



ORIGINAL

West Virginia Division of Tourism Website Design & Development

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WV Purchasing Division

Title Page

RFP Subject: WV Division of Tourism-Website Design and Development

RFP Number: CRFP 0304 TOR1500000005

Vendor's Name: Paramore | the digital agency

Business Address: 500 Church Street, Suite 500, Nashville, TN 37219

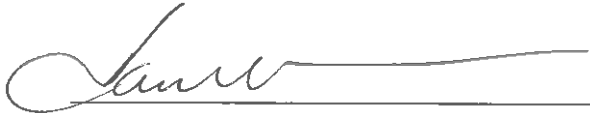
Telephone Number: (615) 386-8980

Fax Number: (615) 386-9014

Name of Contact Person: Buddy Butler, VP of Client Development

Email Address: bbutler@paramoredigital.com

Vendor Signature



*Hannah Paramore, President
Paramore | the digital agency*

4/27/15
Date

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Attachment A: Vendor Response Sheet

Qualifications and Experience

Section 3.1

Company description, history and years of experience related to the development and design of destination marketing websites.

About Paramore

Paramore | the digital agency is a full-service digital agency in downtown Nashville, TN, right in the heart of the Arts District. We create websites, content, apps and digital marketing campaigns that are simple, clear and focused on results. We've done a ton of work for organizations in the tourism industry, as well as for large non-profits and enterprise level organizations. We also created an augmented reality app that helped people find Goo Goo Clusters. So, it's safe to say we're versatile.

Paramore was born in 2002 and is owned to this day by its founder and president Hannah Paramore, a longtime veteran of the digital marketing industry, including CitySearch and AOL. There's a handpicked staff of about 30 of the region's sharpest digital people, all of them as witty, driven and forward-thinking as Hannah. And humble. Did we say humble? Humble.

Competitive Advantage: Why We're Better

We're not the web shop around the corner. We are a full-service digital agency. Paramore handles all points of a project, including strategy and planning, creative design and development, and media planning, buying and management. We prefer to work with accounts instead of merely projects. We lead more than we follow.

Our clients trust us and actually enjoy working with us. That alone sets us apart from so many other agencies.

Our Philosophy: Simple. Clear. Focused on results.

The main thing to know about our work is that it's really our work. We plan, design and code everything in house. We don't outsource. If we don't know how to do something, we'll either learn how or we won't do it. Our clients rely on our expertise, so we're committed to being 100% responsible for our work.

We also make our clients' business goals our priority. We love making beautiful, modern designs and exciting experiences, but success for our clients always takes top priority.

Our Commitment to West Virginia

Even though we are located in Nashville, Tennessee, Paramore has a special bond with West Virginia. We have been doing business in the Mountain State since 2004 and we have more clients in West Virginia than in any other state except Tennessee. We have a satellite office in Williamstown, West Virginia and many of

“Paramore has a special bond with West Virginia.”

our staff have ties to West Virginia. We know and understand the many opportunities and challenges facing the tourism industry in West Virginia, and we are knee deep in promoting West Virginia destinations and attractions every day.

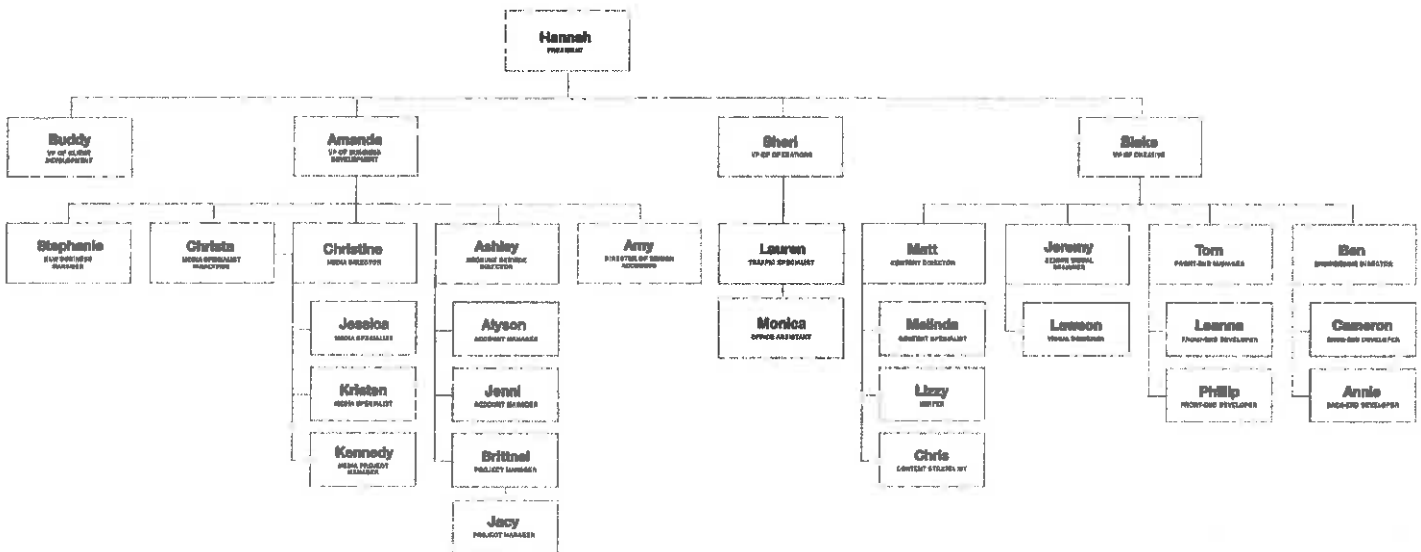
In West Virginia, Paramore currently works with Adventures on the Gorge, Winterplace Ski Resort, Visit Southern West Virginia, Greenbrier Valley CVB, Jefferson County CVB, Bavarian Inn and Carnegie Hall.

Organizational Chart & Team

Section 3.2

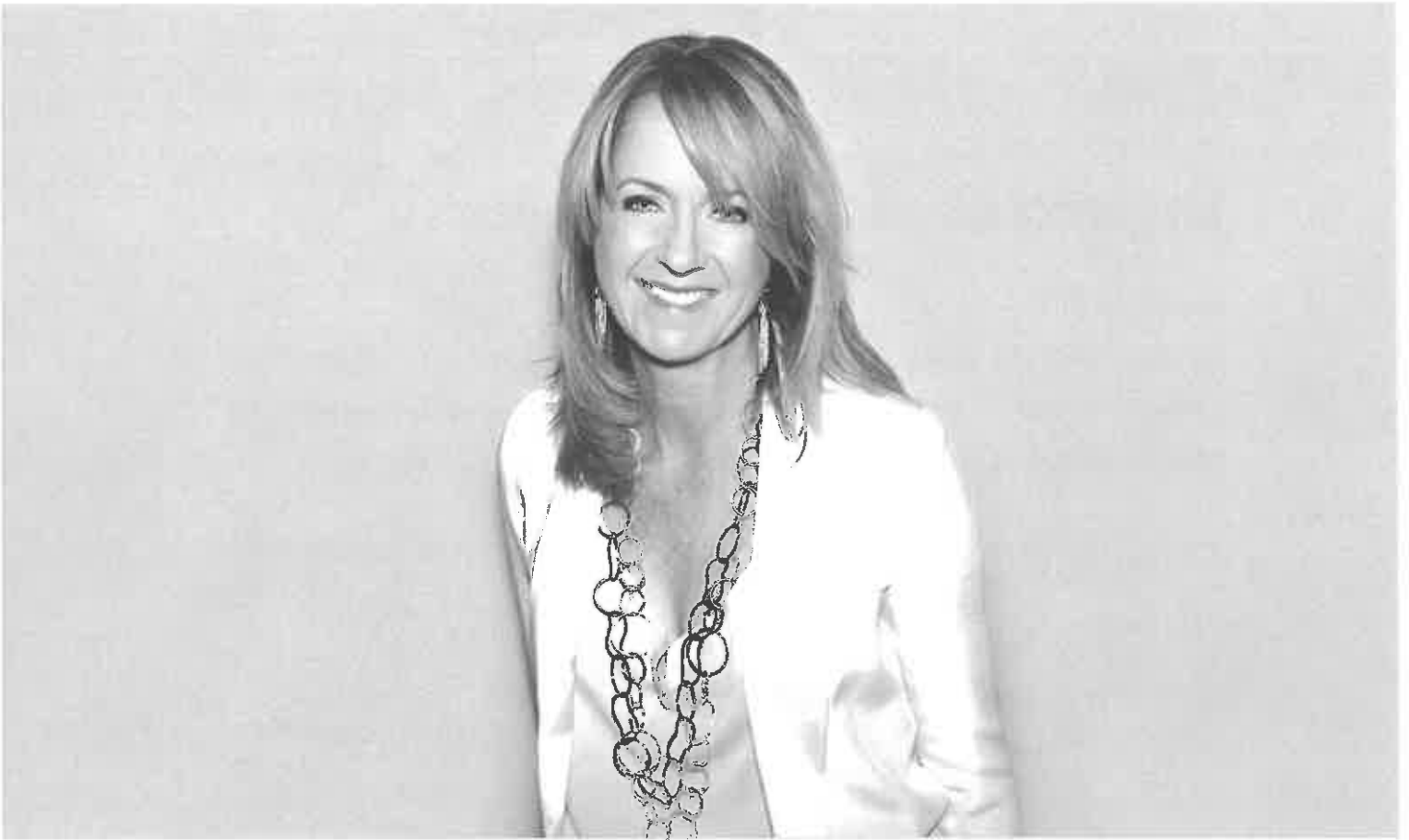
An Organizational Chart, listing names, title and the number of full-time staff currently employed and the employees that will be working directly with the contract awarded under this RFP.

There are 30 full-time staff currently at Paramore. The following is an organizational chart of the company.



The Paramore West Virginia Tourism team includes:

Hannah Paramore, Buddy Butler, Blake Allen, Matt Burch, Amy Kaczynski, Brittnai Krafzig, Ben Wilkins, Christine Poss, Jeremy Cherry. The following pages include a bio of each team member.



Hannah Paramore

President

Hannah is the face of Paramore. And the legs. She leads the vision of the agency, keynotes big conferences, gives interviews to the NY Times and Fast Company, and still has time to take her granddaughter to the museum. She inspires us every day with the open and honest way she lives her life and it's her core values that have built Paramore into the most successful digital agency in Nashville. Over the past 13 years, she's been to West Virginia at least 25 times, particularly loving the golf at the Greenbrier, the delicious menu at Star Dust Cafe, and the wild waters of the New River Gorge. She's sworn her next honeymoon will be in West Virginia.

Email: hparamore@paramoredigital.com



Buddy Butler

VP of Client Development (WV Native)

Buddy has called West Virginia home for 50 years now so he knows the place pretty well. He's a 25-year veteran of the West Virginia travel industry, beginning his career at Fenton Art Glass before joining Stonewall Retail Marketing in 2004. Buddy joined Paramore in 2012 and leads brand strategy for Visit Southern West Virginia, Adventures on the Gorge, Jefferson County CVB, Lexington Rockbridge CVB (VA), Gwinnett County CVB (GA), Travel South USA and Winterplace Ski Resort. When Buddy's not working, he's golfing. His favorite courses include Glade Springs, Stonewall, Canaan Valley, Snowshoe and the Greenbrier.

Email: bbutler@paramoredigital.com



Blake Allen

VP of Creative

During his long tenure at Paramore, Blake has established the clean, elegant design that's become our signature. In his role as VP of Creative, he influences all of our work from the largest website to the smallest banner ad to the stock of this paper. Rumor has it that his goal is to one day design a website that is all white. He first visited West Virginia in 2014 and fell hard for the Grape and Gorgonzola pizza at Pies & Pints and the starlit sky at Adventures on the Gorge's campgrounds.

Email: ballen@paramoredigital.com



Amy Kaczynski

Director of Senior Accounts (WV Native)

Amy is a West Virginia gal through and through. Exhibit A: Her move to Nashville marked the first time she's ever lived outside the Mountain State. Exhibit B: She knows the words to "Take Me Home, Country Roads" forward and backwards. Exhibit C: She loved her home state so much she chose a career in travel and tourism that revolved around putting heads in West Virginia beds while serving as the Account Manager for West Virginia Division of Tourism while working for Stonewall Retail Marketing. Her favorite thing to do when back home is to backpack the Canaan Valley Wilderness for a few days then immediately eat a delicious burrito at Hellbenders.

Email: akaczynski@paramoredigital.com



Brittnei Krafzig

Project Manager

A self-proclaimed control freak, Brittnei manages projects like a champ. Hence the title, Project Manager. Guiding projects through all phases of development, she takes client needs and expectations and balances them with the talents of our creative and production departments. Speaking of good balance, Brittnei learned to ski at Winterplace, one of her many West Virginia clients.

Email: bkrafzig@paramoredigital.com



Ben Wilkins

Engineering Director

As the Director of our programming and engineering department, we rely on Ben to do all the hardest programming work and guide the other engineers with their work and determine our coding standards and attend strategy meetings and...now that we think about it, we rely on this guy a lot. But, that's OK. He's always up to the task. He's done everything from building eCommerce systems for cell phone companies, to conquering rapids on the New River.

Email: bwinkins@paramoredigital.com



Matt Burch

Content Director

Matt leads content creation and establishes voice and content direction for all client and agency projects. His digital and editorial background is long and diverse; he's worked under Oscar and Emmy-winning producers and writers, and previously served as a Digital Producer/Editor for AOL and Bravo TV, where he created social and web content for hit shows like Top Chef, Watch What Happens Live and The Real Housewives. When in West Virginia, you'll find Matt drinking the awesome coffee (black) at Cathedral Cafe while pursuing his novel.

Email: mburch@paramoredigital.com



Christine Poss

Media Director

Christine has spent nearly a decade planning and strategizing digital media for brands such as the Greenbrier, Wintergreen Resort, Beaches of South Walton, O'Charley's, and Cracker Barrel. Additionally, she's planned and bought traditional media including National Cable, Local TV, Local Cable, Syndicated Radio, Spot Radio, National Print (magazine and newspaper), local print (mags and newspaper) and Out of Home (billboards, bus wraps, guerrilla marketing tactics). She's (gaspl) never visited West Virginia, but looks forward to visiting soon and enjoying the camping, canoeing and caves with her husband and 4-year-old son.

Email: cposs@paramoredigital.com



Jeremy Cherry

Senior Designer (Previous WV Resident)

As our senior designer, Jeremy creates purposeful and emotional designs that inspire website visitors to become real-world visitors. He loves collaborating and credits his success to using as much energy listening as he uses creating. Originally from Virginia, Jeremy grew up exploring the nearby outdoors of West Virginia; he even spent two summers living in Fayetteville serving as a raft guide on the New and Gauley Rivers.

Email: jcherry@paramoredigital.com

Paramore Accounts & References

Section 3.3

Subcontractor company information and references. Provide names, addresses, and experiences of any subcontractors that will be used in the day-to-day performance of the contract in delivering services described in this proposal.

Paramore does not anticipate using any subcontractors in the delivery of services described in this RFP.

Section 3.4

A list of all accounts gained and lost in the last 12 months with a description of why accounts were lost, and a list of memberships in any local, National, or international advertising, Marketing or public relations associations.

Accounts gained in last 12 months:

Bavarian Inn (WV)
CapStar Bank (TN)
Centerstone (TN)
Cracker Barrel Old Country Store (TN)
Charter Media (TN)
Greystone Lodge (TN)
Gobbell Hays Partners, Inc. (TN)
Gwinnett County CVB (GA)
Jupiter Auto Insurance (TN)
Lexington Rockbridge County CVB (VA)
Morris County CVB (NJ)
Newport Aquarium (KY)
Pedestal Foods (TN)
Polk County CVB (FL)
Tennessee Housing Development Agency (TN)
United Methodist Insurance (TN)
Vanderbilt University Owen Graduate School of Management (TN)
Winterplace Ski Resort (WV)

Accounts lost in last 12 months:

Bluegrass Cellular (KY): Paramore resigned this business due to differences in long-term goals for the account.

Tennessee Department of Tourism Development: Paramore handled digital media for TDTD for 5 years. All marketing services for TDTD went out for bid in 2014 (traditional media, digital media and website development) and was awarded to all new agencies.

Paramore is an active member of Travel South USA, Southeast Tourism Society, West Virginia Hospitality & Travel Association, and the American Marketing Association.

Section 3.5

Contact names, telephone, email and fax numbers of two additional clients, who may be contacted by the Agency as references, for which services have been provided as referenced in this RFP.

Gatlinburg CVB

Website Address: <http://www.gatlinburg.com>

Contact: Chad Netherland, Director of Marketing and Public Relations

Email Address: chad@gatlinburg.com

Phone: (865) 436-0525

Fax: (865) 430-3876

Adventures on the Gorge

Website Address: <http://adventuresonthegorge.com/>

Contact: Brian Campbell, Managing Director

Email: b.campbell@onthegorge.com

Phone: (304) 640-7082

Fax: (304) 574-4906

Testimonial #1

"As Commissioner of the Tennessee Department of Tourist Development for twelve years, I have had the opportunity to work with a variety of talented professionals in the marketing arena. Paramore | the Digital Agency stands out as one of the most successful client partnerships we enjoyed during that time. I credit this to Hannah Paramore's absolute commitment to get 'under the hood' and truly understand our business, a model that differs in many ways from traditional corporate entities. Paramore then tailored innovative programs for the Department that opened up the digital world for Tennessee tourism. Their strategic insights, follow-through and results have created success for the tourism industry that will have a lasting impact for years to come. I highly recommend Paramore | the Digital Agency as an outstanding marketing partner/ agency."

Susan Whitaker, Commissioner
Tennessee Department of Tourist Development

Testimonial #2

"I know Hannah's last name is Paramore, and thus the name of the company, but I have always thought what a great name. The word 'para' in English comes from Ancient Greek and translates to 'beside or next to.' This hit me a few years ago after working with the company as our digital agency. They are all about being more than just an agency of record. They are partners in your journey and they do this in more ways than any other group I have ever worked with. They make a point of being 'beside you' with every step. Hannah has come to a number of our strategic meetings, sometimes when it was not convenient. They run Paramore University, PU, to help us all get better. They connect us with like clients doing similar things and join us, not just introduce us. They have a creative, talented team that wants us to grow and be more. They, especially Buddy and Hannah, know our company on most every level. This is hugely important. They are not cheap, but they are very good at being more and next to or beside us with every step helping us rise to a new level. I would highly recommend them."

Dave Arnold, Owner/Managing Director
Adventures on the Gorge

Testimonial #3

"We have been working with Paramore for the last 5 years. Our relationship has grown each year with Paramore taking on additional responsibilities. Paramore now participates at the highest strategic level by attending our annual planning meetings. We rely greatly on their advice and appreciate the partnership that has developed. The folks are young, smart and passionate about what they do. They constantly challenge

our ideas and give a fresh point of view. They aren't always right but the ideas are always better after their input."

Brian Campbell, Owner/Manager
Adventures on the Gorge

Testimonial #4

"Paramore was our partner in the development of a new website for Carnegie Hall. When I say partner, that is what I really mean. It truly was a partnership and the new site has been a wonderful asset to help us grow attendance at our events and donations to Carnegie Hall."

Susan L. Adkins, Executive Director
Carnegie Hall West Virginia

Testimonial #5

"Paramore makes working with them easy. We recently upgraded our site to a responsive design. What can be an very overwhelming process was streamlined to keep us progressing toward our end goal. While we focused on content, Paramore concentrated on the navigation, usability and functionality on all platforms. Their team is driven to solve challenges and provide the ongoing support needed to be competitive. They possess the expertise to be trusted, making them a vital part of our marketing team."

Beth Gill, Marketing Director
Greenbrier Valley Convention & Visitors Bureau

Section 3.6

Provide details of the complexity of projects performed and the volume of services provided that may include specific examples, tracking and monitoring of the project, comprehensive evaluation of the project.

We build complex websites.

How complex?

As complex as: `struct group_info init_groups = { .usage = ATOMIC_INIT(2) };`

While you try to crack that code, let's look at one of our more complex projects....

The United Methodist Church came to us in 2013 and gave us a mission: Design and build a website that would speak to the more than 12.5 million members of the church. Worldwide. With thousands of pages of content and hundreds of global site managers and content creators.

They needed the site to work as smoothly on the back end as it did on the front end.

So that's what we did.

We built a framework that allows a seamless experience for site managers and visitors alike. And we continue to work daily with the UMC staff to fine-tune UMC.org, seeing site visits increase 25% as a result. Once completed, our work on UMC.org led to opportunities with UMC's other key agencies, including UMC.org, KoreanUMC.org, Hispanic UMC and Interpreter Magazine.

It was one of more challenging projects, but we regularly execute projects of similar scope that fall into the \$150,000 to \$400,000 price range. Let's look at how we do it.

Paramore's Capabilities

Strategy: It all starts with a plan.

Development Plan | Content Strategy | Media Planning | ROI Analysis

Analytics: Measure. Improve. Measure Again.

Site Visit Analytics | Behavioral Analytics | Reporting | Optimization Strategy

Content: It's tempting to think, "we'll get to the content later." Later is now.

Content Architecture | Content Development

Design: Don't tell the other departments, but this is where the fun happens.

User Experience | Wireframes | User Interface | Responsive (RWD) / Mobile | App Design

Development: Our Development team uses their powers for good.

HTML / CSS | Database Architecture | Content Management System (CMS) | eCommerce

Digital Media & Social: It's like Mad Men, but digital . . . and without all that smoking.

Email Marketing | Display Campaigns | PPC / AdWords | Social Media | Landing Pages | ROI Analysis

Management: These folks keep us on task and on time.

Client Services | Scope Definition | Scheduling

Our Website Design & Development Process

Plan It, Build It, Test It, Celebrate It.

Simple, clear, and focused on results. That's also our motto and the rationale behind our webdev process. We've seen the complexities of web development that overwhelm the true objective of a project. So before and during the webdev process, we describe each stage in terms you can easily understand.

Our process generally flows in the following order:



Discovery

The Discovery process is where we begin to plan, design and develop your website to meet your business goals. We'll start with a Content Audit that reveals and defines all of the content you're currently using, where it lives and who manages it.

Then we'll meet to learn more about your business and seek to understand you and your audiences. We'll ask you to invite relevant members from your marketing and management teams, or anyone else you think should be heard. We let consensus develop on the audiences, the priority of each, your message, what's unique, and what your users want and expect. We'll also review the audit of your current website and make some initial decisions about the structure of your new website. The result: a documented development plan that will drive the rest of the project from design to user experience. Our clients nearly always tell us that they leave their Discovery even more fired up about their web project – and their own companies – than before they walked in.

Your Role: First, you'll provide us with all the materials we need for your audit. Next, we'll meet with you to review our audit and discuss any changes needed for your new website.

Deliverables: Content Audit; Development Plan

Content Strategy

Content is your product. At least it is on your website. Your business's product might be t-shirts or consulting services or a travel destination. But that's not your product on the web. Out here, content is your product and users pay for it with the currency of their time and attention.

Following the Discovery, we'll start working with you to develop your Content Vision, the overall philosophy of your online messaging, and a guiding force that will shape the future content of your site. We'll use this as a guide to complete the new sitemap structure for your website, and during this time we'll also decide what, if any, content needs to be produced and what current content needs to be repurposed, edited, or trashed before your new site launches.

LIPOCCHE.EDU ANCHOR	NOTES
1 MAIN WEBSITE PAGES AND CONTENT	
▶ 2 SITE-WIDE CALLS-TO-ACTION	
▼ 3 HOME	
▶ 3.1 ACADEMICS	
▶ 3.2 ADMISSIONS	
▶ 3.3 ALUMNI & GIVING	
▶ 3.4 CAMPUS LIFE	
▶ 3.5 FUTURE STUDENTS	On all departments / program pages include photos of students, videos of programs when available
▶ 3.6 FUTURE STUDENTS	include LINK to student handbook on landing page include LINK to student handbook on landing page
▼ 4 SECONDARY NAV	
▶ 4.1 About	
▶ 4.2 Giving	LINK TO SECTION IN ALUMNI & GIVING
▶ 4.3 News & Events	
▶ 4.4 Resources	list of service section links and traces
▶ 4.5 Academics	
▶ 4.6 Offices & Directory	
▶ 4.7 Links	list of external Lipocche's websites
▶ 4.8 (Mobile App link)	
▼ 5 UTILITY NAV	
▶ 5.1 MyLipocche	
▶ 5.2 Search	
▼ 6 FOOTER NAV	
▶ 6.1 A-Z Index	
▶ 6.2 Contact Us	
▶ 6.3 Give Today	
▶ 6.4 Jobs at LU	
▶ 6.5 Live Events	
▶ 6.6 LU Location Map	
▶ 6.7 Mobile App Links	
▶ 6.8 Blogs	
▶ 6.9 Other Footer Items	
7 SITES TO REMAIN SEPARATE FROM .EDU	

Your Role: First, we'll need access and feedback as we develop the Content Vision and sitemap. After we finish, we will send the documents to your team and answer any questions you have, working collaboratively until the vision and direction are solidified. Also once the site map is approved, it's time for you to begin developing content for the site.

Deliverables: New Sitemap, Content Guidance

Information Architecture

Because our design and technical teams are used to practically sitting in each other's laps, the organization of your content and UI develop organically. Each informs the other. This results in Information Architecture (content mapping and wireframes) that provides a clear understanding of the new site's navigation and user experience - well in advance of the design stage.



Your Role: Your team will review the wireframes. You will have the opportunity to review each of these items and give feedback. We use wireframes to determine where content will live and what the basic lay will be. We will proceed to the next step once these have been approved.

Deliverable: Wireframes

Design

It's still one of the most exciting things about any project - sharing the first design ideas with our clients. We take those wireframes that establish how content and functions are handled on your site and develop the aesthetics and brand standards for your user interface (UI). The designs fit what you expected from the wireframes and also establish the nuances and personality specific to your brand.

We also handle this phase a little differently than most webdev agencies. We work hard to develop one design per page rather than give you several to choose from. We do this because we think it's best to only present you with our best work and the approach we believe will be most successful. This approach has proven to be very successful for us and helps us keep a 95% approval rate from clients on the first concept. We move through two rounds of revisions from the original concept to meet your needs before moving forward.



Your Role: We will present the design to your team and will seek your feedback and approval. Because of all the work we do during the Information Architecture phase, the design we present is usually very close to the final live website design. With your team's tweaks and feedback, we'll make revisions to the design to be ready for your official approval.

Deliverables: Design for homepage and interiors; revised design

Development & Training

After the design is approved, the technical development begins. During the development phase, we code the design, build the content management system, code all the functionality, and execute and test the necessary programming and site tools.

During development, we'll bring you in from time to time to demonstrate new functionality, train you, and get your feedback so that we can begin incorporating your changes along the way. Our engineers will be working closely with your team to show you around the CMS and answer any questions you have.

Throughout this development process, we'll be involving you in our Quality Control (QC) process. Both of our teams will be working hard to find any bugs or issues with the site at each release stage. That way, the final review before launch is straightforward and easy.

This is also the time that your team will be able to start entering your written and visual content into the website with the newly developed CMS. If you have any problems or questions getting your content published to the site, we'll help you at each step along the way.



Screenshot of a training video for the new UMC.org

Your Role: During this stage of the project, we will be working with you and the development team to implement the strategy and interface. You'll also be learning how to use the CMS and entering your content. Once we've completed our internal QC, it's your turn. Your team will thoroughly review the site once again and notify us if you find any errors or bugs.

Site Launch

The last phase includes taking the site live and ensuring that your server is performing optimally. We'll keep a close watch to make sure everything is operating as expected. We also provide post-launch support for two weeks after the initial launch date as part of our scope of work. We want to make sure everything's working well as much as you do.

Your Role: First, celebrate that your new site has launched. Also, be patient. Launching a new website is kind of like buying a new home; it might take awhile to settle in. Your site will be visible to your users, sometimes very quickly and sometimes over several days. In addition, keep in mind that newly launched websites can experience some significant fluctuations in site visitorship for several weeks to a few months after launch. This is natural, but it's important to not read too much into these statistics, positive or negative, for about 90 days. That being said, we'll rely on you to help us discover any issues within the first two weeks that need to be addressed and fixed by Paramore.

Analytics + Measurement

Gut decisions will always have a place in the business world. Call it intuition or call it a bad reaction to shellfish, these instinctual cues are what guide us in making the big decisions about where our brands and businesses are going. These decisions can seem like a leap of faith though.... unless you have the data to back you up.

Analytics are what lead us to make smarter, more informed decisions about our businesses. With the insights gleaned from analytics, you'll avoid the ulcers that can come from gut-based decision making.

Tracking Your Website's Success

Your website will be integrated with a traffic analytics tool, Google Analytics, along with a behavioral analytics tool. Google Analytics gives us an overview of website performance, such as how many people are visiting the site, where they're coming from and what they do when they get to there. The behavioral analytics tool allows us to see heatmaps of where visitors are clicking, moving their mouse, and engaging with content.

Take the two together and we're able to produce insightful reports that analyze current website performance as well as make recommendations for optimizations based on what the data reveals.

After all, we know that many of our clients need to show tangible results; the board needs evidence before approving significant changes. Analytics are the evidence. They're inarguable. Have you tried to argue with numbers? It never turns out well.

“Have you tried to argue with numbers? It never turns out well.”

Google Analytics and behavioral tracking aren't the only tools we have at our disposal. Our analytics process also includes a “mad scientist” phase where we test our methods using split testing via Google Content Experiments. Content Experiments allow us to make effective optimizations before they are final. It's similar to a scientist knowing the conclusion before making a hypothesis; novel concept, huh?

For example, Gatlinburg, like many of our tourism clients, has a vacation guide call to action (CTA) on their homepage. We wanted to test the position of the CTA to make sure it was performing at its best. So we did some testing, moved some things around, and tracked the performance. It turned out that their CTA placement wasn't reaching its engagement potential. We adjusted the placement of it on the homepage and the results improved. We got it right because we measured the performance of different CTA placements before we even took the final change live to the public.

Thanks to analytics, our clients get results, the board has their evidence, significant changes happen and everyone is happy. Happy client, happy life, more revenue. That's how the saying goes, right?

Your Full Digital Footprint

We also measure ROI from social and digital media to show how it impacts website performance. This reveals your full digital footprint, not just what your website is doing.

For clients with campaigns across digital platforms, we provide integrated reports across all media that include information on their entire digital presence. Not only do we track quantitative media performance against benchmarks, but we also review qualitative metrics such as their behavior across each medium. This can include visitors engagement with social, what they do once they reach the website and whether or not they complete a conversion.

In addition to reviewing these metrics, it is important to set specific Goals and Events through Google Analytics for your website so that success can be tracked. This information helps to measure how well the website is fulfilling target objectives.

All in all, these analytics give us the data we need to make smarter recommendations and create better work that always stays focused on results. Final result: More business for your brand.

Our Work

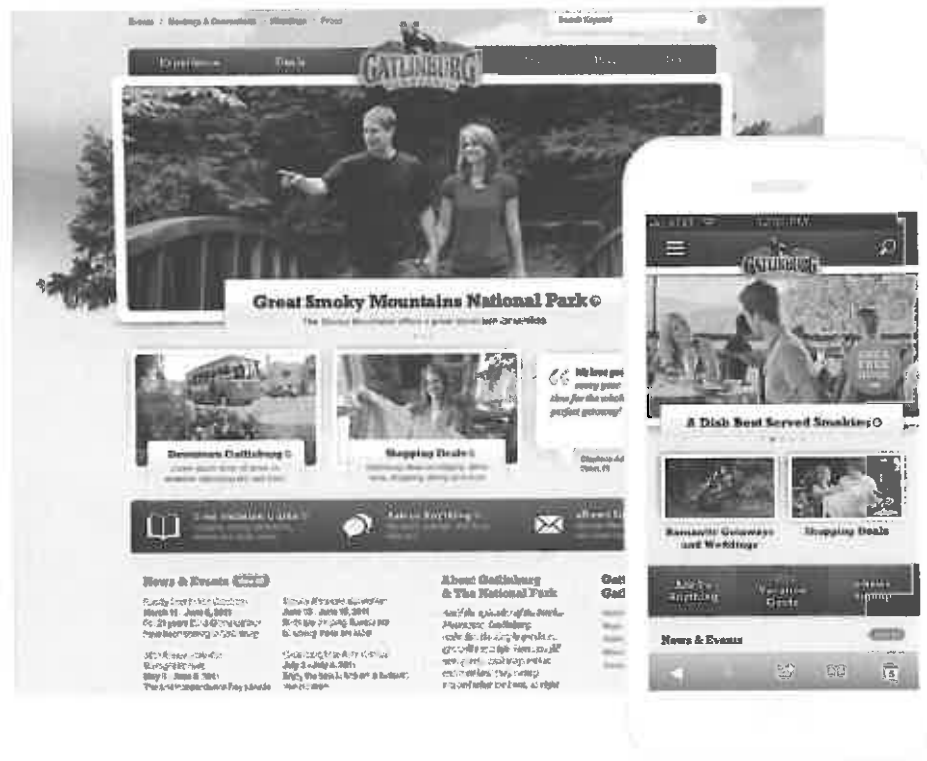
Gatlinburg Convention & Visitors Bureau

URL: <http://www.gatlinburg.com/>

Scope of Original Website Project: Discovery, Content Strategy, Sitemap, Wireframes, Design, Front-End Development

Digital Agency of Record (Ongoing Relationship): Updated Website to Responsive Design, Ongoing Website Maintenance, Marketing Strategy, Developing Key Partnerships, Annual Digital Media Campaigns, Social Media Strategy and Management

Gatlinburg had a strong visitorship to the East Tennessee area, but their website had aged to a point that it no longer represented the brand well and did not work on new touchscreen devices. Our goal was to take the existing brand and make it bigger and better. Now, the website helps the user to get the feel of Gatlinburg with the use of textures and photography assets that are brand consistent. The website features interchangeable headers and backgrounds to match the season. Narrowing the focus and creating callouts for the most important areas of Gatlinburg helped keep the site simple and clean.



Their previous site provided information about where to sleep, eat and play, but had no content that would inspire first time visitors. Gatlinburg is a place where people go to connect with friends and family, and that connection happens through shared experiences. Our content plan for the site focused on writing new content that highlights the variety of experiences offered in Gatlinburg in order to bring new visitors to the city as seen here: <http://www.gatlinburg.com/experience/>.

Within the first two years, the Experience section was so successful that it was getting 25% of the pageviews on the site. This told us to keep going with the strategy of publishing new inspirational content to the site.

Success creates opportunities. As we progressed, behavioral analytics showed us that the original structure needed to be rethought - we'd literally outgrown Experience 1.0.

The device side of the industry was going through changes too. Because of the success of smart phones and tablets, Gatlinburg.com's traffic hit an important threshold. In December 2013 more than half of the traffic to their site was coming from a mobile device, so people were consuming content in a different way.

With limited budget and because of the complexities of upending an entire site that supports millions of dollars in ad buys, we addressed the Experience section, which was now garnering more than 25% of the pageviews on the site, by creating Experience 2.0. We incorporated our learnings from behavioral analytics to improve the map feature and the organization of the content and to respond to how real people were using this section.

***“60% increase
in engagement.”***

The result? Since launch of Experience 2.0, we have seen a 60% increase in engagement on that section.



Gatlinburg Digital Media

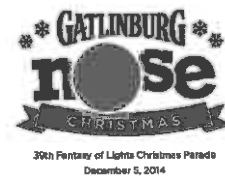
In addition to our work on the website, Paramore has grown Gatlinburg's digital media presence with a robust digital campaign that includes pay-per-click, display, lead generation, social, mobile and email marketing - all with a focus on increasing tourism.

This past December, Paramore lead the strategy for the entire digital footprint for the "Gatlinburg Nose Christmas" campaign - the largest media reach for a Gatlinburg campaign to date.

The Challenge

On December 5, 2014, Gatlinburg attempted to break the Guinness World Record for the most red noses at an event during their annual Fantasy of Lights Christmas Parade. More than 20,000 people were expected to participate in this once in a lifetime opportunity to be part of a record-breaking event.

Paramore was tasked with helping the event attract local and national attention while helping secure participants during the holiday parade.



The Solution

Paramore and Gatlinburg created a special marketing campaign for the event - "Gatlinburg Nose Christmas". The two week campaign leading up to the event targeted key drive markets to encourage last minute travel to Gatlinburg.

Campaign Elements

- Custom logo design
- Landing page
- Email to database
- Display advertising
- Social media strategy - including both organic and paid messaging
- Even a specific hashtag #GatlinburgNoseChristmas



The Results

In the two week period, there were more than 2 million impressions and 19,819 clicks to the landing page. Facebook was our strongest social performer with a 6.87% click-thru rate. The event was one of the most attended in past years with an audience above the goal of 20,000.

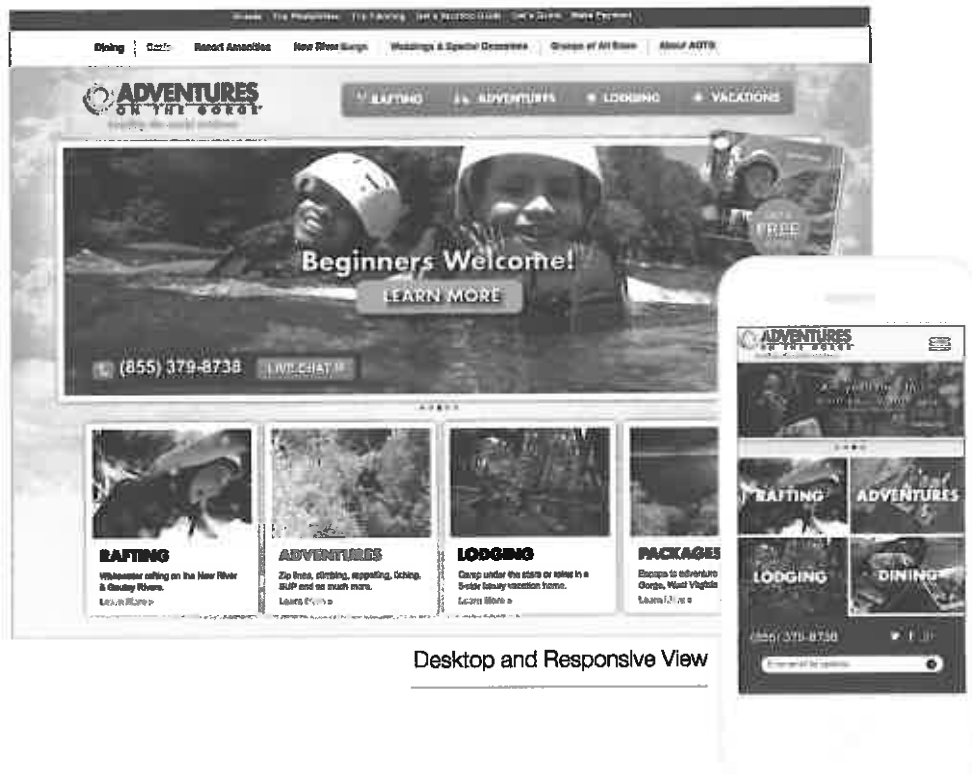


Adventures on the Gorge

URL: <http://www.adventuresonthegorge.com/>

Scope of Work: Website development, digital media, social media strategy, content development and overall marketing strategy.

Digital Agency of Record (Ongoing Relationship): Paramore is the Digital Agency of Record for Adventures on the Gorge. We are intimately involved in the strategy and implementation of marketing initiatives for the leading outdoor outfitter in West Virginia.



Desktop and Responsive View

Currently, Paramore is in the process of developing a new, state of the art website for Adventures on the Gorge. In fact, the site may have already been launched as you are reading this proposal. The new site uses the most innovative technology in site development and features a beautiful design reflective of the New River Gorge region. The site delivers the best user experience for interaction on desktop, tablet or mobile devices.

In addition to website development, Paramore's content team developed the new "voice" for Adventures on the Gorge. A detailed and descriptive "voice" document guides all content development for the resort and ensures all communication reflects this iconic brand.

Paramore also plans, places and reports on all display media initiatives for Adventures on the Gorge and designs all digital display ads. We also consult on the paid search initiatives for the resort.

The folks at Adventures on the Gorge manage and operate several outdoor, whitewater rafting and adventure tourism brands and services. One of their key brands is the Rivermen whitewater rafting and zip line service. Here they offer exciting, guided tours and zip line adventures on several rivers in the West Virginia area. Their old website was difficult to manage and was not designed or developed to promote sales or SEO.

We redesigned and redeveloped the website in 2012 with these two goals in mind. We used great content and a clean, intuitive user experience to raise this brand to the level it deserved.

During a recent SEO audit, we tested the Rivermen brand against their other brand websites such as <http://www.adventurewestvirginia.com>, <http://www.class-vi.com>, and <http://www.newrivergorgecanopytour.com> (which are websites that we did not design or develop). We tested the search engine results for the following terms:

- rafting West Virginia
- rafting Virginia
- white water rafting West Virginia
- white water rafting Virginia

These terms performed so well they were the first or second result on the first page of Google's search results, beating out competitors and their other brands. Moreover, the [adventurewestvirginia.com](http://www.adventurewestvirginia.com) domain has received the majority of their digital and traditional media attention and gets considerably more site visitors. Nevertheless, [Rivermen.com](http://www.rivermen.com) was the clear winner in SEO tests.

Similar Clients

Section 3.7

Provide a listing of clients whom you have provided services to similar to the services being requested in this RFP over the last three years.

Gatlinburg CVB (TN)

Tennessee Department of Tourism Development (TN)

Adventures on the Gorge (WV)

Greenbrier Valley CVB (WV)

Jefferson County CVB (WV)

Lexington Rockbridge County CVB (VA)

Morey's Piers & Beachfront Waterparks (NJ)

Morris County CVB (NJ)

Nantahala Outdoor Center (NC)

North Alabama CVB (AL)

Polk County CVB (FL)

Snohomish County Tourism Bureau (WA)

Travel South USA

Our Approach to Tourism Sites

Section 4, Subsection 4.1

Provide a detailed plan, estimated hours and the creative design for a destination marketing website which would include: the development, programming, design and the capabilities of linking pages to various accounts of the site, banner ads, quick loading time for video content and photo animation, and to include online components such as lead management system, trip advisors, itinerary planning tools, calendar of events, and promotional packages.

Our Approach to Tourism Sites

There's a simple, clear and focused strategy behind a successful tourism site. The best destination marketing organization (DMO) sites inspire visitors to action, providing the quintessential experience of their destination through crisp visuals, evocative copy and intuitive navigation. The top tourism-focused sites on the web today achieve results because they do the following three things:

- Inspire
- Inform
- Influence

INSPIRE

The game has changed for DMOs. Focus less on listings - those don't tell your story. Besides, third-party sites like Yelp, TripAdvisor and UrbanSpoon have many of your listings covered with user reviews that people trust. This doesn't mean that listings have to go away; they just can't be the single focus of the website

“Inspirational, authentic storytelling is the expectation.”

experience any longer. Inspirational, authentic storytelling is the expectation for users today and that expectation will only grow in the coming years. Lead with large visuals. Support with emotionally-charged text.

What's the one image that defines your destination? For West Virginia, it might be the New River Gorge or Lindy Point in Tucker County. Whatever it is, this image must inspire visitors immediately when they arrive on

the homepage of your site. It may even be a video that showcases all that is wild and wonderful in West Virginia.

The creation of a set of evergreen editorial features about key attractions can help define your identity, such as whitewater rafting, snow skiing, and amazing state parks. Updated editorial content throughout the year means that users will get the best of both worlds: a consistent set of inspirational content that describes the area, plus fresh content that gives them a reason to return.

You can see a great example of this approach at www.gatlinburg.com/experience.

INFORM

Now that the visitor is inspired, they need the insider info. This is where your content can really soar. We recommend a visual approach, again focused on a few experiences your destination does well. The “Inform” portion of the site can be a combination of things: photos, video, or scannable longer-form copy describing trip ideas (mixed with inspiring visuals for readability).

Look at how Airbnb takes its neighborhood guides to the next level with professional photography and copy that gives its audience a clear perspective of where they're headed: <https://www.airbnb.com/locations/san-francisco/mission-district>. These types of guides help users understand your attractions listings in better context.

Users want more than just data when they're being informed. They want to understand what it's like to be at your destination. They want the inside scoop from locals. This means that the new website will need content that describes the different areas and themes available in West Virginia. They want to feel more like visitors than tourists. Tourists pass through; visitors return.

***“Tourists pass through;
visitors return.”***

INFLUENCE

What is the most important conversion point for your website? Is it getting visitors to download a vacation guide? Sign up for emails? Book a trip? Maybe you just want them to consume content and return to the site in the future. It can't be all things to all people, so focus on one or two of the most important things and create content that influences visitors to make these key conversions. It's not about the hard sell. It's an effortless extension of inspirational content.

If you don't have staff writers, Paramore will work to find high-quality copywriters to help produce any new written content needed for the website. We'll also manage the production of this written content and guide the content producers during the content creation process.

Paramore works with a number of professional photographers and videographers to shoot new high quality imagery for our clients when needed. Jefferson County CVB is an example.

Regardless of vendors or needs, we'll make top quality content a priority for your website.

Website Scope of Work

Design and Development

New Responsive Design

Paramore will provide a new user experience and website design that updates the look and feel of the online presence while fitting current branding standards. The new design will focus on usability and creating custom experiences for visitors. Paramore will employ Responsive Web Design (RWD) on the new website. Your new website will custom-adapt to each user's device automatically. Paramore will do extensive testing to ensure an optimal viewing experience across multiple browser platforms and devices.

Updated Website Structure

We believe that the Information Architecture / Wireframe phase is critical and essential to a well developed user experience. Based on our Discovery Session and Content Strategy, we'll develop a website structure that will provide the foundation for the content and navigation of the new website. Navigation will be intuitive to users and feature elements like robust drop-down menus and breadcrumbs on sub-pages.

CMS Capabilities

Customized Content Management System (CMS)

Paramore will custom develop a CMS solution in Craft, a proprietary, customizable CMS that will be easy to use and manage by the West Virginia Division of Tourism website administrators that will not require knowledge of HTML code or other programming skills. The CMS will allow for easy posting of written content, images, and audio / visual content to the new website. It will be simple to edit and delete content. The West Virginia Division of Tourism website administrators will be able to create accounts and credentials for additional users to edit content through an easy-to-use WYSIWYG editor. You'll have a very user friendly interface with an adaptable foundation that allows us to build highly customized websites, which our clients can manage without any more technical expertise than an average web user.

Our customized building method allows us to update the capabilities of your CMS at any time during our relationship; no waiting for "the next update." Plus, since the West Virginia Division of Tourism will own the license for the CMS, it will be fully transferable. It's your data, you own it.

Features, Functionality, Tools & Third Party Integrations

Banner Ads

Paramore will build a section of the CMS to upload and add banner ads to the site. For any given page of the site, administrators will have the ability to select either a specific ad, random ad, or hide ads all together. Images for ads will be uploaded in either JPEG or PNG format, and ads may include custom content as well. This scope does not include pulling ads dynamically from an ad server, but that functionality may be added with additional scope and budget.

Photos and Videos

Paramore will add the ability to add videos and photo galleries to applicable pages of the site. Videos will pull from YouTube and/or Vimeo. Administrators will be able to easily browse and select videos in their YouTube and Vimeo accounts from within the CMS. Photos will be served through a cloud-based CDN, such as Amazon S3 + CloudFront or Google Cloud Storage.

Video has become one of the most compelling methods to Inform, Inspire, and Influence visitors on tourism websites. A recent [Google tourism research study](#) confirms this, especially for business travelers. Paramore will integrate videos into the site either using YouTube or Vimeo.

Asset Management

Paramore will develop asset management capabilities for photos, PDF files and other media to be used on the new website. This data will be served from a custom asset manager, with assets stored either locally on the server or with a third-party CDN such as Amazon S3. Regardless of the method, the West Virginia Division of Tourism staff will be able to add/edit/delete and manage files directly from the CMS.

Trip Planners and/or Itinerary Planning Tools

Itinerary builders have become common features of many DMO websites over the past several years. Paramore has designed and implemented trip builders into several tourism websites in the past, and we've learned something from them: they're not really that popular with users. There isn't any industrywide research on their success (or failure) as tools online, but we've experienced that they just don't seem to be valued by most users. We think this is because most itinerary builders are passive, only allowing users to virtually place an attraction into their "cart" upon finding it through their own methods. There's no guidance, only functionality. Also, building an itinerary can often feel like work to a website user. It can also feel too structured with too much pressure to "get it right."

Should you choose to have an itinerary builder, we suggest one that is more proactive in nature and has a slightly different approach. Consider an Activity Chooser. It could have questions like "I really want to: a) relax, b) have fun with my children, c) enjoy the outdoors, d) view art indoors," and so on. By answering a series of questions about what type of experiences the visitor wants to have, we are able to put the list of resulting attractions in context for them. Now these attractions have meaning and purpose. It's much the same result but a far more user-centric approach. We recommend this method to fulfill your Interactive Trip Planner request.

Calendar of Events

The site will have a calendar of events that is capable of listing single day, multi-day or reoccurring events. An event submission form will be available for users to submit public events that will populate the CMS in a pending status for the West Virginia Division of Tourism staff to make edits and approve before publishing live to the website.

The new events calendar will be filterable by categories and selected dates. The visitor will be able to select a date range from a calendar picker, or choose from real language options such as Today, Tomorrow, This Week, and This Weekend. Visitors can also associate events with certain attractions, if needed. These events will show up on the attraction detail pages as well as the main events calendar.

In addition, our "related content" function allows the West Virginia Division of Tourism staff to offer events and attractions that are closely associated with other attractions and events on each attraction page.

We will also allow users to export events in a CSV or alternate formats such as a Microsoft Word or Excel document.

Promotional Packages

There will be a section on the new website to add promotional packages.

Industry Partner Access

The new site will have the ability for industry partners to request access for the purposes of creating and maintaining their listings and events. Requests for access will be subject to the approval of site administrators. Once access is granted, partners will have the ability to login to the CMS and create entries in designated sections, as well as update any entries they authored. Any new or updated entries will need to be approved by site administrators before being allowed to be published to the live site. Site administrators will have the ability to see previous versions of the entries, and make comments on drafts.

Attractions Listing Administration

Paramore will develop capabilities in the CMS to add/edit/delete attractions and partner listings. It will also be integrated with Google Maps. Each attraction will have a detail page that will include a short description, option for multiple images and/or video, related attractions and meta data about the attraction, as well as other elements common to each page of the website. Each attraction will also have the option to integrate with the TripAdvisor API to include ratings and reviews of the attraction.

The website attractions content will be designed and developed to be sorted and filtered by the user through categories and sub-categories as needed (e.g. "Category: Outdoors, sub-category: Fishing"). These categories and sub-categories will be represented in natural language URLs associated with landing pages and individual attraction pages.

Attractions will also have a "Feedback" call-to-action for public use (exact wording and instructions for the form will be determined during design and development). This functionality allows website users to fill out a form to inform the West Virginia Division of Tourism staff that a restaurant or other attraction has closed or made changes not currently reflected on the listing page. This form will generate an email to an address chosen by the West Virginia Division of Tourism staff as well as save the form data in the CMS for review.

Site Search

Paramore recommends implementing the Google Search module for the new West Virginia Division of Tourism website. This will allow users to perform keywords searches for content on any published page of the website.

Print Stylesheet & Page Sharing

Paramore will create a stylesheet that removes design elements for an option to print a printer-friendly version of detail pages. We will also offer an option for users to email the directly link to a page to the contact of their choice.

Travel Deals Management

The CMS will have a Deals and Coupons module that will allow the West Virginia Division of Tourism administrators to quickly and easily add/edit/delete coupons and special deal offers. This functionality may also be made available to individual attractions / partners in a way that only allows them to submit coupons for the locations they manage. Naturally, all submissions would require approval from the West Virginia Division of Tourism staff.

To ease the management of this type of content, we'll build options for the deals to go live and expire automatically. This will allow Deals content to be entered weeks or months in advance. The content of these deals can also vary depending on what's needed for each individual deal and may include text and images. Each deal can have an online coupon that can be easily displayed on a mobile device and/or printed using a print style sheet presentation.

Google Mapping

Interactive mapping integration with Google Maps will be tied to all attractions and event location data. Google Map links will be integrated throughout the site as needed.

Translation Capabilities

If you choose to have professional translations drafted for key pages of your new website, our customized CMS will be able to include content in a variety of languages. For all other content, we recommend implementing the Google Translate widget.

Improved SEO Performance

The site will be created using web development best practices, which ensures that search engines are able to crawl, understand and index content on your sites. Paramore will make sure page authority is properly transferred from the old site to the new site.

We provide SEO through four main methods: strong content, semantic front-end code, per-page customizable SEO data via the CMS, and 301 redirects.

First and foremost, the best SEO stems from great content that is relevant and interesting to users within a great site experience. Even Google recommends this. We develop a content strategy that guides you on producing written and visual content most likely to be valued and searched for by your users.

Next, our developers work hard to write code that is clean and simple to read by search engine algorithms. Well programmed websites always get better SEO rankings. Just as it does with original content, Google prefers clear, clean and original code.

We also offer SEO fine-tuning for each page in the CMS. Each entry in the CMS has fields to include custom page titles, page descriptions, keywords, meta-tags, image alt. text, etc. By including this in the CMS, we allow clients to directly adjust their SEO content to address changes in the market and branding without the need for a developer.

Finally, we include proper 301 redirects as a standard part of our development and launch procedures. This means that any URL changes we make due to an updated navigation structure won't effect the indexing authority already attributed to the current pages of your current website.

Content Import & Development

Content Import

Some of the content on the current site will need to be extracted and imported into the new CMS for use on the new website. Paramore will help the West Virginia Division of Tourism staff determine what content needs to be imported and manage the import process utilizing content exported in SQL or XML formats provided to Paramore.

Content Development

We're not just a design and development shop. Our Content Department produces and edits creative, original work for brands such as Cracker Barrel and Gatlinburg. We've developed content strategies for DMOs, banks, universities and more. We not only can handle editing and curating your content, but we also offer brand voice services to make sure your messaging is authentic and inspirational on every page of your site.

Paramore will lead the content development process, which will include a content development plan, photography recommendations, story/content recommendations, as well as some content creation/editing and developing a content calendar for future content.

Media Campaign Support

Social Media Integration

Links to the social network presences for Facebook, YouTube, Twitter, and Instagram will be included as ubiquitous links within the structure of the website.

Content on the site will integrate social media sharing abilities as needed.

Social Media Page Asset Design

Paramore will design account masthead identities for up to four prominent social media network accounts such as Facebook, Twitter, YouTube, and Google+ to keep these network accounts consistent with the new website design.

Email Template

Paramore will design a single email template to be used with the West Virginia Division of Tourism's auto-response emails. This new template will match the design and approach of the new website.

Landing Page Template Builder

Paramore will develop the ability for the West Virginia Division of Tourism staff to create and publish landing pages for campaigns or events through the CMS. These pages will each have their own dedicated, natural-language URL. They will also have the ability to include custom text, photos and video as needed. They will also have the option to include calls-to-action for registration and other needs.

Analytics and Accessibility

Website Analytics & Reporting

The site will be integrated with a traffic analytics tool, Google Analytics - Universal Analytics, along with a behavioral analytics heat mapping tool. This will allow us to learn more about your visitors and their activity through the site and also specific behaviors on individual pages of the site. This will also allow us to see where visitors are clicking, moving their mouse, and generally taking action. This will allow for a constant evolution of the website even after launch.

ADA Compliant

Making sure the new website adheres to all accessibility regulations and best practices is essential. We pride ourselves on making all of our design and development work accessible according to ADA standards. This is

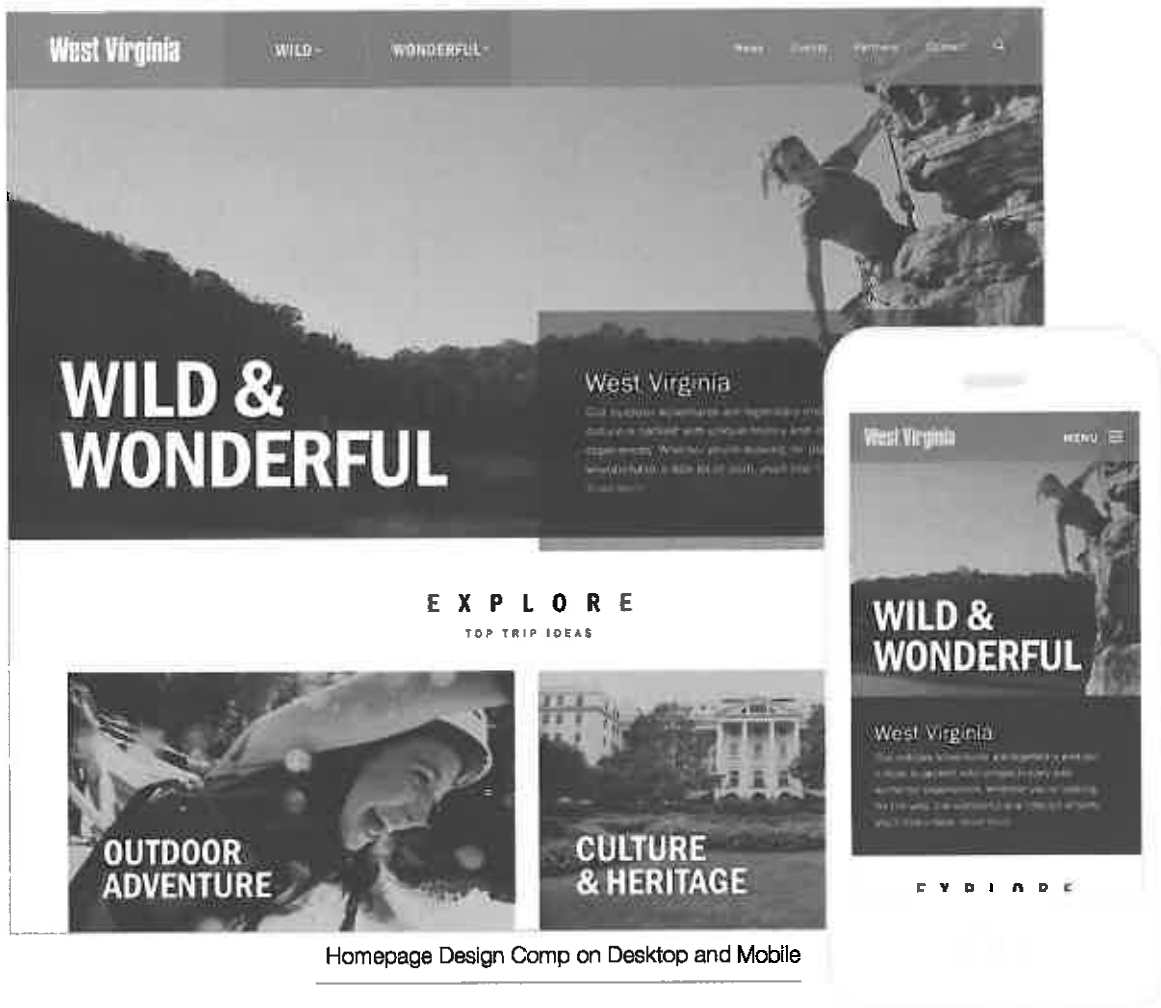
done by making sure such aspects as image metadata and keyboarding techniques are well supported throughout the site.

Training

Our development process is structured in "releases" or segments of functionality and pages on a website (e.g. one release might include a calendar function, and another release could include the homepage). We train clients on the CMS at each stage of the release. This way you aren't burdened with trying to learn how to use all the functions of the CMS at one time. Plus, the continued training only reinforces what you've learned earlier.

The Wild & Wonderful Strategy & Design Comps

As you'll see in the creative, we're recommending a clean, intuitive and modern approach with the website navigation, separating featured content into "Wild" and "Wonderful." The content located under "Wild" is geared toward outdoor adventure enthusiasts, while the content featured in the Wonderful section targets the audience who is looking for cultural experiences (history, art, food, local shopping, et cetera). In each of these sections, we will feature curated, in-depth "Trip Ideas" which speak to both the wild and the wonderful of West Virginia. **Please see the CD enclosed within the printed proposal for an electronic version of the website design comps.**



Homepage Design Comp on Desktop and Mobile

Additional West Virginia Tourism Design Comps



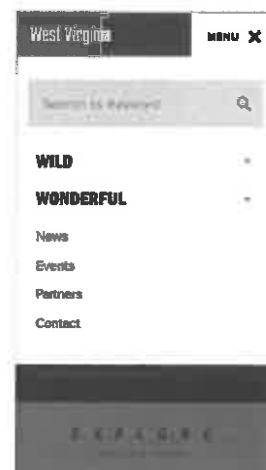
Full Design Comp (Desktop View)



"Wild" Navigation



"Wonderful" Navigation



Mobile View Navigation

Launching the Site with the “Wild and Wonderful Sweepstakes”

To showcase the beauty of West Virginia and educate consumers on the variety of attractions and activities they can experience throughout the state, we'll launch the site with an engaging sweepstakes that heavily features the new Trip Ideas content.

Goals of Site Launch Sweepstakes

- Drive traffic to wvtourism.com and its beautiful redesign
- Build the email database
- Increase followers on all social channels
- Deliver more vacation guides
- Promote the partners throughout West Virginia.

Through a fun, strategic sweepstakes we can achieve all of the above with one initiative Travel Personality Quiz. Each person that takes the quiz will be matched with one of our curated Trip Ideas based on their responses. By completing the quiz, fans would be entered to win the Trip Idea they are matched with. They will receive additional entries (chances to win) by:

- Visiting WVTourism.com
- Signing up for the newsletter
- Requesting a vacation guide
- Following West Virginia on Facebook
- Following West Virginia on Twitter
- Visiting partner sites
- Sharing the sweepstakes on their own social channels



Example Quiz Question for West Virginia Tourism

While Facebook no longer allows brands to incentivize users to “Like” a page, we’ve seen success driving likes there by issuing “code words” only on Facebook. Users input these code words on the sweeps page and receive additional entries. This leads to visits to the Facebook page and also more fans since they will like the page to make sure they get the future code words.

This is a fun, interactive way for the audience to engage with West Virginia that is both entertaining and educational. The incentive of additional entries will drive participants into taking the identified actions to help achieve WV’s goals and allow for ongoing conversations with these potential visitors through the state’s owned media outlets.

We will promote the sweepstakes through the website, social media (organic and paid), email, display advertising and through a blogger initiative detailed below. The amount of traffic to the site will be dependent on the amount of media support that would be activated as well as the partners support/cross promotion of the sweepstakes. While we can’t promise traffic numbers, we can share what to expect from the audience we drive to the sweeps site. Historically, similar sweeps see 70%+ of visitors opting in for email, over 75% will watch videos related to the sponsor, nearly 20% will follow a brand on Twitter and between 10-15% will share the sweeps on their personal social channels.

Blogger / Influencer Program

To help promote the sweepstakes and showcase the beauty and activities the state offers, we will work with iExplore to identify relevant bloggers to send to West Virginia to experience a sample of itineraries from the sweepstakes. Prior to launching the sweeps to consumers, selected bloggers will answer the travel personality questions to determine their personalized itinerary then we will send them to the state to experience it.

Over the time period of promoting the sweeps (recommend 12-16 weeks) the bloggers will create content to be highlighted on TravelMindset.com, their individual blogs and their social media.

This program showcases the state in an authentic way from a trusted third party source. Not only does it show the variety of activities in the state, it can also showcase multiple audiences (the adventurer vs. the girls getaway) depending on the bloggers and writers selected. The social posts by the bloggers will also drive engagement and awareness across West Virginia’s social networks.

The following link and image below is something similar we did with our client, Gatlinburg CVB: <http://www.travelmindset.com/themes/culinary/story/dining-in-gatlinburg>.

We will discuss our additional ideas for social and digital marketing in Section 4, Subsection 4.3.

WINING AND DINING IN GATLINBURG, TENNESSEE
CULINARY DESTINATIONS



3.5K
SHARES

Facebook Twitter LinkedIn

Michelle Lane
Posted on May 02, 2014

As a child growing up in Tennessee, I always envied my friends whose parents frequently packed them up in the family SUV and headed to Gatlinburg for a long weekend away.

*In the summer, they'd go for the hiking and biking in the expansive **Point Smoky Mountain National Park**. In the fall, it was always for the foliage, a kaleidoscope of autumn hues peppering the hilly terrain. Winter was reserved for skiing, ice-skating and other cold-weather fun atop **Ober Gatlinburg**.*

Don't get me wrong. We took a lot of vacations, too; we just tended to migrate to the coast area instead. But the great thing about being an adult is the ability to go wherever the heck you please—and on your own terms.

Gatlinburg Travel Mindset Feature

Agency Collaboration

Section 4, Subsection 4.2

Develop a plan for collaboration of ideas and suggestions relating to various proposals from the Agency, Advertising Agency of record for the Agency, and/or subcontractors in order to facilitate the website project.

Paramore has had positive experiences working collaboratively with multiple agencies in the past. For example, in Gatlinburg we work hand in hand with Fahlgren Advertising on all marketing initiatives for the CVB. It is imperative to leave egos at the door and always focus on what is in the best interest of the client. The most important outcome of collaboration is the generation of ideas and strategies to encourage more visitors to experience West Virginia. This will always be our focus. It is naive to think that we are smarter working in silos as opposed to collective, open interaction.

We recommend a **Weekly Status Call** between the Division of Tourism, the traditional agency of record and Paramore. This call would be preceded by the distribution of a weekly status document of topics for the call. It would be the responsibilities of the primary account managers from both agencies to collaborate and

- **Weekly Status Calls**
- **Quarterly Meetings**
- **Annual Planning**

update the content of this document. On the weekly status call we will review current initiatives and responsibilities with the Division of Tourism and review timelines for future projects. Your Paramore account manager and project manager will be on these calls.

Paramore also recommends an in-person **Quarterly Review/Planning Meeting** in Charleston, WV with the Division of Tourism, the traditional agency and Paramore. The key members of your Paramore team will be in attendance at these meetings. These meetings will provide time for a detailed review of projects, an opportunity to share ideas and to discuss strategies for future initiatives.

Lastly, we recommend **Annual Planning Meetings** between the Division of Tourism, the traditional agency and Paramore in Charleston, WV to set goals for the upcoming fiscal year and discuss strategies to achieve these goals. This is also a great opportunity to discuss the working relationship and how it can be improved or modified to provide the greatest value for all parties.

Integrated Marketing Programs & Social Media Efforts

Section 4, Subsection 4.3

Detail a plan to analyze the Agency's research, integrated marketing programs and social media efforts to incorporate the Agency's brand identity into the design of the website.

A strong brand and brand voice are tantamount to digital success. And when we say digital success, we mean success that translates online visitors into real-world visitors. Heads in beds. Feet on street. Shoulders in sleeper sofas. (Not everything has to rhyme.)

Thanks to our collection of West Virginia clients and wealth of experience in the area, we are intimately familiar with West Virginia's Wild & Wonderful brand. It's a brand position that gets lost on the current site, overwhelmed by a feature wall that's always in motion and a sidebar with two dozen calls to action. On the site redesign (as you can see from the creative comp of the homepage) we want to take a clean approach, go back to brand basics. Find the Wild and Wonderful of West Virginia again.

To fully do that, we need an integrated effort from your website, digital marketing and social networks. These are the primary outlets for showcasing your brand and distinct brand voice. Every story, word, ad, and tweet needs to be strategic and a representation of your brand. That's where the research comes in. The research shows that the outdoors are West Virginia's trump card and we've brainstormed a few creative content and social concepts for the new website which will implement these findings.

But before we show our cards, let's take a quick look at the current deck.

The Current State of Social

West Virginia Tourism is active on social media, especially on Facebook, posting consistent content every day. But it's a little too consistent. Nearly every post follows a template: a beautiful scenery image, a question, and a link to the website homepage. Visitors, both digital and physical, are looking for more than that. They're looking for the adventure that West Virginia offers. The personal, not the robotic. They're not finding that unique experience currently on your socials.

On Twitter and Instagram, two highly shareable and influential platforms, West Virginia lacks the following, content and engagement needed to make an impact.

Paramore is here to help you grow your audience and, more importantly, rediscover and communicate your authentic West Virginia voice. Our website design and development projects include a Content Strategy phase which will help define your brand voice and decide what content (both social and website) you should pursue and produce.

This strategy will position West Virginia as an elite outdoor destination by highlighting the countless activities all over your state—hiking, skiing, kayaking, and more. While outdoors will be a focus, we'll also infuse local flavor by highlighting food, music, theaters, and more culture from the area. And through appropriate social channel cross-promotion, we'll grow the right audience for each platform and feature the right types of content that will increase your reach and expand the Wild and Wonderful brand.

“Position West Virginia as an elite outdoor destination.”

The following are a few social and content campaigns we'd plan on pursuing as we partner with you in the coming years. These are, of course, in addition to the site launch Wild and Wonderful Sweepstakes we mentioned earlier.

The Indoor/Outdoor Series

Content series that highlights all the fun local fare to enjoy indoors (think food and music and theater) and the exciting activities to do outdoors (think hiking and kayaking and skiing). We will ask notable locals their favorite indoor spot, favorite outdoor spots, where to go on a Friday night, et cetera. This type of content will make West Virginia's social networks a trusted resource, on par with TripAdvisor and Yelp, with an expert opinion on what to do when you're in the state.

Mountain State of Mind

West Virginia is one of the most photogenic states thanks to its beautiful mountain ranges. “Mountain State of Mind” will focus on Instagram, strategically growing the most visual social network around, through a simple, continuous contest asking fans to post photos of the places where they find their serenity and peacefulness, their Mountain State of Mind. You can feature the best of these photos on both Facebook and Twitter, and each month you can reward one fan by sending them West Virginia merchandise (t-shirts, hoodies, coffee cups).

Mountain Minute

Facebook wants your video and you have to give it to them if you want to reach more of your fans. This 60-second Facebook video series would highlight inspirational outdoor activities to do in WV. No need for voiceover or narration, just let the beauty speak for itself. Because of Facebook's autoplay feature, fans are much more likely to watch your video if it immediately throws you into the action.

Wild or Wonderful?

We post a photo of various West Virginia activities and events then ask fans if it's Wild or Wonderful. As part of this campaign, we'd create two March Madness like brackets on the website with the top 16 most Wild Activities and top 16 most Wonderful Activities and reward one activity as Most Wild and one activity as Most Wonderful based on fan voting.

Country Roads

Playing off the classic John Denver tune, we'd feature the scenic drives of West Virginia in this social video series. We'd share these across all our social networks and create a Facebook Video Playlist featuring them so fans could see which rides look the most appealing. In the copy, we could highlight the key destinations on each route, suggest authentic West Virginia music for fans to listen to while on their drives, and tie in local partners to re-share the content.

Digital Media

So we focused a lot on content and social, but let's walk through what our Digital Media department has to offer. Digital Media, after all, can really help our content and social networks reach the biggest, most targeted audience.

Digital Media is a living, breathing creature. Good news, so are we.

Let's face it, all agencies are going to work with the same vendors. We have access to the same tools, the same inventory and the same reps. The info and data isn't proprietary. What's going to set Paramore apart from any other agency is our Team and our Tourism Experience.

Our team partners directly with clients throughout not only the planning process, but during implementation and live campaigns. We're present and we're transparent. We'll answer the phone when you call. You'll know our names. And you'll know our faces (well, also because we've included them earlier in this document).

We are invested in your goals and we spend your money with the same thought and scrutiny as when we spend our own money. We want the biggest bang for your buck because we want you to succeed. And we want to be rock stars, we are competitive like that.

"We don't want to just deliver, we live to over deliver."

Brilliant Finishes is one of our Core Values and unlike many ad agencies, this team won't disappear once the estimate is signed. We want to end every campaign strong. We don't want to just deliver, we live to over deliver.

Our team monitors campaigns weekly at a minimum and is optimizing anything they can get their hands on. We're looking at keywords, target audiences, vendors, conversions, CPCs, CTRs, ROIs and all those other acronyms media peeps like to spat off.

When it comes to tourism experience, we know a thing or two. We worked on Tennessee Department of Tourism for over 5 years. We've been helping bring visitors to see how Wild and Wonderful West Virginia is by partnering with The Greenbrier, Visit Southern West Virginia, Adventures on the Gorge and Winterplace.

We've showcased the majestic beauty of the Smoky Mountains with Gatlinburg, TN. We've driven families to Sevierville, TN to shop, dine and relax. We've raised awareness of North Alabama as a travel destination.

So, what can our Digital Media department do? Let's take a gander.

The Usual Suspects

Email

Paramore provides full-service email solutions for multiple tourism accounts. Using the Email Service Provider (ESP) Bronto, we can update leads, segment lists, create workflows based on "if this, then that" functionality, develop triggers for key actions and execute co-op email programs.

Bronto provides the functionality to upload leads directly from West Virginia's website, store and manage the database as well as sending emails and reporting.

If West Virginia prefers to have a more hands-on approach, we can customize our services to match your needs. We can provide Bronto training and support as well as self-serve templates designed to compliment the new website for the tourism team to execute internally.

In either circumstance, full-service or a supportive role, we will work with West Virginia to establish and meet goals pertaining to email. We can assist with growing the database through the following tactics: sweepstakes, display advertising, organic and paid search as well as traditional lead generation. We can help collect additional data points from the existing contacts as well as the new additions that will lead to smart, strategic messaging based on individual's interests. We will help improve open rates and click thrus, getting West Virginia's message in front of more people taking more actions.

We will work with the West Virginia team to determine all of the key events and time periods for the state and its partners to then develop an email delivery schedule. We'll review and report on every email campaign highlighting insights and opportunities.

Paid Search

Our Google-Certified Media Specialists will research Google Analytics and westvirginiatourism.com for relevant information to build a search campaign. They'll use the Google AdWords tools to determine keywords, bid amounts, and potential traffic. They'll execute under Google's best practices to increase and maintain West Virginia's Quality Score, ensuring we are getting the best placements for the most competitive price.

Through regular monitoring and analysis, the campaigns will be optimized to assure the effectiveness of the buy and quality of the audience we are sending to your site. We will find the right balance of branded keywords vs. broad keywords, tweak creative, pause underperforming keywords/ad groups and redirect spend and impressions to what is working best for the destination.

In addition to paid search, we can implement Retargeting through Google. This allows us to continue to deliver ads to individuals who have visited your site but not completed the action we desire (vacation guide request). This keeps the state top of mind of the user who is likely in a vacation planning mode.

Display Advertising

The Paramore team will send an RFP to multiple Display Vendors to find the right vendor(s) to purchase inventory with. In addition to direct buys with travel vertical sites, we highly recommend Programmatic Buying to focus on buying individuals versus sites to get your message in front of the most relevant audience no matter where they are on the web. Programmatic Buying has proven to increase CTR and Conversions for our clients by eliminating waste and increasing efficiency of display buys.

Once a buy is placed, we hold our vendors to a high standard for performance. After a campaign launches, we regularly communicate with vendors to review performance so we can identify and resolve any red flags as quickly as possible. We will move the ad spend from underperforming placements, sites or vendors to better performing options. We'll not only track the standard Impressions and CTRs, but we'll also track conversions related to both vacation guide requests and eNewsletter sign-ups.

For all of our clients, we bill and report using a third party program called MediaMind. This provides accurate, unbiased information on all of our display buys so we are not reliant on information provided by the vendors. This tool also provides us access to real-time information allowing us to make timely, impactful changes for our clients. It also increases the accountability for each vendor we partner with on your behalf.

Section 4, Subsection 4.4

Develop a plan for email collection, storage and outbound distribution.

As noted in Section 4, Subsection 4.3, email marketing will be a key component to the overall Digital Marketing strategy.

Email Collection: In addition to the website being built with the API to automatically upload new email subscribers directly into the database hosted in Bronto, we can assist with growing the database through the following tactics: sweepstakes, display advertising, organic and paid search as well as traditional lead generation.

In addition to adding new emails, we recommend collecting additional data points from the existing contacts as well as the new additions that will lead to smart, strategic messaging based on individuals interests.

Email Storage: The existing database will be transitioned into our recommended Email Service Provider (ESP), Bronto. This is also where new leads will be uploaded, managed and stored.

Outbound Distribution: Through Bronto, welcome triggers will be scheduled to immediately send a welcome message to new additions to the database. Welcome messages are a great way to introduce the new subscriber to what your brand is all about and promote other ways to connect with your brand such as social media. Bronto studies show that campaigns with a welcome message see significantly higher Open Rates, Click Thru Rates and Conversion Rates on future emails than clients not utilizing welcome triggers.

In addition to the welcome triggers, Paramore will work with West Virginia Division of Tourism to create an email content calendar for the year that aligns with their email objectives. Either monthly or quarterly emails will be recommended to stay in regular contact with database throughout the year.

Another opportunity for the email program is to include a co-op opportunities for the partners. We have worked on similar programs for both Tennessee Department of Tourist Development as well as the Sevierville CVB.

Industry Partner Portal

Section 4, Subsection 4.5

Develop and implement an industry partner portal to be accessible by industry partners for the purpose of updating and inputting listing data.

The new site will have the ability for industry partners to request access for the purposes of creating and maintaining their listings and events. Requests for access will be subject to the approval of site administrators. Once access is granted, partners will have the ability to log in to the CMS and create entries in designated sections, as well as update any entries they authored. Any new or updated entries will need to be approved by site administrators before being allowed to be published to the live site. Site administrators will have the ability to see previous versions of the entries, and make comments on drafts.

Content Management System

Section 4, Subsection 4.6

Develop a plan to utilize a Content Management System which is user-friendly, provides the Agency flexibility and allows the Agency the ability to be trained to update and add content to the website.

Content Management System

Paramore will custom develop a CMS solution in Craft, a proprietary, customizable CMS that will be easy to use and manage by the West Virginia Division of Tourism website administrators that will not require knowledge of HTML code or other programming skills. The CMS will allow for easy posting of written content, images, and audio / visual content to the new website. It will be simple to edit and delete content. The West Virginia Division of Tourism website administrators will be able to create accounts and credentials for additional users to edit content through an easy-to-use WYSIWYG editor. You'll have a very user friendly interface with an adaptable foundation that allows us to build highly customized websites, which our clients can manage without any more technical expertise than an average web user.

Our customized building method allows us to update the capabilities of your CMS at any time during our relationship; no waiting for "the next update." Plus, since the West Virginia Division of Tourism will own the license for the CMS, it will be fully transferable. It's your data, you own it.

Training

Our development process is structured in "releases" or segments of functionality and pages on a website (e.g. one release might include a calendar function, and another release could include the homepage). We train clients on the CMS at each stage of the release. This way you aren't burdened with trying to learn how to use all the functions of the CMS at one time. Plus, the continued training only reinforces what you've learned earlier.

Future Updates, Maintenance & Hosting

Section 4, Subsection 4.7

Collaborate with the Agency and/or the Vendor providing Advertising Services, to ensure a plan is developed for future updates, website editing beyond the Agency's scope of knowledge, website maintenance and/or reporting functions as well as options for website hosting.

Landing Page Template Builder

Paramore will develop the ability for the West Virginia Division of Tourism staff to create and publish landing pages for campaigns and events through the CMS. These pages will each have their own dedicated, natural-language URL. They will also have the ability to include custom text, photos and video as needed, and they'll have the option to include calls-to-action for registration and other needs.

Technical Website Maintenance

We build websites that put the majority of content management activities in the hands of our clients. Paramore will guarantee that all delivered assets and functionality will meet the required functionality agreed to at the project commencement. Any "bugs" that are discovered during the Quality Control period of development, up to two weeks after the website has launched, will be resolved by Paramore at no additional cost. Any issue that was caused during the development phase by Paramore that causes the application to not function according to agreed upon functionality will be considered a bug.

Hosting

Paramore offers hosting solutions that are tailored to the needs of your website. Our servers are scalable and are specifically configured to work in harmony with the sites we build.

Since every client is different, it is difficult to accurately estimate how big of a server you'll need until we're well into the development stage. Instead, we have provided our hosting structure below.

All server sizes include automated nightly backups and 24/7 server, browser and application monitoring.

Paramore Hosting Plans

	Small	Medium	Large
Server Size	2 GB RAM 2 CPU Cores 48 GB SSD Storage	4 GB RAM 4 CPU Cores 96 GB SSD Storage	8 GB RAM 6 CPU Cores 192 GB SSD Storage
Maintenance (Per Year)	6 hours per year	12 hours per year	18 hours per year

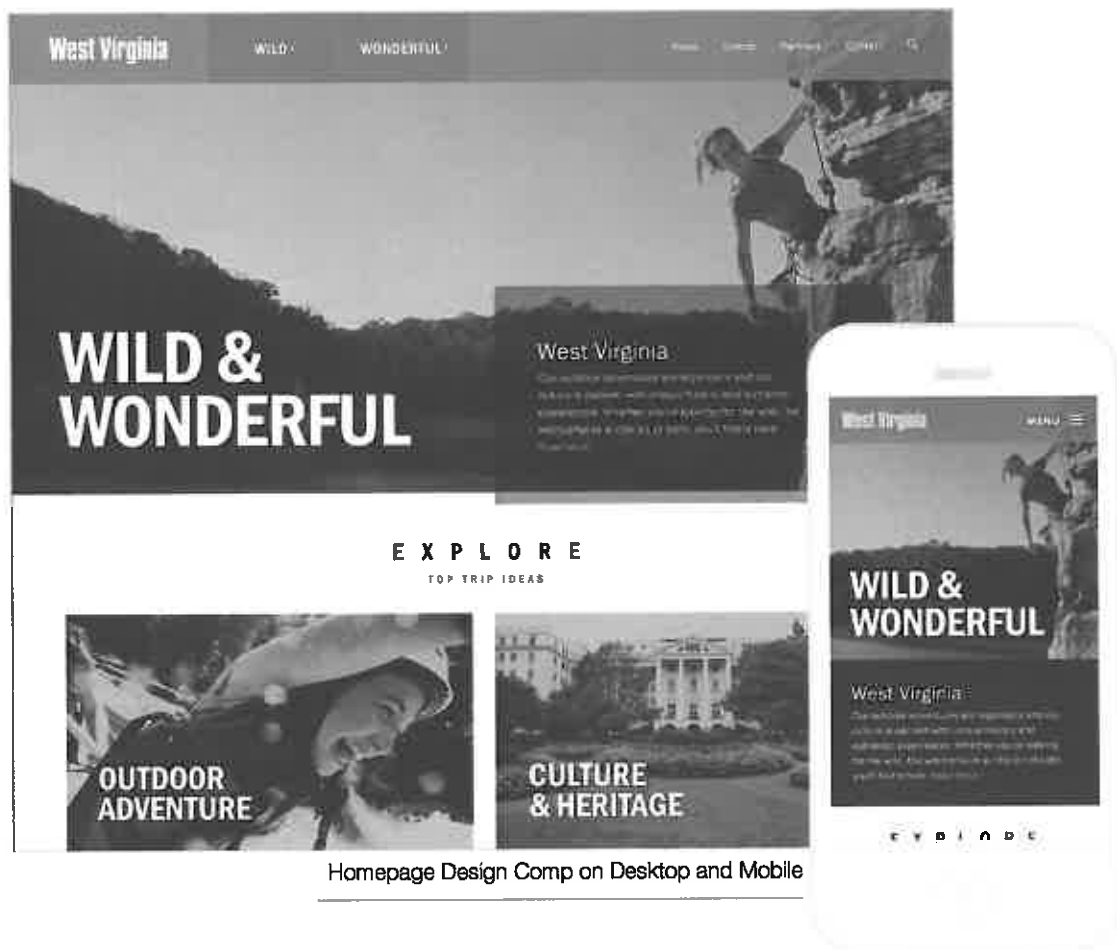
*If you require more than the large server or have other special requirements, a custom hosting solution can be created. This can use either Linode or Tech Strategies depending on the your needs.

Responsive Design

Section 4, Subsection 4.8

Develop a reactive website, which will allow it to function optimally on various screen sizes and devices.

Paramore will provide a new user experience and website design that updates the look and feel of the online presence while fitting current branding standards. The new design will focus on usability and creating custom experiences for visitors. Paramore will employ Responsive Web Design (RWD) on the new website. Your new website will custom-adapt to each user's device automatically. Paramore will do extensive testing to ensure an optimal viewing experience across multiple browser platforms and devices.



Account Management

Section 4, Subsection 4.9

Provide details on the mechanism in which the vendor will have a positive and constructive relationship with the Agency providing a designated individual, who should be accessible to the Agency within a 24 hour turn around, to maintain an open channel of communication between the Agency and Vendor.

You asked for one designated person to the account, but how about three? We envision the West Virginia Division of Tourism team being comprised of a Strategy Manager, an Account Manager and a Project Manager. For all of our larger clients, we provide an Account Manager and a Project Manager. The addition of a Strategy Manager reflects our commitment to your brand. All three of these team members will be available to you within a 24 hour turnaround. The following details the roles of each.

Your Account Manager

Amy Kaczynski will be your Account Manager and has over 10 years of experience working in the tourism industry on both the destination and agency side of the business. She will be your daily contact, communicating with you on the status of the project and answering any questions or concerns. Amy will guide you through the development process and be an advocate for you and your project.

Amy is a native West Virginian and a WVU alumni. Amy began her career at The Greenbrier before becoming Public Relations Manager at the Greenbrier Valley Convention and Visitors Bureau. Before coming to Paramore, Amy was a Senior Account Director at Stonewall Retail Marketing. Amy is the Director of Senior Accounts for Paramore leading cross-functional teams within the organization to service key, agency of record accounts.

In her career, Amy has worked on the development and management of marketing campaigns in West Virginia for Adventures on the Gorge, Tucker County CVB, Bridgewalk, Visit Southern West Virginia, Jefferson County CVB, Bavarian Inn and Winterplace Ski Resort. While at Stonewall, Amy was the Account Manager for the West Virginia Division of Tourism.

Amy has also been instrumental in the development of campaigns for Tennessee Tourism, Gatlinburg CVB (TN), Lexington CVB (VA), Newport Aquarium (KY), Nantahala Outdoor Center (NC) and Morey's Piers (NJ).

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VENDOR PREFERENCE CERTIFICATE

Certification and application* is hereby made for Preference in accordance with West Virginia Code, §5A-3-37. (Does not apply to construction contracts). West Virginia Code, §5A-3-37, provides an opportunity for qualifying vendors to request (at the time of bid) preference for their residency status. Such preference is an evaluation method only and will be applied only to the cost bid in accordance with the West Virginia Code. This certificate for application is to be used to request such preference. The Purchasing Division will make the determination of the Vendor Preference, if applicable.

- 1. Application is made for 2.5% vendor preference for the reason checked: Bidder is an individual resident vendor and has resided continuously in West Virginia for four (4) years immediately preceding the date of this certification; or, Bidder is a partnership, association or corporation resident vendor and has maintained its headquarters or principal place of business continuously in West Virginia for four (4) years immediately preceding the date of this certification; or 80% of the ownership interest of Bidder is held by another individual, partnership, association or corporation resident vendor who has maintained its headquarters or principal place of business continuously in West Virginia for four (4) years immediately preceding the date of this certification; or, Bidder is a nonresident vendor which has an affiliate or subsidiary which employs a minimum of one hundred state residents and which has maintained its headquarters or principal place of business within West Virginia continuously for the four (4) years immediately preceding the date of this certification; or,
2. Application is made for 2.5% vendor preference for the reason checked: Bidder is a resident vendor who certifies that, during the life of the contract, on average at least 75% of the employees working on the project being bid are residents of West Virginia who have resided in the state continuously for the two years immediately preceding submission of this bid; or,
3. Application is made for 2.5% vendor preference for the reason checked: Bidder is a nonresident vendor employing a minimum of one hundred state residents or is a nonresident vendor with an affiliate or subsidiary which maintains its headquarters or principal place of business within West Virginia employing a minimum of one hundred state residents who certifies that, during the life of the contract, on average at least 75% of the employees or Bidder's affiliate's or subsidiary's employees are residents of West Virginia who have resided in the state continuously for the two years immediately preceding submission of this bid; or,
4. Application is made for 5% vendor preference for the reason checked: Bidder meets either the requirement of both subdivisions (1) and (2) or subdivision (1) and (3) as stated above; or,
5. Application is made for 3.5% vendor preference who is a veteran for the reason checked: Bidder is an individual resident vendor who is a veteran of the United States armed forces, the reserves or the National Guard and has resided in West Virginia continuously for the four years immediately preceding the date on which the bid is submitted; or,
6. Application is made for 3.5% vendor preference who is a veteran for the reason checked: Bidder is a resident vendor who is a veteran of the United States armed forces, the reserves or the National Guard, if, for purposes of producing or distributing the commodities or completing the project which is the subject of the vendor's bid and continuously over the entire term of the project, on average at least seventy-five percent of the vendor's employees are residents of West Virginia who have resided in the state continuously for the two immediately preceding years.
7. Application is made for preference as a non-resident small, women- and minority-owned business, in accordance with West Virginia Code §5A-3-59 and West Virginia Code of State Rules. Bidder has been or expects to be approved prior to contract award by the Purchasing Division as a certified small, women- and minority-owned business.

Bidder understands if the Secretary of Revenue determines that a Bidder receiving preference has failed to continue to meet the requirements for such preference, the Secretary may order the Director of Purchasing to: (a) reject the bid; or (b) assess a penalty against such Bidder in an amount not to exceed 5% of the bid amount and that such penalty will be paid to the contracting agency or deducted from any unpaid balance on the contract or purchase order.

By submission of this certificate, Bidder agrees to disclose any reasonably requested information to the Purchasing Division and authorizes the Department of Revenue to disclose to the Director of Purchasing appropriate information verifying that Bidder has paid the required business taxes, provided that such information does not contain the amounts of taxes paid nor any other information deemed by the Tax Commissioner to be confidential.

Under penalty of law for false swearing (West Virginia Code, §61-5-3), Bidder hereby certifies that this certificate is true and accurate in all respects; and that if a contract is issued to Bidder and if anything contained within this certificate changes during the term of the contract, Bidder will notify the Purchasing Division in writing immediately.

Bidder: Paramore / the digital agency

Signed: [Signature]

Date: 4/22/15

Title: President

STATE OF WEST VIRGINIA
Purchasing Division
PURCHASING AFFIDAVIT

MANDATE: Under W. Va. Code §5A-3-10a, no contract or renewal of any contract may be awarded by the state or any of its political subdivisions to any vendor or prospective vendor when the vendor or prospective vendor or a related party to the vendor or prospective vendor is a debtor and: (1) the debt owed is an amount greater than one thousand dollars in the aggregate; or (2) the debtor is in employer default.

EXCEPTION: The prohibition listed above does not apply where a vendor has contested any tax administered pursuant to chapter eleven of the W. Va. Code, workers' compensation premium, permit fee or environmental fee or assessment and the matter has not become final or where the vendor has entered into a payment plan or agreement and the vendor is not in default of any of the provisions of such plan or agreement.

DEFINITIONS:

"Debt" means any assessment, premium, penalty, fine, tax or other amount of money owed to the state or any of its political subdivisions because of a judgment, fine, permit violation, license assessment, defaulted workers' compensation premium, penalty or other assessment presently delinquent or due and required to be paid to the state or any of its political subdivisions, including any interest or additional penalties accrued thereon.

"Employer default" means having an outstanding balance or liability to the old fund or to the uninsured employers' fund or being in policy default, as defined in W. Va. Code § 23-2c-2, failure to maintain mandatory workers' compensation coverage, or failure to fully meet its obligations as a workers' compensation self-insured employer. An employer is not in employer default if it has entered into a repayment agreement with the Insurance Commissioner and remains in compliance with the obligations under the repayment agreement.

"Related party" means a party, whether an individual, corporation, partnership, association, limited liability company or any other form or business association or other entity whatsoever, related to any vendor by blood, marriage, ownership or contract through which the party has a relationship of ownership or other interest with the vendor so that the party will actually or by effect receive or control a portion of the benefit, profit or other consideration from performance of a vendor contract with the party receiving an amount that meets or exceeds five percent of the total contract amount.

AFFIRMATION: By signing this form, the vendor's authorized signer affirms and acknowledges under penalty of law for false swearing (W. Va. Code §61-5-3) that neither vendor nor any related party owe a debt as defined above and that neither vendor nor any related party are in employer default as defined above, unless the debt or employer default is permitted under the exception above.

WITNESS THE FOLLOWING SIGNATURE:

Vendor's Name: Paramore | the digital agency

Authorized Signature: [Signature] Date: 4/22/15

State of TN

County of DAVIDSON to-wit:

Taken, subscribed, and sworn to before me this 22 day of April, 2015.

My Commission expires 11/5 (NOV. 5th), 2018.

NOTARY PUBLIC [Signature]
Purchasing Affidavit (Revised 07/01/2012)



**ADDENDUM ACKNOWLEDGEMENT FORM
SOLICITATION NO.:**

Instructions: Please acknowledge receipt of all addenda issued with this solicitation by completing this addendum acknowledgment form. Check the box next to each addendum received and sign below. Failure to acknowledge addenda may result in bid disqualification.

Acknowledgment: I hereby acknowledge receipt of the following addenda and have made the necessary revisions to my proposal, plans and/or specification, etc.

Addendum Numbers Received:
(Check the box next to each addendum received)

- | | |
|--|--|
| <input checked="" type="checkbox"/> Addendum No. 1 | <input type="checkbox"/> Addendum No. 6 |
| <input checked="" type="checkbox"/> Addendum No. 2 | <input type="checkbox"/> Addendum No. 7 |
| <input type="checkbox"/> Addendum No. 3 | <input type="checkbox"/> Addendum No. 8 |
| <input type="checkbox"/> Addendum No. 4 | <input type="checkbox"/> Addendum No. 9 |
| <input type="checkbox"/> Addendum No. 5 | <input type="checkbox"/> Addendum No. 10 |

I understand that failure to confirm the receipt of addenda may be cause for rejection of this bid. I further understand that any verbal representation made or assumed to be made during any oral discussion held between Vendor's representatives and any state personnel is not binding. Only the information issued in writing and added to the specifications by an official addendum is binding.

Paramore | the digital agency
Company

[Signature]
Authorized Signature

4/24/15
Date

NOTE: This addendum acknowledgment should be submitted with the bid to expedite document processing.

CERTIFICATION AND SIGNATURE PAGE

By signing below, or submitting documentation through wvOASIS, I certify that I have reviewed this Solicitation in its entirety; understand the requirements, terms and conditions, and other information contained herein; that I am submitting this bid, offer or proposal for review and consideration; that I am authorized by the vendor to execute and submit this bid, offer, or proposal, or any documents related thereto on vendor's behalf; that I am authorized to bind the vendor in a contractual relationship; and that to the best of my knowledge, the vendor has properly registered with any State agency that may require registration.

Paramore | the digital agency
(Company)


(Authorized Signature) (Representative Name, Title)

(615) 324-8982, (615) 386-9014, 4/22/15
(Phone Number) (Fax Number) (Date)

Proposal Notice

This Proposal is provided by Paramore | the digital agency, LLC ("Paramore") to the client and is intended to be used for informational purposes only. This Proposal contains proprietary information of Paramore and shall not be reproduced, copied or used for other than consideration of its content, without the express written permission of an authorized representative of Paramore.

We have prepared our Proposal on the basis of information supplied to us by the client and on our observations and thus this document constitutes and contains our entire Proposal. While every effort was made to maintain accuracy, any errors or omissions should be deemed mechanical and will be corrected forthwith.

This Proposal does not create any covenants, warranties, representations, or assurances from Paramore or any of its affiliates, suppliers or licensors. EXCEPT AS MAY OTHERWISE BE SET FORTH IN A SEPARATE WRITTEN AGREEMENT, PARAMORE DISCLAIMS ALL WARRANTIES TO THE MAXIMUM EXTENT PERMITTED BY LAW, WHETHER EXPRESS OR IMPLIED, INCLUDING THE IMPLIED WARRANTIES OF MERCHANTABILITY, FITNESS FOR A PARTICULAR PURPOSE, INFORMATIONAL CONTENT, AND NON-INFRINGEMENT.

This Proposal and its price quotations are valid only for a period of 90 days from the date on the first page of the proposal. This proposal becomes a Work Order of the Master Services Agreement upon signature.

CINLibrary 0126092.0604567 2848507v1