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Để yêu cầu dịch vụ dịch thuật hoặc điều chỉnh liên quan đến tình trạng khuyết tật, vui lòng liên hệ với chúng tôi qua **bcc@clackamas.us | 503-655-8581**.



Clackamas County
www.clackamas.us



June 17, 2026

BCC Agenda Item: _____

Board of County Commissioners



Clackamas County

Approval of a Professional Services Contract with Love Communications, L.L.C. to develop and implement an integrated destination marketing campaign through December 31, 2027. Total contract value is not to exceed \$800,000. Funding through Transient Lodging Tax. No county General Funds are involved.

Previous Board Action/Review: None

Performance Clackamas: This contract supports a thriving economy by increasing economic activity through visitor spending and overnight stays generated by a targeted destination marketing campaign.

Counsel Review: Yes

Procurement Review: Yes

Contact Person: Lizzie Keenan

Contact Phone: 971-378-4006

EXECUTIVE SUMMARY: This contract supports the development and implementation of a stand-alone integrated destination marketing campaign designed to generate overnight stays and visitor spending in addition to Tourism's ongoing marketing program. Love Communications will provide end-to-end campaign services, including strategy, creative development, production, media planning and buying, implementation and performance reporting, under the direction and oversight of Office of Tourism staff.

Agency services will not exceed \$80,000. The remaining \$720,000 will be used for campaign implementation costs, including creative production, media purchases and other approved campaign expenses.

RECOMMENDATION: Staff recommend the Board approve this contract and Board authorize Chair Craig Roberts to sign on behalf of the County.

Respectfully submitted,

Lizzie Keenan
Director, Office of Tourism



**CLACKAMAS COUNTY
PERSONAL SERVICES CONTRACT
Contract #0000001787**

This Personal Services Contract (this “Contract”) is entered into between **Love Communications, L.L.C.** (“Contractor”), and Clackamas County, a political subdivision of the State of Oregon (“County”), acting by and through its Department of Tourism.

ARTICLE I.

1. **Effective Date and Duration.** This Contract shall become effective upon signature of both parties. Unless earlier terminated or extended, this Contract shall expire on **December 30, 2027**.
2. **Scope of Work.** Contractor shall provide the following personal services: Integrated Marketing Campaign (“Work”), further described in **Exhibit A**.
3. **Consideration.** The County agrees to pay Contractor, from available and authorized funds, a sum not to exceed **Eight Hundred Thousand Dollars (\$800,000.00)**, for accomplishing the Work required by this Contract. Consideration rates are on a time and materials basis in accordance with the rates and costs specified in **Exhibit B**. If any interim payments to Contractor are made, such payments shall be made only in accordance with the schedule and requirements in Exhibit B.
4. **Invoices and Payments.** Unless otherwise specified, Contractor shall submit monthly invoices for Work performed. Invoices shall describe all Work performed with particularity, by whom it was performed, and shall itemize and explain all expenses for which reimbursement is claimed. The invoices shall include the total amount billed to date by Contractor prior to the current invoice. If Contractor fails to present invoices in proper form within sixty (60) calendar days after the end of the month in which the services were rendered, Contractor waives any rights to present such invoice thereafter and to receive payment therefor. Payments shall be made in accordance with ORS 293.462 to Contractor following the County’s review and approval of invoices submitted by Contractor. Contractor shall not submit invoices for, and the County will not be obligated to pay, any amount in excess of the maximum compensation amount set forth above. If this maximum compensation amount is increased by amendment of this Contract, the amendment must be fully effective before Contractor performs Work subject to the amendment.

Invoices shall reference the above Contract Number and be submitted to: annie@mthoodterritory.com

5. **Travel and Other Expense.** Authorized: Yes No
If travel expense reimbursement is authorized in this Contract, such expense shall only be reimbursed at the rates in the County Contractor Travel Reimbursement Policy, hereby incorporated by reference and found at: <https://www.clackamas.us/finance/terms.html>. Travel expense reimbursement is not in excess of the not to exceed consideration.
6. **Contract Documents.** This Contract consists of the following documents, which are listed in descending order of precedence and are attached and incorporated by reference, this Contract, Exhibit A and Exhibit B.

7. Contractor and County Contacts.

Contractor Administrator: Colin Greenberg Phone: 801-519-8880 Email: cgreenberg@lovecomm.net	County Administrator: Annie Austin Phone: 971-378-4008 Email: annie@mthoodterritory.com
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Payment information will be reported to the Internal Revenue Service (“IRS”) under the name and taxpayer ID number submitted. (See I.R.S. 1099 for additional instructions regarding taxpayer ID numbers.) Information not matching IRS records will subject Contractor payments to backup withholding.

ARTICLE II.

- 1. Access to Records.** Contractor shall maintain books, records, documents, and other evidence, in accordance with generally accepted accounting procedures and practices, sufficient to reflect properly all costs of whatever nature claimed to have been incurred and anticipated to be incurred in the performance of this Contract. County and their duly authorized representatives shall have access to the books, documents, papers, and records of Contractor, which are directly pertinent to this Contract for the purpose of making audit, examination, excerpts, and transcripts. Contractor shall maintain such books and records for a minimum of six (6) years, or such longer period as may be required by applicable law, following final payment and termination of this Contract, or until the conclusion of any audit, controversy or litigation arising out of or related to this Contract, whichever date is later.
- 2. Availability of Future Funds.** Any continuation or extension of this Contract after the end of the fiscal period in which it is written is contingent on a new appropriation for each succeeding fiscal period sufficient to continue to make payments under this Contract, as determined by the County in its sole administrative discretion.
- 3. Captions.** The captions or headings in this Contract are for convenience only and in no way define, limit, or describe the scope or intent of any provisions of this Contract.
- 4. Compliance with Applicable Law.** Contractor shall comply with all applicable federal, state and local laws, regulations, executive orders, and ordinances, as such may be amended from time to time.
- 5. Counterparts.** This Contract may be executed in several counterparts (electronic or otherwise), each of which shall be an original, all of which shall constitute the same instrument.
- 6. Governing Law.** This Contract, and all rights, obligations, and disputes arising out of it, shall be governed and construed in accordance with the laws of the State of Oregon and the ordinances of Clackamas County without regard to principles of conflicts of law. Any claim, action, or suit between County and Contractor that arises out of or relates to the performance of this Contract shall be brought and conducted solely and exclusively within the Circuit Court for Clackamas County, for the State of Oregon. Provided, however, that if any such claim, action, or suit may be brought in a federal forum, it shall be brought and conducted solely and exclusively within the United States District Court for the District of Oregon. In no event shall this section be construed as a waiver by the County of any form of defense or immunity, whether sovereign immunity, governmental immunity, immunity based on the Eleventh Amendment to the Constitution of the United States or otherwise, from any claim or from the jurisdiction of any court. Contractor, by execution of this Contract, hereby consents to the personal jurisdiction of the courts referenced in this section.
- 7. Indemnity, Responsibility for Damages.** Contractor shall be responsible for all damage to property, injury to persons, and loss, expense, inconvenience, and delay which may be caused by, or result from, any act, omission, or neglect of Contractor, its subcontractors, agents, or employees. The Contractor agrees to indemnify and defend the County, and its officers, elected officials, agents, and employees, from and against all claims, actions, losses, liabilities, including reasonable attorney and accounting fees, and all expenses incidental to the investigation and defense thereof, arising out of or based upon Contractor’s acts or omissions in performing under this Contract.

However, neither Contractor nor any attorney engaged by Contractor shall defend the claim in the name of County, purport to act as legal representative of County, or settle any claim on behalf of County, without the approval of the Clackamas County Counsel's Office. County may assume its own defense and settlement at its election and expense.

- 8. Independent Contractor Status.** The service(s) to be rendered under this Contract are those of an independent contractor. Although the County reserves the right to determine (and modify) the delivery schedule for the Work to be performed and to evaluate the quality of the completed performance, County cannot and will not control the means or manner of Contractor's performance. Contractor is responsible for determining the appropriate means and manner of performing the Work. Contractor is not to be considered an agent or employee of County for any purpose, including, but not limited to: (A) The Contractor will be solely responsible for payment of any Federal or State taxes required as a result of this Contract; and (B) This Contract is not intended to entitle the Contractor to any benefits generally granted to County employees, including, but not limited to, vacation, holiday and sick leave, other leaves with pay, tenure, medical and dental coverage, life and disability insurance, overtime, Social Security, Workers' Compensation, unemployment compensation, or retirement benefits.
- 9. Insurance.** Contractor shall secure at its own expense and keep in effect during the term of the performance under this Contract the insurance required and minimum coverage indicated below. The insurance requirement outlined below do not in any way limit the amount of scope of liability of Contractor under this Contract. Contractor shall provide proof of said insurance and name the County as an additional insured on all required liability policies. Proof of insurance and notice of any material change should be submitted to the following address: Clackamas County Procurement Division, 2051 Kaen Road, Oregon City, OR 97045 or emailed to the County Contract Analyst.

Required - Workers Compensation: Contractor shall comply with the statutory workers' compensation requirements in ORS 656.017, unless exempt under ORS 656.027 or 656.126.
<input checked="" type="checkbox"/> Required – Commercial General Liability: combined single limit, or the equivalent, of not less than \$1,000,000 per occurrence, with an annual aggregate limit of \$2,000,000 for Bodily Injury and Property Damage.
<input checked="" type="checkbox"/> Required – Professional Liability: combined single limit, or the equivalent, of not less than \$1,000,000 per claim, with an annual aggregate limit of \$2,000,000 for damages caused by error, omission or negligent acts.
<input checked="" type="checkbox"/> Required – Automobile Liability: combined single limit, or the equivalent, of not less than \$1,000,000 per accident for Bodily Injury and Property Damage.

The policy(s) shall be primary insurance as respects to the County. Any insurance or self-insurance maintained by the County shall be excess and shall not contribute to it. Any obligation that County agree to a waiver of subrogation is hereby stricken.

- 10. Limitation of Liabilities.** This Contract is expressly subject to the debt limitation of Oregon counties set forth in Article XI, Section 10, of the Oregon Constitution, and is contingent upon funds being appropriated therefore. Any provisions herein which would conflict with law are deemed inoperative to that extent. Except for liability arising under or related to Article II, Section 13 or Section 20 neither party shall be liable for (i) any indirect, incidental, consequential or special damages under this Contract or (ii) any damages of any sort arising solely from the termination of this Contract in accordance with its terms.
- 11. Notices.** Except as otherwise provided in this Contract, any required notices between the parties shall be given in writing by personal delivery, email, or mailing the same, to the Contract Administrators identified in Article I, Section 7. If notice is sent to County, a copy shall also be sent to: Clackamas County Procurement, 2051 Kaen Road, Oregon City, OR 97045. Any communication or notice so

addressed and mailed shall be deemed to be given five (5) days after mailing, and immediately upon personal delivery, or within 2 hours after the email is sent during County's normal business hours (Monday – Thursday, 7:00 a.m. to 6:00 p.m.) (as recorded on the device from which the sender sent the email), unless the sender receives an automated message or other indication that the email has not been delivered.

- 12. Ownership of Work Product.** All work product of Contractor that results from this Contract (the “Work Product”) is the exclusive property of County. County and Contractor intend that such Work Product be deemed “work made for hire” of which County shall be deemed the author. If for any reason the Work Product is not deemed “work made for hire,” Contractor hereby irrevocably assigns to County all of its right, title, and interest in and to any and all of the Work Product, whether arising from copyright, patent, trademark or trade secret, or any other state or federal intellectual property law or doctrine. Contractor shall execute such further documents and instruments as County may reasonably request in order to fully vest such rights in County. Contractor forever waives any and all rights relating to the Work Product, including without limitation, any and all rights arising under 17 USC § 106A or any other rights of identification of authorship or rights of approval, restriction or limitation on use or subsequent modifications. Notwithstanding the above, County shall have no rights in any pre-existing Contractor intellectual property provided to County by Contractor in the performance of this Contract except to copy, use and re-use any such Contractor intellectual property for County use only.
- 13. Representations and Warranties.** Contractor represents and warrants to County that (A) Contractor has the power and authority to enter into and perform this Contract; (B) this Contract, when executed and delivered, shall be a valid and binding obligation of Contractor enforceable in accordance with its terms; (C) Contractor shall at all times during the term of this Contract, be qualified, professionally competent, and duly licensed to perform the Work; (D) Contractor is an independent contractor as defined in ORS 670.600; and (E) the Work under this Contract shall be performed in a good and workmanlike manner and in accordance with the highest professional standards. The warranties set forth in this section are in addition to, and not in lieu of, any other warranties provided.
- 14. Survival.** All rights and obligations shall cease upon termination or expiration of this Contract, except for the rights and obligations set forth in Article II, Sections 1, 6, 7, 10, 12, 13, 14, 15, 17, 20, 21, 25, 27, 28, 32, 33, and 34, and all other rights and obligations which by their context are intended to survive. However, such expiration shall not extinguish or prejudice the County's right to enforce this Contract with respect to: (a) any breach of a Contractor warranty; or (b) any default or defect in Contractor performance that has not been cured.
- 15. Severability.** If any term or provision of this 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 provisions 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 particular term or provision held to be invalid.
- 16. Subcontracts and Assignments.** Contractor shall not enter into any subcontracts for any of the Work required by this Contract, or assign or transfer any of its interest in this Contract by operation of law or otherwise, without obtaining prior written approval from the County, which shall be granted or denied in the County's sole discretion. In addition to any provisions the County may require, Contractor shall include in any permitted subcontract under this Contract a requirement that the subcontractor be bound by this Article II, Sections 1, 7, 8, 13, 16 and 27 as if the subcontractor were the Contractor. County's consent to any subcontract shall not relieve Contractor of any of its duties or obligations under this Contract.
- 17. Successors in Interest.** The provisions of this Contract shall be binding upon and shall inure to the benefit of the parties hereto, and their respective authorized successors and assigns.

18. Tax Compliance Certification. The Contractor shall comply with all federal, state and local laws, regulation, executive orders and ordinances applicable to this Contract. Contractor represents and warrants that it has complied, and will continue to comply throughout the duration of this Contract and any extensions, with all tax laws of this state or any political subdivision of this state, including but not limited to ORS 305.620 and ORS chapters 316, 317, and 318. Any violation of this section shall constitute a material breach of this Contract and shall entitle County to terminate this Contract, to pursue and recover any and all damages that arise from the breach and the termination of this Contract, and to pursue any or all of the remedies available under this Contract or applicable law.

19. Terminations. This Contract may be terminated for the following reasons: (A) by mutual agreement of the parties or by the County (i) for convenience upon thirty (30) days written notice to Contractor, or (ii) at any time the County fails to receive funding, appropriations, or other expenditure authority as solely determined by the County; or (B) if Contractor breaches any Contract provision or is declared insolvent, County may terminate after thirty (30) days written notice with an opportunity to cure.

Upon receipt of written notice of termination from the County, Contractor shall immediately stop performance of the Work. Upon termination of this Contract, Contractor shall deliver to County all documents, Work Product, information, works-in-progress and other property that are or would be deliverables had the Contract Work been completed. Upon County's request, Contractor shall surrender to anyone County designates, all documents, research, objects or other tangible things needed to complete the Work.

20. Remedies. If terminated by the County due to a breach by the Contractor, then the County shall have any remedy available to it in law or equity. If this Contract is terminated for any other reason, Contractor's sole remedy is payment for the goods and services delivered and accepted by the County, less any setoff to which the County is entitled.

21. No Third Party Beneficiaries. County and Contractor are the only parties to this Contract and are the only parties entitled to enforce its terms. Nothing in this Contract gives, is intended to give, or shall be construed to give or provide any benefit or right, whether directly, indirectly or otherwise, to third persons unless such third persons are individually identified by name herein and expressly described as intended beneficiaries of the terms of this Contract.

22. Time is of the Essence. Contractor agrees that time is of the essence in the performance of this Contract.

23. Foreign Contractor. If the Contractor is not domiciled in or registered to do business in the State of Oregon, Contractor shall promptly provide to the Oregon Department of Revenue and the Secretary of State, Corporate Division, all information required by those agencies relative to this Contract. The Contractor shall demonstrate its legal capacity to perform these services in the State of Oregon prior to entering into this Contract.

24. Force Majeure. Neither County nor Contractor shall be held responsible for delay or default caused by events outside the County or Contractor's reasonable control including, but not limited to, fire, terrorism, riot, acts of God, or war. However, Contractor shall make all reasonable efforts to remove or eliminate such a cause of delay or default and shall upon the cessation of the cause, diligently pursue performance of its obligations under this Contract.

25. Waiver. The failure of County to enforce any provision of this Contract shall not constitute a waiver by County of that or any other provision.

- 26. Public Contracting Requirements.** Pursuant to the public contracting requirements contained in Oregon Revised Statutes (“ORS”) Chapter 279B.220 through 279B.235, Contractor shall:
- a. Make payments promptly, as due, to all persons supplying to Contractor labor or materials for the prosecution of the work provided for in the Contract.
 - b. Pay all contributions or amounts due the Industrial Accident Fund from such Contractor or subcontractor incurred in the performance of the Contract.
 - c. Not permit any lien or claim to be filed or prosecuted against County on account of any labor or material furnished.
 - d. Pay the Department of Revenue all sums withheld from employees pursuant to ORS 316.167.
 - e. As applicable, the Contractor shall pay employees for work in accordance with ORS 279B.235, which is incorporated herein by this reference. The Contractor shall comply with the prohibitions set forth in ORS 652.220, compliance of which is a material element of this Contract, and failure to comply is a breach entitling County to terminate this Contract for cause.
 - f. If the Work involves lawn and landscape maintenance, Contractor shall salvage, recycle, compost, or mulch yard waste material at an approved site, if feasible and cost effective.
- 27. No Attorney Fees.** In the event any arbitration, action or proceeding, including any bankruptcy proceeding, is instituted to enforce any term of this Contract, each party shall be responsible for its own attorneys’ fees and expenses.
- 28. Reserved.**
- 29. Reserved.**
- 30. Key Persons.** Contractor acknowledges and agrees that a significant reason the County is entering into this Contract is because of the special qualifications of certain Key Persons set forth in the contract. Under this Contract, the County is engaging the expertise, experience, judgment, and personal attention of such Key Persons. Neither Contractor nor any of the Key Persons shall delegate performance of the management powers and responsibilities each such Key Person is required to provide under this Contract to any other employee or agent of the Contractor unless the County provides prior written consent to such delegation. Contractor shall not reassign or transfer a Key Person to other duties or positions such that the Key Person is no longer available to provide the County with such Key Person's services unless the County provides prior written consent to such reassignment or transfer.
- 31. Reserved.**
- 32. Reserved.**
- 33. Reserved.**
- 34. Merger.** THIS CONTRACT CONSTITUTES THE ENTIRE AGREEMENT BETWEEN THE PARTIES WITH RESPECT TO THE SUBJECT MATTER REFERENCED THEREIN. THERE ARE NO UNDERSTANDINGS, AGREEMENTS, OR REPRESENTATIONS, ORAL OR WRITTEN, NOT SPECIFIED HEREIN REGARDING THIS CONTRACT. NO AMENDMENT, CONSENT, OR WAIVER OF TERMS OF THIS CONTRACT SHALL BIND EITHER PARTY UNLESS IN WRITING AND SIGNED BY ALL PARTIES. ANY SUCH AMENDMENT, CONSENT, OR WAIVER SHALL BE EFFECTIVE ONLY IN THE SPECIFIC INSTANCE AND FOR THE SPECIFIC PURPOSE GIVEN. CONTRACTOR, BY THE SIGNATURE HERETO OF ITS AUTHORIZED REPRESENTATIVE, IS AN INDEPENDENT CONTRACTOR,

ACKNOWLEDGES HAVING READ AND UNDERSTOOD THIS CONTRACT, AND CONTRACTOR AGREES TO BE BOUND BY ITS TERMS AND CONDITIONS.

By their signatures below, the parties to this Contract agree to the terms, conditions, and content expressed herein.

Love Communications, L.L.C.

Clackamas County

Colin Greenberg 06/05/2026
Authorized Signature Date

Signature Date

Colin Greenberg / Director of Operations
Name / Title (Printed)

Name: _____

2575714-98
Oregon Business Registry #

Title: _____

FLLC/Utah
Entity Type / State of Formation

Approved for Legal Sufficiency:

Amanda Kelly 6/9/2026
County Counsel Date

EXHIBIT A
RFP 2025-87 INTEGRATED MARKETING CAMPAIGN
PUBLISHED DECEMBER 16, 2025



REQUEST FOR PROPOSALS #2025-87

FOR

INTEGRATED MARKETING CAMPAIGN

BOARD OF COUNTY COMMISSIONERS

CRAIG ROBERTS, Chair

PAUL SAVAS, Commissioner

MARTHA SCHRADER, Commissioner

BEN WEST, Commissioner

DIANA HELM, Commissioner

Gary Schmidt
County Administrator

Juliana Snegireff
Contract Analyst

PROPOSAL CLOSING DATE, TIME AND LOCATION

DATE: **January 29, 2026**

TIME: **2:00 PM, Pacific Time**

PLACE: <https://bidlocker.us/a/clackamascounty/BidLocker>

SCHEDULE

Request for Proposals Issued.....	December 16, 2025
Protest of Specifications Deadline.....	December 23, 2025, 5:00 PM, Pacific Time
Deadline to Submit Clarifying Questions.....	January 22, 2026, 5:00 PM, Pacific Time
Request for Proposals Closing Date and Time....	January 29, 2026, 2:00 PM, Pacific Time
Deadline to Submit Protest of Award.....	Seven (7) days from the Intent to Award

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Section 1 – Notice of Request for Proposals
Section 2 – Instructions to Proposers
Section 3 – Scope of Work
Section 4 – Evaluation and Selection Criteria
Section 5 – Proposal Content (Including Proposal Certification)

SECTION 1 NOTICE OF REQUEST FOR PROPOSALS

Notice is hereby given that Clackamas County through its Board of County Commissioners will receive sealed Proposals per specifications until **2:00 PM, January 29, 2026, 2025** (“Closing”), to provide an integrated marketing campaign. No Proposals will be received or considered after that time.

Location of RFP documents: OregonBuys

RFP Documents can be downloaded from the state of Oregon procurement website (“OregonBuys”) at the following address <https://oregonbuys.gov/bsv/view/login/login.xhtml>, Document No. S-C01010-0000000015577.

Prospective Proposers will need to sign in to download the information and that information will be accumulated for a Plan Holder's List. Prospective Proposers are responsible for obtaining any Addenda, clarifying questions, and Notices of Award from OregonBuys.

Submitting Proposals: Bid Locker

Proposals will only be accepted electronically thru a secure online bid submission service, **Bid Locker**. *Email submissions to Clackamas County email addresses will no longer be accepted.*

- A. Completed proposal documents must arrive electronically via Bid Locker located at <https://bidlocker.us/a/clackamascounty/BidLocker>.
- B. Bid Locker will electronically document the date and time of all submissions. Completed documents must arrive by the deadline indicated in Section 1 or as modified by Addendum. **LATE PROPOSALS WILL NOT BE ACCEPTED.**
- C. Proposers must register and create a profile for their business with Bid Locker in order to submit for this project. It is free to register for Bid Locker.
- D. Proposers with further questions concerning Bid Locker may review the Vendor’s Guide located at <https://www.clackamas.us/how-to-bid-on-county-projects>.

Contact Information

Procurement Process and Technical Questions: Juliana Snegireff, JSnegireff@clackamas.us

The Board of County Commissioners reserves the right to reject any and all Proposals not in compliance with all prescribed public bidding procedures and requirements, and may reject for good cause any and all Proposals upon the finding that it is in the public interest to do so and to waive any and all informalities in the public interest. In the award of the contract, the Board of County Commissioners will consider the element of time, will accept the Proposal or Proposals which in their estimation will best serve the interests of Clackamas County and will reserve the right to award the contract to the contractor whose Proposal shall be best for the public good.

Clackamas County encourages proposals from Minority, Women, Veteran and Emerging Small Businesses.

SECTION 2 INSTRUCTIONS TO PROPOSERS

Clackamas County (“County”) reserves the right to reject any and all Proposals received as a result of this RFP. County Local Contract Review Board Rules (“LCRB”) govern the procurement process for the County.

2.1 Modification or Withdrawal of Proposal: Any Proposal may be modified or withdrawn at any time prior to the Closing deadline, provided that a written request is received by the County Procurement Division Director, prior to the Closing. The withdrawal of a Proposal will not prejudice the right of a Proposer to submit a new Proposal.

2.2 Requests for Clarification and Requests for Change: Proposers may submit questions regarding the specifications of the RFP. Questions must be received in writing on or before 5:00 p.m. (Pacific Time), on the date indicated in the Schedule, at the Procurement Division address as listed in Section 1 of this RFP. Requests for changes must include the reason for the change and any proposed changes to the requirements. The purpose of this requirement is to permit County to correct, prior to the opening of Proposals, RFP terms or technical requirements that may be unlawful, improvident or which unjustifiably restrict competition. County will consider all requested changes and, if appropriate, amend the RFP. No oral or written instructions or information concerning this RFP from County managers, employees or agents to prospective Proposers shall bind County unless included in an Addendum to the RFP.

2.3 Protests of the RFP/Specifications: Protests must be in accordance with LCRB C-047-0730. Protests of Specifications must be received in writing on or before 5:00 p.m. (Pacific Time), on the date indicated in the Schedule, or within three (3) business days of issuance of any addendum, at the Procurement Division address listed in Section 1 of this RFP. Protests may not be faxed. Protests of the RFP specifications must include the reason for the protest and any proposed changes to the requirements.

2.4 Addenda: If any part of this RFP is changed, an addendum will be provided to Proposers that have provided an address to the Procurement Division for this procurement. It shall be Proposers responsibility to regularly check OregonBuys for any notices, published addenda, or response to clarifying questions.

2.5 Submission of Proposals: Proposals must be submitted in accordance with Section 5. All Proposals shall be legibly written in ink or typed and comply in all regards with the requirements of this RFP. Proposals that include orders or qualifications may be rejected as irregular. All Proposals must include a signature that affirms the Proposer’s intent to be bound by the Proposal (may be on cover letter, on the Proposal, or the Proposal Certification Form) shall be signed. If a Proposal is submitted by a firm or partnership, the name and address of the firm or partnership shall be shown, together with the names and addresses of the members. If the Proposal is submitted by a corporation, it shall be signed in the name of such corporation by an official who is authorized to bind the contractor. The Proposals will be considered by the County to be submitted in confidence and are not subject to public disclosure until the notice of intent to award has been issued.

No late Proposals will be accepted. Proposals submitted after the Closing will be considered late and will be returned unopened. Proposals may not be submitted by telephone or fax.

2.6 Post-Selection Review and Protest of Award: County will name the apparent successful Proposer in a Notice of Intent to Award published on OregonBuys. Identification of the apparent successful Proposer is procedural only and creates no right of the named Proposer to award of the contract. Competing Proposers shall be given seven (7) calendar days from the date on the Notice of Intent to Award to review the file at the Procurement Division office and file a written protest of award, pursuant to LCRB C-047-0740. Any award protest must be in writing and must be delivered by email, hand-delivery or mail to the address for the Procurement Division as listed in Section 1 of this RFP.

Only actual Proposers may protest if they believe they have been adversely affected because the Proposer would be eligible to be awarded the contract in the event the protest is successful. The basis of the written protest must be in accordance with ORS 279B.410 and shall specify the grounds upon which the protest is based. In order to be an adversely affected Proposer with a right to submit a written protest, a Proposer must be next in line for

award, i.e. the protester must claim that all higher rated Proposers are ineligible for award because they are non-responsive or non-responsible.

County will consider any protests received and:

- a. reject all protests and proceed with final evaluation of, and any allowed contract language negotiation with, the apparent successful Proposer and, pending the satisfactory outcome of this final evaluation and negotiation, enter into a contract with the named Proposer; OR
- b. sustain a meritorious protest(s) and reject the apparent successful Proposer as nonresponsive, if such Proposer is unable to demonstrate that its Proposal complied with all material requirements of the solicitation and Oregon public procurement law; thereafter, County may name a new apparent successful Proposer; OR
- c. reject all Proposals and cancel the procurement.

2.7 Acceptance of Contractual Requirements: Failure of the selected Proposer to execute a contract and deliver required insurance certificates within ten (10) calendar days after notification of an award may result in cancellation of the award. This time period may be extended at the option of County.

2.8 Public Records: Proposals are deemed confidential until the “Notice of Intent to Award” letter is issued. This RFP and one copy of each original Proposal received in response to it, together with copies of all documents pertaining to the award of a contract, will be kept and made a part of a file or record which will be open to public inspection. If a Proposal contains any information that is considered a **TRADE SECRET** under ORS 192.345(2), **SUCH INFORMATION MUST BE LISTED ON A SEPARATE SHEET CAPABLE OF SEPARATION FROM THE REMAINING PROPOSAL AND MUST BE CLEARLY MARKED WITH THE FOLLOWING LEGEND:**

“This information constitutes a trade secret under ORS 192.345(2), and shall not be disclosed except in accordance with the Oregon Public Records Law, ORS Chapter 192.”

The Oregon Public Records Law exempts from disclosure only bona fide trade secrets, and the exemption from disclosure applies only “unless the public interest requires disclosure in the particular instance” (ORS 192.345). Therefore, non-disclosure of documents, or any portion of a document submitted as part of a Proposal, may depend upon official or judicial determinations made pursuant to the Public Records Law.

2.9 Investigation of References: County reserves the right to investigate all references in addition to those supplied references and investigate past performance of any Proposer with respect to its successful performance of similar services, its compliance with specifications and contractual obligations, its completion or delivery of a project on schedule, its lawful payment of subcontractors and workers, and any other factor relevant to this RFP. County may postpone the award or the execution of the contract after the announcement of the apparent successful Proposer in order to complete its investigation.

2.10 RFP Proposal Preparation Costs and Other Costs: Proposer costs of developing the Proposal, cost of attendance at an interview (if requested by County), or any other costs are entirely the responsibility of the Proposer, and will not be reimbursed in any manner by County.

2.11 Clarification and Clarity: County reserves the right to seek clarification of each Proposal, or to make an award without further discussion of Proposals received. Therefore, it is important that each Proposal be submitted initially in the most complete, clear, and favorable manner possible.

2.12 Right to Reject Proposals: County reserves the right to reject any or all Proposals or to withdraw any item from the award, if such rejection or withdrawal would be in the public interest, as determined by County.

2.13 Cancellation: County reserves the right to cancel or postpone this RFP at any time or to award no contract.

2.14 Proposal Terms: All Proposals, including any price quotations, will be valid and firm through a period of one hundred and eighty (180) calendar days following the Closing date. County may require an

extension of this firm offer period. Proposers will be required to agree to the longer time frame in order to be further considered in the procurement process.

2.15 Oral Presentations: At County's sole option, Proposers may be required to give an oral presentation of their Proposals to County, a process which would provide an opportunity for the Proposer to clarify or elaborate on the Proposal but will in no material way change Proposer's original Proposal. If the evaluating committee requests presentations, the Procurement Division will schedule the time and location for said presentation. Any costs of participating in such presentations will be borne solely by Proposer and will not be reimbursed by County. **Note:** Oral presentations are at the discretion of the evaluating committee and may not be conducted; therefore, **written Proposals should be complete.**

2.16 Usage: It is the intention of County to utilize the services of the successful Proposer(s) to provide services as outlined in the below Scope of Work.

2.17 Review for Responsiveness: Upon receipt of all Proposals, the Procurement Division or designee will determine the responsiveness of all Proposals before submitting them to the evaluation committee. If a Proposal is incomplete or non-responsive in significant part or in whole, it will be rejected and will not be submitted to the evaluation committee. County reserves the right to determine if an inadvertent error is solely clerical or is a minor informality which may be waived, and then to determine if an error is grounds for disqualifying a Proposal. The Proposer's contact person identified on the Proposal will be notified, identifying the reason(s) the Proposal is non-responsive. One copy of the Proposal will be archived and all others discarded.

2.18 RFP Incorporated into Contract: This RFP will become part of the Contract between County and the selected contractor(s). The contractor(s) will be bound to perform according to the terms of this RFP, their Proposal(s), and the terms of the Sample Contract.

2.19 Communication Blackout Period: Except as called for in this RFP, Proposers may not communicate with members of the Evaluation Committee or other County employees or representatives about the RFP during the procurement process until the apparent successful Proposer is selected, and all protests, if any, have been resolved. Communication in violation of this restriction may result in rejection of a Proposer.

2.20 Prohibition on Commissions and Subcontractors: County will contract directly with persons/entities capable of performing the requirements of this RFP. Contractors must be represented directly. Participation by brokers or commissioned agents will not be allowed during the Proposal process. Contractor shall not use subcontractors to perform the Work unless specifically pre-authorized in writing to do so by the County. Contractor represents that any employees assigned to perform the Work, and any authorized subcontractors performing the Work, are fully qualified to perform the tasks assigned to them, and shall perform the Work in a competent and professional manner. Contractor shall not be permitted to add on any fee or charge for subcontractor Work. Contractor shall provide, if requested, any documents relating to subcontractor's qualifications to perform required Work.

2.21 Ownership of Proposals: All Proposals in response to this RFP are the sole property of County, and subject to the provisions of ORS 192.410-192.505 (Public Records Act).

2.22 Clerical Errors in Awards: County reserves the right to correct inaccurate awards resulting from its clerical errors.

2.23 Rejection of Qualified Proposals: Proposals may be rejected in whole or in part if they attempt to limit or modify any of the terms, conditions, or specifications of the RFP or the Sample Contract.

2.24 Collusion: By responding, the Proposer states that the Proposal is not made in connection with any competing Proposer submitting a separate response to the RFP, and is in all aspects fair and without collusion or fraud. Proposer also certifies that no officer, agent, elected official, or employee of County has a pecuniary interest in this Proposal.

2.25 Evaluation Committee: Proposals will be evaluated by a committee consisting of representatives from County and potentially external representatives. County reserves the right to modify the Evaluation Committee make-up in its sole discretion.

2.26 Commencement of Work: The contractor shall commence no work until all insurance requirements have been met, the Protest of Awards deadline has been passed, any protest have been decided, a contract has been fully executed, and a Notice to Proceed has been issued by County.

2.27 Nondiscrimination: The successful Proposer agrees that, in performing the work called for by this RFP and in securing and supplying materials, contractor will not discriminate against any person on the basis of race, color, religious creed, political ideas, sex, age, marital status, sexual orientation, gender identity, veteran status, physical or mental handicap, national origin or ancestry, or any other class protected by applicable law.

SECTION 3 SCOPE OF WORK

3.1. INTRODUCTION

Clackamas County is seeking Proposals from vendors to provide creative marketing services to develop and execute a comprehensive and integrated marketing campaign. The selected vendor will be responsible for the entire process — from research, concept development, campaign strategy, creative production, media planning and buying, execution across digital, print, broadcast and out-of-home platforms.

Please direct all Technical/Specifications or Procurement Process Questions to the indicated representative referenced in the Notice of Request for Proposals and note the communication restriction outlined in Section 2.19.

3.2 BACKGROUND

Organization Background

Tourism’s mission is to enhance the quality of life for residents by optimizing the economic impacts of the tourism industry derived from the County’s Transient Room Tax.

Tourism’s 5-year Strategic Priorities (<https://www.mthoodterritory.com/final-strategic-priorities-objectives-and-strategies-2024.pdf>) work in tandem with this mission and include:

1. Build local tourism value through relevant tourism resources and awareness.
2. Enhance authentic experiences so businesses, communities and the economy thrive.
3. Encourage behaviors and practices that benefit the natural environment.
4. Improve the awareness and experience of Mt. Hood Territory as an inclusive and accessible destination.
5. Drive visitation that aligns with the specific needs of a place including regional and seasonal needs.

These Strategic Priorities require nuanced messaging to potential visitors to ensure Tourism attracts visitors who are interested in experiences that accomplish these goals and makes finding these opportunities easy for trip planning.

Tourism programs and operations are overseen by the Clackamas County Tourism Development Council (“TDC”), which consists of nine members appointed by the Clackamas County Board of Commissioners.

Marketing Campaign Background

Tourism has identified “thriving economy” as a top strategic priority. To support this priority, the TDC has approved funding for a comprehensive marketing campaign designed to drive measurable economic impact through increased visitation, overnight stays and visitor spending.

This campaign will be developed and executed in addition to the organization’s ongoing, year-round marketing efforts. It is intended to stand apart as a distinct initiative with its own creative concept and integrated media plan, while remaining consistent with Tourism’s established brand identity to ensure cohesion across all marketing touchpoints.

The campaign will be a high-visibility initiative that compliments, but does not duplicate, existing activities. It represents a significant investment and an opportunity to showcase the destination in a way that advances Tourism’s Strategic Priorities and delivers clear, measurable results.

The campaign must also reflect current economic conditions and visitor behavior, ensuring strategies are grounded in today’s travel realities while remaining adaptable to shifting trends.

As part of this effort, the campaign will focus on short-haul markets — defined as visitors traveling primarily by car from nearby regions, generally within a day’s drive (approximately 300 miles).

Tourism is not seeking a campaign concept that promotes itself as the central attraction or generates intrigue primarily around the campaign execution. The focus must remain on the destination — its experiences, communities and offerings — while using the campaign as the vehicle to engage audiences and inspire travel.

Marketing Alignment Clarification Note

This campaign is not intended to be an extension of Tourism’s ongoing media placements. It should be developed as a stand-alone initiative with its own creative concept and media strategy. At the same time, Tourism runs regular advertising in many of the markets likely to be considered for this campaign. To avoid duplication and maximize impact:

- Contractors must share media buy plans with Tourism as they are developed.
- Tourism will use these plans to coordinate its own placements, ensuring efforts are complementary rather than overlapping.
- Tourism will also share its established media buy plans with the selected Contractor to support coordination and efficient use of resources.
- Contractors are encouraged to recommend fresh approaches and innovative placements that distinguish this campaign while still working in concert with Tourism’s broader marketing strategy.

3.3. SCOPE OF WORK

3.3.1. Scope:

The selected Contractor will be responsible for delivering a comprehensive, end-to-end marketing campaign. While the specific campaign concept will be developed in collaboration with the organization, the Contractor will be expected to provide the following services:

Campaign Strategy & Planning

- Develop a campaign plan aligned with Tourism’s brand and the TDC’s strategic priority of a thriving economy.
- Define campaign objectives, target audiences, key messages, and success metrics.
- Provide campaign strategy and creative recommendations for Tourism review and approval.

Creative Development

- Develop and present campaign concept(s) including themes, messaging and creative direction for Tourism review and approval.
- Produce draft creative assets (e.g. sample ads, messaging executions or visual treatments) to demonstrate how the approved concept will be applied across channels.
- Design and produce campaign assets across all relevant formats, including digital, social, print, out-of-home, and broadcast.
- Adapt campaign creative for Tourism’s owned channels, including website content and blog features, to ensure visual and thematic consistency when consumers engage with the destination online
- Manage creative talent as needed (photographers, videographers, illustrators, etc.).
- Ensure creativity aligns with brand identity and keeps the destination as the focal point.

Media Planning & Buying

- Develop an integrated media plan across appropriate channels (e.g. digital, social, search engine marketing (“SEM”), over-the-top (“OTT”)/connected TV (“CTV”), print, radio, podcasts, television, out-of-home (“OOH”).
- Negotiate, purchase, and manage media placements.
- Share media buy plans early with Tourism to allow coordination with Tourism’s existing placements.
- Monitor media performance and make adjustments to optimize results.

Campaign Execution & Management

- Oversee production, trafficking, and delivery of all creative assets.
- Manage campaign launch and execution across platforms.
- Ensure all deliverables are completed on schedule and within budget.
- Maintain regular communication with Tourism staff.

Measurement & Reporting

- Work with Tourism to establish KPIs.
- Track campaign performance across all channels.
- Provide performance reports during the campaign and a final campaign report with ROI analysis and recommendations.

Note: Tourism currently uses Datafy to measure advertising attribution, including visitor spending and lodging overnights. Tourism can provide the Datafy pixel to media vendors for digital placements (e.g., OTT, email, website sponsored content, digital banners). Contractors are encouraged to recommend media strategies that either leverage this capability or demonstrate equivalent reporting capacity.

Project Management & Communication

- Assign a dedicated account manager and project team.
- Provide a project timeline with milestones and approval points.
- Facilitate regular check-ins, meetings, and status reports.

Brand Alignment & Compliance

- Ensure campaign materials adhere to brand standards, tone, and messaging guidelines.
- Comply with applicable advertising, accessibility, and legal standards.

Content & Asset Management

- Deliver all final creative files, raw assets, and b-roll footage to Tourism.
- Ensure all assets are provided with appropriate usage rights and licensing granting Tourism and its tourism partners full, unrestricted rights to use the materials in perpetuity.
- Obtain and provide Tourism with all necessary model and property releases for any individuals, businesses or locations depicted in photos or video.
- Obtain and pay for all necessary permits (e.g. location, filming, drone or other regulatory approvals) required for campaign production activities.

Budget Management

- Manage all expenses within the approved budget.
- Provide detailed budgets for campaign elements during planning and reporting, as requested by Tourism.
- Seek cost efficiencies through vendor negotiation and effective media buying.

Post-Campaign Knowledge Transfer

- Conduct a post-campaign debrief with lessons learned and recommendations.
- Provide documentation of campaign strategy, creative rationale, and media performance.
- Share insights to inform future Tourism marketing initiatives.

Media Relations Note: The scope of work does not include media relations. Tourism will work with its public relations agency of record, on campaign-specific public relations efforts.

Contractors to provide

- Comprehensive campaign plan outlining strategy, audiences, key messages, media approach, success metrics, timeline, and proposed campaign duration.
- All required creative deliverables, including campaign artwork, messaging, and produced assets (digital, print, out-of-home, broadcast, social, etc.).
- Campaign-adapted creative for Tourism’s website and blog, aligned with the approved campaign design and theme.
- Media plans with recommended placements, budgets, and schedules, shared early for Tourism coordination.
- Execution and management of all media buys and all campaign components.
- Regular performance reports at agreed intervals and a final campaign report with ROI analysis and recommendations.
- All final campaign assets and source files, delivered with full, unrestricted usage rights in perpetuity for Tourism and its tourism partners.
- Copies of all executed model and property releases associated with campaign photography and video.
- Copies of all required permits secured for campaign production activities.

Tourism to provide

- Oversight of the contract and campaign progress.
- Brand guidance, logos, photography, and access to existing assets.
- Provide timely approvals and feedback at agreed project milestones.
- Coordinate with Tourism’s other marketing efforts to ensure alignment and share Tourism’s established media buy plans to avoid duplication of efforts.
- Responsibility for media relations/public relations (outside this scope).
- Provide relevant organizational data, audience insights, and prior campaign learnings.
- Access to Tourism’s existing photo and video asset library, which may be used to supplement campaign creative as appropriate.
- Collaborate with the Contractor to incorporate campaign-relevant content across Tourism’s organic and shared channels.

3.3.2. Work Schedule:

The following timeline outlines key milestones and expectations for this project. Dates are subject to adjustment based on procurement and contracting processes. Specific campaign timing and duration will be proposed by the selected Contractor, in alignment with Tourism’s strategic objectives.

- **Kickoff Meeting:** Within two (2) weeks of contract execution.
- **Creative Concept Development:** Contractor develops and presents campaign concept(s) including theme, messaging and creative direction for Tourism review and approval.
- **Draft Creative Assets:** Contractor produces draft campaign assets (e.g. sample ads, messaging executions or visual treatments) to demonstrate how the approved concept will be applied across channels.
- **Initial Media Plan Submission:** Following creative approval, Contractor submits initial media plan; early sharing is essential so Tourism can coordinate its own media buying plans and avoid duplication of efforts.
- **Campaign Launch:** Expected to occur within the first half of calendar year 2026. However, the Contractor may recommend a later launch date (after June 30, 2026) if justified by strategic considerations. Any later start date must be approved by Tourism.
- **Campaign Duration:** To be proposed by the Contractor. Proposals should include a rationale for the recommended duration and how it aligns with campaign objectives and budget allocation.
- **Ongoing Reporting:** Regular performance updates to be provided during the campaign (frequency to be proposed by the Contractor).
- **Final Report & Debrief:** Within sixty (60) days of campaign conclusion.
- **Invoice Submission:** All invoices must be submitted to Tourism no later than the contract end date.

Budget:

The County has an estimated project total of \$800,000.00, however firms shall provide competitive rates with an estimated not-to-exceed total. This amount represents the maximum funding available and is all-inclusive. The proposed not-to-exceed price will be a factor in vendor selection.

3.3.3. Term of Contract:

The term of the contract shall be from the effective date through **December 30, 2027**.

3.3.4 Sample Contract: Submission of a Proposal in response to this RFP indicates Proposer’s willingness to enter into a contract containing substantially the same terms (including insurance requirements) of the sample contract identified below. No action or response to the sample contract is required under this RFP. Any objections to the sample contract terms should be raised in accordance with Paragraphs 2.2 or 2.3 of this RFP, pertaining to requests for clarification or change or protest of the RFP/specifications, and as otherwise provided for in this RFP. This RFP and all supplemental information in response to this RFP will be a binding part of the final contract.

The applicable Sample Personal Services Contract for this RFP can be found at <https://www.clackamas.us/finance/terms.html>.

Personal Services Contract (unless checked, item does not apply)

The following paragraphs of the Professional Services Contract will be applicable:

- Article I, Paragraph 5 – Travel and Other Expense is Authorized
- Article II, Paragraph 28 – Confidentiality
- Article II, Paragraph 29 – Criminal Background Check Requirements
- Article II, Paragraph 30 – Key Persons
- Article II, Paragraph 31 – Cooperative Contracting
- Article II, Paragraph 32 – Federal Contracting Requirements
- Exhibit A – On-Call Provision

The following insurance requirements will be applicable:

- Commercial General Liability: combined single limit, or the equivalent, of not less than \$1,000,000 per occurrence, with an annual aggregate limit of \$2,000,000 for Bodily Injury and Property Damage.

- Professional Liability: combined single limit, or the equivalent, of not less than \$1,000,000 per occurrence, with an annual aggregate limit of \$2,000,000 for damages caused by error, omission or negligent acts.
- Automobile Liability: combined single limit, or the equivalent, of not less than \$1,000,000 per occurrence for Bodily Injury and Property Damage.

**SECTION 4
EVALUATION PROCEDURE**

4.1 An evaluation committee will review all Proposals that are initially deemed responsive and they shall rank the Proposals in accordance with the below criteria. The evaluation committee may recommend an award based solely on the written responses or may request Proposal interviews/presentations. Interviews/presentations, if deemed beneficial by the evaluation committee, will consist of the highest scoring Proposers. The invited Proposers will be notified of the time, place, and format of the interview/presentation. Based on the interview/presentation, the evaluation committee may revise their scoring.

Written Proposals must be complete and no additions, deletions, or substitutions will be permitted during the interview/presentation (if any). The evaluation committee will recommend award of a contract to the final County decision maker based on the highest scoring Proposal. The County decision maker reserves the right to accept the recommendation, award to a different Proposer, or reject all Proposals and cancel the RFP.

Proposers are not permitted to directly communicate with any member of the evaluation committee during the evaluation process. All communication will be facilitated through the Procurement representative.

4.2 Evaluation Criteria

<u>Category</u>	<u>Points available:</u>
Proposer’s General Background and Qualifications	0-25
Scope of Work	0-50
Fees	0-25
Available points	0-100

4.3 Once a selection has been made, the County will enter into contract negotiations. During negotiation, the County may require any additional information it deems necessary to clarify the approach and understanding of the requested services. Any changes agreed upon during contract negotiations will become part of the final contract. The negotiations will identify a level of work and associated fee that best represents the efforts required. If the County is unable to come to terms with the highest scoring Proposer, discussions shall be terminated and negotiations will begin with the next highest scoring Proposer. If the resulting contract contemplates multiple phases and the County deems it is in its interest to not authorize any particular phase, it reserves the right to return to this solicitation and commence negotiations with the next highest ranked Proposer to complete the remaining phases.

SECTION 5 PROPOSAL CONTENTS

5.1. Vendors must observe submission instructions and be advised as follows:

5.1.1. Proposals will only be accepted electronically thru Equity Hub's Bid Locker. Email submissions to Clackamas County email addresses will no longer be accepted.

5.1.2. Completed proposal documents must arrive electronically via Equity Hub's Bid Locker located at <https://bidlocker.us/a/clackamascountry/BidLocker>.

5.1.3. County reserves the right to solicit additional information or Proposal clarification from the vendors, or any one vendor, should the County deem such information necessary.

5.1.4. Proposal may not exceed a total of **20 pages** (single-sided), inclusive of all exhibits, attachments, title pages, pages separations, table of contents, or other information. The Proposal Certification Page will NOT count towards the final page count.

Provide the following information in the order in which it appears below:

5.2. Proposer's General Background and Qualifications:

- A description of the firm, including size, structure, and areas of specialization relevant to integrated marketing campaigns.
- Credentials and relevant experience of key individuals who would be assigned to this project, highlighting expertise in campaign strategy, media planning and buying, and creative production.
- Examples of providing similar services within the past five (5) years, particularly large-scale, multi-channel campaigns for destination organizations (DMOs) or other destination-focused clients.
- A description of the firm's ability to meet the requirements outlined in Section 3 (Scope of Work), including managing an all-inclusive budget and delivering a turnkey campaign.
- A description of what distinguishes the firm from other Contractors, with emphasis on ability to deliver campaigns that generate measurable economic outcomes (visitor spending and lodging overnights) rather than only awareness.

5.3. Scope of Work

Proposers must address the following in their submissions:

- Approach and Methodology
 - Provide a description of the overall approach to developing and executing a comprehensive, integrated campaign.
 - Describe how campaign activities will be coordinated with Tourism to avoid duplication of existing media placements.
- Creative Development
 - Describe the process for concept development and creative production.
 - Provide examples of past creative work that demonstrate ability to tell authentic destination stories while meeting the client's priorities/goals.
- Media Planning & Buying
 - Describe the process for developing a media plan, including selection of channels, timing, and markets. Responses should demonstrate a balanced approach across both digital and traditional channels (e.g. SEM, paid social, OTT/CTV, print, radio, podcasts, television, out-of-home).
 - Explain how media plans will be shared with Tourism early and coordinated with Tourism's existing media buys.

- Provide at least one example of how campaign media planning has maximized impact and avoided duplication.
- Measurement & Reporting
 - Describe your firm’s ability to deliver measurable results that drive visitor spending and lodging overnights within six (6) months of campaign launch.
 - Describe how KPIs will be established and measured to demonstrate campaign success.
 - Provide an example of how measurable results (such as visitor spending, lodging overnights, or equivalent ROI metrics) were tracked and reported in a prior campaign.
 - Describe how performance updates will be delivered throughout the campaign and how the final campaign report will be structured.
 - Tourism currently contracts with Datafy, which provides advertising attribution capabilities including visitor spending and lodging overnights. Tourism can provide the Datafy pixel for use with digital media vendors (e.g., OTT, email, website sponsored content, digital banners). Proposers should indicate whether their recommended media strategies will:
 - Incorporate this existing capability, **or**
 - Demonstrate an equivalent attribution and reporting solution that can provide comparable outcomes.
- Project Management
 - Identify the project manager and describe their role in coordinating with Tourism staff.
 - Describe how timelines, deliverables, and approvals will be managed to ensure timely campaign launch.
- Collaboration & Asset Delivery
 - Describe how feedback and approvals will be incorporated at key milestones.
 - Confirm that all final creative assets, raw files, and b-roll will be delivered to Tourism with full usage rights.

5.4. Fees

Proposers must submit a detailed outline of their proposed fee structure. Contractors are expected to propose their own format that best communicates how they would manage and allocate the project budget.

Proposals must:

- Clearly outline the proposed fee structure and how costs are allocated.
- Indicate how project management, creative development, production, media planning and buying, reporting and any other costs are accounted for.
- Provide one or more budget allocation scenarios (e.g., media-heavy vs. production-heavy) to illustrate how different strategies could maximize impact within the fixed budget.

Contractors should structure proposals with the understanding that this budget must cover:

- Campaign strategy and planning.
- Creative development and production (including photography, videography, design, etc.).
- Media planning, buying, and placement across both digital and traditional channels (including but not limited to SEM, paid social, OTT/CTV, print, radio, podcasts, television and out-of-home).
- Project management and account services.
- Promotional items or campaign activations, if proposed.
- Campaign reporting and evaluation.
- All other costs necessary to deliver a fully executed campaign.
- All costs related to asset creation, licensing, permits, releases and rights, granting Tourism and its tourism partners full, unrestricted usage in perpetuity.
- All Contractor travel, lodging, meals and incidental expenses. No separate reimbursement will be provided.

The selected Contractor will be expected to deliver and execute a turnkey campaign within this budget, managing all expenses to ensure success.

5.5. References

Provide at least three (3) references from clients your firm has served similar to the County in the past three (3) years, including one client that has newly engaged the firm in the past thirty-six (36) months and one (1) long-term client. Provide the name, address, email, and phone number of the references. Please note the required three references may not be from County staff, but additional references may be supplied.

5.6. Completed Proposal Certification (see the below form)

PROPOSAL CERTIFICATION

RFP #2025-87

Submitted by: Love Communications LLC, Utah
(Must be entity's full legal name, and State of Formation)

Each Proposer must read, complete and submit a copy of this Proposal Certification with their Proposal. Failure to do so may result in rejection of the Proposal. By signature on this Proposal Certification, the undersigned certifies that they are authorized to act on behalf of the Proposer and that under penalty of perjury, the undersigned will comply with the following:

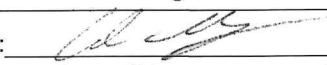
SECTION I. OREGON TAX LAWS: As required in ORS 279B.110(2)(e), the undersigned hereby certifies that, to the best of the undersigned's knowledge, the Proposer is not in violation of any Oregon Tax Laws. For purposes of this certification, "Oregon Tax Laws" means the tax laws of the state or a political subdivision of the state, including ORS 305.620 and ORS chapters 316, 317 and 318. If a contract is executed, this information will be reported to the Internal Revenue Service. Information not matching IRS records could subject Proposer to 24% backup withholding.

SECTION II. NON-DISCRIMINATION: That the Proposer has not and will not discriminate in its employment practices with regard to race, creed, age, religious affiliation, sex, disability, sexual orientation, gender identity, national origin, or any other protected class. Nor has Proposer or will Proposer discriminate against a subcontractor in the awarding of a subcontract because the subcontractor is a disadvantaged business enterprise, a minority-owned business, a woman-owned business, a business that a service-disabled veteran owns or an emerging small business that is certified under ORS 200.055.

SECTION III. CONFLICT OF INTEREST: The undersigned hereby certifies that no elected official, officer, agent or employee of Clackamas County is personally interested, directly or indirectly, in any resulting contract from this RFP, or the compensation to be paid under such contract, and that no representation, statements (oral or in writing), of the County, its elected officials, officers, agents, or employees had induced Proposer to submit this Proposal. In addition, the undersigned hereby certifies that this proposal is made without connection with any person, firm, or corporation submitting a proposal for the same material, and is in all respects fair and without collusion or fraud.

SECTION IV. COMPLIANCE WITH SOLICITATION: The undersigned further agrees and certifies that they:

1. Have read, understand and agree to be bound by and comply with all requirements, instructions, specifications, terms and conditions of the RFP (including any attachments); and
2. Are an authorized representative of the Proposer, that the information provided is true and accurate, and that providing incorrect or incomplete information may be cause for rejection of the Proposal or contract termination; and
3. Will furnish the designated item(s) and/or service(s) in accordance with the RFP and Proposal; and
4. Will use recyclable products to the maximum extend economically feasible in the performance of the contract work set forth in this RFP.

Name: Colin Greenberg Date: 01/29/2026
 Signature:  Title: Director of Operations
 Email: cgreenberg@lovecomm.net Telephone: 801-519-8880
 Oregon Business Registry Number: _____ OR CCB # (if applicable): _____

Business Designation (check one):

Corporation Partnership Sole Proprietorship Non-Profit Limited Liability Company

Resident Quoter, as defined in ORS 279A.120

Non-Resident Quote. Resident State: Utah

**EXHIBIT
CONTRACTOR'S PROPOSAL**



INTEGRATED MARKETING CAMPAIGN

Clackamas County RFP# 2025-87



enjoy

ABOUT US

Bringing Bold Ideas to Clackamas

Dear Clackamas County Tourism Team,

On behalf of **Love Communications**, I am excited to submit our proposal for the Integrated Marketing Campaign RFP #2025-87. With more than two decades of industry leadership, we have helped premier destinations stand out in crowded markets through data-driven strategy, bold creative storytelling, and high-efficiency media buying.

We understand that this stand-alone initiative must focus on the incredible regional diversity of your destination—from the urban energy of the valley to the pristine peaks of the mountain. Our strategic approach is designed to honor your "Snow to River" brand identity while driving measurable visitation and economic impact within the critical 3-to-6-month window.

Here is why Love Communications is the ideal growth partner for Clackamas County:

- **Experienced & Invested:** Our seasoned specialists have a proven track record as the agency of record for multiple state tourism offices and major DMOs. We are nimble by design, providing your staff direct access to the senior leads performing the work—ensuring responsiveness that larger agencies cannot match.
- **Award-Winning Creative Strategy:** We are the team behind perception-shifting work like Utah's "In Love. In Utah". Our integrated approach ensures your destination's authentic stories remain the central focus across every channel, effectively moving audiences from inspiration to action.
- **A Data-Driven, ROI-Focused Approach:** Our creative is backed by a data and analytics capability that is second-to-none. We focus exclusively on quantifiable impact, whether it is achieving an **85% cost reduction** per-aware household for Virginia Tourism or generating a **\$595 return for every \$1** invested for Utah. We are fully prepared to integrate with Datafy and provide real-time performance insights through our proprietary **Amplify 2.0 dashboard**.
- **Strategic Short-Haul Targeting:** We specialize in identifying the emotional and behavioral drivers of high-value travelers. Our media strategy will focus on high-potential short-haul drive markets within 300 miles, utilizing a balanced mix of CTV, Digital OOH, and search to drive near-term bookings.
- **Seamless Collaboration:** We understand that you manage other marketing efforts and public relations through separate channels. Our role is to act as a collaborative extension of your team, sharing media plans early and coordinating workflows to amplify existing efforts while strictly adhering to County policies, such as the exclusion of TikTok.

We are confident that our strategic depth, creative legacy, and collaborative energy make us the ideal partner to elevate Clackamas County. We look forward to the opportunity to create something unforgettable together.

Sincerely,



Jonathan Smithgall, Managing Director



ABOUT LOVE

The Difference Is In Our Name

Love Communications is an independent, full-service advertising agency headquartered in Salt Lake City, founded by Tom Love, Rich Love, and Preston Wood in 1999 to help clients **drive results overnight and build stronger brands over time**. Over two decades since its launch, Love has grown to work with clients across the country, and around the world, to tell compelling brand stories, create deeper consumer connections, and decipher data in actionable ways. We're experts at creating engaging, data-driven campaigns that get results.

Company name:

Love Communications, LLC

History:

For over 25 years, we've helped DMOs, CVBs, state tourism offices, and attractions shift perceptions and grow their brands. Our creative and media strategies are built to connect with the right audiences—not just to drive awareness, but to change how people see a destination. We blend powerful creative, smart media placements, and in-depth audience targeting to ensure every impression works harder. And with support from our in-house analytics team, we turn data into actionable insights.

Primary offices:

Salt Lake City, UT with 6 remote employees in Oregon, Virginia, New York, Arizona, and Texas.

Total employees: 60

Ownership structure: Love is proudly employee-owned through an ESOP (Employee Stock Ownership Plan). We believe the best work happens when our team is fully invested—not just in the process, but in the outcomes.

See more at lovecomm.net 

A FULL-SERVICE LEADER

We believe offering all services in-house is essential—because truly effective marketing doesn't happen in silos. From strategy to execution, our integrated model gives us a full view of the brand and consumer journey, ensuring every touchpoint works together to drive results. Our core in-house services include:

- Research
- Brand Strategy
- Creative Advertising
- Digital Marketing & Media
- Data Analytics
- Public Relations
- Creative Execution
- Production Studio
- Web Development

ABOUT LOVE

The Difference Is In Our Name

WE'RE INDEPENDENT

We're proud of being founded by three people in 1999, and growing into the full-service agency we are today. We're not just one of many offices of a larger company, nor are we beholden to the whims or financial expectations of a holding company. Instead of a cookie-cutter approach, we will bring a fresh collaborative spirit to our work with you.

WE'RE NIMBLE

Our small size means we're adaptable. Flexible. Able to quickly adjust when the inevitable curveballs come your way. We quickly adapt and tailor our approach to meet your unique needs. We don't mind pivoting on a dime or being pushed beyond our comfort zone. This also means your business will see direct involvement from our executive leadership. No pitch team versus the real team shenanigans here. You will have the same team on the day-to-day representing media, analytics, and creative talent that you'll meet in an RFP interview. Our experts will be there to support presenting work in board meetings, getting to know your stakeholders, and confidently representing your strategies throughout our relationship.

WE'RE DATA-DRIVEN

Our in-house research and analytics team members are shining stars at Love Communications. They've been called to speak at major conferences like the eTourism Summit and U.S. Travel's ESTO, as well as regularly participate in discussion panels for Destination Analytics and Arrivalist. From developing new KPIs to measure campaigns, creating custom dashboards to track multiple sources of data, and working alongside DMO clients in data management, we will help Clackamas' team gain insights on your travelers, the competition, and how we can continue to promote your brand effectively and efficiently.

WE'RE PROVEN

We know what it takes to help a destination become recognized and chart new heights of success. Our current 15-year relationship with the Utah Office of Tourism has helped them elevate their profile and gain market share. Our creative and media strategy helped make the *In Love In Utah* campaign one of the most successful tourism campaigns ever. We've worked with DMOs like Moab and St. George on sustainability campaigns to ensure future visitors will be able to enjoy the beauty and recreation in a responsible way.



Others can't compete with our mix of empathy, integrity, and expertise. A meeting with Love will be the highlight of your day.

— Tom Love
Founding Partner, Love Communications

ABOUT LOVE

Our Travel & Tourism Clients

We've built long-standing partnerships across the travel and tourism industry by being more than just a vendor—we're known for being responsive, proactive, and fully invested in our clients' success. Our leads in Strategy, Creative and Media attend every status call, board meeting, and performance report. They are present across all touchpoints as our team becomes an extension of yours, bringing the same passion and urgency to your goals as we do our own. And we will bring this national expertise home for Vermont.

TRAVEL & TOURISM CLIENTS

- Utah Office of Tourism
- Virginia Tourism Corporation
- Travel South Dakota (and their 19 co-ops)
- Sullivan Catskills
- Costa Mesa
- Santa Cruz County
- Ski Utah
- Visit Salt Lake
- Go Heber Valley
- Visit Alexandria
- Greater Zion Convention & Tourism
- Zion Natl Park Forever Project
- Bryce Canyon Association
- Grand America Hotels & Resorts
- Sun Valley Resort
- Stovepipe Wells & Zion Lodge
- Wittwer Hospitality
- AutoCamp Zion
- Discover Moab (not active)
- Kanab (not active)
- Visit Ogden (not active)



ABOUT LOVE

Our Tourism Experience

Travel and tourism is a specialty of Love Communications —one that we have enthusiastically been building for more than two decades. We develop and execute high-impact media strategies at the state, county, and local levels to drive responsible growth and success for each partner.

A THOUGHT LEADER IN THE INDUSTRY

Our expertise in travel and tourism media has led to invitations to speak at major industry conferences including: TTRA (Travel and Tourism Research Association), Destinations International, eTourism Summit, DMA West, and multiple state tourism conferences and webinars with Adara, Arrivalist, Tripadvisor and Destination Analysts.



RECENT AWARDS

2022 ESTO Destination Council Destiny Award:
Advocacy & Grassroots Campaign, Discover Moab

2022 ESTO Mercury Award:
Integrated Marketing and Messaging Campaign,
Utah Office of Tourism

2024 ESTO Mercury Award:
Advocacy and Grassroots Campaign,
Travel South Dakota

**2025 HSMIA Silver
Adrian Award:** Marketing Excellence,
Utah Office of Tourism

LOVE'S BEST TRAVEL & TOURISM MOMENTS

- Our *In Love In Utah* campaign reached 48% of target households. The combination of powerful creative and a strategic media approach **generated \$2.93 billion in spending.**
- With Virginia, our modernized media strategy drove an **85% cost reduction** in per aware household.
- During the pandemic, we kept Utah Tourism's advertising live, resulting in the fastest recovery among competitors, and generating a 9.3% lift in incremental travel to the state, and **\$1.3B in traveler spending.**
- Our South Dakota co-op campaign elevated each creative asset across every co-op destination. We combined these assets with a sophisticated media strategy, **driving a 47% increase in booking efficiency.**
- We led Santa Cruz County to the strongest post-pandemic recovery in the state of California with the *Find Your Awe* campaign in 2023.
- With Ski Utah, we ran a pre-campaign image research study that specifically informed our creative direction—an optimization tactic that provided Ski Utah with a 34% increase in ad-exposed page views and an **ROI of \$283:\$1.**
- We guided multiple destinations in expanding their co-op programs, including 19 DMOs in South Dakota, 80 partners across Virginia, and 10 local businesses in Heber Valley.
- Now in its sixth year, the shoulder-season media plan we built for UK's National Parks region increased visitation and enabled local businesses to retain staff year-round. Now, as the creative agency of record, we've expanded our storytelling around winter visitation, creating broader interest and awareness while continuing to educate on prepared travel.

ABOUT LOVE

Staff & Experience: Your Team

Clackamas County needs a team fully dedicated to its success—one with strong leadership and deep expertise in strategy, creative, media buying, analytics, and of course, tourism marketing. To meet that need, Clackamas will be supported by a dedicated team of **13 seasoned specialists** available across strategy, media, creative, and analytics. With more than three decades of combined experience in tourism marketing alone, our team includes both veterans and fresh talent, all united by a passion for promoting Clackamas through innovative thinking and bold ideas.

TEAM LEADS



Jonathan Smithgall
Managing Director

With 13+ years of tourism and media experience, he has countless industry firsts and multiple awards to his name, including U.S. Travel Mercury Awards for Integrated Marketing, Digital Campaigns, and Niche Targeting.



Adam Whalen
VP, Data Analytics & Research

Our resident data nerd, he leads the analytics and research that informs media strategies across all channels. Over his 9+ years at Love, he's analyzed countless marketing executions to drive performance and impact.



Sarah Benedict
Senior Brand Strategist

Sarah leads strategy for key accounts including the Utah Office of Tourism and Ski Utah. She is a results-driven marketer with over 20 years of experience developing 360° campaigns that enhance brand equity and drive revenue.



Whitley Schlichte
Media Strategist

An Oregon native, Whitley has worked with destinations across the Pacific Northwest successfully leading multi-channel campaigns. With 4+ years of tourism experience, she has a strong understanding of media vendor and relations.



Chip Haskell
VP / Creative Director

Chip has been in the tourism business his entire life, starting at his family's small-town motel. As a creative director, copywriter, and producer with over 25 years of experience, he has crafted award-winning work for an extensive list of destination clients. His portfolio includes a range of tourism partners, from DMOs like Visit Salt Lake to state agencies like the Idaho Department of Commerce, iconic ski resorts such as Deer Valley and Snowbird, and partners for national treasures like the Bryce Canyon Association and the Zion Forever Project.



Vanessa Gutierrez
Media Director

Skillfully manages digital and social media buying along with optimizations for various destinations. With over 14 years of experience in tourism and 18 years in marketing, she has valuable expertise in the industry and has a proven track record of success in her field.



Adelaide Grant
Account Supervisor

Adelaide is a strategic account lead with a strong background in integrated marketing and client service across tourism, healthcare, and lifestyle brands. She excels at connecting the dots between creative, media, and strategy to keep campaigns moving and clients confident. She serves as your primary point of contact, managing all production timelines and partner coordination.

References



Utah Office of Tourism | 2010 – present

Brand Strategy, Creative, Media Strategy & Buying, Research, Analytics, PPC, SEO, In-State PR
Dave Williams, Associate Managing Director
dmwilliams@utah.gov, (801) 538-1317

Often referred to as “Utah tourism’s secret weapon,” Love has been Utah’s go to agency—using almost all of our service offerings. Love continues to up the bar in both the results we achieve and the awards we win together, a testament to our long-standing partnership.



Love Communications plays a key role
in the Utah Office of Tourism’s success.

—Dave Williams

Associate Managing Director Utah Office of Tourism



Ski Utah | 2019–present

Strategy, Creative, Media Strategy & Buying, Research, Analytics
Ralene Davis, VP of Marketing and Operations
raelene@skiutah.com, (801) 433-2015

Our audience-first approach to creative and media has fueled success throughout our partnership. Our research and analytics team is the engine behind our targeted data-backed methods that continue to return impressive results.



Costa Mesa | 2024 – present

Research, Media Strategy & Buying, Analytics
Anne-Marie Schiefer, Vice President of Marketing
aschiefer@travelcostamesa.com, 949.412.3541

Our data-driven approach to media strategy has been instrumental in our Costa Mesa partnership. Guided by in-depth audience segmentation research, our strategy ensures precision in targeting and messaging, and continual optimizations based on performance.

OUR APPROACH

Strategy and Concepting

Our research-driven approach begins with one essential first phase: getting to know you. We believe meaningful strategy starts by uncovering the motivations, values, and vision that drive your organization—so we can build from a place of real alignment and shared purpose. This isn't surface-level discovery; it's an immersion into what makes you unique, so every insight and recommendation we develop is rooted in your reality, not assumptions.

RESEARCH AT THE CORE

The second phase builds on that foundation by leveraging Love's in-house team of market researchers and utilizing our suite of research tools to translate insight into action. **We use data to shape a strategy that reflects the world as it is—not as we assume it to be.** This allows us to identify the right opportunities, avoid blind spots, and ensure every move we make is grounded in what will drive impact.

STRATEGY LEADING CREATIVE

We then pair these research insights with our proven strategic process—we uncover the brand truths, audience motivations, and market dynamics that shape effective positioning.

Our team excels at identifying where Clackamas can stand apart—finding whitespace in the category and crafting messaging that not only resonates, but breaks through.

This strategic clarity helps ensure every campaign is built on a differentiated foundation that speaks directly to the audiences you want to reach.

At Love, strategy and creative go hand-in-hand. Our strategists work closely with our creative team to translate insights into inspiring ideas and emotionally resonant messaging. This tight collaboration ensures campaigns are rooted in a strong strategic foundation—fueling creative that connects, converts, and drives lasting impact.

1. Strategy & Concepting

2-6 weeks

Kickoff, research, strategic briefing and concept presentation(s).

2.1 Production

2-6 weeks

Creative execution of the approved concept.

2.2 Media Strategy

2-6 weeks

Development of a media flow and channel mix to achieve strategic results.

3. Campaign Launch

2 weeks

Tagging, trafficking, QA and launch of assets according to approved media plan.

4. Live & Optimizations

8-16 weeks

Continuous performance monitoring and optimization of media towards strategic KPIs.

5. Comprehensive Wrap

2-6 weeks

Final wrap report inclusive of strategic learnings.

OUR APPROACH

Seamless Campaign Execution

Once a concept is approved, we move immediately from ideation into Campaign Activation and Production. Our in-house production team manages the high-impact execution of assets across every required format, including digital, video, and social. We handle the entire lifecycle of production as a turnkey service—from managing talent and scouting locations across your mountain and valley regions, to securing drone permits and executing property releases. Every final file is delivered with full, unrestricted usage rights in perpetuity, ensuring Clackamas County builds a lasting library of "Snow to River" content.

We also prioritize seamless brand consistency by adapting campaign creative for your owned website and blog features, ensuring a unified destination story as consumers move from inspiration to booking. Throughout this phase, our Account Director facilitates structured review periods, consolidating your team's feedback into final iterations that inspire audiences to action.



A HOLISTIC MULTI-CHANNEL APPROACH

Our structured media planning process delivers a powerful and predictable pathway to success for your destination.

Step 1: A comprehensive review of previous strategies to identify successes, failures, and areas for improvement.

Step 2: Define our audiences by reviewing data and research to inform our targeting, ensuring we connect with the *right* people at the *right* time.

Step 3: Conduct a comprehensive competitive advertising audit: We analyze the strategies of competitor properties to identify opportunities for differentiation and competitive advantage.

Step 4: Clearly define success by establishing clear, measurable KPIs that align with your goals, focusing on outcomes that drive business impact.

Step 5: Develop a data-driven media plan that capitalizes on the previous findings and favors hyper-targeted and more effective digital approaches.

With Love, you will gain the confidence of a strategy built on insights, optimized for efficiency, and designed for continuous growth. Once our campaign is live, our media plans are never static; they are living, breathing strategies designed for continuous evolution. This ensures we remain nimble and adaptable, constantly optimizing to stay ahead of changing trends to safeguard our ad dollars from being wasted.

OUR APPROACH

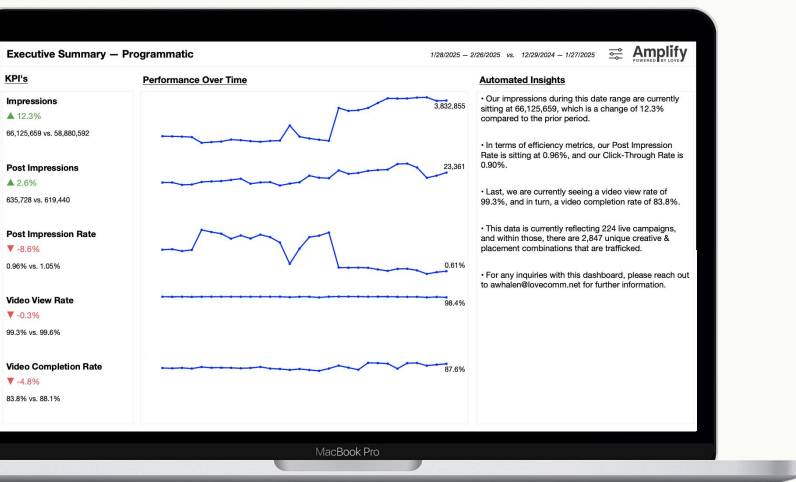
Analytics Prove ROI

REAL-TIME DATA, REAL HUMAN INSIGHT

At Love, data isn't just a deliverable—it's a dialogue. Our fully-staffed, in-house Research and Analytics team is embedded into the fabric of every campaign, working side-by-side with our strategists, media buyers, and creative leads to ensure insights are informing decisions. We don't believe in outsourcing intelligence or handing over dashboards without context. That's why every client receives more than just real-time access to performance data—they get ongoing, tailored analysis from our experts to help interpret the data and how to act on it. Our approach ensures that reporting becomes a powerful strategic tool, not just a static summary.

INTRODUCING AMPLIFY 2.0

Love Communications launched Amplify in 2021, with our tourism clients among the first to access it. Over the years, it has evolved into a key decision-making tool, driving insights and optimizations daily for our media team. We're evolving our dashboarding tool into **Amplify 2.0**, a more powerful and flexible solution designed to better align with tourism's unique needs. Amplify 2.0 will categorize touchpoints into three main buckets:



- **Executive summary:**
Meant for stakeholders that want at-a-glance performance metrics, these dashboards relay an overall, by-channel report on the health of marketing initiatives.
- **Campaign dashboards:**
Where desired and applicable, a standalone dashboard can be curated with a focus on a specific campaign execution or channel.
- **Drill down dashboards:**
For those looking to get into the nitty-gritty, drill downs offer extensive access to all channels and partners in a campaign.

Love believes firmly in providing insights and analysis to clients, but also that data should be democratized, which is why Vermont would have access to Amplify 2.0 on day one of a campaign going live.



CASE STUDY

In Love In Utah

Challenge

Utah's Mighty 5 campaign had been one of the most successful tourism marketing efforts in history, making Utah synonymous with its five stunning national parks. But as the pandemic ended and travel demand surged, the Utah Office of Tourism faced a new challenge—broadening a mature, beloved brand, without losing what made it famous in the first place.

To achieve this, Utah needed a campaign that resonated emotionally, inspired deeper exploration, and aligned with shifting traveler motivations—specifically, the growing desire for meaningful connections and simpler times. The answer? *In Love. In Utah.*, a campaign designed to position the entire state as a place to fall in love—with nature, adventure, culture, and the moments that make travel unforgettable.

Strategic Approach

In Love. In Utah. A campaign that honored the Mighty 5 legacy while expanding Utah's emotional territory. The strategy centered on a deceptively simple insight: people don't just visit places, they fall in love with them.

Brand Evolution, Not Revolution Rather than abandoning the Mighty 5, the creative messaging positioned Utah's national parks as the gateway to falling in love with the entire state. This preserved brand equity while creating permission to showcase Utah's full tourism portfolio—from Salt Lake City's cultural scene to lesser-known natural wonders.

Data-Driven Creative Deployment We leveraged sophisticated audience research to understand travel planning behaviors and emotional triggers. This intelligence informed both creative development and media placement, ensuring our ideal audience was served the message they needed right at their optimal decision-making moment.

Integrated Media Strategy By combining creative excellence with advanced multi-channel targeting—paid media, search, social, and organic content—the campaign created a comprehensive brand ecosystem from inspiration to booking.



[Watch the spot](#)

CASE STUDY

In Love In Utah

Results

In Love In Utah didn't just meet expectations— it shattered them, delivering the highest ROI in Utah Office of Tourism history:

Record-Breaking Financial Impact

\$2.93 billion

In influenced visitor spending—proving the campaign's massive economic impact

\$625

For every \$1 invested—the highest ROI ever recorded for Utah tourism (measured by SMARI)

Unprecedented Efficiency Gains

1.97 million

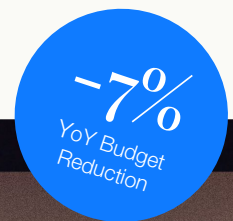
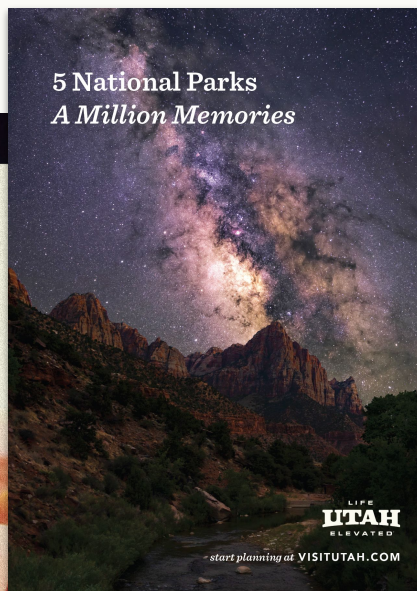
Ad-exposed page views demonstrating deep audience engagement with campaign content

48%

Ad awareness among national target audiences, showing remarkable brand breakthrough (2% higher than previous year)

34%

Increase in enriched bookings in 2023, providing direct evidence of campaign influence on travel behavior



CASE STUDY

So Much South Dakota, So Little Time

Challenge

Travel South Dakota faced a challenge that would make most agencies run for the hills: create a unified campaign for 18 distinct Co-op partners, strengthen the state's overall tourism brand, and drive meaningful traffic to each destination.

The complexity was staggering. Each partner—from Deadwood's rugged Wild West history to Watertown's lakeside tranquility, from Mitchell's small-town charm to Sturgis' motorcycle energy—had unique messaging, audiences, and objectives. Yet they all needed to work together under South Dakota's brand umbrella.

We also inherited an overly complex campaign structure from the previous agency. One that had created distrust among participants. With virtually no market research available to inform targeting decisions and a production scope requiring 569+ creative assets launching simultaneously, the project demanded both strategic clarity and operational excellence.

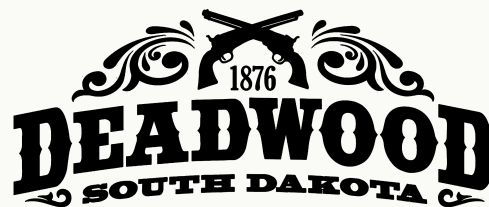
Strategic Approach

We tackled the challenge through systematic research, streamlined strategy, and meticulous execution that honored both state-level objectives and individual partner needs.

Research-Led Market Intelligence With limited existing data, Love's in-house research department conducted comprehensive custom surveys to benchmark market salience across potential target areas. This analysis examined awareness levels, visitation patterns, advertising efficacy by channel, and competitive presence—creating the data foundation necessary for informed targeting and creative decisions.

Unified Brand Architecture The strategy recognized that South Dakota's strength comes from its diversity. Rather than diluting destination differentiators, our creative approach was designed to honor them. We did this with a flexible brand framework that allowed each partner's unique personality to shine while simultaneously strengthening, and being strengthened by the state's brand and reach.

Operational Excellence at Scale Managing 569 creative assets across 18 partners required military-grade coordination. The team developed streamlined production processes and trafficking systems that ensured brand consistency while accommodating individual partner needs—from Deadwood's dramatic historical imagery to Sturgis's high-energy motorcycle culture.



CASE STUDY

So Much South Dakota, So Little Time

Results

The South Dakota Co-op campaign proved that strategic coordination could amplify individual destination success while strengthening the state brand.

Partnership Expansion

The campaign's success led to Love Communications becoming Travel South Dakota's agency of record for media, creative, and paid search across 18 co-op partners—proving that complex multi-stakeholder campaigns can become the foundation for long-term strategic partnerships.

Record-Breaking Performance

56,953

Estimated bookings—representing a 48% increase year-over-year

\$38 million

In estimated ad-exposed hotel revenue, demonstrating significant economic impact across all partners

Digital Engagement Success

30%

Increase in ad-exposed website traffic with 1.28 million ad-exposed page views, showing strong audience engagement across the entire partnership network

-11%
YoY Budget
Reduction



CASE STUDY

Helping Ski Utah Stand Out

Challenge

Utah's ski industry faced the ultimate commodity challenge: in a marketplace where every destination claims "epic skiing" and "unforgettable mountain experiences," how do you make an entire state's ski brand instantly recognizable?

Ski Utah, the official organization representing Utah's diverse ski and snowboard industry, operated in a visually monotonous landscape dominated by predictable blue and white imagery. Every slope looked similar in marketing materials, every resort made the same claims, and every campaign blended into an indistinguishable sea of blue and white.

The challenge wasn't just differentiation—it was creating unified brand recognition across diverse audiences and countless touchpoints where Utah's ski message competed for attention.

Strategic Approach

Bold visual disruption paired with strategic brand architecture unified Utah's ski identity without sacrificing individual resort personalities.

The Rainbow Revolution Instead of following category conventions, we introduced a vibrant rainbow graphic element that became Ski Utah's visual signature. This wasn't just decoration—it was strategic disruption. The rainbow brought immediate energy and movement to monotone imagery, especially powerful in animated assets where it flowed dynamically through the frame.

Visual Consistency, Message Flexibility We then paired the unifying rainbow element with a universal typeface system, creating instant brand recognition while preserving personalized messaging for different skiing audiences. Whether targeting families, extreme skiers, or luxury travelers, every asset maintained Ski Utah's distinctive visual identity.

Category Disruption Strategy By introducing vibrant color into a blue-and-white category, Ski Utah achieved something most brands only dream of: immediate visual differentiation that worked across all contexts—from social media feeds to airport displays.



CASE STUDY

Helping Ski Utah Stand Out

Results

The strategy transformed Ski Utah from another snow-sports marketer into an instantly recognizable industry leader:

Exceptional Engagement Performance

6.38%

Engagement rate—more than **3x** the industry benchmark of 1.9%, proving the visual strategy resonated strongly with target audiences

3.40%

Post-impression rate—a remarkable **8.5x** the industry benchmark of 0.4%, demonstrating sustained audience interest beyond initial exposure

43%

Increase in post-impression rate compared to the previous winter branding campaign, showing year-over-year improvement in audience engagement

Massive Reach and Impact

117 million

Impressions delivered across all campaign touchpoints

2.2 million

Partner conversion events through enhanced resort collaboration, proving the unified brand approach strengthened rather than diluted individual resort partnerships

7.3 million

In revenue generated during the campaign season, demonstrating clear business impact



PROPOSED BUDGET

Cost structure

TURNKEY INVESTMENT OF \$800,000

We'll manage this budget as a not-to-exceed total, covering every aspect of campaign delivery. This includes creative development, all media placements, agency fees, and associated hard costs—with no separate reimbursement for travel or incidental expenses.

BUDGET ALLOCATION SCENARIOS

To ensure the strongest value, below are two scenarios based on your strategic priorities.

	Scenario A: Performance-Heavy	Scenario B: Strategic-Heavy
Strategic Focus	Focus on Max Reach & Near-Term Bookings	Focus on Regional Storytelling & New Assets
Media Placement	\$600,000 (75%) – Maximizes frequency in short-haul markets via CTV and OOH.	\$520,000 (65%) – Balanced spend inclusive of a 15% agency commission on gross media.
Creative & Hard Costs	\$120,000 (15%) – Efficient production leveraging existing digital assets and CrowdRiff library.	\$200,000 (25%) – Extensive photo/video production inclusive of a 15% markup on third-party costs.
Agency Services	\$80,000 (10%) – Core strategy, project management, and daily media optimization.	\$80,000 (10%) – Core strategy, project management, and daily media optimization.
Total	Not to exceed \$800,000	Not to exceed \$800,000

OUR COMMITMENT TO PERFORMANCE

- **Transparent Fee Structure:** We clearly outline how project management, creative, and reporting costs are allocated to maximize your fixed budget.
- **Asset Ownership:** All costs related to asset creation and licensing grant Clackamas County Tourism full, unrestricted usage rights in perpetuity.
- **Efficient Execution:** We deliver a turnkey campaign within this budget, managing all expenses from permits and talent releases to Datafy pixel coordination.

PROTOCOL TO AVOID DUPLICATION

To fulfill RFP requirement 5.3, Love Communications implements a "Plan Sharing Protocol":

- Detailed creative strategy and media plans will be shared with Clackamas staff prior to any agreements.
- Love's Account Director will run weekly status meetings to review project plan, milestones, and action items.
- We invite Clackamas staff into our Monday.com workflow for total transparency on placement dates and creative refreshes.

THANK YOU!

Let's blaze new trails together

At Love Communications, we don't just create campaigns—we create momentum. We turn insights into action, budgets into measurable impact, and curiosity into real travel behavior. Our team thrives on the challenges and opportunities that come with promoting dynamic destinations like Oregon's Mt. Hood Territory, and we're fully prepared to help you drive real, trackable results across every season.

You can expect a collaborative, responsive, and invested partner—one who understands tourism, respects your brand voice, and shares your vision for Clackamas County's growth. Whether we're launching a new initiative or fine-tuning a live campaign, we're here to help your story be found, and remembered.

Together, we'll turn creative into real-world visits—amplifying your reach, sharpening your strategy, and helping more people discover everything Oregon's Mt. Hood Territory has to offer.

