



Board of County Commissioners  
Clackamas County

Members of the Board:

Approval of contract for SEO/SEM Campaign Management from Anvil Media, Inc.  
for use by Clackamas County Tourism

<b>Purpose/Outcome</b>	Approval of contract to purchase SEO/SEM Campaign Management
<b>Dollar Amount and Fiscal Impact</b>	\$227,550.00
<b>Funding Source</b>	Tourism – Transient Room Tax
<b>Duration</b>	FY 2022-2027
<b>Previous Board Action/Review</b>	N/A
<b>Strategic Plan Alignment</b>	1. Grow a vibrant economy.
<b>Counsel Review</b>	AN, 3/10/22
<b>Procurement Review</b>	Was the project processed through Procurement? Yes.
<b>Contact Person</b>	Samara Phelps, 971-334-9479

#### **BACKGROUND:**

Search Engine Optimization (SEO) is focused on optimizing a website in order to get traffic from organic search results. This service provides the technical expertise needed to insure Clackamas County comes up organically in search when people are looking for travel information online. Search Engine Marketing (SEM) is the strategy and technical assistance to increase traffic to the [mthoodterritory.com](http://mthoodterritory.com), the County's visitor focused website, and visibility of priority content messages from both organic and paid search.

Tourism's mission is to enhance the quality of life for residents by optimizing the economic impacts of the tourism industry. Effective destination marketing increases the awareness of the county's visitor experiences through implementation of targeted and partner-based advertising, communications and visitor service strategies that build awareness for the unique experiences offered by local businesses and partners in Clackamas County while also helping to mitigate critical issues faced by the industry and communities.

Responding to the changing behaviors of customers throughout the entire trip planning process and the needs of our community partners, our marketing priorities are directed to digital to be consistent with consumer utilization of online resources for travel planning and to maximize marketing return on investment. SEO/SEM is a crucial tool to providing nimble, responsive and effective marketing. This work is highly technical, specialized, and ever-changing making it most effective for our department to utilize the expertise of an outside vendor to support this work.

Prior SEO/SEM contract work was cancelled due to the financial impacts of the pandemic. SEO/SEM are priority tactics as Tourism rebuilds programming. The SEM/SEO contractor will work closely with all staff and their website management company to provide input on the strategy that will enhance website presence and performance in the ever changing online marketing world.

#### **PROCUREMENT PROCESS:**

Purchasing release an RFP for these services November 8, 2021. RFP 2021-93 for Tourism SEO/SEM Campaign Management closed December 8, 2021. Nine proposal were considered by the scoring

committee and it was determined that contracting with Anvil Media, Inc. was in the best interest of the county.

**RECOMMENDATION:** Tourism respectfully requests that the Board of County Commissioners approves this purchase.

Respectfully submitted,

*Samara Phelps*

Samara Phelps  
Director, Tourism



**CLACKAMAS COUNTY  
PERSONAL SERVICES CONTRACT  
Contract #5203**

This Personal Services Contract (this “Contract”) is entered into between **Anvil Media, Inc.** (“Contractor”), and Clackamas County, a political subdivision of the State of Oregon (“County”) on behalf of Tourism and Cultural Affairs.

**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 **June 30, 2024**. With the option to extend by mutual agreeance, for three (3) additional one (1) year terms.
- 2. Scope of Work.** Contractor shall provide the following personal services: **SEO/SEM Campaign Management** (“Work”), further described in Clackamas County RFP 2021-93, attached hereto as **Exhibit A** and incorporated by reference herein. The Work is divided into two phases, as further described in Exhibit A: (1) the research phase Work; and (2) the monthly ongoing services phase Work.
- 3. Consideration.** The County agrees to pay Contractor, from available and authorized funds, the sum of \$7,050.00 for performance of the research phase Work and, upon completion of the research phase Work, County will pay Contractor a monthly fee of \$3,500.00 for monthly ongoing services phase Work, for a total Contract amount not to exceed **One-Hundred Fifty-One Thousand Five Hundred and Fifty Dollars (\$151,550.00)** for the initial term of the Contract.

Contractor shall complete the research phase Work within two weeks from the effective date of this Contract. County’s obligation to pay Contractor the monthly fee for ongoing services phase Work is contingent upon Contractor timely completing the research phase Work.

The total sum County will pay under this Contract, including any optional extensions, shall not exceed **Three Hundred Twenty Seven Thousand Five Hundred Fifty Dollars (\$327,550.00)**. Consideration rates are on a fixed fee 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:  
[samara@mthoodterritory.com](mailto:samara@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: Mike Terry Phone: 503-444-6226 Email: <a href="mailto:mike@anvilmedia.com">mike@anvilmedia.com</a>	County Administrator: Samara Phelps Phone: 503-655-8490 Email: <a href="mailto:samara@mthoodterritory.com">samara@mthoodterritory.com</a>
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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 [procurement@clackamas.us](mailto:procurement@clackamas.us).

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 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.
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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 1, Section 6. If notice is sent to County, a copy shall also be sent to: Clackamas County Procurement, 2051 Kaen Road, Oregon City, OR 97045, or [procurement@clackamas.us](mailto:procurement@clackamas.us). 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, and 30 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 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. 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



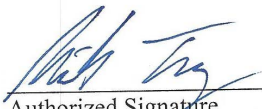
County with such Key Person's services unless the County provides prior written consent to such reassignment or transfer.

**29. COOPERATIVE CONTRACTING.** Pursuant to ORS 279A.200 to 279A.225, other public agencies may use this Contract resulting from a competitive procurement process unless the Contractor expressly noted in their proposal/quote that the prices and services are available to the County only. The condition of such use by other agencies is that any such agency must make and pursue contact, purchase order, delivery arrangements, and all contractual remedies directly with Contractor; the County accepts no responsibility for performance by either the Contractor or such other agency using this Contract. With such condition, the County consents to such use by any other public agency.

**30. 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.

Anvil Media, Inc.

  
Authorized Signature  
3.9.22  
Date  
Mike Terry / Vice President  
Name / Title (Printed)

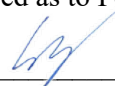
Clackamas County

\_\_\_\_\_  
Chair Date

774244-80  
Oregon Business Registry #

DBC. OR  
Entity Type / State of Formation

\_\_\_\_\_  
Recording Secretary

Approved as to Form:  
  
03/10/2022  
Date  
\_\_\_\_\_  
County Counsel

**EXHIBIT A**  
**RFP #2021-93 Tourism SEO/SEM Campaign Management**  
**Published November 8, 2021**



**REQUEST FOR PROPOSALS #2021-93**

**FOR**

**Tourism SEO/SEM Campaign Management**

**BOARD OF COUNTY COMMISSIONERS**

**TOOTIE SMITH, Chair**  
**SONYA FISCHER, Commissioner**  
**PAUL SAVAS, Commissioner**  
**MARK SHULL, Commissioner**  
**MARTHA SCHRADER, Commissioner**

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**Gary Schmidt**  
**County Administrator**

**Thomas Candelario**  
**Contract Analyst**

**PROPOSAL CLOSING DATE, TIME AND LOCATION**

**DATE:**           **December 8, 2021**

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

**PLACE:**         **[Procurement@clackamas.us](mailto:Procurement@clackamas.us)**

## **SCHEDULE**

Request for Proposals Issued.....	November 8, 2021
Protest of Specifications Deadline.....	November 15, 2021, 5:00 PM, Pacific Time
Deadline to Submit Clarifying Questions.....	November 22, 2021, 5:00 PM, Pacific Time
Request for Proposals Closing Date and Time.....	December 8, 2021, 2:00 PM, Pacific Time
Deadline to Submit Protest of Award.....	Seven (7) days from the Intent to Award
Anticipated Contract Start Date.....	December 2021

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**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, December 8, 2021** (“Closing”), to provide **Tourism SEO/SEM Campaign Management and Optimization**. No Proposals will be received or considered after that time.

The resulting contract from this RFP require the consultant to begin work in January 2022.

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- 00001188

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. Sealed Proposals are to be emailed to Clackamas County Procurement Services at [procurement@clackamas.us](mailto:procurement@clackamas.us).

Contact Information

Procurement Process and Technical Questions: Thomas Candelario, [tcandelario@clackamas.us](mailto:tcandelario@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.

**2.28 Intergovernmental Cooperative Procurement Statement:** Pursuant to ORS 279A and LCRB, other public agencies shall have the ability to purchase the awarded goods and services from the awarded contractor(s) under terms and conditions of the resultant contract. Any such purchases shall be between the contractor and the participating public agency and shall not impact the contractor's obligation to the County. Any estimated purchase volumes listed herein do not include other public agencies and County makes no guarantee as to their participation. Any Proposer, by written notification included with their Proposal, may decline to extend the prices and terms of this solicitation to any and/or all other public agencies. County grants to any and all public serving governmental agencies, authorization to purchase equivalent services or products described herein at the same submitted unit bid price, but only with the consent of the contractor awarded the contract by the County.

## SECTION 3 SCOPE OF WORK

### 3.1. INTRODUCTION

Clackamas County is seeking Proposals from vendors to provide **Tourism Campaign Management and Optimization**

**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

Clackamas County Tourism & Cultural Affairs (CCTCA) is the recognized Destination Organization for Clackamas County, branded as Oregon's Mt. Hood Territory ("OMHT"). The mission of CCTCA is to increase overnight stays and encourage visitors to linger longer in Clackamas County. CCTCA accomplishes this by serving as the primary entity within the county responsible for destination brand awareness and development, inspiring potential visitors, and for providing trip planning tools and information for travelers in Clackamas County and the region. CCTCA works in partnership with members of the industry and with communities to develop and enhance local tourism assets and experiences. CCTCA works to balance the interests of residents, visitors, businesses, other organizations, and government through innovative leadership and strategic investment of resources and staff.

The CCTCA tourism program is funded by tax dollars generated from a county-wide transient lodging tax ("TLT") of 6%. The amount of funding available for any given period varies with the lodging occupancy and room rate. These tax dollars are to be used for the development and promotion of tourism in Clackamas County. The Tourism Development Council ("TDC") is a nine-member advisory group appointed by the Clackamas County Board of Commissioners to advise and oversee the program/budget of the CCTCA.

It is also important to note that CCTCA is a participant in state tourism programs through Travel Oregon and their Regional Cooperative Tourism Program ("RCTP"). CCTCA has been placed in three (3) of the seven (7) regions; Willamette Valley, Portland Region, and Mt. Hood/Gorge. CCTCA partners in each region in marketing and development plans that are funded by a portion of the state lodging tax of 1.8%.

#### Marketing Background

An effective destination marketing program demonstrates the ability to increase the awareness of the county's visitor experiences through implementation of targeted and partner-based advertising, communications and visitor service strategies resulting in increased visitor spending and increased occupancy/revenue per available room ("REVPAR") in commercial lodging facilities. The main objective in marketing is to deliver the OMHT brand message to reach our audience of local, regional, national and international markets. Historically, our target audience is 24-65 year of age; predominately leisure visitors; and some business and special group travel. Our primary pillars of work include outdoor recreation, agritourism and heritage/culture.

Historically, CCTCA's marketing campaigns have included a mix of print advertising (leisure media, co-op partner program); out of home (billboards); cinema; digital (banners, video, search engine marketing ("SEM")); social media; and broadcast. Responding to the changing behaviors of customers throughout the entire trip planning process, advertising focuses are changing to respond to these trends, with priority directed to digital to be consistent with consumer utilization of online resources for travel planning and to maximize marketing return on investment ("ROI"). CCTCA's advertising call to action includes

**Tourism SEO/SEM Campaign Management**

[www.mthoodterritory.com](http://www.mthoodterritory.com) (and #OMHT/@mthoodterritory when appropriate) for consumer access, engagement and inquiries, which are filled with an annual Travel Planner (print and online view) and a monthly consumer newsletter.

Prior SEM/SEO contract work was cancelled due to the financial impacts of the pandemic. SEM/SEO are priority tactics as CCTCA rebuilds programing. The SEM/SEO contractor will work closely with all staff and their website management company to provide input on the strategy that will enhance OMHT's website presence and performance in the ever changing online marketing world.

### **3.3. SCOPE OF WORK**

#### **3.3.1. Scope:**

SEM and SEO plans for CCTCA will be based on the FY 2021-22 strategic priorities and the Tourism Master Plan. The Tourism Master Plan can be found online at [www.MtHoodTerritory.com/partners/](http://www.MtHoodTerritory.com/partners/) in the Document Center of the Partners' Resources section.

#### Technical

- Manage the "Pay-Per-Click" ("PPC") marketing campaigns, maximizing yearly ad spend of \$50,000.00 - \$70,000.00, under the direction of the CCTCA Marketing Manager.
- Have a complete understanding of webpage structure of the basics of HTML3.
- Establish metrics and methodologies for monthly and quarterly reporting of program performance reviews, indicating program's growth, to CCTCA via Word, PDF, and/or Excel documents.
- Test and collect data to maximize the best return on investment ("ROI").
- Demonstrate the use of basic Content Management System ("CMS") tools to optimize copy on the website to support our content-based strategy.
- Must have a full understanding of AdSense and other such PPC programs, as well as bid management tools.
- Understand and analyze effectiveness of traffic on the website using Google Analytics.
- Write creative and engaging content for PCC ads.
- Research and compile effective SEM/SEO keywords and identify off-page influences to digital campaigns.
- Audit our website metadata descriptions and titles to provide keyword-rich recommendations

#### Administration and Management

- Manage campaign expenses, staying on budget, estimating monthly costs, and reconciling discrepancies.
- Work collaboratively with CCTCA marketing team, the marketing agency of record, and technical support as part of an integrated marketing team.
- Audit of existing content, metadata and website practices for SEO evaluation and benchmarking for success.
- Research and analyze competitor advertising and SEO efforts.
- Provide CCTCA marketing team with content guidelines to better maximize digital marketing content.
- Create and deliver trainings/information sessions for CCTCA's local tourism business partners so they can create their own Google ads.

#### Expectations and Deliverables

- Identify the success of the Oregon's Mt. Hood Territory brand by conducting an audit of the current placement in the major search engines, website content, as well as evaluate the current ad placements. Within 30 days of contract start date, provide a written report to the marketing lead with their recommendations on a plan of action to better improve the performance during the term

#### **Tourism SEO/SEM Campaign Management**

of the contract. This report will be utilized as the baseline for key performance indicators through the duration of the contract.

- Provide a comprehensive report to the marketing lead, on a monthly basis, demonstrating success with increasing visitation of both organic and PPC traffic with lower bounce rates, longer time on site, and higher engagement within appropriate “Cost-Per-Click” (“CPC”) spend. This report should be easy to read and include SEO health matrix, troubleshooting, and reviews of program performance and indications of programs growth. The report should be presentable to internal advisory groups, such as the TDC. Reporting that provides CCTCA access to updated information in a dynamic format is preferred.
- Participate in campaign planning sessions (approximately 4 per year) to identify and prepare the SEM deliverables for each campaign, and provide written recommendations and feedback to best implement both long and short term strategies.

### 3.3.3. Term of Contract:

The term of the contract shall be from the effective date through **June 30, 2024**, with the option for three (3) additional one (1) year renewals thereafter subject to the mutual agreement of the parties.

**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 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.

- Cyber Liability: combined single limit, or the equivalent, of not less than \$1,000,000 per occurrence for network security (including data breach), privacy, interruption of business, media liability, and errors and omissions

## 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**

<b>Category</b>	<b>Points available:</b>
Proposer’s General Background and Qualifications	
Other tourism, lifestyle project experience	0-5
Experience & Structure of Account Team	0-10
General Qualifications of Firm	0-10
Scope of Work:	
SEM	0-15
SEO	0-10
General	0-10
Project Understanding	0-10
Case Studies	0-5
Pricing/Fees	0-25
<b>Available points</b>	<b>0-100</b>

**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. Complete Proposals must be emailed to [Procurement@clackamas.us](mailto:Procurement@clackamas.us). The subject line of the email must identify the RFP title. Proposers are encouraged to contact Procurement to confirm receipt of the Proposal if the email account does not send an auto response.

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 **25 pages** (single-sided), inclusive of all exhibits, attachments or other information.

5.1.5. Cover Letter: The cover letter should identify the proposing entity, the contact for the procurement and contract negotiation process, and be signed by an authorized representative or official.

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

### 5.2. Proposer's General Background and Qualifications (25 points) :

- Describe how your firm can accommodate the type and level of tasks and activities outlined in this RFP including any limitations;
- Describe similar projects your firm has done with other tourism, lifestyle, and/or government agencies;
- Identify the team who will be assigned to the county if awarded a contract and what their experience is on similar tasks and projects; and
- Describe your firm's availability to perform the activities and tasks identified in this RFP for the duration of the contact.

### 5.3. Scope of Work (35 Points):

#### **Paid Search (SEM)**

- What is your general approach to developing a prioritized strategy for CCTCA, including your initial audit for establishing benchmarking?
- Explain, in detail, your approach to and the tools used for:
  - Managing bids
  - Building Keywords
  - Developing Ad Copy
  - Selecting landing pages
  - Testing

#### **Search Engine Optimization (SEO)**

- Explain, in detail, your approach to and tools used for:
  - Researching keywords
  - Benchmarking
  - Optimization on-page/technical factors
  - Developing Content
  - Optimizing off-page factors
- Describe how you keep up with the ever-changing algorithm updates.
- Describe how you overcome the challenge of "(not provided)" query data.

## **Reporting**

- Describe how you track performance for each service outlined in this RFP.
- What reporting tools do you utilize?
- Describe how you will integrate with our Google Analytics.
- How do you distribute reports to the marketing team?

## **General**

- How do you manage to a budget vs. ROI?
- Who will own the accounts and data?
- What are the benefits of having your firm manage multiple channels of SEM and SEO?
- How will we work together?
- How services are billed?
- Identify all proposed team members (including subcontractors) that will likely be assigned to Clackamas County and their level of experience and availability.

## Case Studies

- Provide a summary of any services provided, if any, to clients in Clackamas County, as well as any other tourism specific clients you may have regionally or nationally.
- Provide a summary of experience working with government or non-profit agencies of similar size and scope outlined in this RFP.
- As it is critical in writing content, describe your knowledge of tourism for Clackamas County.

## **Project Understanding (10 Points):**

Describe your understanding of the requested SEM/SEO tasks and activities outlined in this RFP, including a general description of the project purpose and key issues as you see them. Outline the approach your firm would take to perform the tasks and activities identified in the Scope of Work.

### **5.4. Fees (25 Points):**

Fees should be on a time and material with a not to exceed fee basis Fees should be sufficiently descriptive to facilitate acceptance of a Proposal. List the not-to-exceed amount you propose for the service. Fees and fee schedules should outline all estimated expenses, hourly rates for all assigned individuals, any reimbursable expense, travel is not authorized under this contract

### **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. Points awarded for this criteria are based on both the providing of references as well as information gleaned from the provided contacts. Evaluation Committee members may contact references at their sole discretion.

Provide a minimum of three case studies showing how your firm was successful in both SEM/SEO for a similar organization to CCTCA. Case studies should be within the last five years and should include; organization name, type of business, contact number, and/or email address.

### **5.6. Completed Proposal Certification (see the below form)**



**PROPOSAL CERTIFICATION**  
**RFP #2021-93**

Submitted by: \_\_\_\_\_  
**(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: \_\_\_\_\_ Date: \_\_\_\_\_  
Signature: \_\_\_\_\_ Title: \_\_\_\_\_  
Email: \_\_\_\_\_ Telephone: \_\_\_\_\_  
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: \_\_\_\_\_

**Tourism SEO/SEM Campaign Management**

**Exhibit B**  
**Vendor's Proposal**



Request for Proposal #2021-93  
Tourism SEO/SEM Management  
Anvil RFP Response  
Submitted December 8<sup>th</sup>, 2021



Clackamas County  
2051 Kaen Road  
Oregon City, OR 97045

[clackamas.us](http://clackamas.us)

Prepared by Anvil Media, Inc.  
310 NE Failing Street  
Portland, OR 97212

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

December 8<sup>th</sup>, 2021

CCTCA  
2051 Kaen, Road  
Oregon City, OR 97045

Good day,

It is our pleasure to submit the enclosed proposal in response to Clackamas County Request for Proposals #2021-93.

Anvil had previously been awarded the SEO/SEM contract in 2017. We were able to drive success for Mt. Hood Territory and have case studies of our success. Anvil is rooted in hospitality and tourism and has served over 20 clients in the category. Anvil is headquartered in Portland, OR Anvil, is a full-service marketing agency specializing in SEO, SEM, social media, content development, email marketing and website development. As our enclosed response, will outline, we have the pedigree, process and proof of performance to drive success for tourism to Clackamas County.

With regards to our organization, Anvil Media, Inc. was founded in 2000 and operates as an S-Corp in the state of Oregon. We are located at 310 NE Failing Street, Portland, OR 97212. With 13 employees and over 40 clients.

If we are fortunate enough to be awarded the RFP, Anvil will comply with all terms and conditions set forth in the Request for Proposal.

We look forward to working with you.

Best Regards,



Kent Lewis

President & Founder, Anvil





## Agency Background and Qualifications

Anvil is honored to have the opportunity to provide SEO and SEM marketing services for Clackamas County.

We believe our 21-year track record building award-winning strategic digital marketing and advertising campaigns via our highly structured process by a seasoned team with destination and tourism experience including; Mt. Hood Territory, Forest Grove Tourism, Martin Hospitality, Timberline Lodge, ORLA, Travel Portland, InnSight Hotel Management, The Grand America Hotel, CCTCA, Travel Lane County, Southern Oregon Visitors Association and Travel Tacoma, gives us a significant advantage over our competitors.

Since 2000, Anvil has specialized in search engine marketing, perhaps the most measurable form of inbound marketing. Anvil has prided itself in being different, initially by being early to the game, then being one of the best. As the SEM industry evolves, Anvil continues to stay one step ahead, with initiatives like Anvil University and the Anvil Marketing Index™. Once Google AdWords was created in 2002, Anvil developed an immediate expertise in paid search and persona development. Since then, Anvil has demonstrated prowess across the digital marketing spectrum, winning awards and third-party recognition for its effective strategic planning and bid management. Below includes a list of relevant client experience and just a few relevant and recent accolades:

### Hotel and Hospitality Client Experience

- Bella Coola Heli Sports
- Forest Grove Tourism
- Gatlinburg Falls Resort
- GolfNow.com
- Grand America
- Hard Rock Hotels
- Heathman Lodge
- InnSight Hotel Management Group
- Jackson Hole
- Martin Hospitality
- Mt. Hood Territory
- Noble House Hotels & Resorts
- Oregon Restaurant and Lodging Association (ORLA)
- Pompano Beach Club
- CCTCA
- Salishan Spa & Golf Resort
- Southern Oregon Visitors Association
- Tahoe Mountain Resorts
- Timberline Lodge
- Travel Lane County
- Travel Oregon
- Travel Portland
- Travel Tacoma
- Washington County Visitors Association



## Relevant Industry Awards

- Best Digital Marketing Agencies in Portland 2021 – Expertise.com
- Best in Search – Top SEO Agency 2021 – Top SEOs
- Top PPC (SEM) Agency in Portland 2021 – Expertise.com
- Top SEO Company in the US 2021 – SEO Blog
- Top Social Media Agency in 2021 – Kicksta
- Best Web Development in 2020 – People’s Choice
- Top Email Marketing Agency in 2020 – UpCity
- Top Digital Marketing Company Portland, OR 2020 – The Manifest
- Best Multi-Channel Marketing Agency in the US 2020 – Corporate Vision Magazine
- Most Innovative Integrated Marketing Services in the US 2020 – Corporate Vision Magazine
- Best Marketing and Advertising Agency 2020 – Digital.com
- Best PPC Agency 2020 – Top PPCs

A complete list of Anvil performance awards can be found at <https://www.anvilmediainc.com/outcomes/awards/>

## Service Areas

- Search Engine Marketing (SEM)
- Search Engine Optimization (SEO)
- Paid Media (Pay-per-Click/PPC, Paid Social, Paid Display, Paid Behavioral)
- Website Development – WordPress Exclusive Developer
- Email Marketing
- Strategy Development
- Social Media Strategy and Management

## Client Testimonials and Case Studies:

*“We turn to Anvil for industry-leading research, insight, strategy, execution and analysis of our SEO, PPC and local listings but, that’s really just the tip of the iceberg when it comes to how they contribute to our success. The Anvil team that manages our accounts are true stewards of our online presence and marketing. When we challenge them to be responsive to the day-to-day and minute-by-minute fluctuations in the marketplace or ask them to help us navigate the open seas of technological innovation, they unfailingly rise to the occasion. Always available when we have questions, they are integrated into our efforts from concept to completion, function as a natural extension of our team and work tirelessly to ensure we are ahead of every curve.” – CCTCA*

*“The digital strategy powerhouse at Anvil Media provides strategic, inspiring and measurable results in a thoughtful and genuine manner. Kent and his creative team have been an amazing partner and a true pleasure to work with.” – Martin*

### Hospitality

*“I’ve been working with Anvil Media on SEO and SEM for the past three and a half years through my work with Travel Portland and I remain extremely impressed with the caliber of the staff... subject knowledge, attention to detail, timeliness and quality of communication has always been impeccable.” – Travel Portland*

*“Anvil’s team is highly professional and extremely polished. From the account manager, we worked with to the PPC and SEO specialists, the Anvil team consistently provided our team with actionable insights that they either implemented themselves or instructed us in implementing. These recommendations led directly to an increase in traffic to our website, a higher conversion rate on our ads, and ultimately more online sales. The Anvil team has been a pleasure to work with and we would recommend their services to any online retailer.” – Dakine*



# Paid Media Case Study



Mt. Hood Territory is an online resource for travel and tourism in Clackamas County. Their travel guides educate and encourage visitors to explore the region's beauty, culture and history.

**Challenge:** Mt. Hood Territory's existing search campaigns were spread too thin due to the desire to cover all the activities and options that the region had to offer. Furthermore, the use of broad match keywords was driving spend to an unengaged audience and was not driving to their goals. Their main goal was to encourage people outside of the region to visit and spend multiple nights in the area.

**Goal:** Anvil was tasked with restructuring the campaigns to increase audience engagement and goal conversion rates, while also creating a strategic plan to promote different activities at low seasons (spring and fall).

**Strategy:**

Anvil audited the existing search campaigns to identify top performing areas as well as areas impacting budget with no return. Anvil implemented new campaigns that were segmented by geo-location for more personalized messaging as well as better budget control. Additionally, Anvil added extensive negative keyword lists that eliminated irrelevant matches and unengaged traffic.

**Results:**

Anvil's restructured campaigns succeeded in driving more engaged traffic. Month over month, the campaigns achieved:

- CTR increased by 167%
- Conversions increased by 207%
- Conversion Rate increased by 85%
- Cost per Conversion decreased by 65%

+167%  
CTR

+207%  
Conversions

+85%  
Conversion Rate

# Organic Traffic Case Study



Mt. Hood Territory is an online resource for travel and tourism in Clackamas County. Their travel guides educate and encourage visitors to explore the region's beauty, culture and history.

Mt. Hood Territory's goal is to increase organic traffic to their category pages and articles. Their aim is to increase awareness of the numerous activities, restaurants, events, and accommodations among out-of-state travelers as well as in-state and Mt. Hood Territory residents. [They](#) frequently post new content covering the upcoming season in Mt. Hood Territory.

Anvil's goal is to provide assistance to Mt. Hood Territory in the optimization of these pages so as to adhere to Google's guidelines and in turn increase traffic and engagement with the site.

As the content team at Mt. Hood Territory produce new content, Anvil has provided meta data for the new pages. Anvil has also provided guidance on internal linking and is currently researching the possible implementation of structured data on the Mt. Hood Site.

**Results:**

Mt. Hood's organic traffic saw the following increases when comparing the entire year of 2019 against 2018

- Users increased 25.07%
- New Users increased 26.27%
- Sessions increased by 26.42%
- Goal conversion rate increased 4.02%
- Goal completions increased 31.51%

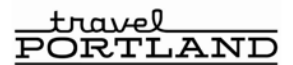
+26.42%  
Sessions

+25.07%  
Users

+31.51%  
Goal Completions



# Organic Search Case Study



## Challenge:

Travel Portland was planning a new site launch and wanted to be sure that they were taking all the proper measures to guarantee a smooth transition, with no loss of rankings, SEO authority, or—most of all—organic search traffic.

## Strategy:

Anvil entered the conversation between the company and its creative partner roughly one month prior to the new site's intended launch, and worked closely with both parties to ensure that all of the prior site's historically popular content was preserved or bettered, that all previous accrued authority was successfully transferred, that the new site would not undermine the visibility of the live site while still in development, and that the new site's social media profile was current and complete. Upon the launch, Anvil began working with Travel Portland to help expand its content library and pursue a wide array of off-site search marketing tactics, helping the site grow its search audience further, and sustainably.

## Results:

First 28 days of new site:

- Total traffic up 23.7% year-over-year
- Organic traffic up 16.2% year-over-year

First three full calendar months of new site:

- Total traffic up 31.0% year-over-year
- Organic traffic up 32.1% year-over-year
- All rankings maintained or improved on top non-branded keywords

First summer following redesign (summer defined as June 1–August 31):

- Total traffic up 25.4% year-over-year
- Organic traffic up 65.5% year-over-year

First full Q4 following redesign (October 1–December 31):

- Total traffic up 59.0% year-over-year
- Organic traffic up 64.0% year-over-year

In new site's first 3 months...

**+32.1%**

Organic Search  
Traffic

Year-Over-Year  
The following summer...

**+65.5%**

Organic Search Traffic  
Year-Over-Year

The following Q4...

**+64.0%**

Organic Search  
Traffic  
Year-Over-Year

# Organic Search Case Study



Straightaway is a route optimization app that helps courier drivers, food delivery drivers - any industry that requires a driving route with several stops - save time and money by generating the most efficient route based on the location of each stop. Upon coming to Anvil, the app store listings had a strong foundation to build from while the Straightaway website consisted of one page.

## Goal:

One of their main goals was to expand visibility for priority keywords, grow awareness and improve organic performance of the website and the app store listings.

## Strategy:

Work began in August of 2020, and the first step was to conduct a thorough SEO audit of the current website and app store listings to understand the areas of improvement. The website proved to be the biggest area of opportunity, so we supported the Straightaway team through technical improvements, particularly with site speed, keyword research for content expansion, and backlink opportunities to ignite growth. Throughout the first month, the Straightaway team focused on implementing our recommendations throughout the website: page speed drastically improved, new pages were consistently published in addition to guest blogs to earn backlink opportunities

## Results:

During that first month, the Straightaway site was earning around 5,000 impressions a month. Just two months later in October 2020, the Straightaway site was earning around 29.3K impressions.

- +486% monthly impressions growth
- +364% new app users. Overall performance on new app users derived from the website.
- Straightaway site ranks #1 on their top target keywords "Fedex Route Planner". Not only is this a keyword that Straightaway has never ranked for, [the Straightaway site far](#) outranks all competitors and an actual FedEx page as well.
- Overall position improved +16.5%
- "Food Delivery Route Planner", from ranking zero to 5.4 positioning in just 2 months
- "UPS Route Planning", from ranking zero to 6.2 positioning in just 2 months.

**+486%**  
Impressions

**+364%**  
New app users

**Ranked #1**  
in SERP KWs



# Scope of Work

## Approach

Anvil has always taken initiative as an evolving leader in digital marketing. Our philosophy is to test and measure every relevant data point we can to improve our clients' business and always be on the cutting edge of the constantly evolving digital marketing landscape. Continual learning is a core attribute at Anvil that we take very seriously and is what inspired Kent Lewis to open the doors in 2000.

Anvil was the original SEO and SEM digital agency in Portland, Oregon. Anvil's President & Founder, Kent Lewis, co-founded SearchFest in 2005 and SEMpdx in 2006. Both have successfully put Portland on the map in SEO and digital marketing. SEMpdx had over 450 attendees from around the country at its annual digital marketing conference Engage this year. For the past 15 years, Lewis has been an adjunct professor at Portland State University, where he currently teaches a 20-hour search engine marketing workshop. He's made speaking and writing outside of Anvil's walls mandatory for all employees. As a subject matter expert, Kent has been invited to host SEM workshops and present on digital marketing topics across the nation and around the world, including locations like Dubai, Singapore, Hong Kong and Toronto.

Our tagline at Anvil is 'Measurable Marketing that Move You' and we sincerely believe if we don't measure results, we cannot manage them and we cannot move revenue forward. This result focused approach is an ideal fit for CCTCA. With our relevant category experience and proven results focused philosophy, Anvil is in poised to move CCTCA where you want to go sooner than other agencies can execute.

Communicating with Anvil is easy. We provide one main point of contact, but our clients have access and interactions with each team member. Our communication style can be described as an assertive communication style. We provide counsel and recommendations based on years of experience, data, results and collaboration with our clients.

## Timing

Anvil has a standard client onboarding process that includes a kick-off meeting that details the clients stated goals and outlines our process for achieving those specific goals. At the kick-off meeting, the regular meeting cadence is agreed upon between Anvil and CCTCA and will commence based upon the schedule which will be provided by the Anvil team. Typically, we meet with clients a minimum of once a month to share progress on campaigns, but we frequently have weekly calls to check-in on progress, offer new ideas and provide a state of the account.

## Kick-Off

Anvil will begin transition with an in-person kick-off session where we will confirm KPIs for all campaigns, gain account access and begin management while research begins. In this meeting, we will determine:

- How frequently we meet: weekly, bi-monthly, monthly calls, quarterly in-person
- What type of reporting you prefer?
- Confirm communication preference and point(s) of contact
- Develop schedule of deliverables
- Discuss account take-over
- Develop high level KPI's
- Discuss overall business and engagement goals

**Research:** This is where we set all the foundational elements for the engagement. Our team dives into your business and becomes experts in all things CCTCA. We audit and evaluate your existing efforts and competitors, looking for opportunities that will generate growth. We use a combination of data analysis, competitive analysis and our own expertise to formulate a comprehensive marketing strategy specifically tailored to drive results for you.



**Launch:** This is where the fun begins. We work with you to ensure your platforms are ready for action, structure and optimize accounts, properly configure analytics and begin integration with your marketing efforts.

**Deployment:** Once initial strategy is approved, Anvil works together with the client team to ensure proper alignment with overall campaign goals and KPIs. With all elements in place Anvil will deploy the media campaign and SEO strategy, taking the first month to test and generate data points and initial benchmarks. Setup and launch of paid media campaigns typically takes two weeks depending on feedback rounds.

**Reporting:**

Anvil pulls unique metrics from each platform in conjunction with site behavior metrics from Google Analytics to paint the full performance picture for our client’s campaigns. Data can be displayed visually via a variety of interactive graphs, or via text/chart if preferred. Our paid media team and SEM/SEO team is Google Analytics Certified and can share the raw data reported using Google Data Studio. Google Data Studio will integrate smoothly with Google Analytics and extracts the raw data from Google Analytics into visuals and widgets that match KPIs outlined for each campaign.

**Growth:** This phase concentrates on executing our defined strategy across channels. We not only execute but continuously evaluate through data analysis and refine our tactics based upon what we see. We use quarterly strategy sessions to make sure we are achieving your goals through proper execution, integration of new technologies and ensure the processes we have in place are effective.

**Ongoing Program Management:** Anvil monitors account performance frequently and makes necessary adjustments to ensure that all campaigns are optimized. Optimizations will focus on driving engaged users to achieve top performance and to meet or exceed goals set by CCTCA. Ongoing efforts are based on research phase findings, but typically include the following modules:

- Management of keyword performance through effective bid management and ad testing.
- Management of remarketing lists, strategies, and performance.
- Management and strategy of ad placements across display networks such as Google Display Network and other display ad platforms.
- Weekly or monthly reports to track and monitor trending performance, outlining action items based on the data.

**Measurement and ROI**

At Anvil, we pride ourselves on being a measurable marketing agency. If we can’t measure it, we can’t manage it on behalf of our clients. We measure impressions, clicks, conversions and all relevant outcomes the client is looking for from a campaign. Anvil will also measure monthly traffic, time on site, bounce rate and conversions. ROI is typically measured by return on media spend (ROAS), specifically when it leads to rooms or trips booked or another KPI we can track for our client.

## **Paid Search – SEM**

**What is your general approach to developing a prioritized strategy for our program?**

Anvil engages in comprehensive research to identify unique opportunities where CCTCA can capitalize on untapped audiences and competitor weaknesses to set themselves apart in paid search, display, and social platforms. Anvil will first prioritize the goals of a client, identify KPIs and come up with a plan on how to use each applicable channel and targeting method to best achieve or exceed those goals.

**How do you accommodate multiple goals/targets?**

Anvil can accomplish and measure a variety of different goals allocated by budget, channel, purpose, KPIs, etc. We can segment our efforts by goal (i.e., splitting up brand awareness vs sale driving campaigns) or balance various goals within the same campaign (i.e., monitoring engagement and awareness metrics in conjunction with conversion metrics).





## **Explain in detail your approach to and tools used for:**

### **Managing bids**

Anvil utilizes a proprietary program to track daily and monthly ad spends across all platforms and campaigns. The software then calculates what the total ad spend for the month will be within each campaign and platform if the budget allocations and CTR continues its current trend. Using this data, we can quickly determine which campaigns are over or under spending and the exact amount by which the allocations need to be adjusted to meet the budget goal. With this calculation in hand, Anvil examines engagement data to determine which bids and bid adjustments should be optimized to find the 'sweet spot' that converts at the lowest possible cost per conversion.

### **Building keywords**

Anvil performs extensive research on a client's site as well as the sites and search campaigns on competitors, and search trends to find relevant keywords. The Paid Media team works closely with the SEO to determine search volume and competitiveness of potential keywords. By working with the SEO team, we ensure that Paid Search does not cannibalize organic traffic and that Paid Search can provide coverage for keywords with low organic rank.

We utilize, SEMrush, Spyfu, AdWords Keyword Planner, Search Console, Google Trends, Google Shopping Insights, and intuition derived from our Paid and SEO teams' 35+ years of combined marketing experience in the development of our keyword lists. With existing campaigns, Anvil will scour actual user search terms to pull commonly used words and phrases and include those terms in campaigns at a lower CPC.

### **Developing ad copy**

Anvil writes ad copy that is compelling, engaging, and relevant to the user's search query, while remaining true to our client's voice.

- 1) Ads should be highly correlated to the respective keywords for which they will show (improving Quality Score and user experience).
- 2) Ads should make full use of "ad real estate" – available ad text space as well as any relevant ad extensions, to a) highlight all the attributes that sets the client apart from competitors and b) stand out in size and professional appearance compared to other ads and organic listings.
- 3) Ads should be engaging and enticing with a strong call-to-action

### **Selecting landing pages**

As with ad copy, an ideal landing page will correlate with the keywords and ads used in a campaign, again improving both Quality Score and the user experience. Landing pages should present some of the best relevant offerings from the client and include a clear call-to-action, evident applicable incentives (i.e., Free Shipping, New Customer Discount, etc.), be mobile optimized and load quickly. For many of our clients, Anvil assigns specific landing pages at the keyword level to ensure that the landing page meets the exact subject of the search query.

### **Testing**

Anvil loves testing! After establishing a baseline by which to measure success metrics, we will first check new ad and landing page combinations through an estimation process before incorporating the tests into existing campaigns, to gauge the potential impact without sacrificing ongoing success. If applicable, Anvil will utilize (CloudEngage, Google Optimize, HubSpot) to perform A/B testing of landing pages to discover what design and creative converts best. Other tests we perform include device bid adjustments, placements, demographic targeting, and audience interests.



# Search Engine Optimization (SEO)

## What is your general approach to developing a prioritized strategy for our program?

A lot of the initial strategy is collaborative as we kickoff an engagement by meeting with our clients and learning what their goals and KPI's are. From there, we focus our SEO efforts on what we feel will bring the most immediate value to a client in the short term before tackling other ongoing, long-term efforts.

## Explain in detail your approach to and tools used for:

### Researching keywords

There are few steps to the process that include, but are not limited to:

- Talking to a client to find out what keywords they want to rank for
- Obtaining keywords that they are already ranking for
  - Tools: SEMRush, Moz Keyword Tool, Google Ads Keyword Planner and Keywords Anywhere
- Obtaining keywords that are driving clicks to the client's website
  - Tools: Google Search Console, Google Analytics
- Once core keywords are identified, using keyword suggestion tools to round out the keywords prior to testing
  - Tools: Soovle, Answer The Public
- Test the keywords to find out which terms are receiving searches
  - Tools: Google AdWords Keyword Tool

### Benchmarking

- Keyword Ranking – we utilize tools such as SEMRush and Moz Keyword Tool to benchmark and monitor keyword rankings
- Website Traffic/Organic Search Performance – we utilize Google Analytics to analyze the traffic to a website and track the success of the optimization efforts. We also use Google Tag Manager to implement extensive Event tracking that can be tracked via Google Analytics to fully understand the visitor journey on a website

### Optimizing on-page/technical factors

For the technical SEO, we usually perform a full site audit (Site Optimization Audit and Plan or SOAP) which looks for optimization opportunities in both the copywriting and development of a website. These areas include, but are not limited to:

- Copywriting (Front-end):
  - URLS
  - Navigation
  - Page Copy
  - Page Titles/Title Tags
  - Meta-Descriptions
- Development (Back-end):
  - Page Speed
  - Source Code
  - Sitemap
  - Robots.txt
  - Duplicate Content
- Tools used:
  - Screaming Frog
  - Google Page Speed Testing tool
  - Google Structured Data Testing tool

Once the audit is complete, we present the findings to the client along with a list of Prioritized Action Items and work with them to determine what we can assist with or what needs to be passed on to the Web Developer to be addressed





## Developing content

At Anvil, our process for developing content including implementing our content marketing audit and plan. The Content Marketing Audit & Plan is intended to identify opportunities for improvement, integration and amplification of the content marketing efforts. The content acts as the core driver for both search engine and social media marketing efforts.

## Optimizing off-page factors

Initially, Anvil will perform an audit that is focused on link profile analysis, competitor research, and look for other external content opportunities (Search Authority Audit and Plan or SAAP).

1. Tools used:
  - a. Moz Open Site Explorer
  - b. Ahrefs
  - c. Google Search Console

Once the audit is complete, we present the findings to the client along with a list of Prioritized Action Items that are focused on how to grow and enhance their link profile through “listening” and external content generation as well as provide some basic link building strategies that can be taken on by the client or by us as part of an ongoing SEO engagement

## How do you keep up with the ever-changing algorithm updates?

Anvil is very active in staying on top of current industry trends by reading and sharing content specific to the unique disciplines that we provide with our team, company, as well as our past and present clients and potential leads who are part of our email list. We have notifications set up for terms such as “google algorithm update” so we receive an email when a new article is found about a potential algorithm update so we can stay on top of what is happening or potentially happening. We also frequently read industry trade journals *Search Engine Land*, *Social Media Today*, *Nielson Reports*, *Marketing Drive*, *DigiDay* and *Marketing Drive*, among others.

## How do you overcome the challenge of “(not provided)” query data?

Our Anvil SEO team makes sure that Google Search Console is synced to Analytics, or we have access to Google Search Console as this definitely provides a much clearer picture of the keywords that are driving traffic to a website. However, it is not perfect as even Search Console “hides” some of the keyword data so we will also keep an eye on keyword ranking data from tools, such as SEMRush, to see if we can identify a positive improvement in SERP position for specific keywords if they are hidden by Google.

# Reporting

## Google Data Studio

Anvil will connect Mt. Hood Territory’s Google Analytics account, and SEM campaigns, to Google Data Studio to provide visual and KPI metrics. This integration between Google Analytics and Google Data Studio provides a visual dashboard along with reporting that we build to align to campaign goals, KPIs and other key objectives. Anvil will use Google Data Studio to report both SEO and SEM data on a monthly basis. Each report will be presented at the end of the month to the client team in person and then a PDF of the report will be emailed afterwards.

Our SEO team is tapped into the industry like no other. SEO can be an amorphous discipline that requires constant learning and testing, and no one is better than the Anvil staff. They are always testing new techniques to maximize your dollars in the organic space.

As Premier Google Partners, Anvil can request whitelisting for beta programs and has unfettered access to Google’s top strategists to find ways to improve performance and attribution reporting, access research data, gain approval for using



trademarks within ad copy. Additionally, our dedicated support team at Google alerts us automatically when problems arise within campaigns that are affecting performance. As an Agency Partner with Bing Ads, Anvil has dedicated support staff to assist with campaign launches, research, and optimizations.

Google – Anvil has a dedicated agency team to advise on paid search strategy, competitive analysis/benchmarks, weekly drop-in meetings to discuss client opportunities, and access to betas before public release.

## General

### **How do you manage to a budget vs. ROI?**

We don't see budget and ROI as mutually exclusive. Unless we are given an unlimited budget to hit specific targets, we first and foremost manage to a budget as that is the first parameter we abide by. Through a consistent effort of optimizations, we are continually bringing costs down and provide as much value as possible out of the dollars we are given. We use a multitude of metrics to measure ROI depending upon the goals of the engagement. E.g., lead generation, sales, etc. We work with you to determine the value of a conversion, set targets and then work diligently to manage and optimize to achieve your goals.

### **Who will own the accounts and data?**

Our clients are the sole owners of the accounts and data. Anvil will set-up (if necessary) and manage your accounts but should our engagement end, we will return control to the client team.

### **What are the benefits of having you manage multiple channels?**

Our philosophy is based upon the integration of multiple channels working together to amplify each other. By managing the channels together, we can gain efficiency, bring adjustments and solutions to market faster, report holistically and provide comprehensive analysis that doesn't require input from multiple sources. We have also won performance awards in the industry based on our skill to manage multiple digital marketing channels.

### **How will we work together?**

Since 2000, Anvil has refined its onboarding and client management processes, incorporating productivity tools (including Basecamp and Slack) to delight clients daily. Our expert team focuses on elevating clients via paid media, search engine optimization (SEO) and optimization of other digital channels. We start all engagements with an internal debrief, then external kick-off meeting before moving into the Research and Launch Phase planning and implementation. Below we have outlined our process on how we will work together.

#### Kick-off Meeting

- Introduce account team
- Outline roles and responsibilities
- Discuss overall engagement and align expectations (via proposal)
- Identify KPIs
- Determine delivery milestones and related dependencies
- Schedule initial Research Phase document review meeting/s

#### Ongoing

- Weekly, daily or as-needed communications (usually electronic)
- Real-time reporting (via hyperlink)
- Monthly report review (focus on insights and actions)
- Quarterly strategic planning sessions
- Bi-annual check-ins by executive team



## How are services billed

Anvil bills SEM and SEO services monthly, according to the agreed upon scope of work. If monthly media spend exceeds \$25,000 per month, then we bill SEM services at 12.5% of media spend.

## Your Anvil Team

We have assembled our highly integrated team to partner with you to reach your goals and execute the outlined and evolving scope of work. Team availability is ongoing during the engagement. Matt Vericker will serve as the account day-to-day contact for all activity, supported by Mike, Kari and Mike.

### Mike Terry, Vice President

Mike was the account lead during the 2017 to 2020 engagement. He will continue to provide support to the account, but it will be in an advisory capacity. Mike is an agency veteran with over 25 years of both client side and agency experience. He has helped craft the marketing and advertising programs for a myriad of clients including Microsoft, Intel, NW Natural, Samsung and AT&T. In addition to business development, marketing strategy and integrated marketing, Mike's role is to lead the creative and website development teams to understand your business and marketing goals. Mike graduated from Portland State University with degrees in both Marketing and Advertising Management. He will work closely with the Anvil team and provide strategy and insights for CCTCA.

### Matt Vericker, Account Executive

Matt will be your day-to-day contact for all facets of the account. He joined Anvil Media after spending his first eight years in the trenches of project and account management. Matt prides himself on his 'hands on' approach to get to understand a clients' business and identify how to get impactful results. His client experience includes Aho Construction, Inspire Fitness, Cascade Corporation and Abbyson. Matt graduated from Sierra Nevada University with a BA in Management.

### Kari Schroeder, Paid Media Specialist

Kari is a digital paid media specialist and with extensive SEM and paid social media experience and will craft the SEM and paid digital marketing plan. She has over 9 years of digital media planning and buying experience, including Google Ads, Microsoft Ads, LinkedIn, Facebook, Instagram, display advertising, OTT and programmatic. Her client experience includes DiscoverOrg, Oregon State University, FirstTech Credit Union, Empress Gin and Coastal Farm & Ranch.

### Mike Stormberg, SEO Specialist

Mike Stormberg found his way to the digital marketing industry after obtaining a Business Administration degree from Oregon State University. He has a background in Search Engine Optimization including optimizing directories and reputation listings, crafting meta descriptions and title tags, and creating report decks. Mike has also spent time in customer service in the logistics industry where he spent time working directly with clients to ensure the timely and efficient delivery of their product. Mike has a passion for helping his client's grow and thrive. Mike has experience with clients including Nike, First Tech Federal Credit Union and Clackamas County Tourism.

### Current Tourism Clients:

- Discover Forest Grove – Forest Grove Tourism: Services include website development, website management and organic social media content management.

### Relevant Tourism and Non-Profit Experience

Anvil has conducted SEO, SEM, Social Media and/or Content Development for the former list of relevant clients:

- American Red Cross
- Bella Coola Heli Sports



- Fair Trade
- Forest Grove Tourism
- Gatlinburg Falls Resort
- GolfNow.com
- Grand America
- Hard Rock Hotels
- Heathman Lodge
- Innsight Hotel Management Group
- Jackson Hole
- LifeWorks NW
- Martin Hospitality
- Noble House Hotels & Resorts
- Ocean Conservancy
- Oregon Restaurant and Lodging Association (ORLA)
- Pompano Beach Club
- Portland Art Museum
- Ronald McDonald House
- Salishan Spa & Golf Resort
- Southern Oregon Visitors Association
- Tahoe Mountain Resorts
- Timberline Lodge
- Travel Lane County
- Travel Oregon
- Travel Portland
- Travel Tacoma
- United Way
- Washington County Visitors Association

### **Knowledge of Tourism in Clackamas County**

Anvil was retained in 2017 – 2020 to provide SEM and SEO services for Mt. Hood Territory. In addition to our work for Mt. Hood Territory, we frequently provided trainings and presentations to companies within Clackamas County. In addition, prior to COVID, we know that Mt. Hood is the most visited destination and region in Clackamas County, with Timberline Lodge receiving almost 2 million visitors annually. Because Mt. Hood is such a large draw, that is why is it the hub of your marketing efforts for the entire county. Personally, my kids caught their first fish in Clackamas County at Frog Lake and Clear Lake respectively. The Mt. Hood area is great for wine tours, camping and hiking for those outside of the state as well as residents.



## Fees

Research Phase – Audits and Plans to include hours and work from each team member in account management, strategy, paid media, organic search assigned to the CCTCA account. Specific research to include:

— Keyword Audit and Plan	\$2,100
— Site Optimization Audit and Plan	\$2,700
— Paid Media Audit and Plan	\$2,250

**Research Total:** **\$7,050**

Ongoing Services:

Monthly SEO Management and Reporting	\$1,750
Monthly Paid Media Management and Reporting	\$1,750

**Monthly Total:** **\$3,500**

## References

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**PROPOSAL CERTIFICATION**

**RFP #2021-93**

Submitted by: Anvil Media Inc. LLC  
**(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 extent economically feasible in the performance of the contract work set forth in this RFP.

Name: Mike Terry Date: 12-8-21  
Signature: [Signature] Title: Vice President  
Email: mike@anvilmedia.com Telephone: 503.444.6226  
Oregon Business Registry Number: 1774244-80 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: \_\_\_\_\_

**Tourism SEO/SEM Campaign Management**