

ORIGINAL



State of Nebraska
Nebraska Commission on Problem Gambling
RFP # NPGAP 2024.1



**LEE ENTERPRISES
NEBRASKA**

April 18, 2024

State of Nebraska: Nebraska Commission on Problem Gambling

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April 18, 2024

David Geier
Commission on Problem Gambling
700 South 16th Street
Lincoln, NE 68508

Dear Mr. Geier,

Lee Enterprises Nebraska is pleased to submit the attached proposal for the Nebraska Commission on Problem Gambling. As fellow Nebraskans, we are excited about the opportunity to partner with you on this important project.

Lee Enterprises Nebraska is owned by Lee Enterprises, a data-driven full-service agency that brings the resources and support of a powerful national marketing corporation to our local communities, maximizing budgets and results. We are your neighbors, business communities, and friends. This combination of expertise provides you with the power and resources of a large national advertising agency, with the in-depth understanding of the local markets.

We are experts at working collaboratively to provide innovative and scalable solutions. Our rate structure allows clients to allocate budget that might normally be reserved for management fees to fund message development and deployment. Our expertise is strong in creative and strategic planning, complex media negotiating and buying, working with government agencies, and managing large budgets.

This RFP has been reviewed and we agree to the terms and conditions herein, including the contract. This response to proposal is an accurate description of our scope of work, services and goods.

Lee Enterprises Nebraska is committed to perform the advertising and marketing services outlined in the RFP. This proposal is valid for 150 calendar days following the due date of April 18, 2024.

Thank you for your consideration.

Sincerely,



Ava Thomas
President, Mid-West Region
Lee Enterprises

Lee Enterprises Nebraska
 200 S 21st Street
 Suite A100
 Lincoln, Nebraska 68510

Corporate

Lee Enterprises
 4600 E 53rd St.
 Davenport, IA 52807

Entity Organization

Amplified: LLC,
 2013, Delaware
 (Lee: C-Corp,
 1950, Delaware)

Federal Identification Number

Amplified: 462245913
 (Lee: 420823980)

Agency Size

Amplified: 125
 (Lee: 6,000+)

www.Lee.Net/Markets/

Lines of Business:

- Publishing & Printing
- Full-Service Integrated Marketing
- Digital Marketing
- Creative & Branding
- Media Planning & Buying
- Research (1st & 3rd Party Data)
- Event Production
- Video Production
- Website Development & Maintenance

Lee Enterprises, the parent company of Lee Enterprises Nebraska, is home to over 350 local brands & publications. We have created an immense local-to-national platform that serves an array of communities as we bring our national expertise to the state and local levels.

With over 130 years of audience engagement and advertising innovation, Lee Enterprises continues to think big and act bold. With this mindset we build solutions and strategies that drive awareness, educate consumers and promote important resources.

With a robust suite of marketing services, Lee Enterprises develops exciting, targeted campaigns by working with all 77 of our local markets. We specialize in campaign strategy development and execution that delivers a return on investment, meet key performance indicators, and impact our local audiences. Our commitment to remaining at the forefront of integrated marketing provides our clients with the latest in technology, solutions, and data from bright, strategic minds.

In addition, almost 10 years ago, Lee added the Amplified Agency, focusing on digital, to grow and keep up with the latest innovation in the industry. We have grown to a full-service agency managing hundreds of active clients. Thus, we have access to invaluable first and third-party data, and we ensure our clients receive the most advanced analytics, delivery, and targeting technologies and strategies.

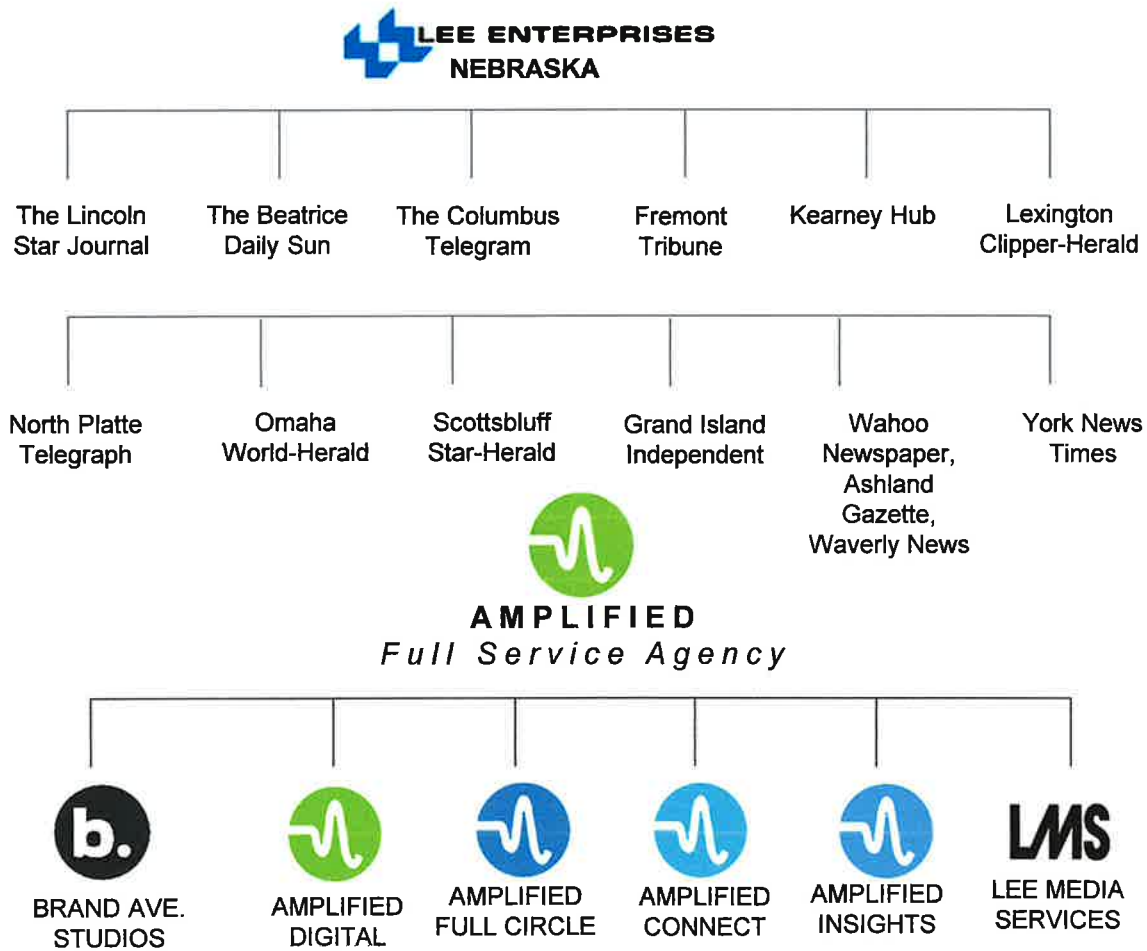
Our clients also benefit from our ability to make all online and offline media purchases in-house, at competitive rates, and with greater transparency and control over the purchased media. This is substantial added value and where most other agencies cannot compete.

Lee Enterprises Nebraska C-Corp, 1950
Federal ID # 420823980

Amplified LLC – 2013
Federal ID # 462245913

Lee Enterprises Nebraska

Lee Enterprises Nebraska has a robust 425 employees across the state. We know and love Nebraska and connect with 75% of all Nebraskans every day - our products and services provide reach everywhere that Nebraskans live, work and play.



SPECIALITIES:

BRAND AVE. STUDIOS: Creative, Branding, Content

AMPLIFIED DIGITAL: Full Digital Suite, Trade Desk, Analytics

AMPLIFIED FULL CIRCLE: Strategic Planning, Media Buying, Plan Execution

AMPLIFIED CONNECT: Event Production & Management

AMPLIFIED INSIGHTS: Research & Data

LEE MEDIA SERVICES (LMS): Print & Mail Solutions

1.b. FINANCIAL STATEMENT

Lee Enterprises, Incorporated (NASDAQ: LEE) generated almost \$700 million in annual revenue in 2023. See 10-K annual report excerpt below. Full 10-K annual report is available at <https://investors.lee.net/financials-filings/annual-reports>.

OPERATIONS

Operating results, as reported in the Consolidated Financial Statements, are summarized below:

| (Thousands of Dollars, Except Per Common Share Data) | 2023 | 2022 | Percent Change | 2021 | Percent Change |
|--|-----------------|-----------------|------------------|-----------------|----------------|
| Operating revenue: | | | | | |
| Print advertising revenue | 125,804 | 184,963 | (32.0)% | 227,892 | (18.8)% |
| Digital advertising revenue | 193,173 | 181,465 | 6.5% | 141,391 | 28.3% |
| Advertising and marketing services revenue | 318,977 | 366,428 | (12.9)% | 369,283 | (0.8)% |
| Print subscription revenue | 252,591 | 313,504 | (19.4)% | 329,484 | (4.9)% |
| Digital subscription revenue | 60,700 | 40,120 | 51.3% | 28,229 | 42.1% |
| Subscription revenue | 313,291 | 353,624 | (11.4)% | 357,713 | (1.1)% |
| Print other revenue | 39,508 | 42,962 | (8.0)% | 48,656 | (11.7)% |
| Digital other revenue | 19,362 | 17,955 | 7.8% | 18,997 | (5.5)% |
| Other revenue | 58,870 | 60,917 | (3.4)% | 67,653 | (10.0)% |
| Total operating revenue | 691,138 | 780,969 | (11.5)% | 794,649 | (1.7)% |
| Operating expenses: | | | | | |
| Compensation | 266,907 | 317,789 | (16.0)% | 330,896 | (4.0)% |
| Newsprint and ink | 25,346 | 30,101 | (15.8)% | 29,775 | 1.1% |
| Other operating expenses | 323,067 | 344,905 | (6.3)% | 325,597 | 5.9% |
| Depreciation and amortization | 30,621 | 36,544 | (16.2)% | 42,841 | (14.7)% |
| Assets loss (gain) on sales, impairments and other | 1,882 | 9,716 | (80.6)% | 8,214 | NM |
| Restructuring costs and other | 12,673 | 22,720 | (44.2)% | 7,182 | 216.3% |
| Total operating expenses | 660,496 | 761,775 | (13.3)% | 744,505 | 2.3% |
| Equity in earnings of associated companies | 6,527 | 5,657 | 15.4% | 6,412 | (11.8)% |
| Operating income | 37,169 | 24,851 | 49.5% | 56,556 | (56.1)% |
| Non-operating income (expense): | | | | | |
| Interest expense | (41,471) | (41,770) | (0.7)% | (44,773) | (6.7)% |
| Curtailment gain | — | 1,027 | (100.0)% | 23,830 | NM |
| Pension withdrawal cost | (1,200) | (2,335) | (48.6)% | (12,862) | NM |
| Pension and OPEB related benefit (cost) and other, net | 2,420 | 19,022 | (87.3)% | 9,296 | 104.6% |
| Total non-operating expense, net | (40,251) | (24,056) | 67.3% | (24,509) | (1.8)% |
| (Loss) income before income taxes | (3,082) | 795 | (487.7)% | 32,047 | NM |
| Income tax (benefit) expense | (349) | 698 | (150.0)% | 7,255 | (90.4)% |
| Net (loss) income | (2,733) | 97 | (2917.4)% | 24,792 | NM |
| Earnings (loss) per common share: | | | | | |
| Basic | (0.90) | (0.35) | 156.5% | 3.98 | NM |
| Diluted | (0.90) | (0.35) | 156.5% | 3.90 | NM |

We acquired or disposed of certain properties in each of 2023, 2022 and 2021.

Lee Enterprises, nor any of our subsidiaries, including Lee Enterprises Nebraska, are involved in a merger or being acquired by another company. Lee Enterprises is not part of a network or holding company.

Principal place of business: agency name, address, email, and phone number

Lee Enterprises Nebraska/Amplified Agency
Lincoln Journal Star
200 S 21st Street
Suite A100
Lincoln, NE 68510

Major offices: name and location of additional offices in Nebraska

The Beatrice Daily Sun
110 S. 6th Street, Beatrice, NE 68310
beatricedailysun.com

The Columbus Telegram
1254 27th Avenue, Columbus, NE 68601
columbustelegram.com

Fremont Tribune
135 N. Main Street, Fremont, NE 68025
fremonttribune.com

The Lincoln Journal Star
PO Box 81869 Lincoln, NE 68501
journalstar.com

Kearney Hub
13 E. 22nd Street, Kearney, NE 68848
kearneyhub.com

Lexington Clipper-Herald
114 W. 5th Street, Lexington, NE 68850
lexch.com

North Platte Telegraph
621 N. Chestnut, North Platte, NE 69101
nptelegraph.com

Omaha World-Herald
1314 Douglas Street, Ste. 1500, Omaha, NE 68102
omaha.com

Scottsbluff Star-Herald
1405 Broadway, Scottsbluff NE 69361
starherald.com

Grand Island Independent
422 W. 1st Street, Grand Island, NE 68801
theindependent.com

Wahoo Ashland Waverly
564 N. Broadway, Wahoo, NE 68066
wahoo-ashland-waverly.com

York News Times
327 Platte Avenue, York, NE 68467
yorknewstimes.com

Lee Enterprises Nebraska has no conflict of interest with the State of Nebraska. Below are previous contracts or projects with the State.

| CONTRACT # | AGENCY NAME |
|------------|---|
| 60004481 | DAS State of NE |
| 60109742 | NE Department of Education-DDS |
| 60051498 | NE Department of Revenue – Class Employment |
| 60083108 | Office of NE State Treasurer |
| 60004996 | University of NE Lincoln Classified |
| 60107308 | University of NE – Nebraska Extension |
| 60009042 | UNL – Graduate Studies |
| 60067540 | UNL/Central Administration |
| 60002793 | UNL Inventory Department |
| 60103244 | UNL Agronomy & Horticulture |
| 60107534 | Nebraska 4-H Camps & Centers-UNL |
| 60107308 | University of NE-Nebraska Extension |
| 60103543 | UNL/ IANR Finance & Personnel |
| 60004530 | University of NE Omaha/Public Admin |
| 60009625 | UNO/University Affairs |
| 60008043 | University of Nebraska at Omaha |
| 60002524 | University of NE at Kearney |
| 60080542 | Chadron State College |
| 60000623 | Peru State College |
| 60004639 | Wayne State College |
| 60002522 | UNMC College of Nursing |
| 60109403 | UNMC – Regional Pathology Services |
| 60106953 | UNMC College of Allied Health Professions |
| 60018884 | UMNC Physicians |
| 60058438 | Southeast Community College – Milford |
| 60110205 | NE Department of Insurance |

Lee Enterprises Nebraska has no conflict of interest with the State of Nebraska, and no conflict on the part of previous State projects.

No current Lee Enterprises Nebraska employees have been employed by the State in the past 12 months. No conflict exists.

Lee Enterprises Nebraska has not defaulted on an existing contract and has had no contract termination due to underperformance or failure to deliver to contract terms.

1.h. SUMMARY OF BIDDER'S CORPORATE EXPERIENCE



Lee Enterprises has extensive experience working on state-wide awareness, education and instruction campaigns. We are experts at keeping campaigns on time and on target while ensuring that all parties are informed and comfortable with progress. We have honed our process to be hyper-responsive from creative to implementation to reporting. We pride ourselves on our attention to detail and sensitivity to the needs of each campaign. Below are some campaigns Lee has created and implemented both in and near Nebraska.

| CLIENT | STRATEGIC PLANNING | TRADITIONAL MEDIA BUYING | DIGITAL MEDIA BUYING | CREATIVE DEVELOPMENT | MULTI-STATE/ NATIONAL |
|---|--------------------|--------------------------|----------------------|----------------------|-----------------------|
| Nebraska DHHS Suicide Prevention | ✓ | ✓ | ✓ | ✓ | |
| Montana COVID Vaccination Awareness | ✓ | ✓ | ✓ | ✓ | |
| Nebraska Dept. Health & Human Services (DHHS) COVID Vaccine | ✓ | ✓ | ✓ | ✓ | |
| Draft Kings | ✓ | ✓ | ✓ | | ✓ |
| Montana Dept. Public Health & Human Services | ✓ | ✓ | ✓ | | |
| Montana Fish Wildlife & Parks | ✓ | ✓ | ✓ | | |
| Montana Office of Public Instruction | ✓ | ✓ | ✓ | | |
| South Shore Indiana CVB | ✓ | ✓ | ✓ | ✓ | ✓ |
| Northern Indiana Public Service Commission (NIPSCO) | ✓ | ✓ | ✓ | ✓ | |
| Lewis & Clark Community College | ✓ | ✓ | ✓ | ✓ | ✓ |
| Rapid City CVB | ✓ | ✓ | ✓ | ✓ | ✓ |
| NE Dept. of Renters Assistance | ✓ | ✓ | ✓ | | |
| Myrtle Beach CVB | ✓ | ✓ | ✓ | ✓ | ✓ |
| NE State Fair | ✓ | ✓ | ✓ | ✓ | ✓ |
| McKendree University | ✓ | ✓ | ✓ | | |
| US Farmers & Ranchers | ✓ | ✓ | ✓ | ✓ | ✓ |
| | | | | | |

EXAMPLE 1

PROJECT OBJECTIVE & STRATEGY

The county of Silver Bowe Montana was seeking a marketing partner to:

- Educate and promote awareness of benefits of COVID vaccine
- Promote a 15-week vaccination sweepstakes
- Strategy was to create positive messages to targeted audiences by distributing customized messaging across multiple mediums

EXECUTION

- October 2020 – June 2021
- Launch August 2020, creative delivered in 45 days (before deadline), media negotiation and buying completed in 3 weeks (before deadline), personal storytelling campaign created in 30 days (before deadline) and executed on time. Sweepstakes created and approved by legal before deadline, launched before deadline and drove more responses that projected.
- Responsibilities increased as the project unfolded and included creative and media buying for digital, social, local print (newspapers and magazines), posters, digital and static billboards
- Chief Executive: JP Gallagher 406-497-6214 jpgallagher@bsb.mt.gov
- There were no subcontractors included in this project. All project items were completed on or before deadline and on budget. (The client did increase budget mid-campaign and Lee quickly shifted to accommodate.)

OTHER IMPORTANT INFORMATION

- Using federal, state and county vaccination data, targeted audiences were identified.
- Local focus groups and anonymous surveys used to gather local sentiment regarding vaccines.
- Representatives from each targeted audience segment polled on creative concepts to ensure messaging engaged desired audiences.
- Media consumption data drove the media planning and buying.
- An interactive hub of content created to provide one, easy to access, source of educational content and consumer interaction.



THE RESULTS

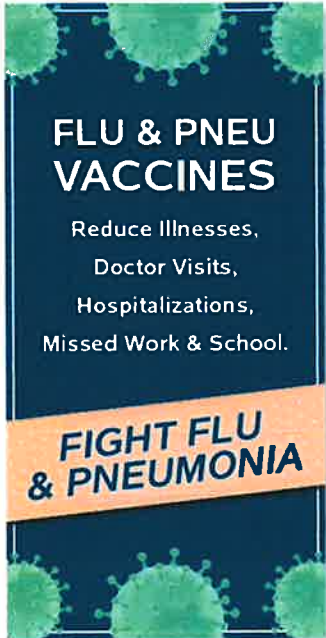
8% increase in vaccinations in targeted audiences in 12 weeks (national increase was 6% in same period)



EXAMPLE 2

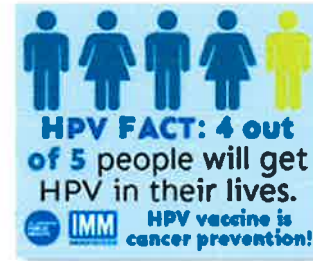
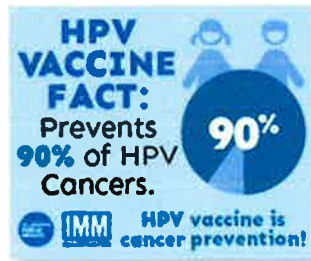
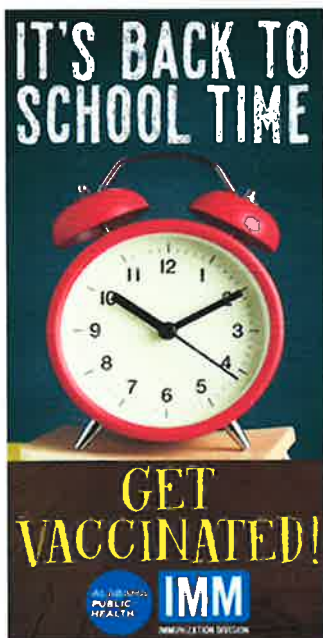
PROJECT OBJECTIVE & STRATEGY

- The Alabama Department of Public Health needed customer audience research to launch awareness campaigns on television, social digital display and billboard.
- The project included insight on how audiences were engaging with their messaging.



EXECUTION

- 2017, 2018, 2019, 2020
- Each year, the campaign included more components as we learned about the engagement of the targeted audiences. Every deadline was achieved, many before due date. A tight project management delivered below budget results and greater consumer engagement than projected.
- Based on the client’s annual programs and audience insights, we finalized the campaign and mapped out customized tactical plans for each program to increase awareness and provide public education to each target audience. We utilized targeted display and targeted social media to deliver messaging.
- There were no subcontractors included in this project. All project items were completed on or before deadline and on budget.



THE RESULTS

This campaign received a total of 14,553 clicks on 4,048,604 impressions resulting in an 0.34% CTR. The benchmark CTR for this tactic is 0.05% and the campaign performed at a significantly higher rate than the average industry benchmark.

**EXAMPLE 3
PROJECT OBJECTIVE & STRATEGY**

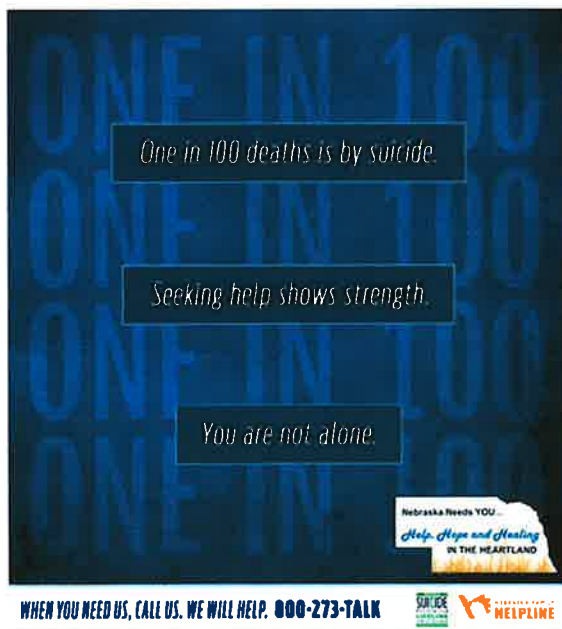
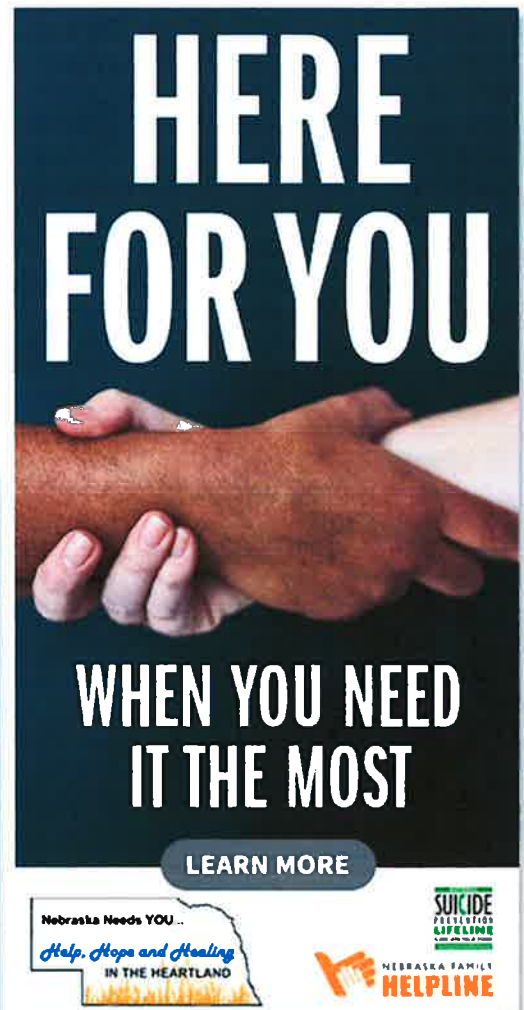
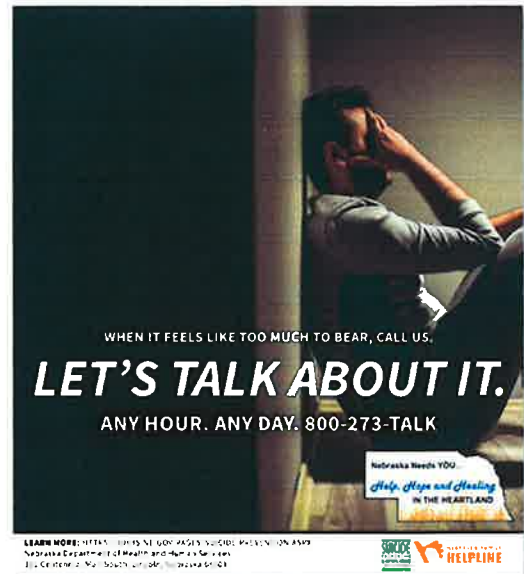
- Prior to the launch of 988 Suicide Hotline, Nebraska DHHS desired increased awareness of statewide resources for suicide prevention. Goal was to use media to educate and promote awareness of suicide prevention resources
- Strategy was to identify audience segments with highest suicide rates and distribute customized messaging across multiple mediums

EXECUTION

- May 2021 – May 2022
- Branded content including a quiz and listicles to identify suicidal tendencies was created and delayed due to DHHS resource limitations. All digital, social and print materials were delivered prior to deadline and launched as outlined.
- Media buying for creative concepts included print, digital and social. Customized branded content was also included.
- There were no subcontractors included in this project. All project items were completed on or before deadline and on budget.

OTHER IMPORTANT INFORMATION

Using Lee owned media, there was substantial added value to the campaigns including no-charge print and digital ads each month of the one year plus campaign. This incremental value is not available with most other agencies.



As a full-service agency, we do not anticipate needing a subcontractor. However, we do have an extensive network of reliable agency partners and vendors to utilize as needed.

We have had the honor of partnering with many local marketing agencies and minority-owned vendors – combining our core strengths to deliver the absolute best service and solutions for our mutual clients. You can trust that we have the ability to not only work collaboratively with other contractors and preferred vendor relationships, but also that we can pull in additional support from our own partner networks if needed.

If subcontractors are needed during the course of the contract, Lee Enterprises Nebraska will request written consent to incorporate into the delivery of responsibilities.

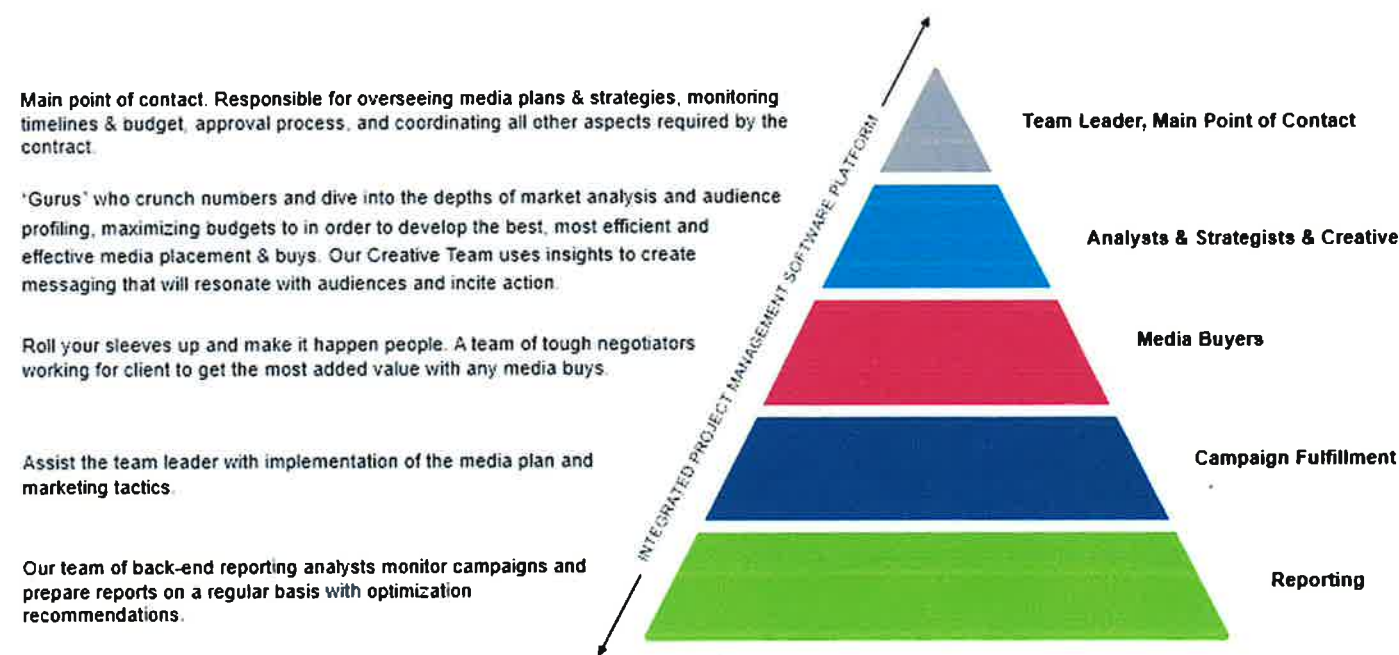
Our customized projects are assigned a dedicated, day-to-day project manager. This manager will be your main point of contact and responsible for coordinating the team focus on your media plans and strategies, monitoring timelines and budgets, obtaining approvals through your team and coordinating all other aspects required by the contract. Your project manager will also make sure all projects remain on schedule, on budget, and apprise you of any changes in schedules.

Our integrated approach, mixing local and national resources and support, works seamlessly with a dedicated project manager. There is a large, skillful team of experts behind your single point of contact, ensuring the campaign is maximizing budget and achieving goals. In addition, we are a nimble company, and we have the ability to quickly add team members as needed.

Every campaign at Lee Enterprises Nebraska is managed through our internal project management (PM) system. This system is accessible to all campaign team members, regardless of location, and drives efficiency, accuracy and transparency. Our PM software platform clearly defines and updates team members of tasks, approval needs, timelines, responsibilities, deadlines and more.

Our clients' success is achieved because of a collaborative team that fully believes strategic advertising is what moves the needle for our clients. It's our job to use research and data to analyze the facts and then create powerful, motivating and influential campaigns that impact the way people think and act. We manage dozens of complicated and customized projects each month and consistently exceed our client's expectations.

Our Team Structure:



Lee Enterprises owns 350 newspapers and 100 websites across 77 markets. The original company encompassed advertising services and publications. Today we are a full-service agency offering digital, print, TV, radio, OOH, marketing research, web development and design, and strong media buying across the country.

Each month Lee Enterprises Nebraska services thousands advertisers with engagement, planning, media buying and placement, and creative and campaign management.

Throughout our history, we have been rooted in the fabrics of our communities, locally invested in the development and success of each market. It's what drives our passion to assist in delivering impactful work for organizations like yours.

Marketplace Positioning:

Uniquely positioned in the media and local landscape, we provide institutions like yours with an innovative and flexible approach to full-service contracts that maximize budgets to deliver the greatest amount of paid media implementation. Our rate structure allows clients to allocate budget that might normally be reserved for management fees or research rates to fully fund message development and deployment.

Our Mission & Philosophy:

To leverage our invaluable access and position in the industry by providing a high-quality approach to strategic planning and media buying that positively impacts our communities. We are a team of local people ingrained in the community and supported by industry experts across the region. We are your neighbors, business community, and friends.

HOW WE'RE DIFFERENT:

We provide premier full-service marketing solutions, access to local audiences and influencers, discounted rates and bonus media, first and third-party data, and the latest innovative solutions in the market.

Powered by a team of innovative thinkers, we are passionate about crafting strategy that connects audiences authentically, and effectively incites action to meet your goals.

- **Invested in Innovation:** We have a seat at a digital trade desk, access to invaluable first and third-party data, and we ensure our clients receive the latest analytics, delivery, and targeting technology and strategies. We implement a unique traditional media buying strategy model that pulls from large agency buying power and niche agency attention to detail.
- **Collaborative & Connected:** We connect brands and clients to an extensive and exclusive network of platforms, influencers, and distribution channels to aid in discounted rates, additional added value/bonus media, creative solutions beyond "spots and dots," and community outreach and engagement.
- **Maximize Budget For Success:** We focus on placing as much budget as possible towards effective execution and delivery. Our price structure, media relationships, and access to invaluable data enable us to include research, strategic plan development, and account management as added value services included in your contract with us.

LEE ENTERPRISES NEBRASKA PROJECT TEAM



AVA THOMAS, **President and Publisher, Lincoln Journal Star**

Education: University of Nebraska Lincoln

Role: President and Publisher, Lincoln Journal Star and Group Publisher, Nebraska

Experience & Work History: Locally owned small businesses are the lifeblood of communities everywhere - and they need our support now more than ever. At Lee Enterprises, we have a deep sense of responsibility to help small business owners. This is their livelihood and we take our purpose seriously.

Client History: Ava is rooted in the local community servicing local businesses and developing marketing strategies alongside thousands of local businesses. Ava listens with intent to find a solution.



ROBIN GRUEN, **Vice President of Agency Creative**

Education: Northwestern University: Master's Degree in Journalism, University of Michigan: BA in Journalism

Role: Robin is responsible for creative direction for our largest clients' brands and advertising campaigns. She is highly respected for her skills in advertising art direction and content development.

Experience & Work History: Robin has more than 27 years of experience in creative development and branding. Robin is a storyteller and creative visionary; she's a forward thinker who is vested in end-goal results for clients. A born leader, Robin is strategic, dedicated, passionate and dynamic. Her career began in New York City, where she worked as an editor for Parents, Seventeen and Shape. She then moved to Chicago and launched the branded content division at Weber Shandwick, a global leader in public relations and marketing.

Client History: Canopy Financial, Bank of America, JP Morgan, Rush University, University of Jamestown Accelerated Learning



BRANDI DUFRESNE, **Managing Director, Amplified Services**

Education: California State University: Master's Degree in Business Administration, Ohio State University: BS Marketing

Role: Brandi oversees Client Experience, Web Services, and Data + Insights.

Experience & Work History: Brandi is forward thinking, data-driven marketing strategist who specializes in Higher Education. She is a results-driven, thoughtful marketer who brings new ideas, integrity, results, and creativity to a team environment.

Client History: Big Auto, Farmakis, Edgewood College, Strack & Van Til, Illinois State University, Midwest Express Clinic, Chevron, Google, Facebook, Intel, Scholastic



NINA HOSTE, Creative Director

Education: Monmouth College BAF in Graphic Design Concentration

Role: Nina develops brands and creative campaign concepts for Lee clients. She has a gift for understanding how audiences feel and what makes them tick. She is also able to sift through the distractions surrounding messaging and get to the heart of clients' goals. Nina will be responsible for developing creative concepts as needed under this contract.

Experience & Work History: Nina has over 8 years of design experience and works with a multitude of clients on a range of projects that include branding, web design, multi-media marketing, digital advertising, and everything in between. She leads a full team of graphic designers and creative minds to build content that resonates with audiences.

Client History: Arcadia Credit Union, Yellowstone Bank, Wyoming Financial, University of Northern Iowa



KELLY ENNIS, Client Experience Manager

Education: University of Mississippi: BA in Psychology & Sociology

Role: Kelly is a full-time employee of our client experience team. She has been with the Lee Organization for over 2 years. She helps manage client's agency experience. She brings data-driven solutions and audience insights to help customers optimize their marketing efforts and reach advertising goals.

Experience & Work History: Kelly has over 20 years of marketing, advertising and branding experience. She is a utility team player that has vast knowledge from her years at a NYC agency. She is able to think outside the box and bring innovative solutions and ideas to the table.

Client History: Comcast NBC/Xfinity, Spectrum/Time Warner, Cox Communications, Home Depot



COLLEEN BREWER, Director of National Solutions

Education: Anderson University: BS

Role: On all sizeable projects, Colleen ensures all teams are delivering as planned/needed effectively and on time. She works closely with clients, leadership and PMs.

Experience & Work History: Colleen has spent the past 25 years developing strategies to grow revenue. As a sales and marketing executive, she has earned a reputation for motivating teams to deliver results.

Client History: Spent 25+ years with large regional and national customers, specializing in print and digital marketing solutions to keep businesses connected with desired audiences.



ROMAN JOHNSON, Art Director & Branding

Education: Western Illinois University: BA in Graphic Communication and Advertising

Role: Roman is a key part of our graphic design and web development team, creating strategically solid advertising and design for traditional and interactive media. He is experienced in the creation of signage, multi-page printed collateral pieces and highly effective digital advertising.

Experience & Work History: Roman has an extensive background in graphic design and marketing with nearly 15 years of design experience. He handles many of our top accounts in creative development and leads our team in branding and logo design.

Client History: 1st Mid West America Credit Union, Bank of New Glarus, Gerber State Bank



ERICA HURT, Research, Reporting and Optimization

Education: University of Montana: BA in Communication Studies

Role: Erica will be responsible for the ongoing and continuous campaign monitoring, reporting and optimization recommendations. Erica will manage insight, campaign reporting and optimization under this contract.

Experience & Work History: Erica is a forward thinking, data-driven marketing strategist focused on creating meaningful connections between businesses and their ideal audiences. She is a results-driven project and campaign manager who brings new ideas, integrity, results, and creativity to a team environment.

Client History: Butte-Silver Bow County, Northwest College, City of Billings



BRAD TOHTZ, Executive Producer of Video

Education: Ferris State University: BA in Television & Digital Media Production

Role: As an experienced professional in design and interactive development, Brad leads a team that creates out-of-the-box videos for a variety of uses across digital, social, Over-the-Top TV (OTT) and TV. His team is our go-to division for eye-catching and functional programming. Brad will be responsible for video production as needed under this contract.

Experience & Work History: Brad has more than 16 years of experience creating content for brands. Whether it's a simple event recap video or a Super Bowl spot, Brad has the knowledge and experience to bring any idea to life. Brad started his career working in post-production on national commercials for a long line of national brands before making the jump over to the agency side of the business. With the eye of an editor and the mind of a director, you'll be hard pressed to find a more well-rounded and master-of-all video professional.

Client History: Nintendo, Kellogg's, Jewel-Osco, Menards, Allstate

**LAURA STROM, Sr. Director of Content**

Education: Lake Forest Graduate School: MBA, Northern Illinois University: BA in Journalism

Role: Laura and her talented team of copywriters and copy editors create the language of each client's brand and campaign messaging. They are experts in writing branding positioning, taglines and copy for a wide variety of traditional and new media channels, as well video, audio and broadcast scripting. Laura is a full-time employee and will be responsible for message development and copywriting as needed under this contract.

Experience & Work History: Over 30 years of experience in publishing leadership, writing and editing, as well as almost 10 years in brand marketing and strategy. Laura describes herself as a storyteller and a facilitator. She is an experienced journalist, editor, manager and an author of over 60 books for children.

As a writer and editor, Laura's specialty is simplifying complex topics, with a particular focus on healthcare, education and business. She has provided client strategy and content development for clients in every market vertical.

**KELLY WINKELER, Project Development Manager**

Education: Southeast Missouri State University: BA Public Relations & Journalism

Role: Kelly is a full time Brand Ave Studios employee. She coordinates onboarding of new clients and the launching and management of new projects and campaigns. Time: 20%

Experience & Work History: Kelly has over 15 years of marketing experience, 11 of that at the Brand Ave Studios. Kelly is well versed in all media, how it works and building out media plans and schedules to reach client's goals.

Lee Enterprises Nebraska believes in a collaborative approach that includes frequent touch points and communication with our clients. We work using a variety of platforms to make communication more effective, including file management tools such as Box or Dropbox, communication platforms Zoom and Microsoft Teams, client digital marketing reporting dashboards, Clickup, and Slack. In addition, we can use any proprietary or preferred communication method you already have established.

To achieve seamless communication, it is important that we work with you to identify your key stakeholders for each campaign or project to ensure we are communicating with the appropriate teams. We will ensure all projects remain on schedule and on budget and inform you of any changes in schedules. We will schedule regular and timely status meetings with you. Status reports will be issued prior to each meeting, clearly defining the projects in process, current status of each project, responsible persons and timelines/due dates, as well as any budget considerations. We work with you to accommodate your schedules when creating timelines and setting meetings. We understand timelines are crucial to allow decision makers enough time to review recommendations and evaluate creative assets. Coordination and timely project execution are a must to result in the most successful campaigns.

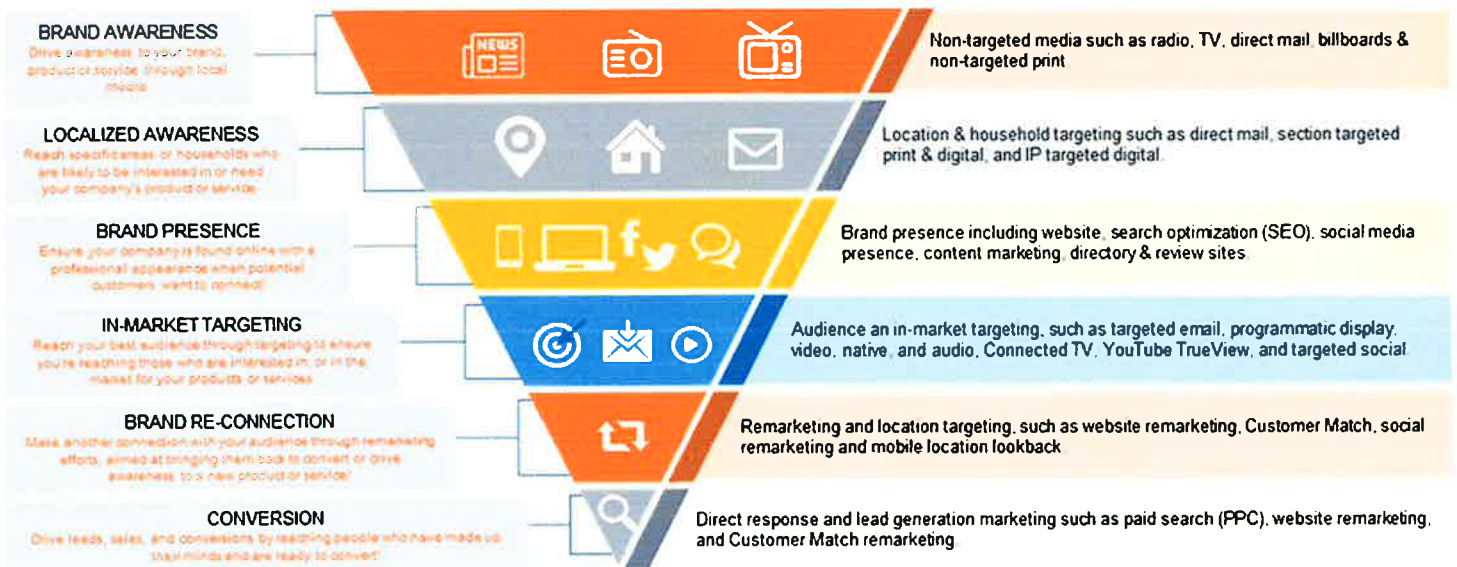
Any changes that may be necessary to a project will be clearly communicated to you, and no changes will be implemented without prior approval. Monthly or weekly reports will be provided detailing the activity and staff hours for each project. With our management plan, we monitor each team member's workload and know when each milestone has been completed, enabling us to bring in additional resources as needed.

As Lee Enterprises Nebraska is a full-service agency and media buyer we do not envision needing to use subcontractors. However, we are experts at working with our clients' partners and have done so successfully on many occasions. Our value added is our ability to perform all services in-house, creating an extremely effective ROI.

At Lee Enterprises Nebraska, we don't believe one-size-fits-all. We have extensive experience with local, state and federal government contracts, public-private companies and small start-up brands. Our integrated marketing strategy combines traditional media, digital & social media, branded content, influencers, earned media and strategic partnerships. To heighten our client's brand, we also focus on awareness and overall impact of marketing campaigns. Lee Enterprises Nebraska will work with the Commission's team when implementing strategy, making sure everyone is on board and looped in on every step we execute.

We understand the thoughtful approach it takes to execute an integrated marketing approach that will resonate and reflect the resources available to Nebraskans struggling with an addiction. We dive into the purpose, the markets, target audiences, the current identity and other influencing factors. We'll transform your best ideas into actionable, scalable, growth-oriented solutions. Everything Lee Enterprises Nebraska will focus on will build upon your mission. The combination of our insights, experience and expertise we will communicate and drive awareness of the resources available to Nebraskans.

Lee Enterprises Nebraska takes a holistic approach to tactics and platforms when it comes to helping clients make marketing decisions and understands how each tactic works with others to achieve strategic goals.



OUR STRATEGIC APPROACH



Step 1: Purpose and Position We are an extension of your business. We work to understand your organization and proposition value as well as you do. In this way, we are completely in sync with your goals and our marketing strategies and optimizations are reflected in our work.

Step 2: Goals Understanding your goals is the heart of our marketing plan and leads to effective audience segmentation and targeting. Your goals combined with our expertise will enhance messaging allowing for the right tactics to reach the right places and people at the right time.

Step 3: Research and Insights We will do intense research and discover insights so we can understand the overlying needs and reasons to respond to problem gambling messaging. This includes audience and market targeting identification and understanding how prospective and current audiences consume media.

Step 4: Connecting to Target Audiences Lee Enterprises Nebraska builds media plans guaranteeing that every dollar is spent in a way that will provide the biggest return on investment by attracting a broad range of participants. This means understanding media consumption and ensuring we're using the right marketing mix to reach people where they will be most receptive to the messaging.

Step 5: Key Messaging and Content Our creative strategy evolves from the strategic insights gained through our extensive research and discovery process. This approach allows us to create communication materials that resonate with targeted audiences, motivate inquiries and increase response. The content developed serves as the foundation for all marketing tactics that will be executed throughout the year.

Step 6: Execute, Track and Measure Success Upon the completion of research, insights and creative deliverables, we provide full assessments of how each campaign is performing in monthly reporting. These reports include quantitative data that measures media performance and the effectiveness of each campaign to allow for informed recommendations for optimizing upcoming campaigns.

STRATEGY ADOPTION:

As media channels and new measurements advance, more data is available to generate insight, but organizations struggle to apply this insight and quickly establish a succinct media plan.

We take an outside-in approach to helping create our client's marketing and media plans. We work together to assess the full lifecycle of your audience's experience – moments of truth and pain points, marketplace trends, competitive insights, driver behaviors and awareness across segments, channels, traditional media and social network influences.

From plan inception through execution and measurement, we're with you through the process – aligning KPIs and making recommendations for ongoing improvement. Once your marketing and media plan is in place, our team works with you to execute the vision, and we help you set your performance standard with scientifically designed customer journeys.

Understanding the targeted audiences boils down to two main components, the behaviors of the consumer and the motivations that drive those behaviors. Behaviors are captured by consumers every day, primarily through digital exhaust. Engagement, purchase, search, and browse are all examples of behavioral clues that consumers leave us every day.

We strive to keep creative and copy to the point while clearly explaining complex information. To narrow it down, we focus on the main questions the audience would want to know: What is it and why? Does this apply to me? What do I do about it? Does the call to action lead the audience to the correct action; for instance, are we sending them to a website where they can learn more detail about the resources available to them as well as an immediate step they can take? All of these elements come into consideration when developing a strategy.

Not only do we provide 24/7 access to reporting dashboards for our clients to view campaign performance in nearly real time, we break it down to ensure they have the necessary context to understand how their investments are working or to determine how they are not working. We'll explain why things happen and make recommendations on optimizations for better performance in the future.

Analyzing and tracking performance is an ongoing real-time effort. We don't just leave campaigns to run and pull reporting at the conclusion. We are continuously monitoring campaign effectiveness, recommending strategic optimizations that can immediately enhance performance. If changes need to be made, we will communicate these suggested modifications with the client's project management team to ensure nothing is overlooked. If more overarching changes need to be made within the placements and tactics, we will also address these together.

Our reporting frequency per tactic is looked at by the team daily. We set up reporting calls at a minimum once per month to discuss planning, optimizations made, and key learnings. We recommend touch points to make sure all parties are on the same page without having meetings just to have meetings. Our team is focused on the team's success which ultimately is a conversation between all parties. Our tracking process utilizes GAM and any associated tags from all aspects of the campaign to be integrated into a centralized dashboard for all live line items.

Our ability as a media partner is to offer all media buying solutions across the board, A team of dedicated fulfillment specialists tracks each implementation and ongoing campaign by automating reporting and setting up dashboards to import all elements into one central location for review. In addition, we utilize ClickUp as a project management tool to make sure all deliverables are provided to the team with full transparency. We utilize TapClicks and DOMO for real time dashboard support for the reporting fronts. We can also use our clients' platforms if that is desirable.

Our media plan guarantees that every dollar is spent in a way that will provide the biggest return on investment by attracting a broad range of visitors. The easiest way for us to do this is by ensuring two things: first, that we’re using the right marketing mix to reach people where they will be most receptive to the messaging, and second, that we develop creative advertising and messaging that appeals to an individual’s personal interests. Both things are accomplished in a strategic manner through providing a 360-degree approach to reaching your audience.

When buying media, we leverage relationships with vendor partners to access the lowest rates possible, providing bonus media and added value to our clients. Additionally, by not using a media buyer, all costs related to preparation, media planning, and placement, including monthly reconciliations, are all included at no additional cost to the campaign.

Ensuring we are connecting effectively with the right prospective audience at the right time and in the most effective way to prompt engagement and action is our goal. Lee Enterprises Nebraska will utilize data and insights to determine where your target consumers live, work, play, how they engage with media, and what motivates them; identifying where target audiences are based on location, shopping channels, and media preferences, among others.

EXAMPLE: Advertising Engagement of a Nebraska Audience Segment

| | Audience | All US | Difference ▼ |
|---|----------|--------|--------------|
| Advertising circulars in your mailbox or inserted in the Sunday newspaper | 52.8% | 44.1% | +20% |
| Newspaper (print, online, mobile or tablet) | 45.7% | 38.6% | +18% |
| Television (traditional, including cable or satellite subscription) | 63.3% | 54.7% | +16% |
| Ads/Coupons in your mailbox | 58.7% | 50.8% | +16% |
| Daily deals (like Groupon or LivingSocial) | 43.8% | 37.9% | +16% |
| Magazine (print, online, mobile or on tablet) | 44.4% | 38.6% | +15% |
| Sponsored search result (like on Google, Yahoo or Bing) | 56% | 50.2% | +12% |
| Emailed ad or newsletter | 51.7% | 46.5% | +11% |
| Radio (over-the-air, online, mobile or tablet) | 45.7% | 41.4% | +10% |
| Mobile smartphone app or text message | 53.6% | 49.3% | +9% |
| Outdoor ad/sign/billboard | 39.4% | 36.3% | +9% |
| Internet banner ad | 46.8% | 43.4% | +8% |
| Text link ad on a website | 41.8% | 38.8% | +8% |
| Ad on a social network | 54.9% | 51.8% | +6% |
| Directory search (online or printed Yellow Pages book) | 33.4% | 31.5% | +6% |
| Ad that plays before or during the video you want to watch | 45.6% | 43.3% | +5% |
| Streaming TV advertising (such as Hulu, Pluto TV or Tubi TV) | 47.7% | 46.5% | +3% |
| Mention on an audio podcast | 27.4% | 30.1% | -9% |
| Ads at movie theater | 23.8% | 26.6% | -11% |

Admall by AudienceScan

In addition, with our markets in Nebraska, we have connections and relationships in communities where it counts, and we know how to make a deal. Developing even more partnerships is easy for us. We are already there. **Here, we can add more value than the average advertising agency.**

SAMPLE --- PROPOSED CAMPAIGN STRATEGY SUMMARY – PHASE 1

CAMPAIGN & PARTNERSHIP SCOPE

Using a phased project approach to balance near-term business needs for fast results, we will strategically tackle content, PR, marketing & metrics to drive success. Phase 1 costs will include agency fees, media placement fees & media test budget.

UWC CAMPAIGN SUPPORT

We will review & analyze efforts & plans for upcoming online membership sign-up tool campaign. As part of our content & creative efforts, we will help facilitate the UWC brand ambassador/influencer campaign.

CONTENT & CONSUMER PR

We will build a content calendar for the balance of the year that aligns with Mister's communication priorities, product launches, and important cultural moments. This will include press releases around significant consumer events, company milestones, and general company updates. Our team will ideate & propose stories about Mister to major consumer, industry, and business publications, working with local media outlets, when applicable, around store grand openings or relevant events.

PAID MEDIA

Our understanding of the Mister brand, goals & audiences, coupled with our data-driven media approach will identify the channels most appropriate & positioned for success. Quantifiable KPIs & metrics will be measured against increases in brand awareness, increased foot traffic to stores, and increases in membership. We will use a structured test for learning in 2-3 key markets. In parallel, we will define and implement an updated SEM strategy across the entire Mister Car Wash footprint.

Our campaign structure will support grand openings & ongoing awareness with traditional and digital media plan, along with PR support mentioned above – in both new location targets & existing markets.

CAMPAIGN STRUCTURE

"ALWAYS ON": Ongoing over the course of the year, meant for branding, top of mind awareness & can be scaled up or down based on market size, saturation, competition, seasonality, areas of focus, etc.

"ACTIVATION": Time-sensitive, built for grand openings and/or initiative based messaging & can be scaled up or down based on market size, saturation, competition, seasonality, areas of focus, etc.

GEOGRAPHIC TARGETING

Following analysis, we will allocate & focus on geographies based on growth opportunity/need and/or upcoming new locations:

- Salt Lake City (3), Tucson, Houston (5), Atlanta, Grand Rapids, Stockton, Modesto (2), Bakersfield, Fresno, Yakima
- Albuquerque, El Paso, Tampa, Des Moines (2), Spokane, Grand Rapids

SEASONAL/INITIATIVE VARIABLES

- 18 New build locations across the country
- Q2 - Launch of UWC digital tools
- Q2-Q3 - Launch of internal mobility tools
- Q3 - New Dealership Trial program
- Q4- New UWC Family Plan Offering Test
- Q4- New Product or UWC Package Test
- Q4 – 12 Days of Shine Holiday Promotion

SAMPLE --- ALWAYS ON CAMPAIGN

| "Always On" Plan | | | | | | | | | | | |
|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|
| Spread Shine Employee Nominations | | | Spread Shine Winner | Spread Shine Employee Nominations | | | Spread Shine Winner | Spread Shine Employee Nominations | | | Spread Shine Winner |
| Shine Stars Community Nominations | | | | | | | Shine Stars Voting | | | | Shine Stars Winner |
| Share Shine 1 st , Thurs. | Share Shine 1 st , Thurs. | Share Shine 1 st , Thurs. | Share Shine 1 st , Thurs. | Share Shine 1 st , Thurs. | Share Shine 1 st , Thurs. | Share Shine 1 st , Thurs. | Share Shine 1 st , Thurs. | Share Shine 1 st , Thurs. | Share Shine 1 st , Thurs. | Share Shine 1 st , Thurs. | Share Shine 1 st , Thurs. |
| JAN | FEB | MAR | APR | MAY | JUN | JUL | AUG | SEP | OCT | NOV | DEC |

Spread Shine Employee Nominations

Clients will be asked to nominate the Mister employee that helps "Spread the Shine" for three months at a time.

On the fourth month, the winner will be awarded a prize, Mister will make a donation to the charity of the winners choice, and will be featured in advertising.

Nominations will be collected in each location, and digitally. Emails to members as well as social match remarketing will be used to promote nominations.

Shine Stars Community Nominations

A campaign will be launched nationwide, for people to nominate members of their community for being Shining Stars – people who give back to the community and those around them. Nominations will be requested primarily through social media and buzz created through influencers, press releases, and local media engagement in each Mister market.

The Mister team will select 5 finalists, and voting will take place nationwide for 3 months. This will promoted heavily through press releases, TV interviews, videos, social media, and more!

The Shining Star of the year will be announced in December, and will be rewarded a Mister membership, prize package, and a donation made to the charity of their choice.

Share Shine

On the first Thursday of every month, Mister Members can bring a friend who will get a basic cleaning for free! This will be promoted through billboards, TV, radio, and social media.

This will bring new customers in the doors, and a discount could be offered to those who come with a friend if THEY decide to get a membership as well.

SAMPLE --- ALWAYS ON CAMPAIGN STRUCTURE

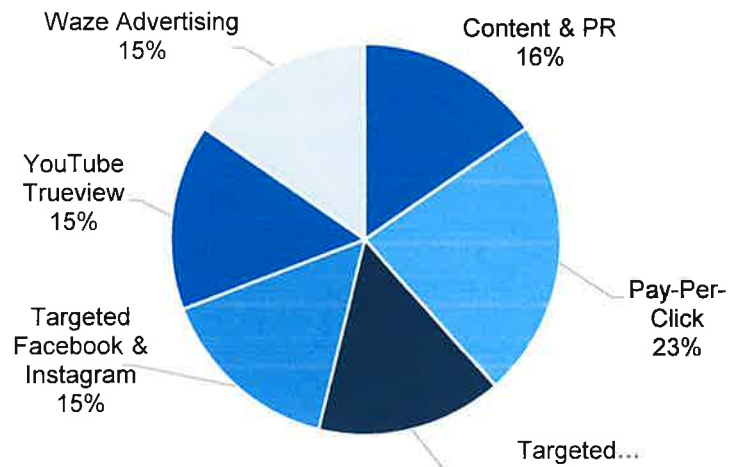
Solutions will focus on ROI & conversions in phase 1, in an effort to maximize budget. Additional solutions meant for branding such as traditional media, OTT/CTV, streaming audio, digital out-of-home, etc. are available and recommended as budget allows.

- **Content Creation & Curation-** We will build a content calendar for the balance of the year that aligns with Mister's communication priorities, product launches, and important cultural moments. Initiative Examples: Spread Shine, Shine Stars, Share Shine
- **Paid Media-** We will use a structured test for learning in 2-3 key markets. In parallel, we will define and implement an updated SEM/PPC strategy across the entire Mister Car Wash footprint.
 - **Programmatic Native & Display Ads** – Targeted by audience, demographics, psychographics, in market behavior, lifestyles, content read, keyword search activity, and more. Geo-targeted based on top twenty markets with focus on counties and zip codes indicated as highly viable in the research process.
 - **Paid Facebook & Instagram Marketing-** Reach your target audiences where they already spend time online via Facebook and Instagram. Target audiences by job title or function, interests, life events, and behaviors.
 - **YouTube TrueView-** Pre-Roll Videos on YouTube, with 80%+ view ability across desktop, mobile and tablet. Target your audience further by country, state, county, DMA or Zip code.
 - **Waze-**With four innovative ad formats, brands advertising on Waze feel a 20% uplift in search & navigations
 - **Targeted Email Marketing-** Reach highly targeted audiences right in their inbox with our permission based, targeted email marketing program. Layer targeting data sets such as gender, age, income, location, hobbies and lifestyle interests.

GEOGRAPHIC TARGETING:

Following a thorough analysis, we will use market & tactical intelligence to select key geographies for our Phase 1 campaign. We will leverage our understanding of both existing Mister markets as well as planned grand openings to select markets that will provide the most value in the Phase 1 time frame.

Proposed Budget Breakdown



SAMPLE --- ALWAYS ON CAMPAIGN ACTIV

| New Location Launch Plan | | | | | | | | | | | | | | |
|--------------------------|------------------------------|----|----------------------------|---|---|---|---|---|---|---|-------------------------------|----|----|----|
| Shine On | | | | | | | | | | | | | | |
| | | | Dirtiest Car Photo Contest | | | | | | | | Carwash Karaoke Video Contest | | | |
| | Regional Influencer Campaign | | | | | | | | | | | | | |
| | | | Launch Campaigns | | | | | | | | | | | |
| -3 | -2 | -1 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |

Shine On Campaign

This campaign starts 3 months prior to a grand opening event. It introduces the Mister brand, using a message of "Life is Messy. Shine On!"

Throughout this campaign, which will run for the first year in a market, we will call for social media engagement to have people to share their messy cars, as well as be present for local events, fairs, and festivals.

The Shine On campaign will include heavy TV presence, prominent billboard placement, targeted display and social media advertising, as well as print or radio where market conditions warrant.

Social Media Contests

Two social media contests will run in the first year of a new location. One, the grand opening event, will call for dirty cars – the dirtiest car of the month will win a Mister Membership for one year.

The second, at month 8, will call for car wash karaoke sing-offs, where participants can submit their car wash video, and again the monthly winner will receive a year long membership.

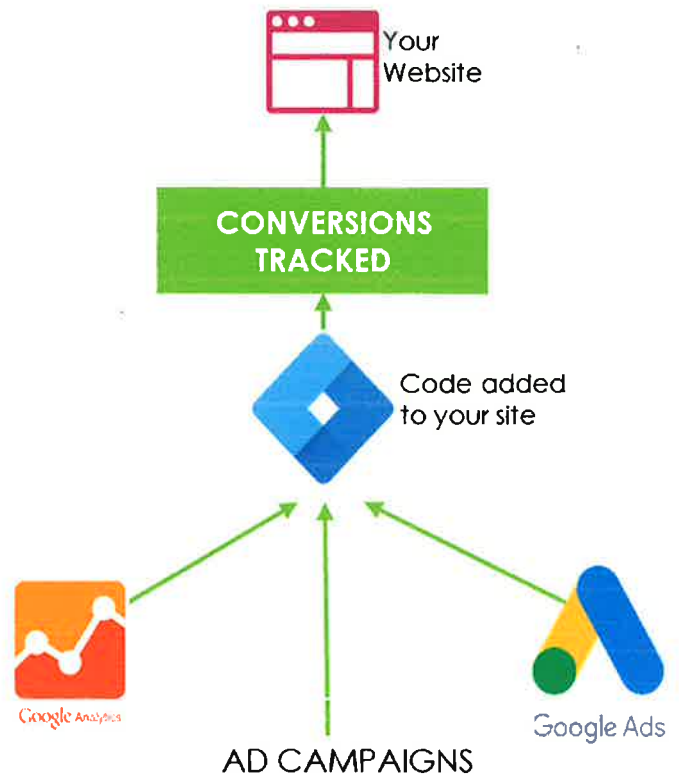
Regional Influencer Campaign

This campaign will begin 2 months prior to the grand opening. We will find regional or area influencers to promote Mister on their social media pages, encouraging local followers to participate in the promotional events, as well as highlighting the value of memberships.

Our team reviews and compiles all metrics, results, and overall effectiveness of *both* the tactical and creative strategies across all mediums.

A designated client success manager will not only monitor campaign execution regularly but will also lead monthly and quarterly performance reviews with the larger core team consisting of your account leadership, strategists, and specialists.

As an example, we offer deeper reporting on what happens **AFTER** a user clicks on your ads, allowing our team to optimize your campaign down to the user-action level and giving you the absolute best results. We see it as our responsibility to work with clients to maximize conversions, contain cost of acquisition, and make course corrections based on lead quality.



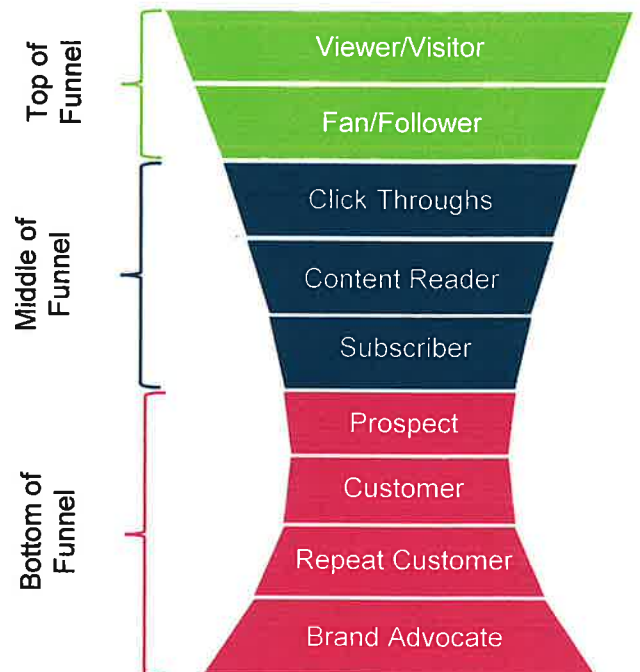
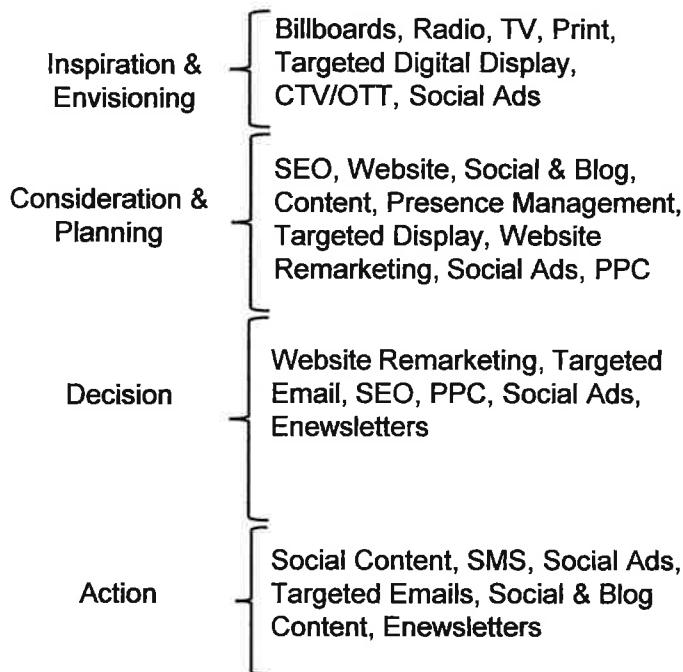
In addition to having 24/7 report and analytics access through our campaign dashboards, your account team will provide a fully transparent and comprehensive report that breaks down monthly campaign metrics, progress, and optimization recommendations. The report includes a clear and concise summary of performance with comprehensive metric breakouts for deeper analysis.

- **Performance Recap Summary** includes relevant notes of KPI results, key findings, new audience insight discoveries, and any exceptional or concerning highlights to specific elements of the strategy that deserve/require prioritization.
- **Comprehensive Metric Breakouts** includes a transparent and in-depth report of all results by tactic, creative, targeting, etc.

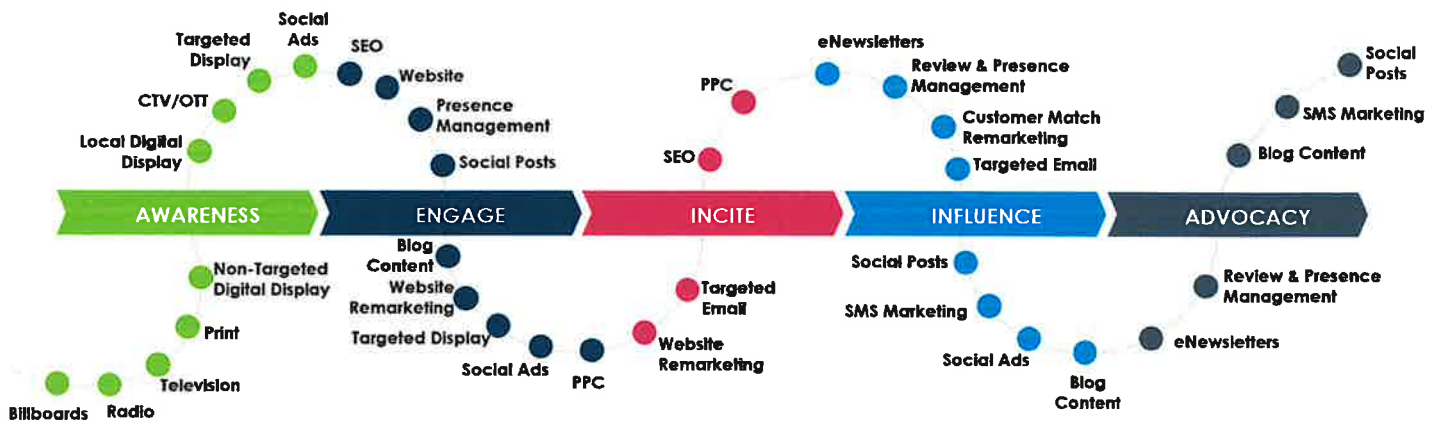
Synergy across media tactics is essential in today's multi-platform environment. We create confidence that your advertising tactics are working collaboratively and reaching consumers throughout their active lives. We have a deep understanding of Nebraskans, combined with a wide array of national research tools that enable us to create fully-integrated omnichannel campaigns. Each month and quarter, we will evaluate results by tactic, and use those findings to continually refine your marketing plan and help you get the best results from your investment in marketing.

Media planning and buying begins with knowing the ways target audiences consume media. We determine the best media mix to reach all audiences. Because we start with data, we plan and use media campaigns with mediums most used by your target audiences.

We have studied and researched the evolution of the consumer journey and our target audience's preferred path for research, planning and taking action.



Our analytical approach ensures we're reaching the right audiences, in the right place, at the right time, with the right message – inciting action at the most relevant or opportune moments.



TRADITIONAL MEDIA PLANNING AND BUYING: Our partnerships and position within the media landscape gives us buying power that results in significant discounts for our clients, maximizing any budget to achieve the greatest reach and message saturation. We also have exclusive rates for our clients with some of the largest media companies in the country. Additionally, utilizing these relationships, we will negotiate for premium placement upgrades and bonus spots. To effectively measure the success of broadcast and print media, we request timely posts and air checks and **perform monthly reporting on all media leveraging our exclusive traditional media analytics tool when possible.**

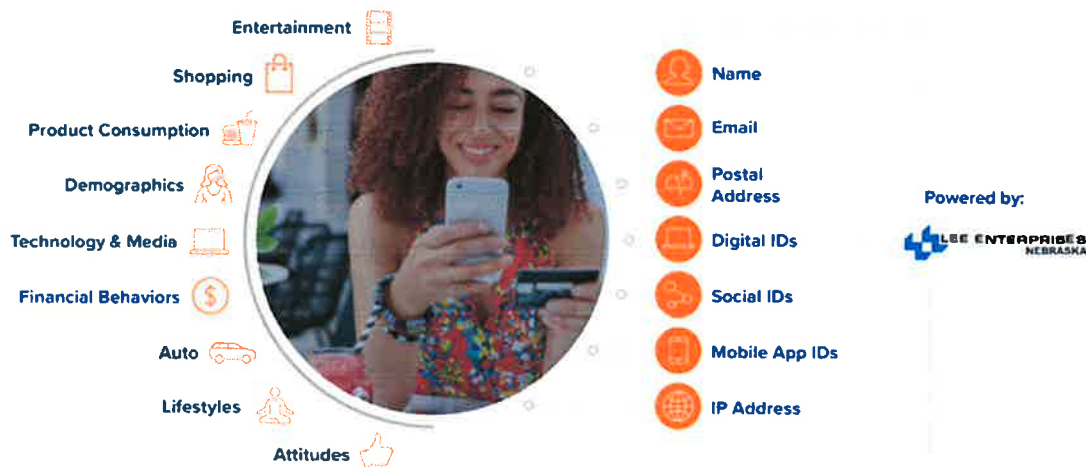
DIGITAL PLANNING AND BUYING: We prioritize *quality* and *results* over lackluster impression counts - driving relevant conversions that result in ROI and positive impact. Unlike most agencies, Amplified operates our own trade desk which means we do not outsource our programmatic digital buying. Rather than relying on a middle-man or third party, we place direct through our seat at the trade desk. This gives our clients access to higher quality inventory at more competitive prices, and gives us agility to scale and optimize a campaign based on factors beyond a CPM (rate). **In fact, much like our agency extension services with traditional media buying, we white-label our digital solutions and project management with agencies across the country.**

- **TRADE DESK:** Our seat at the Trade Desk maximizes budgets, increases ROI, and strengthens our buying power – which enables us to deliver MORE messaging to the RIGHT and intended audiences.

We scour the landscape to see what makes people tick. And of course, what creates engagement. It starts with an insight – a nugget – which spurs a direction and POV for our creative and strategic process.

All marketing is personal. The more we know about current users and potentials, the better. With access to over 10,000 highly-predictive demographic and behavioral indicators and the most comprehensive multicultural data, our data insights give clients the most complete understanding of their target audiences. Our powerful analytics and modeling capabilities turn data into the actionable information to execute seamless, effective multichannel campaigns and increases the ROI on every dollar.

The Highest Def Profile of the Consumer



We consider all factors when determining the media mix to most effectively reach your audiences.

Lifestyle Behaviors:
Shopping, financial, insurance, technology, media, energy and more

Demographics:
Age, income, education, household composition, wealth, home ownership and more

Multicultural Behaviors:
Ethnicity, acculturation, language at the home, lifestyle, consumer behaviors and more

Purchase Behaviors:
Tech adoption, device ownership, service provider, likelihood to switch, restaurants & retail preferences, media consumption, financial (wealth, credit indicators, products, home value, etc), automotive and more

Our skilled and experienced media team uses the following process to develop annual media buying plans in collaboration with our clients:

1. Utilize our extensive local knowledge, research tools and databases to analyze your market and present you with our findings.
2. Review and analyze your current and past advertising to establish a baseline for developing the new annual media buying plan.
3. Provide an agency of record letter from you to each prospective media vendor, collecting their proposals and assessing each one's ability to help achieve your goals.
4. Present our recommended media plan to you, complete with market research, cost breakdowns and projected results, and then collaborate with you to finalize the plan together.
5. Follow up with all applicable vendors to negotiate the best tactics at the best price, leveraging our negotiation experience and national buying power.
6. Present you with contracts containing the details of every tactic in the media plan, so you can review and approve each buy with full transparency.

Lee Enterprises Nebraska is a full capacity media buyer with years of experience in television, radio, digital, print, social and out-of-home. We make media buys based on where your constituents live and work because data driven decisions increase ROI and provide deeper engagement with consumers. Using ongoing optimization, zoning efficiency, and targeted alignment with your desired audience, we will create a comprehensive series of strategies for media buys that will get the word out statewide and drive up delivery of your messaging.

Because Lee Enterprises Nebraska owns media we are able to offer impressive added value when you buy media with us. Our unique advantage is that we are a media company with digital and creative agencies attached. Our staff of traditional media buyers, digital media strategists, social media and public relations experts will work together to purchase and place your message to reach each specific audience where they are consuming media. In addition, we have connections and relationships in communities where it counts. Developing more partnerships is easy for us. Additionally, by not using a media buyer, all costs related to preparation, media planning, and placement including monthly reconciliations, are all included at no additional cost to the campaign. Here, we ***add more value than the average advertising agency.***

For vendors outside of our owned and operated purview, our media team will negotiate directly on your behalf. In all discussions, we are prepared with factual data and performance-based analysis of the placements. This includes audited audience data, SQAD market benchmarks and past historical performance of the vendor relative to our campaigns. We will ensure you benefit from a competitive buy.

Our goal is to keep the marketing and advertising process simple so your team can get messaging and campaigns into the target communities exponentially. We understand the importance of making every media dollar count, and our buying approach is to provide the most effective delivery that achieves the greatest action or impact for your budget. **Most clients would never know if their agency outsources or buys digital impressions through a third-party vendor. The difference shows in the results. We are able to be nimble to scale and optimize your campaign for other factors beyond a CPM (rate).**

Our creative team members are pros when it comes to working with different teams in an organization. Collaboration is an essential for our organization. We made it an enterprise benchmark to break down silos and work alongside departments instead of against each other. Our collaboration has created more productivity and created a more enjoyable workplace for our employees and clients. .

STRATEGY AND CREATIVE PROCESS IN THE DEVELOPMENT OF CREATIVE ASSETS:

We create a strategy framework in our project management software out of which ideas can develop. This allows the entire creative team (and extended team) to be on the same page quickly and for us to plan and execute in a more nimble and agile fashion.

- **Define The Core Goal**
Understanding the core objective that the marketing campaign needs to accomplish.
- **Outline Target Audience**
Who is the creative content being developed for? Utilize data insights.
- **Set The Brand Positioning**
Define exactly how the creative work should align with larger brand strategies.
- **Define Key Takeaways**
What is the one thing target audiences should take away when they see our creative content?
- **Identify Channels**
Outline the channels where our creative content will run.
- **Sketch Out Deliverables**
Plan and outline deliverables expected as part of the larger campaign.
- **Create a Timeline**
Build a timeline that outlines exactly what is due when, and how.
- **Set Key Benchmarks**
Coordinating KPIs and our timeline, we create benchmarks that allow for regular check ins, ensuring things stay on time and on track.

HOW DO YOU ENSURE THE CREATIVE IS ON STRATEGY AND MAINTAINS A STRONG LINKAGE TO THE BRAND?

We are not a “set it and forget it” agency; we are constantly iterating, pivoting and tweaking to ensure creative messaging remains authentic to the brand – and resonates with consumers. We are “always on” in our approach, enabling quick tweaks to live and current creative, as well as forward-thinking savvy to concept on repeat.

We strive to keep creative and copy to the point while clearly explaining complex information. To narrow it down, we focus on the main questions the audience would want to know: What is it and why? Does this apply to me? What do I do about it? Does the call to action lead the audience to the correct action, for instance are we sending them to a website where they can learn more detail about the resources available to them as well as an immediate step they can take? All of these elements come into consideration when developing a strategy.

AVOIDING MISTAKES IN THE CREATIVE ASSETS SPACE

The path to a successful piece of creative content can be challenging. You need a great idea, the right skills to execute, and the distribution channels to send it out into the world. Plenty can go wrong. But we find it's not always those big obstacles that really disrupt efforts. It's the little things agencies overlook that can really hurt your creative content. Some top mistakes we avoid:

1. Having No Brand Identify

Brand is who you are. Your voice and visual identify. Content should introduce yourself, build trust – let people know who you are.

2. Building Creative For Inaccurate Personnas

Marketing to the wrong audience with messaging that doesn't resonate is a waste of advertising dollars. Our insights team does research and insight – and that's all they do. By having a dedicated insight division, you can be confident your creative is being built for the right audience.

3. Trying to “Sell” in Your Content

It's important to understand the difference between marketing content and sales content. Marketing content starts conversations. It's personalized, people-focused and brings value to readers. We understand this and develop content that is engaging and entertaining, educating or inspiring.

Making great content is a process. Our job is to help you tell your story through engaging content, videos, listicles, and so much more.

All of our production is done in-house and your team will be based from our Nebraska offices. With all the power of our national markets and teams, your project will receive added value, expertise and local connection.

Our teams strive for campaign performance above local, national and legacy benchmarks. It all starts with effective communication and an engaging, collaborative team environment. We cultivate strong relationships with our key contacts immediately and work diligently for optimal results. In addition, all departments within Lee Enterprises Nebraska work closely on a daily basis.

Because we are a national marketing company with local roots, we offer the best of both worlds. Production, strategy and media buying are backed by our ability to develop work in-house, thus providing the best possible value add. Other marketing and advertising companies just cannot compete.

Our creative strategies are developed collaboratively with our clients and creative staff working together. Lee Enterprises Nebraska delivers strategic solutions by **humanizing messaging** through meaningful stories, experiences and events. Our team of writers, designers and marketing pros leverage our diverse expertise to produce tailored, results-driven programs.

Creative Strategy

Marketing is driven by unique, engaging, quality content, used across a variety of channels, such as paid campaigns, social media, websites, blog posts, visitor itineraries, media and partner relations and more. Successful communication and increased brand recognition starts with great creative. At Lee Enterprises Nebraska, we know that great creative demands more than simply making things look inviting or telling a good story. Our creative evolves from the strategic insights gained through our intensive research and discovery process. This approach allows us to create communication materials that resonate with targeted audiences, motivate inquiries and increase lottery participation. The content developed serves as the foundation for all marketing tactics that will be executed throughout the year.

Our Creative Process

- *Discovery & Research:* Understanding every aspect of your existing brand
- *Inspiration:* Uncovering insights that spark ideas
- *Differentiating Factors:* What are the unique qualities of your resources
- *Value Proposition:* The experiential benefit for each targeted audience segment
- *Brand Attributes:* What are the existing values, personality, voice and tone
- *Key Messaging:* Key communication points across each audience
- *Positioning:* What is the current perception of the Commission and resources
- *Creative Strategy:* Our strategic approach to reaching your goals

Lee Enterprises Nebraska's overall philosophy and web development digital strategy is to lead with data and research, identify opportunities in technology to create an optimal user experience, and adjust strategy using reporting and analytics. For example, there are constant changes by top search engines like Google that ensure the user experience is the best it can be. We work closely with our clients to understand their needs so we can implement a dynamic web strategy that delivers results.

The most significant development in digital space to date is mobile accessibility, and integrating and optimizing multimedia experiences seamlessly for those audiences. Mobile usage has surged in the last several years, and as more people use smaller devices for their online usage, it is necessary to capture their attention in a more dynamic and engaging manner. This could include the use of augmented reality and/or location and behavior-based AI integrations to web experiences. We understand this technology and know when to recommend its use. We are constantly looking for innovative ways to communicate with our own audience of hundreds of thousands of users across the U.S. on our news websites. We have teams dedicated to being ahead of the next big thing so we can scale for our clients.

Our approach to data, research and measurement is simple: test, collect, analyze and adapt. This methodical approach allows us to be nimble with our clients and deliver the best results. Research and measurement are an essential part of web strategies, because things like search algorithms and API integrations among others change so quickly. We find solutions quickly, connecting to partners across the country, and then implement changes and strategies that align with whatever the analysis dictates.

We have found that search engine optimization (SEO) tools, Google Analytics or other web traffic tracking tools and website audit platforms like HubSpot or Buzzboard help us identify vulnerabilities in web strategies. We also have content management system (CMS) audit methods to help identify areas we can streamline workflow for employees who are uploading and managing website content. We're able to use all the data from these platforms to tell the story of your web health. SEO tools help us create a strategy for content development that is rich with indexable words so the right users find you online more often in search results. Google Analytics and other web traffic tracking tools are extremely helpful in understanding how users engage with the site. We're able to determine entry points, exit points, where users are coming from and importantly, where referral traffic is coming from, to help shape paid and earned media strategies. Other data collected can determine if there are "404" error pages that need fixing, if there is any issue with canonical structure, if web speed is optimal, etc. All of these data points analyzed in tandem help us develop strategies to maximize traffic, engage users, and ultimately convert users to take action to meet your goals.

Our core philosophy is to be transparent, strategic, creative and bold. We bring these values to every project – large and small. Understanding the trends and forces that help to shape the work of our clients and the quickly changing marketing/digital world is essential to our success – and your success. We live by these values as individuals and as a company, and this extends to our customers and their communities.

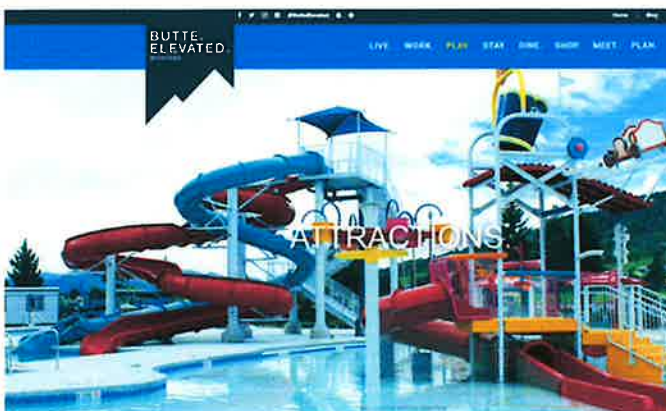
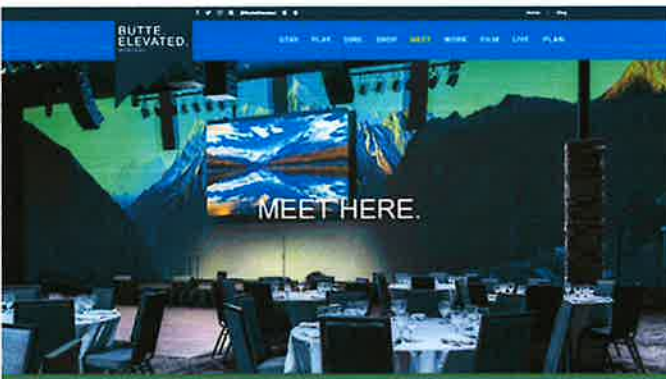
We are experts in both traditional and non-traditional media creation and strategic planning/buying. We leverage our access to resources, connections, data, and innovations to deliver results and impact our communities. Over the years, we have enhanced our capabilities and created marketing solutions for local communities and government/municipal clients. We thrive on helping connect communities to local services, sharing opportunities and information, and targeting the most relevant constituencies.

Lee knows that technology is limited without strategy. We work together to create innovative solutions. In a municipal setting we also know that campaigns can be different than the traditional marketing campaign. We have the talent, knowledge and wisdom to provide strategic planning, market research, creative development, and campaign execution - with a local twist and for a variety of target audiences.

We have a dedicated team of writers and interactive content developers who specialize in telling stories that engage, enrich and educate. Well-developed content generates engagement.

We have proven methods to stay on track and to make sure content is developed in a timely manner. We follow best practices for success: set deadlines and stick to them. We would work closely with you to identify the content needs, set a budget – both content and monetary – and outline a timeline of deliverables. Whether you need a 300 - 500 word blog article or a 1000 word feature article, our team at has it down to a science. The words, pictures, videos and other content all contribute to the bigger story, so we are diligent in making sure what we produce represents our clients' brands.

Website



Audio



<https://leeent.box.com/s/mlrnt3akm13cwa148mlh6mdxs86xc0k>

Video



<https://leeent.box.com/s/3kihyxwmfv1qj9bjertbzao9205sri8p>

Social



SAMPLE PROJECT & TASK LAUNCH TIMELINE

PHASE 1 – DISCOVERY

1. **ONBOARDING & DISCOVERY MEETING(S):** Meeting with the client and stakeholders to understand current marketing efforts and identify SWOT, uncover and analyze audience insights
 - Internal Audits (Research), First-Party Data
2. **THIRD-PARTY DISCOVERY**
 - External Audits (Research)
3. **DISCOVERY REPORT PRESENTATION:** Lee Enterprises Nebraska to present findings and recommended next steps pertaining to how we will utilize the data to establish the strategic plan and creative development (digital copies also provided)

PHASE 2 – DEVELOPMENT

1. **CREATIVE DEVELOPMENT:** Work with client to further develop our current comprehensive message/image/identity to represent the client through targeted messages using various marketing platforms; development of messaging and campaign creative for multifaceted audiences (developers, businesses, residents, and visitors)
 - Further Campaign Branding - Logos, Taglines (as needed)
 - Individual Campaign Concepts & Messaging
 - Branding Messages per Audience and Objective
2. **STRATEGIC PLAN DEVELOPMENT:** Develop a comprehensive strategic plan that encompasses creative and tactical objectives to carry out the mission and multi-pronged messages of client
 - Profiles of Current and Potential Markets
 - Budget and Funding Options for the Plan
 - Implementation Plan with Media Grid, Scheduling and Quotes
 - Accountability Plan to Measure Success
3. **CREATIVE AND STRATEGIC PLAN PROOFING & REVISIONS**
 - 3 Rounds of Revisions
4. **STRATEGIC PLAN & CREATIVE PRESENTATION:** Lee Enterprises Nebraska to present the plan and discuss next steps for implementation (digital copies also provided)

PHASE 3 - EXECUTION

1. **CREATIVE ASSET & CONTENT BUILD OUT:** Develop and execute all necessary creative assets and manage across vendors and partners as needed
 - Creative Asset & Content Development
2. **TACTICAL EXECUTION:** Execute strategic plan and implement across all partners, vendors on behalf of client
 - Influencer Partnership Scheduling & Management
 - Paid Media Scheduling & Management (negotiations, reporting included)
 - Reporting & Analytics Monthly/Quarterly/Annually (accountability plan implementation, additional reporting as needed)

Here is a sample of a customized task tracker weekly report. Each project reporting is customized for the client partner to accommodate their priorities and needs

| EST. TIMING | PROJECT / TASK | COST |
|--|---|-----------------|
| PHASE 1-DISCOVERY & DEVELOPMENT | | |
| Start: June 1 Due: June 14 | (5.a.1) BRAND STRATEGY DEVELOPMENT & BRAND STANDARDS | \$10,000 |
| | (5.a.5) MARKET ASSESSMENT & AUDIENCE IDENTIFICATION | \$15,000 |
| 6/1 – 6/4 | 1. Onboarding & Discovery Meeting(s) <ul style="list-style-type: none"> Internal Audits (Research) First-Party Data | |
| 6/1 – 6/4 | 2. Third-Party Discovery <ul style="list-style-type: none"> External Audits (Research) | |
| 6/1 – 6/4 | 3. Brand Development Brainstorms | |
| 6/15 | 3. Brand Concept Finalized and Approved | |
| Due: June 15 | (5.a.2) LOGO & VISUAL IDENTITY DESIGN | \$10,000 |
| | (5.a.3) COMMUNITY TAG LINE | |
| 6/15 | 1. Brand Identity Deck Presented for approval <ul style="list-style-type: none"> Includes: Logo & Visual Design, Community Tag Line | |
| PHASE 2-CREATIVE DELIVERY | | |
| Start: June 14 Due: June 21 | (5.a.4) MARKETING CONTENT RECOMMENDATIONS | \$7,500 |
| | (5.a.6) PRINT ADS, BILLBOARD DESIGN | |
| 6/15 – 6/21 | 1. Marketing Content and Creative Asset Concepting | |
| 6/21 | 2. Marketing Content and Creative Asset (Print, Billboard, Summer Digital) Due | |
| ONGOING | (5.a.7) DIGITAL AD DESIGN (SEASONAL) | \$0 |
| 6/21 | 1. Summer <ul style="list-style-type: none"> 3 Ads (due with the other assets - Print, Billboard) | |
| 8/31 | 2. Fall <ul style="list-style-type: none"> 3 Ads | |
| 10/31 | 3. Winter <ul style="list-style-type: none"> 3 Ads | |

**ATTACHMENT A: COST PROPOSAL
Request for Proposal NPGAP2024.1**

Bidder Name: Lee Enterprises Nebraska

Instructions to bidders:

The Commission on Problem Gambling requires all contracts awarded for services to include a projected total cost for each year of the contract. This will be expressed in the agreed contract with the awarded bidder as an amount that the annual total cost is "not to exceed" for the term of the contract.

Bidder must complete the following cost proposal table. Costs provided must be fixed for the duration of the initial term of the contract, except as otherwise provided in the following cost proposal tables. As provided in Section II F., cost increases for contract renewals after the initial term of the contract, if any, shall be based on consideration of written request by the successful bidder. Bidder must provide the unit cost of each item; however actual quantities will be determined based upon the recommendations contained in the Strategic Marketing Plan. The total price shall reflect all fees necessary to perform the services in their entirety, such as but not limited to, labor, taxes, equipment, computer software, travel, and copies unless approved in advance in writing by GAP Marketing Director (Staff). Invoices should be submitted monthly during the term of the contract.

| MEDIA PLANNING | | | |
|--|-------------------------|---------------------------------|---------------------------------|
| | Total Fixed Cost | | |
| | Initial Term | Optional Renewal One | Optional Renewal Two |
| 1. Strategic Planning & Market Research – Development of Strategic Marketing Plan | \$ 19,500 | \$ 4,100 | \$ 3,000 |
| 2. Design of Public Awareness Campaign and Branding | \$ 14,250 | \$ 3,600 | \$ 3,600 |
| 3. Account Services and Management | \$ 24,000 | \$ 24,000 | \$ 24,000 |
| 4. Website | \$ | \$ | \$ |
| 5. Other (Please Specify) <i>Negotiation/Buying</i> | \$ 42,000 | \$ 25,000 | \$ 25,000 |
| MEDIA PRODUCTION | | | |
| | Unit Cost | | |
| | Initial Term | Optional Renewal One | Optional Renewal Two |
| 1. Media Production of Public Awareness Campaign (Provide individual cost for each item) | \$ | \$ | \$ |
| a. Video/Television Production (15-30 seconds of video content) | \$ 8,200 | \$ 4,000 | \$ 4,000 |
| b. Audio Media Production (15-30 seconds of audio content) | \$ 5,470 | \$ 3,470 | \$ 3,470 |
| c. Print Media Production – Print Advertisement | \$ 2,400 | \$ 2,400 | \$ 2,400 |
| d. Digital Media and Social Media Production | \$ 6,100 | \$ 4,000 | \$ 4,000 |
| e. Website | \$ 8,000 | \$ 2,800 | \$ 1,500 |
| f. Other (Please Specify) <i>Media</i> | \$ 312,000 | \$ 300,000 | \$ 300,000 |
| 2. Branding Toolkit (See RFP Section V.C. 1. H.) | \$ 7,200 | \$ 2,200 | \$ 2,200 |

II. TERMS AND CONDITIONS

GENERAL

| Accept (Initial) | Reject (Initial) | Reject & Provide Alternative within RFP Response (Initial) | NOTES/COMMENTS: |
|------------------|------------------|--|-----------------|
| CB | | | |

NOTIFICATION

| Accept (Initial) | Reject (Initial) | Reject & Provide Alternative within RFP Response (Initial) | NOTES/COMMENTS: |
|------------------|------------------|--|-----------------|
| CB | | | |

DISCOUNTS

| Accept (Initial) | Reject (Initial) | Reject & Provide Alternative within RFP Response (Initial) | NOTES/COMMENTS: |
|------------------|------------------|--|-----------------|
| CB | | | |

PRICES

| Accept (Initial) | Reject (Initial) | Reject & Provide Alternative within RFP Response (Initial) | NOTES/COMMENTS: |
|------------------|------------------|--|-----------------|
| CB | | | |

BEGINNING OF WORK & SUSPENSION OF SERVICES

| Accept (Initial) | Reject (Initial) | Reject & Provide Alternative within RFP Response (Initial) | NOTES/COMMENTS: |
|------------------|------------------|--|-----------------|
| CB | | | |

CHANGE ORDERS OR SUBSTITUTIONS

| Accept (Initial) | Reject (Initial) | Reject & Provide Alternative within RFP Response (Initial) | NOTES/COMMENTS: |
|------------------|------------------|--|-----------------|
| CB | | | |

RECORD OF VENDOR PERFORMANCE

| Accept (Initial) | Reject (Initial) | Reject & Provide Alternative within RFP Response (Initial) | NOTES/COMMENTS: |
|------------------|------------------|--|-----------------|
| CB | | | |

NOTICE OF POTENTIAL CONTRACTOR BREACH

| Accept (Initial) | Reject (Initial) | Reject & Provide Alternative within RFP Response (Initial) | NOTES/COMMENTS: |
|------------------|------------------|--|-----------------|
| CB | | | |

BREACH

| Accept (Initial) | Reject (Initial) | Reject & Provide Alternative within RFP Response (Initial) | NOTES/COMMENTS: |
|------------------|------------------|--|-----------------|
| CB | | | |

NON-WAIVER OF BREACH

| Accept (Initial) | Reject (Initial) | Reject & Provide Alternative within RFP Response (Initial) | NOTES/COMMENTS: |
|------------------|------------------|--|-----------------|
| CB | | | |

SEVERABILITY

| Accept (Initial) | Reject (Initial) | Reject & Provide Alternative within RFP Response (Initial) | NOTES/COMMENTS: |
|-------------------------|-------------------------|---|------------------------|
| CB | | | |

INDEMNIFICATION

| Accept (Initial) | Reject (Initial) | Reject & Provide Alternative within RFP Response (Initial) | NOTES/COMMENTS: |
|-------------------------|-------------------------|---|------------------------|
| CB | | | |

ASSIGNMENT, SALE, OR MERGER

| Accept (Initial) | Reject (Initial) | Reject & Provide Alternative within RFP Response (Initial) | NOTES/COMMENTS: |
|-------------------------|-------------------------|---|------------------------|
| CB | | | |

FORCE MAJEURE

| Accept (Initial) | Reject (Initial) | Reject & Provide Alternative within RFP Response (Initial) | NOTES/COMMENTS: |
|-------------------------|-------------------------|---|------------------------|
| CB | | | |

CONFIDENTIALITY

| Accept (Initial) | Reject (Initial) | Reject & Provide Alternative within RFP Response (Initial) | NOTES/COMMENTS: |
|------------------|------------------|--|-----------------|
| CB | | | |

EARLY TERMINATION

| Accept (Initial) | Reject (Initial) | Reject & Provide Alternative within RFP Response (Initial) | NOTES/COMMENTS: |
|------------------|------------------|--|-----------------|
| CB | | | |

CONTRACT CLOSEOUT

| Accept (Initial) | Reject (Initial) | Reject & Provide Alternative within RFP Response (Initial) | NOTES/COMMENTS: |
|------------------|------------------|--|-----------------|
| CB | | | |

Form A
Bidder Proposal Point of Contact
Request for Proposal Number NPGAP2024.1

Form A should be completed and submitted with each response to this Request for Proposal. 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: | Lee Enterprises Nebraska |
| Bidder Address: | 200 S 21st Street Suite A100 Lincoln NE 68510 |
| Contact Person & Title: | Colleen Brewer, Director National Solutions |
| E-mail Address: | Colleen.brewer@lee.net |
| Telephone Number (Office): | n/a |
| Telephone Number (Cellular): | 303 884 2900 |
| Fax Number: | n/a |

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: | Lee Enterprises Nebraska |
| Bidder Address: | 200 S 21 Street Suite A100 Lincoln NE 68510 |
| Contact Person & Title: | Colleen Brewer, Director National Solutions |
| E-mail Address: | Colleen.brewer@lee.net |
| Telephone Number (Office): | n/a |
| Telephone Number (Cellular): | 303 884 2900 |
| Fax Number: | n/a |

THANK YOU



LEE ENTERPRISES
NEBRASKA