-to-it-tiveness, started layering cancelled postage stamps on the core of a golf ball. Three years, 4.6 million stamps and a whole lot of licking later, it had grown to to 32 inches and 600 pounds. The largest ball of stamps on earth. We’re not sure where the other contenders are, but we know where this one is. Not everyone will find it amazing.

**BUT YOU MIGHT.**

VisitNebraska.com

**Nebraska**  
HONESTLY. IT'S NOT FOR EVERYONE.

# WE'LL LEAVE THE LIGHTS OFF FOR YOU.



**NOT EVERYONE** pondering the mysteries of the Universe thinks about Nebraska. A lot of people never get around to thinking about it at all. But astronomy buffs might. Because they know that sites with low "light pollution" offer the best chance for spectacular views of the night sky. And Nebraska has an abundance of such places, including one that's being considered for designation as a Dark Sky Sanctuary—regarded as some of the darkest places on earth. Some people don't find inky black darkness all that appealing.

**BUT YOU MIGHT.**

[VisitNebraska.com](http://VisitNebraska.com)

**Nebraska**  
HONESTLY. IT'S NOT FOR EVERYONE.



**BIGFOOT**  
It measures 17'2" long  
and 7" wide  
Copy of the cast made by Jerry Crew



**SEE THE BIG FOOTPRINT  
MADE BY BIGFOOT'S  
BIG FOOT.**

**NOT EVERYONE** hears the word Bigfoot and instantly thinks of Nebraska. In fact, some people never think of Nebraska at all. But Hastings is home to the Bigfoot Crossroads of America Museum, where for decades, Harriet McFeely has been collecting clues from all over the world that point to the creature's existence. There are casts of enormous feet and hands. Bones from the animals they eat. Even a special exhibit on a possible Bigfoot named Zana the Wild Woman of Russia. And everyone wants to see that. Okay, not everyone.

**BUT YOU, MAYBE.**

VisitNebraska.com



# HARVARD, WHERE THE JAILHOUSE WAS ONCE OWNED BY A DUMMY.



**NOT EVERYONE** will buy the idea that Nebraska is an interesting place. Some never will. But in 1943, a clever teenage boy was able to buy the jailhouse in Harvard for \$1.50 after the town mistakenly listed it for sale. The town was not amused, and an embarrassing legal tug-of-war ensued. Eventually, a famous ventriloquist's dummy (we kid you not) saved the day by purchasing the jail for \$10,000 and then deeding it back to the town, where it remains, awaiting your assessment. Not everyone gets excited about a trip to jail.

**BUT YOU MIGHT.**

VisitNebraska.com

**Nebraska**  
HONESTLY. IT'S NOT FOR EVERYONE.

Like we mentioned earlier, the topics we chose for our ads are shadow topics—the untold tales of Nebraska. They are intended to be different, to be disruptive, because to reach “not everyone” you have to tell stories in ways that not everyone does. You’ve already proven successful in this, and we believe our evolution of your creative will serve to help you continue to do this in new and greater ways.

# ***MEDIA PLANNING AND BUYING SERVICES TECHNICAL RESPONSE***

## ***1. RELEVANT EXPERIENCE, CAPABILITIES AND QUALITY OF BIDDER***

### **A. BRIEF STATEMENT OF OVERALL BUSINESS PHILOSOPHY**

On page 58, we provided an overview of our overall business philosophy. Adding to that and tied to what we think separates us from other agencies you're considering is the premium we place on transparency. In media, this means ensuring that every impression we buy on behalf of our clients actually reaches a person and not just a screen. We take digital ad fraud seriously and have invested heavily in services like Integral Ad Science that tracks how many impressions from a vendor is seen. If it's not, then our clients don't pay for that wasted impression.

Media planning continues to change due to the evolution of marketing and consumer habits. We see consumer purchase behavior evolving from the straight-line, traditional sales funnel path to a more nuanced, meandering approach. With this new approach in mind, it's critical that we reach our target consumer at every phase and channel with specific, personalized messaging that's native to that environment.

Therefore, we have focused on moving beyond traditional segmentation to more advanced segmentation utilizing a data-driven approach to drive engagements with our most loyal and active customers. Understanding the best way to engage these customers on an ongoing basis will reduce media cost and allow us to focus your investment on attracting new customers.

### **B. OUTLINE OF CAPABILITIES AND SERVICES OFFERED**

The full list of our capabilities and services is listed on page 59.

Diving deeper into our media planning and buying capabilities, we currently work with more than **50 brands** on their annual media strategies, planning and executing over **\$100 million** in media buying annually.

Our in-house digital software buying solutions connect our clients' messages to the right person at the right time with dynamic content delivery to meet the needs of each individual and their preferences. In addition, they connect them with more than 2,000 different publisher-direct

private marketplaces to give our clients the best value. And while we have the most sophisticated digital buying capabilities, we are also experts in placing off-line media. We've invested heavily over the last several years in media management software and talent to ensure that we can buy broadcast, spot, audio and OOH as seamlessly as we buy digital executions.

Clients trust us with their media planning and buying because of our focus, expertise, and again, transparency.

## **C. LIST OF SERVICES OFFERED WITH IN-HOUSE STAFF**

All our services are provided by in-house staff.

## **D. THE SINGLE MOST OUTSTANDING QUALITY THAT DIFFERENTIATES YOUR COMPANY**

As we mentioned on page 59, we believe our most outstanding quality is transparency.

That said, we'd be remiss if we didn't highlight the added value we bring when it comes to media planning and buying. You'll never encounter a "you get what you pay for" attitude when working with Miles—we understand how important above-and-beyond elements can be to a campaign's success, and we strive to extend our clients' dollars as far as possible.

We will work with you to establish a handful of big partnerships versus spreading your budget across dozens and dozens of media providers. Why? Well, by taking this approach we've been able to demand a 3:1 match for our clients.

Across all channels, we factor added value into our media vendor recommendations. Generally, clients can expect to see added value elements such as:

### » **Traditional**

- » **Print:** Bonus space/advertorial pages (including advertorial design services); in-market events/activations; dedicated eBlasts to subscriber bases; social media posts reaching the publication's followers
- » **OOH:** Bonus units (traditional and non-traditional); reduced or free production and installation fees
- » **TV:** Bonus spots; billboards/sponsor mentions
- » **Radio:** Bonus spots; billboard/sponsor mentions

### » **Digital**

- » Bonus impressions (display, native and video)
- » Integral Ad Science (brand safety measurement) fees covered
- » Brand lift studies or other post-campaign research

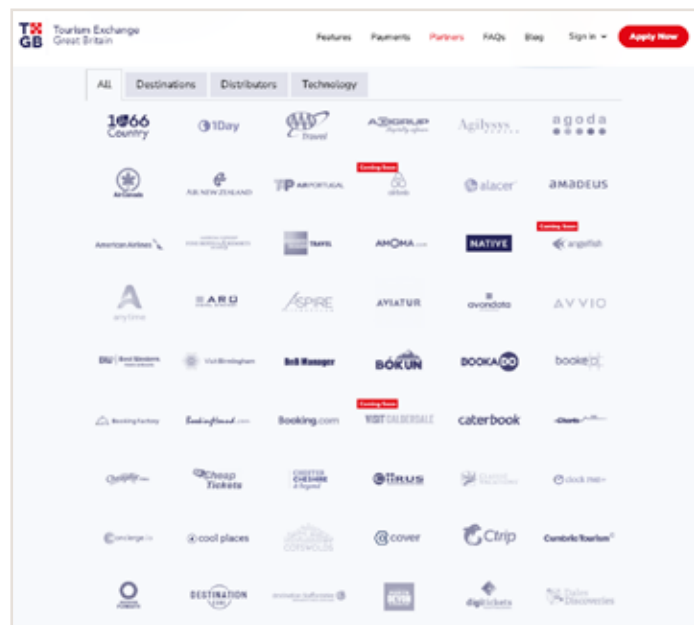
## E. ANYTHING ELSE YOU THINK WE SHOULD KNOW ABOUT YOUR COMPANY AND WOULD LIKE TO BRIEFLY SHARE

In addition to the capabilities and services listed above, we also provide our clients with forward-thinking technologies like the Tourism Exchange.



Previously only available in other parts of the world, Miles has partnered with Australian company V3 to bring the Tourism Exchange to the U.S. This digital SaaS platform offers an open product exchange where suppliers (hotels, attractions, restaurants, events, retailers) can offer up product and select global distributors and distributors can pull product to package and sell worldwide. The platform also allows DMOs to promote bookable product alongside inspirational content and have end-to-end visibility on performance of campaigns, helping democratize product development and shifting some of the power away from operators/distributors, who have traditionally called the shots for DMOs.

The system (legally) captures first-party data for every transaction that can be used for future marketing campaigns and ROI tracking for DMOs and can be set up at local, state, regional and national levels. It is currently used by ten government organizations across four countries, Britain, Australia, Indonesia and Japan. Globally, more than 75,000 suppliers and more than 250 distributors are already connected to the Exchange, including all major OTAs (Booking.com, cTrip, Expedia, Google, AirBnB, etc.) and flag properties (Marriott, IHG), as well as distributor/suppliers like TripAdvisor.



Great Britain and Japan are currently on pace to deliver trackable bookings of more than \$250 million each through the exchange in 2022, and every single booking comes with consumer data.

The exchange cost effectively complements traditional travel trade methodology and revolutionizes the painful, manual, time-consuming process of product development, particularly in rural markets.

## 2. MEDIA PLANNING AND BUYING CASE HISTORIES

### 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.**

We selected these case studies for the NTC because they show our strength in crafting media campaigns that cater to the needs of our travel and tourism clients and deliver strong results.

### Co-Branded Media Campaign for VISIT FLORIDA

To keep the Florida vacation experience top-of-mind amid a changing marketplace, VISIT FLORIDA sought to develop brand positivity and connection with consumers through inspirational and educational content. We tapped into an array of media partners who offered fun and distinct campaign activation opportunities, as well as strengths in distribution and first-party data that ensured campaign messaging would reach target audiences. Partnerships with BuzzFeed, the *New York Times*, the *Washington Post*, Scary Mommy and Meredith—extending to *REALSIMPLE*, *Parents*, *Food & Wine*, *SHAPE*, *People* and *InStyle*—allowed us to tap into existing consumer affinity and trust to extend the impact of VISIT FLORIDA’s messaging.

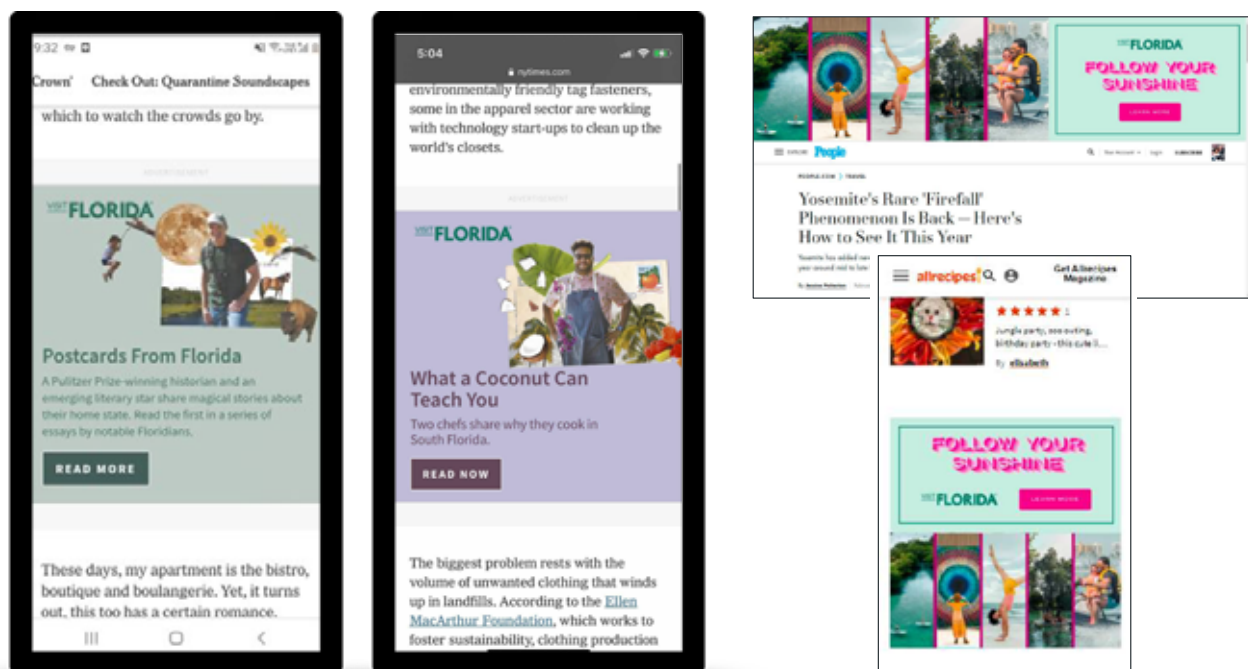




Over several months, we undertook a broad mix of tactics to engage with consumers in different ways, ranging from Sunday Magazine features to custom videos, social bytes and immersive soundboards to custom memes and sweepstakes.

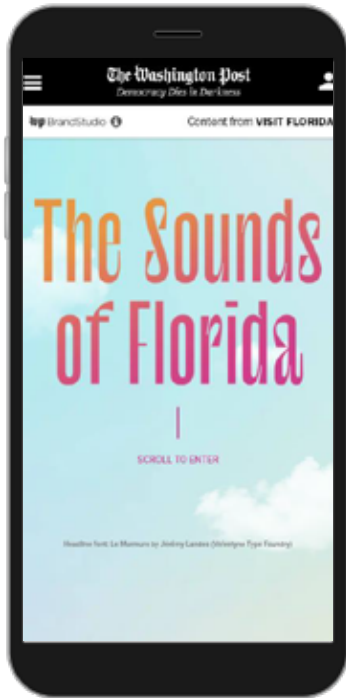
*Highlights of success include:*

- » 29 million impressions generated through custom videos and posts on BuzzFeed
- » 15 million impressions generated from content across New York Times channels
- » Nearly four in five of those exposed to campaign content delivered through Meredith said they are likely to travel to Florida in the near future
- » An immersive soundboard audio feature with The Washington Post drove overall engagement rates upwards of 21%
- » Articles and memes through Scary Mommy garnered an 8% lift in purchase intent among surveyed Facebook audiences, and a Florida-focused sweepstakes beat the average number of entries by 40%



**The New York Times**

 **meredith**



**wp BrandStudio**

## Interactive Performance

**Key Takeaway:** The audio features were highly engaging to users – driving overall engagement rates above our benchmark. The icons were most used followed by the locations.

**Actionable Insight:** Continue to explore unique, immersive formats that allows users to engage with Florida in a meaningful, memorable way.

Source: Google Analytics  
Engagement rate benchmark: 1.8%

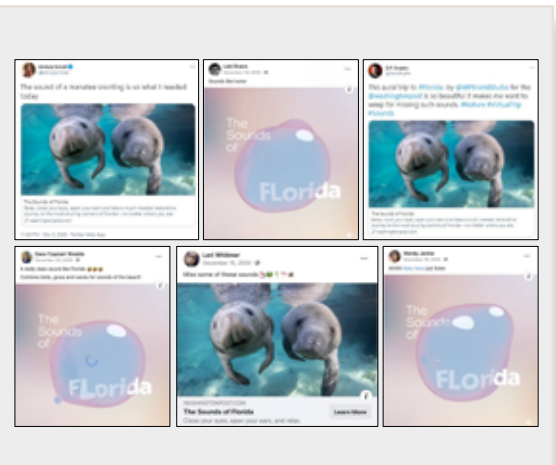
ICONS	"SURPRISE ME"	LOCATIONS
<p>Engagement rate: 21%</p> <p>Most engaged with sounds:</p> <ul style="list-style-type: none"> <li>• Ocean waves</li> <li>• Manatee snort</li> <li>• Birds</li> </ul>	<p>Engagement rate: 6%</p>	<p>Engagement rate: 10%</p> <p>Most engaged with locations:</p> <ul style="list-style-type: none"> <li>• Bok Tower Gardens</li> <li>• Everglades National Park</li> <li>• Seaside</li> </ul>

**wp BrandStudio**

## Social Media Shares

**Key Takeaway:** The article was shared by numerous readers across social media, deepening its reach and demonstrating that it resonated with users.

**Actionable Insight:** Content that is highly shareable will help expand the reach of Visit Florida's messaging across the web.



**wp BrandStudio**

## Promo Module Performance

**Key Takeaway:** Native promo modules are designed to look and feel like editorial, and consistently drive engaged traffic to desktop/mweb pages. The ad units exceeded with WP BrandStudio's CTR benchmark.

**Actionable Insight:** Native promo modules are a reliable tactic to get your target audience to engage with content. Continue to incorporate these ad units into your distribution strategy.

Source: DFP

Mobile promo modules	Desktop promo modules
<p>Impressions: <b>7,616,668</b></p> <p>Clicks: <b>26,859</b></p> <p>CTR: <b>0.36%</b></p>	<p>Impressions: <b>7,828,349</b></p> <p>Clicks: <b>17,460</b></p> <p>CTR: <b>0.22%</b></p>

The Washington Post

## “Inspiring Awe” Digital Campaign for Explore Boone

Boone, North Carolina, is a historic destination with many firsts and a proud history, from founding father Daniel Boone to the city’s quaint, yet surprisingly metropolitan vibe. As Explore Boone sought to tell their story and market their destination in a new way, it became clear a new brand message would need to be created. Through a rigorous brand development process complete with stakeholder interviews, competitive landscape research and creative strategizing, Miles helped Boone focus on the elements that were uniquely theirs:

### The ability to “Inspire Awe.”

We developed a comprehensive marketing plan to reach audiences through multiple touchpoints, including native ads, digital display ads and social media ad units. We also partnered with Visit North Carolina on a game-changing co-op partnership that allowed Explore Boone to buy into an out-of-home initiative that included billboard ads and digital audio placements.



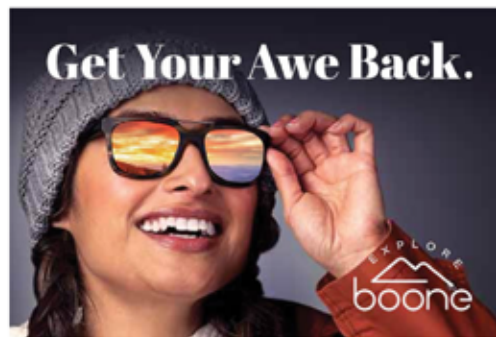
The creative vision was to capture close-ups of faces demonstrating “awe” as they looked at many of Boone’s inspiring landscapes.



Through a VISA Measurement Study, we were able to confirm an impressive **88:1 ROI** based on visitor spending in Boone after the new “Inspiring Awe” ads were served. In addition, we saw dramatic year-over-year occupancy tax increases and notable impressions and clicks.

*Highlights of success include:*

- » December 2020 occupancy tax up 70%
- » January 2021 occupancy tax up 64%
- » February 2021 occupancy tax up 136%
- » 12 million billboard impressions
- » 2 million iHeart campaign impressions
- » 21 million total digital impressions
- » 329,528 total clicks



**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.**

We said it as part of our earlier response on page 78, and it’s worth saying again—Miles is committed to using research to guide all our decisions.

We understand that the trends of today will not be the trends of tomorrow. With this in mind, we will leverage insights from our ongoing research to continuously identify new areas of opportunity for the NTC.

We have close working relationships with leading research firms such as Phocuswright, Destination Analysts, Civitas, Downs & St. Germain and Longwoods International. We also partner with some of the most sophisticated specialist agencies and media partners across the travel space, such as Sparkloft, Near (formerly UberMedia), Centro and ADARA, ensuring the strategies we bring as your partner are rooted in the latest platforms, technologies and media channels.

**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.**

We view all media channels as simple distribution outlets for the messages our clients want to convey to their target audience. In working with the NTC, we know the “not everyones” are an audience we want to connect with. As we mentioned earlier, we believe that connecting with this audience requires us to tell them an interesting story, in an interesting way. We will focus on utilizing media channels that give us space to tell that story—more specifically, TV/video followed closely by print. This audience is going to shun flashy banner ads and ignore a lot of the digital noise that exists, so we need to be creative in that space by finding media partners and platforms that are interested in allowing a longer story to be told. What’s most important when determining the role of various media channels is keeping our audience front and center. If we focus on our audience, then deciding where we place your message will come easily.

## **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.**

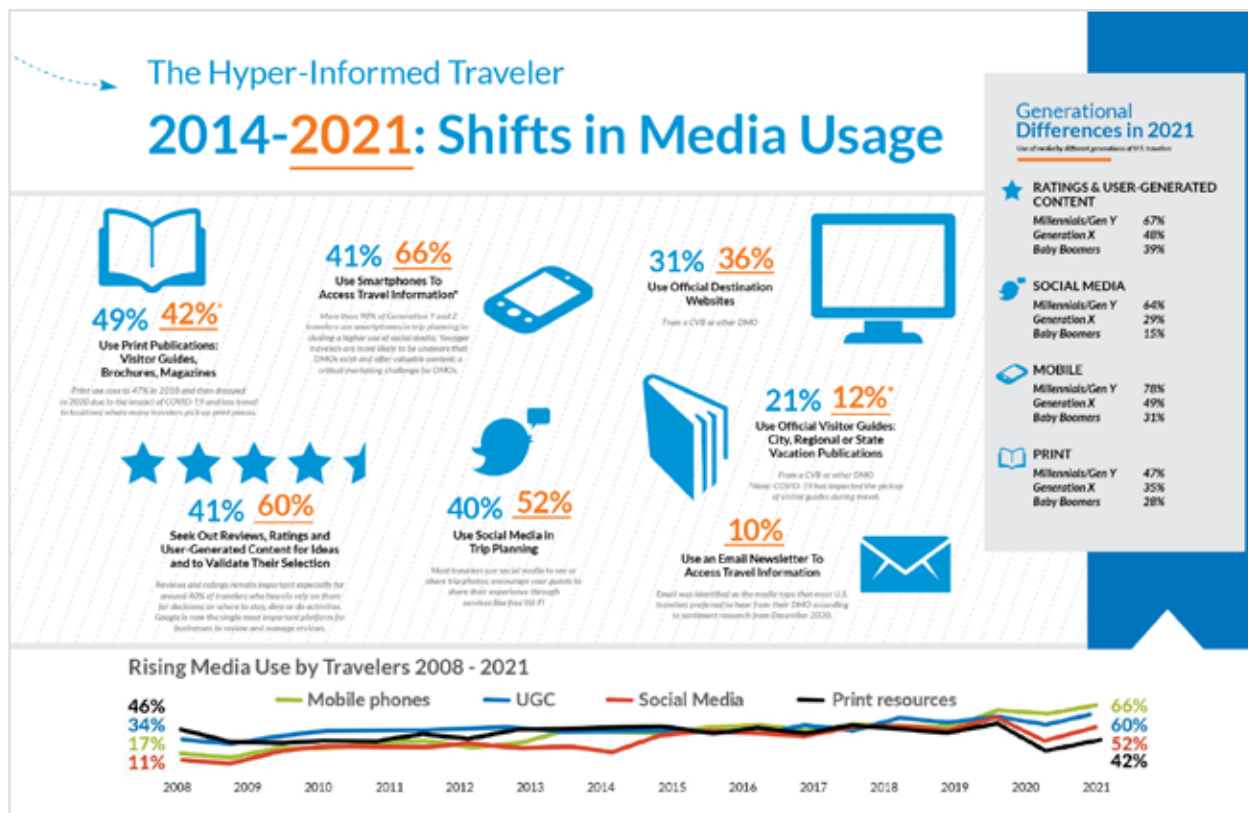
We start by asking ourselves two simple questions: who do we want to reach and what do we want them to feel or do? The answers to these questions drive the rest of our decision making when determining the media mix for a campaign. Do we want a broad brand-focused campaign to reach a broad target audience, or do we want to reach a subset of the audience with a specific interest? How are we going to measure the success of this campaign? Whether it be partner referrals, guide orders or a shift in brand perception, we'll work with you determine what success looks like from the beginning.

Once the initial strategy is defined, we dive into the data and leverage an array of media research partners to determine the best placements for reaching our goals. Whether it be MRI AdMeasure to evaluate print publications, Strata to determine broadcast partners or Google Analytics for online channels, these tools and others allow us to evaluate our assumptions, choose the right media mix and ensure our plan is built for success.

## **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.**

As we mentioned above, our work is rooted in ongoing, research-based insights. As part of this, Miles has been closely tracking and analyzing U.S. travelers' media use and sources of information for more than 15 years through a range of third-party research studies. Namely, this collection of media-use research is summarized in our longstanding, industry-leading "Hyper Informed Traveler" analysis. Recently updated with data through the end of 2021, this research indicates both the rising use of smartphones, user-generated content (UGC) and social media as well as the continued strength of more traditional media over the last decade.

We have also been tracking print usage with our research partners at Destination Analysts for more than 13 years. Recent research shows that more than 40% of American leisure travelers in 2021 turned to print sources—including lifestyle magazines and visitor guides—at some point in their trip planning process. While the use of in-market print was impacted by the pandemic, both print and digital subscription-driven publications grew, as did the value of first-party data. With expanding privacy restrictions on digital advertising, first-party data will be increasingly important to multimedia marketing programs in the future.



Our research also signals the generational differences in media use, which shows greater use of digital channels by younger travelers—more specifically, more than twice as many Gen Y travelers use social media versus baby boomers. That said, 45% of Gen Y travelers use some form of print sources in their travel inspiration and planning—with lifestyle magazines ranking as the most looked-to print source among Gen Y consumers.

In an increasingly complex, multimedia travel planning landscape, visitors to Nebraska are interacting with hundreds of touch points—including websites, social media and UGC—as well as offline media throughout their trip planning process. The result is the need for bold and engaging creative—which NTC has in spades—delivered across a wide range of media channels with consistent messaging and complimentary formats.

Our strategy for media planning will deliver the NTC brand through content that captures consumers’ attention and engagement.

## 4. HOW YOU WOULD INCORPORATE NEBRASKA’S VALUE-BASED POSITIONING STRATEGY INTO YOUR TARGET AUDIENCE DEFINITION, MEDIA PLANNING AND BUYING?

Our recommended media strategy for Nebraska goes beyond simply creating traditional segmented personas, breaking down geos and outlining tactics by each travel-planning phase. We believe marketers can do better based on the tools at their disposal. The technology

exists for us to work smarter and deliver a more personalized message to consumers who demonstrate a propensity to visit Nebraska. Embracing this smarter strategy, we will target specific people—not general personas.

Our goal in year one will be to evaluate media partners that both align with Nebraska’s value-based positioning strategy and give us access to traveler data that we can utilize to be smarter in the future. For example, partners who can provide us access to first-party data that over-indexes on travel behaviors. Furthermore, we will look for media partners who produce content that resonates with our audience of “not everyones,” such as Atlas Obscura, and work with them to craft unique strategies for featuring Nebraska’s interesting stories.

We will also look for partners that have a strong brand and are willing to bring different creative approaches to the table. For instance, this could include exploring a campaign partnership with Duluth Trading Co. that features their brand within the context of traveling around Nebraska. These types of brand partnerships extend your audience reach, create efficiencies, reduce your production budgets year over year and allow us to leverage the trust and effectiveness of well-known national brands.

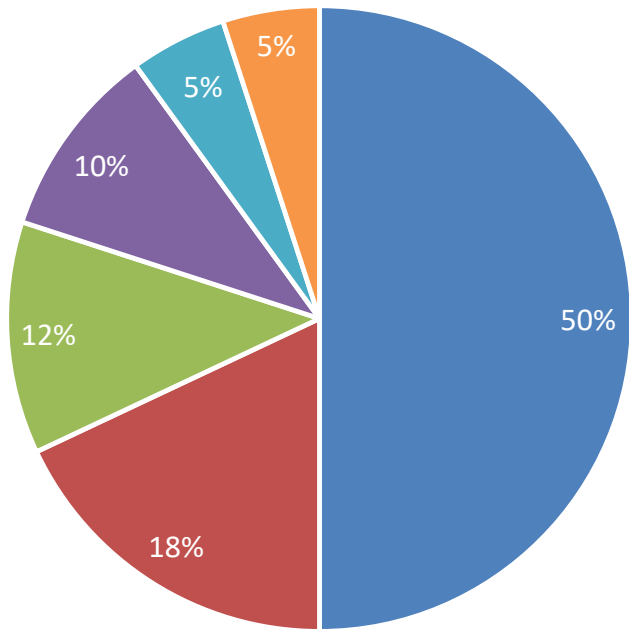
Based on the criteria above, we would then send an RFP to potential media partners we know can deliver on these requirements. Each selected partner would then deliver a mix of tried-and-true tactics that would successfully continue to reach travelers that align with Nebraska values.

## **5. PROVIDE AN OUTLINE OF HOW YOU WOULD ALLOCATE DOLLARS TO VARIOUS MEDIA FOR AN ANNUAL CAMPAIGN OF \$4 MILLION.**

Based on our response throughout this proposal and our partnership with Nebraska over the years, you know we understand that promoting Nebraska doesn’t follow a script. So, why would the media plan for Nebraska be any different? While the majority of DMOs are putting most of their budget in digital, we know that Nebraska’s story is better told through more traditional media channels. That’s not to say we can’t and shouldn’t use technology and data in interesting ways, it’s just to say that we don’t think running a bunch of banner ads will work for Nebraska. In fact, we recommend avoiding that banner ads altogether. The portion of the budget you see us allocating to digital in the chart below will be used for digital storytelling platforms like the previously mentioned Atlas Obscura.

That said, on the following page is a complete outline of how we recommend allocating a \$4 million media campaign. Of course, flexibility is key, which we learned during the pandemic; therefore, we would organize each media buy in a way that allows us to quickly pause and pivot when necessary.





■ TV/Video ■ Brand Partnerships ■ Print ■ Digital ■ OOH ■ Radio/Audio

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