

EXPERIENCE



DHHR RFQ Response
RFQ Number: HHR12052



charles ryan associates

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PURCHASING DIVISION
STATE OF WV

**Professional Advertising and Marketing Services:
Department of Health and Human Resources
RFQ Number: HHR12052**

**Charles Ryan Associates (CRA)
601 Morris Street, Suite 301
Charleston, WV 25301
304.342.0161 (Main Office)
304.342.1941 (Fax)**

**Agency Contact
Susan Lavenski
Managing Partner
slavenski@charlesryan.com**



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State of West Virginia
 Department of Administration
 Purchasing Division
 2019 Washington Street East
 Post Office Box 50130
 Charleston, WV 25305-0130

**Request for
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HHR12052

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ADDRESS CORRESPONDENCE TO ATTENTION OF:
ROBERTA WAGNER
304-558-0067

*709043838 304-342-0161
 CHARLES RYAN ASSOCIATES INC
 BB&T SQUARE
 300 SUMMERS STREET SUITE 1100
 CHARLESTON WV 25301

VENDOR

SHIP TO

HEALTH AND HUMAN RESOURCES
 VARIOUS LOCALES AS
 INDICATED BY ORDER

Received
DEC 15 2011

DATE PRINTED	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS
12/12/2011				
BID OPENING DATE: 01/17/2012		BID OPENING TIME 01:30PM		

LINE	QUANTITY	UOP	CAT NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
0001	1	JB	915-03			
<p>***** MAND. PRE-BID MEETING 12/28/2011 AT 10:00 AM, CONF. RM. 104, ONE DAVIS SQUARE, CHARLESTON, WV 25301 ***** BID BOND REQUIRED WITH BID SUBMISSION. *****</p>						
<p>PROFESSIONAL ADVERTISING AND MARKETING SERVICES</p> <p>TO PROVIDE COMPREHENSIVE PROFESSIONAL ADVERTISING AND MARKETING SERVICES FOR THE ENTIRE WEST VIRGINIA DEPARTMENT OF HEALTH AND HUMAN RESOURCES.</p> <p>EXHIBIT 3</p> <p>LIFE OF CONTRACT: THIS CONTRACT BECOMES EFFECTIVE ON AWARD..... AND EXTENDS FOR A PERIOD OF ONE (1) YEAR OR UNTIL SUCH "REASONABLE TIME" THEREAFTER AS IS NECESSARY TO OBTAIN A NEW CONTRACT OR RENEW THE ORIGINAL CONTRACT. THE "REASONABLE TIME" PERIOD SHALL NOT EXCEED TWELVE (12) MONTHS. DURING THIS "REASONABLE TIME" THE VENDOR MAY TERMINATE THIS CONTRACT FOR ANY REASON UPON GIVING THE DIRECTOR OF PURCHASING 30 DAYS WRITTEN NOTICE.</p>						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE	TELEPHONE	DATE
<i>[Signature]</i>	304-342-0161	1-23-12
TITLE	FEIN	ADDRESS CHANGES TO BE NOTED ABOVE
Managing Director	26-113495	

WHEN RESPONDING TO RFQ, INSERT NAME AND ADDRESS IN SPACE ABOVE LABELED 'VENDOR'

**GENERAL TERMS & CONDITIONS
REQUEST FOR QUOTATION (RFQ) AND REQUEST FOR PROPOSAL (RFP)**

1. Awards will be made in the best interest of the State of West Virginia.
 2. The State may accept or reject in part, or in whole, any bid.
 3. Prior to any award, the apparent successful vendor must be properly registered with the Purchasing Division and have paid the required \$125 fee.
 4. All services performed or goods delivered under State Purchase Order/Contracts are to be continued for the term of the Purchase Order/Contracts, contingent upon funds being appropriated by the Legislature or otherwise being made available. In the event funds are not appropriated or otherwise available for these services or goods this Purchase Order/Contract becomes void and of no effect after June 30.
 5. Payment may only be made after the delivery and acceptance of goods or services.
 6. Interest may be paid for late payment in accordance with the *West Virginia Code*.
 7. Vendor preference will be granted upon written request in accordance with the *West Virginia Code*.
 8. The State of West Virginia is exempt from federal and state taxes and will not pay or reimburse such taxes.
 9. The Director of Purchasing may cancel any Purchase Order/Contract upon 30 days written notice to the seller.
 10. The laws of the State of West Virginia and the *Legislative Rules* of the Purchasing Division shall govern the purchasing process.
 11. Any reference to automatic renewal is hereby deleted. The Contract may be renewed only upon mutual written agreement of the parties.
 12. **BANKRUPTCY:** In the event the vendor/contractor files for bankruptcy protection, the State may deem this contract null and void, and terminate such contract without further order.
 13. **HIPAA BUSINESS ASSOCIATE ADDENDUM:** The West Virginia State Government HIPAA Business Associate Addendum (BAA), approved by the Attorney General, is available online at www.state.wv.us/admin/purchase/vrc/hipaa.html and is hereby made part of the agreement provided that the Agency meets the definition of a Cover Entity (45 CFR §160.103) and will be disclosing Protected Health Information (45 CFR §160.103) to the vendor.
 14. **CONFIDENTIALITY:** The vendor agrees that he or she will not disclose to anyone, directly or indirectly, any such personally identifiable information or other confidential information gained from the agency, unless the individual who is the subject of the information consents to the disclosure in writing or the disclosure is made pursuant to the agency's policies, procedures, and rules. Vendor further agrees to comply with the Confidentiality Policies and Information Security Accountability Requirements, set forth in <http://www.state.wv.us/admin/purchase/privacy/noticeConfidentiality.pdf>.
 15. **LICENSING:** Vendors must be licensed and in good standing in accordance with any and all state and local laws and requirements by any state or local agency of West Virginia, including, but not limited to, the West Virginia Secretary of State's Office, the West Virginia Tax Department, and the West Virginia Insurance Commission. The vendor must provide all necessary releases to obtain information to enable the director or spending unit to verify that the vendor is licensed and in good standing with the above entities.
 16. **ANTITRUST:** In submitting a bid to any agency for the State of West Virginia, the bidder offers and agrees that if the bid is accepted the bidder will convey, sell, assign or transfer to the State of West Virginia all rights, title and interest in and to all causes of action it may now or hereafter acquire under the antitrust laws of the United States and the State of West Virginia for price fixing and/or unreasonable restraints of trade relating to the particular commodities or services purchased or acquired by the State of West Virginia. Such assignment shall be made and become effective at the time the purchasing agency tenders the initial payment to the bidder.
- I certify that this bid is made without prior understanding, agreement, or connection with any corporation, firm, limited liability company, partnership, or person or entity submitting a bid for the same material, supplies, equipment or services and is in all respects fair and without collusion or fraud. I further certify that I am authorized to sign the certification on behalf of the bidder or this bid.

INSTRUCTIONS TO BIDDERS

1. Use the quotation forms provided by the Purchasing Division. Complete all sections of the quotation form.
2. Items offered must be in compliance with the specifications. Any deviation from the specifications must be clearly indicated by the bidder. Alternates offered by the bidder as **EQUAL** to the specifications must be clearly defined. A bidder offering an alternate should attach complete specifications and literature to the bid. The Purchasing Division may waive minor deviations to specifications.
3. Unit prices shall prevail in case of discrepancy. All quotations are considered F.O.B. destination unless alternate shipping terms are clearly identified in the quotation.
4. All quotations must be delivered by the bidder to the office listed below prior to the date and time of the bid opening. Failure of the bidder to deliver the quotations on time will result in bid disqualifications: Department of Administration, Purchasing Division, 2019 Washington Street East, P.O. Box 50130, Charleston, WV 25305-0130
5. Communication during the solicitation, bid, evaluation or award periods, except through the Purchasing Division, is strictly prohibited (W.Va. C.S.R. §148-1-6.6).



State of West Virginia
 Department of Administration
 Purchasing Division
 2019 Washington Street East
 Post Office Box 50130
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ADDRESS CORRESPONDENCE TO ATTENTION OF:
ROBERTA WAGNER
304-558-0067

*709043838 304-342-0161
 CHARLES RYAN ASSOCIATES INC
 BB&T SQUARE
 300 SUMMERS STREET SUITE 1100
 CHARLESTON WV 25301

VENDOR

SHIP TO

HEALTH AND HUMAN RESOURCES
 VARIOUS LOCALES AS
 INDICATED BY ORDER

DATE PRINTED	TERMS OF SALE	SHIP VIA	F.O.B	FREIGHT TERMS
12/12/2011				
BID OPENING DATE: 01/17/2012		BID OPENING TIME 01:30PM		

LINE	QUANTITY	UOP	CAT NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
<p>UNLESS SPECIFIC PROVISIONS ARE STIPULATED ELSEWHERE IN THIS CONTRACT DOCUMENT, THE TERMS, CONDITIONS AND PRICING SET HEREIN ARE FIRM FOR THE LIFE OF THE CONTRACT.</p> <p>RENEWAL: THIS CONTRACT MAY BE RENEWED UPON THE MUTUAL WRITTEN CONSENT OF THE SPENDING UNIT AND VENDOR, SUBMITTED TO THE DIRECTOR OF PURCHASING THIRTY (30) DAYS PRIOR TO THE EXPIRATION DATE. SUCH RENEWAL SHALL BE IN ACCORDANCE WITH THE TERMS AND CONDITIONS OF THE ORIGINAL CONTRACT AND SHALL BE LIMITED TO TWO (2) ONE (1) YEAR PERIODS.</p> <p>CANCELLATION: THE DIRECTOR OF PURCHASING RESERVES THE RIGHT TO CANCEL THIS CONTRACT IMMEDIATELY UPON WRITTEN NOTICE TO THE VENDOR IF THE COMMODITIES AND/OR SERVICES SUPPLIED ARE OF AN INFERIOR QUALITY OR DO NOT CONFORM TO THE SPECIFICATIONS OF THE BID AND CONTRACT HEREIN.</p> <p>OPEN MARKET CLAUSE: THE DIRECTOR OF PURCHASING MAY AUTHORIZE A SPENDING UNIT TO PURCHASE ON THE OPEN MARKET, WITHOUT THE FILING OF A REQUISITION OR COST ESTIMATE, ITEMS SPECIFIED ON THIS CONTRACT FOR IMMEDIATE DELIVERY IN EMERGENCIES DUE TO UNFORESEEN CAUSES (INCLUDING BUT NOT LIMITED TO DELAYS IN TRANSPORTATION OR AN UNANTICIPATED INCREASE IN THE VOLUME OF WORK.)</p> <p>QUANTITIES: QUANTITIES LISTED IN THE REQUISITION ARE APPROXIMATIONS ONLY, BASED ON ESTIMATES SUPPLIED BY THE STATE SPENDING UNIT. IT IS UNDERSTOOD AND AGREED THAT THE CONTRACT SHALL COVER THE QUANTITIES ACTUALLY ORDERED FOR DELIVERY DURING THE TERM OF THE CONTRACT, WHETHER MORE OR LESS THAN THE QUANTITIES SHOWN.</p>						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE	TELEPHONE	DATE
<i>Susan Stevens</i>	304-342-016	1-23-12
TITLE	FEIN	ADDRESS CHANGES TO BE NOTED ABOVE
<i>Manager/Partner</i>	26-1136195	

WHEN RESPONDING TO RFQ, INSERT NAME AND ADDRESS IN SPACE ABOVE LABELED 'VENDOR'



State of West Virginia
 Department of Administration
 Purchasing Division
 2019 Washington Street East
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DATE PRINTED	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS
12/12/2011				

BID OPENING DATE: 01/17/2012 BID OPENING TIME 01:30PM

LINE	QUANTITY	UOP	CAT. NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
<p>ORDERING PROCEDURE: SPENDING UNIT(S) SHALL ISSUE A WRITTEN STATE CONTRACT ORDER (FORM NUMBER WV-39) TO THE VENDOR FOR COMMODITIES COVERED BY THIS CONTRACT. THE ORIGINAL COPY OF THE WV-39 SHALL BE MAILED TO THE VENDOR AS AUTHORIZATION FOR SHIPMENT, A SECOND COPY MAILED TO THE PURCHASING DIVISION, AND A THIRD COPY RETAINED BY THE SPENDING UNIT.</p> <p>BANKRUPTCY: IN THE EVENT THE VENDOR/CONTRACTOR FILES FOR BANKRUPTCY PROTECTION, THE STATE MAY DEEM THE CONTRACT NULL AND VOID, AND TERMINATE SUCH CONTRACT WITHOUT FURTHER ORDER.</p> <p>THE TERMS AND CONDITIONS CONTAINED IN THIS CONTRACT SHALL SUPERSEDE ANY AND ALL SUBSEQUENT TERMS AND CONDITIONS WHICH MAY APPEAR ON ANY ATTACHED PRINTED DOCUMENTS SUCH AS PRICE LISTS, ORDER FORMS, SALES AGREEMENTS OR MAINTENANCE AGREEMENTS, INCLUDING ANY ELECTRONIC MEDIUM SUCH AS CD-ROM.</p> <p>REV. 05/26/2009 INQUIRIES:</p> <p>WRITTEN QUESTIONS SHALL BE ACCEPTED THROUGH CLOSE OF BUSINESS ON 12/29/2011. QUESTIONS MAY BE SENT VIA USPS, FAX, COURIER OR E-MAIL. IN ORDER TO ASSURE NO VENDOR RECEIVES AN UNFAIR ADVANTAGE, NO SUBSTANTIVE QUESTIONS WILL BE ANSWERED ORALLY. IF POSSIBLE, E-MAIL QUESTIONS ARE PREFERRED. ADDRESS INQUIRIES TO:</p> <p>ROBERTA WAGNER DEPARTMENT OF ADMINISTRATION PURCHASING DIVISION 2019 WASHINGTON STREET, EAST CHARLESTON, WV 25311</p>						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE	TELEPHONE	DATE
<i>[Signature]</i>	304-342-0161	1-23-12
TITLE	FEIN	ADDRESS CHANGES TO BE NOTED ABOVE
<i>[Signature]</i>	26-1136195	

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DATE PRINTED 12/12/2011	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS
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BID OPENING DATE: 01/17/2012 BID OPENING TIME 01:30PM

LINE	QUANTITY	UOP	CAT NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
FAX: 304-558-4115 E-MAIL: ROBERTA.A.WAGNER@WV.GOV EXHIBIT 4 LOCAL GOVERNMENT BODIES: UNLESS THE VENDOR INDICATES IN THE BID HIS REFUSAL TO EXTEND THE PRICES, TERMS, AND CONDITIONS OF THE BID TO COUNTY, SCHOOL, MUNICIPAL AND OTHER LOCAL GOVERNMENT BODIES, THE BID SHALL EXTEND TO POLITICAL SUBDIVISIONS OF THE STATE OF WEST VIRGINIA. IF THE VENDOR DOES NOT WISH TO EXTEND THE PRICES, TERMS, AND CONDITIONS OF THE BID TO ALL POLITICAL SUBDIVISIONS OF THE STATE, THE VENDOR MUST CLEARLY INDICATE SUCH REFUSAL IN HIS BID. SUCH REFUSAL SHALL NOT PREJUDICE THE AWARD OF THIS CONTRACT IN ANY MANNER. REV. 3/88 MANDATORY PRE-BID A MANDATORY PRE-BID WILL BE HELD ON 12/28/2011 AT 10:00 AM IN CR. 104 AT ONE DAVIS SQUARE, CHARLESTON, WV. ALL INTERESTED PARTIES ARE REQUIRED TO ATTEND THIS MEETING. FAILURE TO ATTEND THE MANDATORY PRE-BID SHALL RESULT IN DISQUALIFICATION OF THE BID. NO ONE PERSON MAY REPRESENT MORE THAN ONE BIDDER. AN ATTENDANCE SHEET WILL BE MADE AVAILABLE FOR ALL POTENTIAL BIDDERS TO COMPLETE. THIS WILL SERVE AS THE OFFICIAL DOCUMENT VERIFYING ATTENDANCE AT THE MANDATORY PRE-BID. FAILURE TO PROVIDE YOUR COMPANY AND						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE *[Signature]* TELEPHONE 304-342-0161 DATE 1-23-12
 TITLE *Managing Director* FEIN 26-1136195 ADDRESS CHANGES TO BE NOTED ABOVE

WHEN RESPONDING TO RFQ, INSERT NAME AND ADDRESS IN SPACE ABOVE LABELED 'VENDOR'



State of West Virginia
 Department of Administration
 Purchasing Division
 2019 Washington Street East
 Post Office Box 50130
 Charleston, WV 25305-0130

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ROBERTA WAGNER 304-558-0067

*709043838 304-342-0161
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HEALTH AND HUMAN RESOURCES
 VARIOUS LOCALES AS
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VENDOR

SHIP TO

DATE PRINTED	TERMS OF SALE	SHIP VIA	F.O.B	FREIGHT TERMS
12/12/2011				

BID OPENING DATE: 01/17/2012 BID OPENING TIME 01:30PM

LINE	QUANTITY	UOP	CAT NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
<p>REPRESENTATIVE NAME ON THE ATTENDANCE SHEET WILL RESULT IN DISQUALIFICATION OF THE BID. THE STATE WILL NOT ACCEPT ANY OTHER DOCUMENTATION TO VERIFY ATTENDANCE. THE BIDDER IS RESPONSIBLE FOR ENSURING THEY HAVE COMPLETED THE INFORMATION REQUIRED ON THE ATTENDANCE SHEET. THE PURCHASING DIVISION AND THE STATE AGENCY WILL NOT ASSUME ANY RESPONSIBILITY FOR A BIDDER-S FAILURE TO COMPLETE THE PRE-BID ATTENDANCE SHEET. IN ADDITION, WE REQUEST THAT ALL POTENTIAL BIDDERS INCLUDE THEIR E-MAIL ADDRESS AND FAX NUMBER.</p> <p>ALL POTENTIAL BIDDERS ARE REQUESTED TO ARRIVE PRIOR TO THE STARTING TIME FOR THE PRE-BID. BIDDERS WHO ARRIVE LATE, BUT PRIOR TO THE DISMISSAL OF THE TECHNICAL PORTION OF THE PRE-BID WILL BE PERMITTED TO SIGN IN. BIDDERS WHO ARRIVE AFTER CONCLUSION OF THE TECHNICAL PORTION OF THE PRE-BID, BUT DURING ANY SUBSEQUENT PART OF THE PRE-BID WILL NOT BE PERMITTED TO SIGN THE ATTENDANCE SHEET.</p> <p>PURCHASING CARD ACCEPTANCE: THE STATE OF WEST VIRGINIA CURRENTLY UTILIZES A VISA PURCHASING CARD PROGRAM WHICH IS ISSUED THROUGH A BANK. THE SUCCESSFUL VENDOR MUST ACCEPT THE STATE OF WEST VIRGINIA VISA PURCHASING CARD FOR PAYMENT OF ALL ORDERS PLACED BY ANY STATE AGENCY AS A CONDITION OF AWARD.</p> <p style="text-align: center;">NOTICE</p> <p>ONE ORIGINAL TECHNICAL AND COST PROPOSAL PLUS SIX (6) CONVENIENCE COPIES TO: DEPARTMENT OF ADMINISTRATION PURCHASING DIVISION BUILDING 15 2019 WASHINGTON STREET, EAST CHARLESTON, WV 25305-0130</p>						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE	TITLE	FEIN	TELEPHONE	DATE
<i>[Signature]</i>	Managing Partner	26-1136195	304-342-0161	1-23-12
ADDRESS CHANGES TO BE NOTED ABOVE				

WHEN RESPONDING TO RFQ, INSERT NAME AND ADDRESS IN SPACE ABOVE LABELED 'VENDOR'



State of West Virginia
 Department of Administration
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BID OPENING DATE: 01/17/2012 BID OPENING TIME 01:30PM

LINE	QUANTITY	UOP	CAT. NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
<p>THE BID SHOULD CONTAIN THIS INFORMATION ON THE FACE OF THE ENVELOPE OR THE BID MAY NOT BE CONSIDERED:</p> <p>SEALED BID</p> <p>BUYER:-----RW/FILE 22-----</p> <p>RFQ. NO.:-----HHR12052-----</p> <p>BID OPENING DATE:-----1/17/2012-----</p> <p>BID OPENING TIME:-----1:30 PM-----</p> <p>PLEASE PROVIDE A FAX NUMBER IN CASE IT IS NECESSARY TO CONTACT YOU REGARDING YOUR BID: -----304-342-1941-----</p> <p>CONTACT PERSON (PLEASE PRINT CLEARLY): -----Susan Laveniski-----</p>						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE: *[Signature]* TELEPHONE: 304-342-0161 DATE: 1-23-12

TITLE: *[Signature]* FEIN: 26-1136195 ADDRESS CHANGES TO BE NOTED ABOVE

WHEN RESPONDING TO RFQ, INSERT NAME AND ADDRESS IN SPACE ABOVE LABELED 'VENDOR'

State of West Virginia
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 Resident Vendor Preference, if applicable.

1. Application is made for 2.5% resident 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% resident 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% resident 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% resident 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% resident 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% resident 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.

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: Charles Ryan Associates Signed: [Signature]
Date: 1-23-12 Title: Managing Partner

*Check any combination of preference consideration(s) indicated above, which you are entitled to receive.

RFQ No. HR12052

STATE OF WEST VIRGINIA
Purchasing Division

PURCHASING AFFIDAVIT

West Virginia Code §5A-3-10a states: 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 the debt owed is an amount greater than one thousand dollars in the aggregate.

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.

"Debtor" means any individual, corporation, partnership, association, limited liability company or any other form or business association owing a debt to the state or any of its political subdivisions. "Political subdivision" means any county commission; municipality; county board of education; any instrumentality established by a county or municipality; any separate corporation or instrumentality established by one or more counties or municipalities, as permitted by law; or any public body charged by law with the performance of a government function or whose jurisdiction is coextensive with one or more counties or municipalities. "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.

EXCEPTION: The prohibition of this section does not apply where a vendor has contested any tax administered pursuant to chapter eleven of this 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.

Under penalty of law for false swearing (*West Virginia Code* §61-5-3), it is hereby certified that the vendor affirms and acknowledges the information in this affidavit and is in compliance with the requirements as stated.

WITNESS THE FOLLOWING SIGNATURE

Vendor's Name: Charles Ryan Associates

Authorized Signature: [Signature] Date: 1-24-12

State of West Virginia

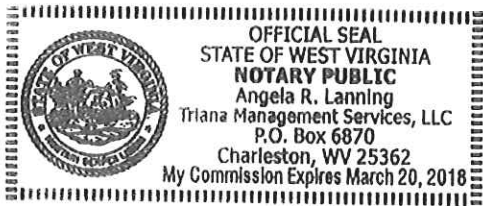
County of Kanawha, to-wit:

Taken, subscribed, and sworn to before me this 24th day of January, 2012.

My Commission expires March 20, 2018.

AFFIX SEAL HERE

NOTARY PUBLIC [Signature]



West Virginia Purchasing Division
Department of Administration
State Capitol Complex
2019 Washington Street, East
P.O. Box 50130
Charleston, WV 25305-0130

RE: Irrevocable Letter of Credit Number: 3028560-4401
State Agency: Department of Health and Human Resources
Requisition Number: HHR12052
Project Description: Advertising and Marketing Services

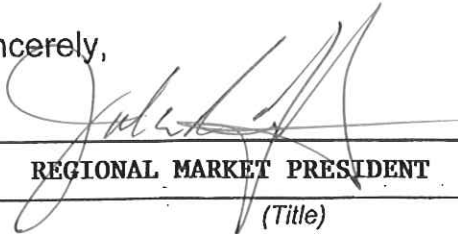
We hereby open an Irrevocable Letter of Credit, hereafter known as Letter of Credit Number 3028560-4401, effective January 24, 2012, in your favor for the account of Charles Ryan Associates, LLC, for a sum of sums not exceeding \$ 100,000.00, payable in part or in full upon demand and receipt from you of a Notice of Forfeiture.

This Letter of Credit will expire on January 24, 2013. We agree to notify you by certified mail, return receipt requested, at least ninety (90) days prior to the maturity of our intention to either renew or not renew this Letter of Credit. Our failure to notify you will automatically extend the maturity for an additional period of twelve (12) months. Upon notification by you of forfeiture, the entire amount shall be confessed to judgment and be due and payable. At the time of expiration, you may either elect to obtain cash collateral by drawing you on-sight draft on us for an amount not to exceed the unused balance of the Letter or elect to let the Letter of Credit expire.

We will give prompt notice to both Charles Ryan Associates, LLC and you of any notice received or action filed: (1) alleging the insolvency or bankruptcy of the bank; or (2) alleging any violation of regulatory requirements to do business. In addition, we will give immediate notice to both Charles Ryan Associates, LLC and you in the event the bank becomes unable to fulfill its obligation under the Letter of Credit for any reason.

This Letter of Credit is non-assignable, non-transferable and is subject to the Uniform Customs and Practice for Documentary Credits (1993 Revisions), International Chamber of Commerce (Publications #500), and to the Uniform Commercial Code.

Sincerely,



REGIONAL MARKET PRESIDENT

(Title)
United Bank, Inc.

(Lending Institution)



189758004

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

9/29/2011

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Commercial Lines - (304) 327-3421 Wells Fargo Insurance Services of West Virginia Inc. 320 Federal Street Bluefield, WV 24701-3006	CONTACT NAME: Sarah Riggs PHONE (A/C, No, Ext): 304-325-0642 FAX (A/C, No): 304-325-8443 E-MAIL ADDRESS: sarah.riggs@wellsfargo.com														
	<table border="1"> <thead> <tr> <th>INSURER(S) AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> </thead> <tbody> <tr> <td>INSURER A : Travelers Indemnity Company</td> <td>25658</td> </tr> <tr> <td>INSURER B : Travelers Indemnity Co of CT</td> <td>25682</td> </tr> <tr> <td>INSURER C : Argonaut Insurance Company</td> <td>19801</td> </tr> <tr> <td>INSURER D : Federal Insurance Company</td> <td>20281</td> </tr> <tr> <td>INSURER E : AXIS Insurance Company</td> <td>37273</td> </tr> <tr> <td>INSURER F :</td> <td></td> </tr> </tbody> </table>		INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A : Travelers Indemnity Company	25658	INSURER B : Travelers Indemnity Co of CT	25682	INSURER C : Argonaut Insurance Company	19801	INSURER D : Federal Insurance Company	20281	INSURER E : AXIS Insurance Company	37273	INSURER F :
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INSURER F :															
INSURED Charles Ryan Associates, LLC -see Description for more insds 300 Summers Street Suite 1100 Charleston, WV 25301															

COVERAGES

CERTIFICATE NUMBER: 3328077

REVISION NUMBER: See below

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR VVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	GENERAL LIABILITY <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC			I6808920R295TIA11	09/28/2011	09/28/2012	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000
B	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS			BA8920R49211	09/28/2011	09/28/2012	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$ 5,000			CUP8237Y2011142	09/28/2011	09/28/2012	EACH OCCURRENCE \$ 4,000,000 AGGREGATE \$ 4,000,000
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) <input checked="" type="checkbox"/> Y <input type="checkbox"/> N If yes, describe under DESCRIPTION OF OPERATIONS below		N/A	WC927588342314	09/28/2011	09/28/2012	<input checked="" type="checkbox"/> WC STATUTORY LIMITS <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
D	Directors and Officers			81596959	02/01/2011	02/01/2012	1,000,000
D	Employment Practices			81596959	02/01/2011	02/01/2012	1,000,000
D	Fiduciary Liability			81596959	02/01/2011	02/01/2012	1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)

Named Insured includes: Charles Ryan Associates, Inc. and Next Connexions, LLC.
 Evidence of Insurance

CERTIFICATE HOLDER**CANCELLATION**

Charles Ryan Associates, LLC 300 Summers Street Suite 1100 Charleston, WV 25301	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE
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The ACORD name and logo are registered marks of ACORD

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Certificate of Insurance (Con't)

OTHER Coverage

INSR LTR	TYPE OF INSURANCE	ADDL INSR	WVD SUBR	POLICY NUMBER	EFFECTIVE DATE (MM/DD/YY)	EXPIRATION DATE (MM/DD/YY)	LIMIT
E	Cyber Liability			MCN000098241101	03/01/2011	03/01/2012	3,000,000
E	Professional Liability			MCN000098241101	03/01/2011	03/01/2012	3,000,000
E	Multimedia Liability			MCN000098241101	03/01/2011	03/01/2012	3,000,000

**WEST VIRGINIA
STATE TAX DEPARTMENT
BUSINESS REGISTRATION
CERTIFICATE**

ISSUED TO:
**CHARLES RYAN ASSOCIATES, LLC
DBA CRA LLC
300 SUMMERS ST 1100
CHARLESTON, WV 25301-1631**

BUSINESS REGISTRATION ACCOUNT NUMBER: 2004-6888

This certificate is issued on: 09/13/2011

*This certificate is issued by
the West Virginia State Tax Commissioner
in accordance with Chapter 11, Article 12, of the West Virginia Code*

*The person or organization identified on this certificate is registered
to conduct business in the State of West Virginia at the location above.*

This certificate is not transferrable and must be displayed at the location for which issued.

This certificate shall be permanent until cessation of the business for which the certificate of registration was granted or until it is suspended, revoked or cancelled by the Tax Commissioner.

Change in name or change of location shall be considered a cessation of the business and a new certificate shall be required.

TRAVELING/STREET VENDORS: Must carry a copy of this certificate in every vehicle operated by them.
CONTRACTORS, DRILLING OPERATORS, TIMBER/LOGGING OPERATIONS: Must have a copy of this certificate displayed at every job site within West Virginia.



189758004

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
5/13/2011

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

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PRODUCER Commercial Lines - (304) 327-3421 Wells Fargo Insurance Services of West Virginia Inc. 320 Federal Street Bluefield, WV 24701-3006	CONTACT NAME: Sarah Riggs	
	PHONE (A/C, No., Ext): 304-325-0642	FAX (A/C, No): 304-325-8443
E-MAIL ADDRESS: sarah.riggs@wellsfargo.com		
INSURER(S) AFFORDING COVERAGE		NAIC #
INSURER A: Brickstreet Mutual Insurance Company	12372	
INSURER B:		
INSURER C:		
INSURER D:		
INSURER E:		
INSURER F:		

INSURED
 Charles Ryan Associates, LLC -see Description for more insds
 300 Summers Street
 Suite 1100
 Charleston, WV 25301

COVERAGES **CERTIFICATE NUMBER:** 2743435 **REVISION NUMBER:** See below

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
	GENERAL LIABILITY <input type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC						EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$	
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS						COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$	
	<input type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$	
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY <input type="checkbox"/> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A	WC10035035-08	05/20/2011	05/20/2012	<input checked="" type="checkbox"/> WC STATUTORY LIMITS <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000	

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)

Named Insured includes: Charles Ryan Associates, Inc. and Next Connexions

CERTIFICATE HOLDER**CANCELLATION**

Charles Ryan Associates, LLC
 300 Summers Street
 Suite 1100
 Charleston, WV 25301

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

January 10, 2012

CHARLES RYAN ASSOCIATES, LLC, DBA
CRA, LLC
300 SUMMERS ST
STE 1100
CHARLESTON WV 25301-1631

Account Number: 58128-3

Dear Employer:

Workforce West Virginia has, at your request, researched their records and has found this account is in compliance with the West Virginia Unemployment Compensation Law.

Very truly yours,

Wade Wolfingbarger
UC Assistant Director

cac

ATTACHMENT A: VENDOR RESPONSE SHEET

Section 2.3.1 Vendor Capacity

Agency Overview

CRA is one of the most experienced integrated marketing communications firms in the Mid-Atlantic region with offices in Charleston and Morgantown, W.Va. and Richmond, Va. CRA's principal office is located at 601 Morris Street, Suite 301, Charleston, W.Va. 25301. Founded more than 37 years ago, we specialize in marketing communications, advertising, public relations, interactive services, crisis communications, social media and research. As a fully integrated firm, we have all of the communications disciplines needed to create, develop and implement successful strategies for our clients.

We understand that advertising is more than a pretty picture in a magazine or newspaper. Experienced account services professionals, award-winning creative artists and no-nonsense media strategists work together to create campaigns by immersing themselves in our clients' cultures, pulling from research and emerging industry trends and always expecting the unexpected. Throughout each step of a marketing communications campaign, all team members are watching for desired results, evaluating chosen tactics and ensuring the strategy is moving along as it should.

Our public relations team operates on the belief that an effective campaign is rooted in a sound understanding of the client issues, community reactions and creative problem solving. A process has been born out of our experiences and successes that allows us to create specific communications plans for each unique client issue. The evolution of technology and social media has fundamentally transformed the nature of public relations, and our team creates results-driven campaigns by combining proven traditional public relations activities with new innovative strategies to maximize effectiveness.

For clients who need interactive communications services, our interactive team stands on the cutting edge of technology to provide Website design, strategic online planning and database management.

We create and implement strategy that helps drive visitors for our tourism clients. We work with retail clients to expand market share. We help our clients dramatically change their image from negative to positive when they face "bad press" or just need to communicate their messages to members of the public, elected officials, and media representatives, among other groups. Sometimes that requires a major advertising effort and other times, grassroots organization. Sometimes it requires both.

Our work experience is wide-ranging: utilities, energy, health care, tourism, technology, telecommunications, financial services, retail, education, transportation, mineral production, the arts, litigation, labor relations, government and manufacturing, among others. With clients ranging from small organizations to Fortune 100 companies, we understand the need for confidentiality, sensitivity and an individual approach to resolving issues and problems.



It is always our goal at CRA to put our clients' needs first and provide a team with unmatched experience. With the experience of CRA, combined with that of the Barnes Agency, no other team can provide a better understanding and strategy for health care marketing in West Virginia. For this reason, the Barnes Agency will serve as a sub-contractor to CRA on this bid.

Barnes Agency, a West Virginia-based advertising, marketing and public relations firm, was established in May 2002. The agency's owner, president and founder, Jeffrey M. Barnes, armed with 25 years of nationally recognized non-profit and for-profit health system marketing and public relations experience, decided after years of research that a need for an agency specializing in health care marketing and public relations existed. Ten years later, Barnes Agency has worked with many of the largest hospitals, health systems and physician group practices in West Virginia, Ohio and Kentucky.

Our combined health care experience is wide-ranging; we've worked with representatives from BrickStreet Insurance, West Virginia Hospital Association, WVU Hospitals, Holzer Medical Center, Princeton Community Hospital, Southern West Virginia Health System, Cabell Huntington Hospital, Charleston Area Medical Center, the Kanawha Charleston Health Department, United Hospital Center, Bluefield Regional Medical Center, Look Better Than You Feel, Northwood Health, SelfRefind, Tri-Area Community Health Centers, Loop Pharmacy and Home Medical, Community Health Network of West Virginia, the Council for the Prevention of Suicide, Mon General Hospital, Valley Health, Aspen Healthcare, Roane General Hospital, GOJO Industries, Carelink Health Plans and many others. We are experts in the industry in terms of research, public outreach, and creative paid advertising campaigns. Without a doubt – we know health care and we know communications.

With almost 50 years of combined company experience, our collective teams are fully equipped with the ability to guide clients through image-building campaigns, crisis communications, advertising, media placement, public relations, web design, social media, research or any other needs you may have. We are excited for the opportunity to work with the West Virginia Department of Health and Human Resources.

When you retain CRA, you expect an experienced team, and that's what you get. We believe in what we do. We enjoy what we do. Thank you for this opportunity.



Size, Number and Type of Accounts

From a financial perspective in 2011, CRA had a net fee annual billing of \$2.9 million. In 2011, we had a total of 74 clients, with 12 clients net fee annual billing being greater than \$75,000 and 10 clients net fee annual billing being greater than \$30,000.

Our clients break down into the following types (please note that some of our clients can fit into multiple categories):

Corporate: 56

Health: 8

State Agency: 14

National: 19



Public Issue and Outreach Approach and Services

Our expertise in public issues and outreach strategies, combined with our team's health care experience, will provide DHHR with a solid marketing approach. We've worked with a number of federal, state and local officials on a variety of issues in numerous regions, but they've all had common goals – "educate the public about our issues, and help us change the public's perception." With our combined team working for you, we guarantee that we can help make your job a little easier by giving you the necessary tools to communicate your messages to the target audiences.

First, we conduct the appropriate type of research and a message development/spokesperson training session. We then help our clients determine three messages to use during interviews with the media, presentations or at public meetings to educate the target audience(s) about the issue. We typically form stakeholders groups; organize grassroots efforts; create a project Website, social media sites and hotline number; develop collateral materials and press kits; and work with the targeted media representatives to further communicate the messages to the intended audiences.

CRA also specializes in conducting mock public meeting trainings with our public issues clients. Once this exercise is complete, we will review the meeting with participants, develop key messages and fine-tune delivery skills. This exercise has helped hundreds of key executives, state regulators and communications specialists prepare for even the most intense public meetings. The educational component of the public issues campaign allows members of the public to make informed decisions. After all – perception is reality.

We have conducted public community meetings for the Citizens Conservation Corps of West Virginia, health care clients, the natural gas industry, the coal industry, the electric utility industry, as well as numerous other tourism and public interest clients. We've worked on the largest rehabilitation transportation project in Kentucky and partnered with various industry experts in an effort to educate Virginians about the transportation funding crisis and the critical need for long-term, multimodal solutions facing the Commonwealth. We have helped pass controversial referendums and have been successful at creating a ground support for certificates of public need. We've also worked with elected officials, media representatives, interest groups and politicians to help generate a "buzz" about issues worldwide.

Advertising

At CRA we understand how to develop award-winning creative and results-oriented campaigns for our clients. Our team works together to develop strategic marketing campaigns built on research and emerging industry trends. Our integrated team is uniquely skilled at brand positioning, theme development, media selection and placement, copywriting, multi-media presentations and promotions development.

CRA's advertising services are wide-ranging and include:

- Brand and Logo Development
- Creative Concepting/Copywriting
- Research
- Television (:15, :30 and :60 commercials)



- Radio (:30 and :60 commercials)
- Print Production (newspaper, magazines, inserts)
- Social Media
- Collateral Material (direct mail, brochures, programs, annual reports, newsletters, posters, business cards)
- Signage (permanent, banners)
- Outdoor (billboards, bus wraps)
- Specialty/Promotional Items (pens, bags, t-shirts, hats, umbrellas, etc.)

Graphic Arts and Ad Creation

CRA has a full-service creative department and all the equipment required for the development/creation of graphic arts. Our staff includes creative directors, copywriters, art directors, graphic designers, designers (web development and design) and production artists.

Media Relations

Access to reporters, editors and producers – print, broadcast, online, local, national and international – allows us to support your public relations goals with targeted, strategic media outreach when you want it, where you want it and how you want it.

In the era of the 24-hour news cycle and the exponential increase in media outlets, our team uses the latest techniques and systems to cut through the din and communicate a client's message. We implement blogging, Website creation, video news releases, streamlined video to Websites, radio and satellite tours, public service announcements and all other mechanisms at our disposal.

Media Training

We also offer media training services such as message development and spokesperson training, which includes on-camera practice and feedback to help clients maximize their media outreach and get proven results. After all, it only takes a couple of seconds in front of a camera to ruin your company's reputation. We know your team must be prepared to handle not only the everyday business issues, but also that crisis you hope never happens. Our team of experts has trained some of the country's top executives on how to handle the media during a crisis. We have conducted mock press conferences and taped proactive interview sessions for company spokespersons in a variety of scenarios, including mine disasters, community projects, labor disputes, litigation and corporate takeovers.

Crisis Communications

When critical issues hit, CRA has been among the first calls businesses in our region have made for help. Our extensive experience in handling such situations provides our clients the assurances needed when crises happen. From multibillion-dollar national litigation in the courtroom, to issues facing our public utility clients, to violence-riddled labor disputes in the coalfields, we have guided our clients through some of the country's most contentious issues and situations. We understand that crises can take on a personality of their own if not addressed quickly and efficiently. We also understand the urgency of this



type of communication and have the tools to assess situations in order to “hit the ground running” as soon as the client calls.

Public Relations and Community Relations

Our team operates on the belief that one size does not fit all and each approach to communications must be unique. We are experts in public relations, community relations, public affairs, crisis communications and public information campaigns. And, we know that an effective campaign must be rooted in the sound understanding of each client’s issues, anticipation of community reactions and creative problem solving. Our team creates results-driven campaigns, combining proven traditional public relations activities with new innovative strategies, to maximize effectiveness.

Research

At CRA, we know the most effective communications campaigns are built from solid, unbiased research that provides an accurate view of a client’s place in the market, uncovers underlying issues in the community and establishes a benchmark to measure progress. That is why we have both in-house market researchers and long-standing partnerships with outside research firms. We rely on our partners to provide impartial research results and our in-house research professionals are experts at conducting research, as well as interpreting and applying those results for the maximum benefit of our clients.

Interactive

Our interactive team remains on the cutting-edge of technology to provide Website design, strategic online planning, database management, social marketing recommendations, search engine optimization and other interactive services. Our team is prepared to update content and design, maintain and monitor DHHR’s Website and related services. We also are prepared to assume vendor-provided contracts for large-scale database server space for Internet-based marketing endeavors. Interactive technologies do not work on a nine to five schedule and neither do we. Our team members are accessible 24 hours a day, seven days a week, 365 days a year to address any issues that may arise.

Media Buying

Our full-service media department maintains relationships with media outlets throughout West Virginia and the Mid-Atlantic region. Our media buyers regularly prepare paid-media strategy and execute media plans including newspaper, online, radio, outdoor/transit, network and cable television for numerous clients and are fully prepared to fulfill DHHR’s current commitments.

Community Relations and Event Planning

CRA’s experience in community relations, public events and workshops is both statewide and global. We have prepared and held training workshops and community relations events to influence public opinion and engage stakeholders to speak out on behalf of our clients.



Documentation of Similar Projects

On the following pages you will find a listing of combined experience for both health care and public issues contracts of similar size and scope as requested in the RFP.

Combined Health Care Experience



Aspen Healthcare

Client

Barri Faucett, Executive Director
511 Morris Street, Charleston, WV 25301
304-341-0511 ext. 1691

Services Provided

Television Production, Long-Format Video Production, Media Buying, Graphic Design, Website Development/Design, Earned Media, Event Planning/Promotion, Trade Show Display Development, Message Development, Newsletters, Strategic Planning and Public Relations.



Cabell Huntington Hospital

Client

Doug Shields, Marketing Director
1340 Hal Greer Boulevard, Huntington, WV 25701
304-526-2000

Services Provided

Branding, Marketing and Multi-Media Campaign Strategy, Development and Execution.



CAMC

Client

David Ramsey, Chief Executive Officer
501 Morris Street, Charleston, WV 25301
304-388-7627

Services Provided

Department Branding, Marketing and Multi-Media Campaign Strategy, Development and Execution.



CAMC Physical Therapy & Sports Medicine Center

Client

David Ramsey, Chief Executive Officer
501 Morris Street, Charleston, WV 25301
304-388-7627

Services Provided

Department Branding, Marketing and Multi-Media Campaign Strategy, Development and Execution.





CAMC Plastic Surgery Center

Client

David Ramsey, Chief Executive Officer
501 Morris Street, Charleston, WV 25301
304-388-7627

Services Provided

Department Branding, Marketing and Multi-Media Campaign Strategy, Development and Execution.



Carelink Health Plans

Client

Roger Stewart, Former Executive Director/CEO
(Now a private health care consultant)
8004 Southridge Way, Hurricane, WV 25526
304-550-9711

Services Provided

Television Production, Media Buying, Message Development and Graphic Design.



Community Health Network of West Virginia

Client

David Campbell, President/CEO
642 Brady Street, Barboursville, WV 25504
304-204-1609

Services Provided

Television Production, Media Buying, Long-Format Video Production, Graphic Design, and Message Development.



Edgewood Summit

Client

Cherie Litton, Marketing Director
300 Baker Lane, Charleston, WV 25302
304-347-1952
clitton@edgewoodsummit.com

Services Provided

Branding, Interactive Services, Marketing, Sales Materials Development and Production.



Edwards Comprehensive Cancer Center

Client

Doug Shields, Marketing Director
1400 Hal Greer Boulevard, Huntington, WV 25701
304-399-6500

Services Provided

Branding and Logo Design.





GOJO Industries – Healthcare Division**Client**

Greg Conner, Vice President of Marketing and Sales
1 GOJO Plaza, Suite 500, Akron, OH 44311
865-368-8824

Services Provided

Long-Format Video Production, Graphic Design, Brand Packaging and Distribution.



Heiskell King Burns & Tallman Surgical Associates**Client**

Larae L. Angel, Practice Administrator
600 Suncrest Town Centre, Suite 310, Morgantown, WV 26505
304-598-2200

Services Provided

Customer Experience Design and Branding.



Holzer Medical Center**Client**

LaMar Wyse, Former President/CEO
(Now President/CEO of WyseSolutions Healthcare)
PO Box 454, Galion, OH 44833
419-971-7085

Services Provided

Television Production, Media Buying, Website Development/Design, Graphic Design, Message Development, Earned Media and Public Relations.



Kanawha Charleston Health Department**Client**

Brandon Merritt, Regional Epidemiologist
108 Lee Street, Charleston, WV 25301
304-348-1088

Brandon.s.merritt@wv.gov

Services Provided

Research and Assistance in Collateral Material Development.





Lincoln Primary Care Center, Inc.**Client**

Brian Crist, President/CEO
7400 Lynn Avenue, Hamlin, WV 25523
304-638-2355

Services Provided

Television Production, Radio Production, Media Buy, Graphic Design, Strategic Planning, Earned Media and Website Development/Design, Trade Show Design/Production, Event Planning and Message Development.



Look Better Than You Feel**Client**

Larae L. Angel, Practice Administrator
600 Suncrest Town Centre, Suite 310, Morgantown, WV 26505
304-598-2200

Services Provided

Branding and Logo Design, Materials Development and Production, Message Development, Spokesperson Training.



Loop Pharmacy and Home Medical Center**Client**

Amanda Addington, Vice President of Marketing
72 Sixth Avenue, St. Albans, WV 25177
304-727-2233 ext. 162

Services Provided

Television Production, Media Buying, Graphic Design, Website Development/Design, Earned Media, Message Development, Trade Show Display Development, Strategic Planning and Public Relations.



**Mary Babb Randolph Cancer Center at
West Virginia University Hospitals****Client**

William B. Armistead, Director of Development
1 Medical Center Drive, Morgantown, WV 26505
304-293-4597

warmistead@hsc.wvu.edu

Services Provided

Branding, Special Event Planning and Management Support.





Mon General Hospital**Client**

Gregory Kealey, Director of Marketing
1200 J. D. Anderson Drive, Morgantown, WV 26505
304-285-2792
KealeyG@monhealthsys.org

Services Provided

Multi-Media Campaign Strategy, Development and Execution.



Princeton Community Hospital**Client**

Rick Hypes, Director of Marketing
P.O. Box 1369, 122 Twelfth Street
Princeton, WV 24740
304-487-7339
rhypes@pchonline.org

Services Provided

Interactive, Advertising, Public Relations, Media Placement,
Television Production, Radio Production, Media Buying, Graphic
Design, Message Development.



Roane General Hospital**Client**

Doug Bentz, President/CEO
200 Hospital Drive, Spencer, WV 25276
304-927-4444

Services Provided

Strategic Planning, Graphic Design, Message Development, Media
Buying, Radio Production, Public Relations and Earned Media.



Southern West Virginia Health System**Client**

Brian Crist, President/CEO
7400 Lynn Avenue, Hamlin, WV 25523
304-638-2355

Services Provided

Television Production, Website Development/Design, Media Buying,
Graphic Design, Branding, Event Planning, Event Promotion,
Earned Media, Public Relations, Message Development and
Strategic Planning.





Tri-Area Community Health Centers

Tri-Area Community Health Centers

Client

Debra Shelor, Executive Director
15558 Danville Pike, Laurel Fork, VA 24352
276-398-2292

Services Provided

Interactive Services.



Valley Health Systems, Inc.

Client

Lanie Masilamani, Vice President and Chief Operating Officer
2585 Third Avenue, Huntington, WV 25703
(304) 525-3334 ext. 5150

Services Provided

Television Production, Media Buying, Graphic Design, Public Relations, Earned Media, Message Development and Strategic Planning.



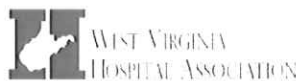
West Virginia Council for the Prevention of Suicide

Client

Bob Musick, Executive Director
301 Scott Avenue, Morgantown, WV 26508
304-376-3612

Services Provided

Television Production, Media Buying, Event Planning/Promotions, Earned Media, Graphic Design, Strategic Planning, Message Development and Public Relations.



West Virginia Hospital Association

Client

Steven Summer, Former President/CEO
(Now President/CEO of Colorado Hospital Association)
7335 East Orchard Road, Greenwood Village, CO 80111
720-330-6022

Services Provided

Television Production, Media Buying, Graphic Design, Message Development and Earned Media.



WVU Hospitals/WVUHS

Client

Tom Jones, President/CEO
1000 Technology Drive, Suite 2320
Fairmont, WV 26554
304-368-2700

Services Provided

Television Production, Message Development, Website Development/Design and Media Buying.



Public Issues Experience



Allegheny Energy & American Electric Power Potomac-Appalachian Transmission Highline (PATH) Project

Tom Holliday, Director Corporate Communications, American Electric Power
301 Virginia Street, East, Charleston, WV 25301
614-716-1403
taholliday@aep.com

Services Provided

Public Issues Campaign, Research, Media Outreach, Public Outreach, Interactive, Speakers Bureaus, Advertising, Spokesperson Training, Message Development.



American Electric Power Watt Why & How

Jeri Matheney, Corporate Communications Director
301 Virginia Street, East, Charleston, WV 25301
304-348-4130
jmatheney@aep.com

Services Provided

Public Awareness and Education Campaign, Research, Educational Programs, Advertising, Interactive, Speakers Bureaus, Message Development.



Citizens Conservation Corps of West Virginia

Jennifer Douglas, Chief Operating Officer
198 George Street, Beckley, WV 25801
304-254-9196
jdouglas@wvccc.com

Services Provided

Public Meeting Coordination, Account Strategy, Event Coordination and Management, Social Media Management, Media Resources, Special Event Planning, Develop and Manage Promotions, Public Relations.



Charles Town Horsemen's Benevolent & Protective Association, Inc.

CEM Martin
304-267-8985

Services Provided

Concept and Develop Print and Radio Advertisements, Direct Mail Postcards, Media Planning and Buying.





Columbia Gas of Virginia

Chris Griffin, Manager Customer Efficiency Programs
1809 Coyote Drive, Chester, VA 23836
804-768-6412
cgriffin@nisource.com

Services Provided

Integrated Marketing Communication, Customer Outreach, Public Relations, Advertising, Media Buying, Social Media, Branding, Creative Services, Direct Marketing, Website Development, Search Engine Optimization, Promotion and Campaign Management.



Friends of Coal

Bill Raney, President, West Virginia Coal Association
200 Association Drive, # 160, Charleston, WV 25311
304-342-4153
braney@wvcoal.com

Services Provided

Public Issues Campaign, Research, Media Outreach, Public Outreach, Interactive, Speakers Bureaus, Advertising, Spokesperson Training, Message Development.



Independent Oil & Gas Association of West Virginia (IOGA)

Doug Malcolm, Current board member of IOGAWV
300 Summers Street, Suite 800, Charleston, WV 25301
304-343-9593
doug@mountain.net

Services Provided

Brand Revise, Account Strategy, Concept and Develop Print and Online Advertisements, Media Planning and Buying, Event Coordination/Management, Develop and Execute Promotions, Social Media Management, Public Relations, Earned Media, Crisis Communications, Message Development.

Virginians for Better Transportation (VBT)

Jeffrey C. Southard, Executive Vice President, Virginia Transportation Construction Alliance
620 Moorefield Park Dr # 120, N Chesterfield, VA 23236
803-330-3312

Services Provided

Public Awareness Campaign, Media Outreach, Statewide Research, Message Development, Spokesperson Training, Interactive.





West Virginia Petroleum Council

Jack Harrison, Director of Government Relations, Goodwin & Goodwin

300 Summers Street, Suite 1500, Charleston, WV 25301

304-346-7000

jeh@goodwingoodwin.com

Services Provided

Event Coordination/Management, Develop and Execute Promotions, Public Relations, Earned Media, Crisis Communications, Message Development.



Staffing

CRA employs 27 full-time, talented individuals – nine members of Creative and Media Services; 11 members of Client Services; two Managing Partners; two members of the Technology division and three members of Administration. We have included an organizational chart and team information on the following pages. Each staff member's function on the DHHR team is italicized.

Susan Lavenski, Managing Partner, CRA – *Agency Principal*

As managing partner, Susan has the uncanny ability to peel back the layers of binding issues and conflicts to help resolve crises and threatening situations. She knows how to aggressively bring clients through issues mired in public, political and bureaucratic bogs working behind the scenes to help them overcome intimidating challenges. Her public relations experience includes working with local, regional and national public figures, media representatives and business executives as she is an expert in stakeholder development, public involvement and public awareness.

She has moved forward numerous health care certificates of need, multi-million dollar energy projects, statewide education and transportation issues and utility expansion projects to resolve a host of corporate and controversial hurdles. Susan provides executive direction for the client service teams, and is responsible for the managing the firm's Charleston office.

Relevant Experience: Charleston Area Medical Center, Mon General Hospital, United Hospital Center, Bluefield Regional Medical Center, Princeton Community Hospital, American Electric Power/Allegheny Energy, Friends of Coal, Virginians for Better Transportation, Louisville Gas & Electric, BrickStreet Mutual Insurance, IOGA.

Caryn Durham, Manager Partner, CRA – *Interactive and Media Manager*

Whether it's devising a customized communications strategy, crafting specialized sales and marketing tools or developing results-driven media plans, Caryn has the ability to move clients to higher levels of profitability and performance. Time and again she has assisted clients in capturing consumer attention and leveraged existing dollars through traditional and social media channels to increase market share and brand power.

Caryn provides strategic direction for the firm, and provides oversight for the multimillion dollar media department and manages the award-winning creative team. Recognized countless times for creative excellence, Caryn's resume boasts awards from numerous organizations including the US Travel Association Mercury Award, HSMIAI Adrian Award - Platinum, PRSA Crystal Awards as well as various Addy Awards for advertising creative excellence.

Relevant Experience: Charleston Area Medical Center, SelfRefind, Princeton Community Hospital, Bluefield Regional Medical Center, Cabell Huntington Hospital, Look Better Than You Feel, Friends of Coal, Virginians for Better Transportation, BrickStreet Mutual Insurance.



Matt Sutton, Vice President, CRA – Daily Contact/Research Manager

Matt manages research projects for CRA and assists clients with messaging and planning. Matt's research experience includes marketing and opinion research for a diverse array of clients ranging from health care, public utilities, the natural gas industry, public education, unions, political campaigns, service industry and various government relations associations. His background includes both qualitative and quantitative research assignments with business-to-consumer and business-to-businesses audiences; he will provide strategic counsel and manage all research projects for the account.

Relevant Experience: Charleston Area Medical Center, Mon General Hospital, Bluefield Regional Medical Center, Princeton Community Hospital, American Electric Power/Allegheny Energy, Kanawha Charleston Health Department, Virginians for Better Transportation, IOGA, BrickStreet Mutual Insurance.

Matt Fidler, Vice President, CRA – Creative Director

Matt leads the team in developing creative solutions that exceed expectations. He guides creative strategy with his team of creative minds, while always looking for ways to best enhance the DHHR brand, connect with target audiences and deliver unparalleled design executions that drive maximum results.

As creative director, Matt works closely with some of the agency's most high-profile accounts. His insight into creative strategy and consumer perception provides a unique approach to the creative product. Matt brings complete integrated thinking to the team and is able to quickly analyze and assess the client's needs to offer custom solutions that often include advertising, interactive and public relations components.

Relevant Experience: Cabell Huntington Hospital, Charleston Area Medical Center, Mon General Hospital, SelfRefind, Tri-Area Health Clinics, Look Better Than You Feel, Edgewood Summit.

Brian Jarrell, Art Director, CRA – Creative Team

Brian will lead the creative process in developing creative solutions that exceed expectations. He will guide the creative strategy, while looking for ways to best enhance DHHR initiatives, connect with target audiences and deliver unparalleled design executions that drive maximum results.

Relevant Experience: Mon General Hospital, BrickStreet Mutual Insurance, Friends of Coal, CHA Health, Northwood Health.

Robb Major, Art Director, CRA – Creative Team

Robb works closely with the creative director to craft concepts to achieve strategic goals. He then brings them to life through finely tuned designs for all applications.

Robb develops and oversees daily creative activities and provides ongoing strategy and direction for clients. He specializes in creative solutions that exceed expectations, and through his knowledge of the creative process makes him a



valuable part of the creative service team. Robb assists the creative director with all production items and stands ready to help the team tackle any task.

Relevant Experience: BrickStreet Insurance, Charleston Area Medical Center, Tri-Area Health Centers, Advanced Patient Advocacy, Edgewood Summit.

Michelle Bochman, Graphic Designer, CRA - Creative Team

Michelle supports the creative team with solid execution of creative concepts and designs. Michelle works alongside with other members of the creative team to craft print and interactive concepts to achieve strategic goals for clients.

Relevant Experience: BrickStreet Mutual Insurance, SelfRefind

Tommy Dutton, Software Engineer, CRA – Interactive Director

Tommy has more than 10 years' of experience developing web applications and databases. His experience and education, in both business and information systems, enables him to provide technology solutions to meet clients' goals and objectives. He oversees projects through all phases of the System's development life cycle from analysis to maintenance and keeps up to date with all of latest web development trends and incorporates them into client projects.

Relevant Experience: CHA Health, Northwood Health, SelfRefind, Princeton Community Hospital, BrickStreet Mutual Insurance.

Kortney Reale, Account Coordinator, CRA – Account Manager/Daily Contact

Kortney expertly handles communications between CRA and clients, maintains positive workflow and keeps all parties involved and on the same page. She manages and coordinates creative elements for paid media and promotional needs and maintains budget.

Relevant Experience: BrickStreet Mutual Insurance, CAMC Foundation, Princeton Community Hospital.

Linda Cook, Director of Production, CRA – Production Manager

Linda is responsible for coordinating all in-house production; electronic pre-press checks of files; estimates for internal and external printing; and archival and retrieval of files. Linda also assists the creative team with graphic design and serves as production manager.

Relevant Experience: Due to the nature of her responsibilities, Linda works with every account that passes through CRA.

Jennifer Coleman, Senior Media Planner/Buyer, CRA – Chief Media Buyer

Jennifer is responsible for all strategic media planning and placement for her clients. She works with the account team to ensure target audiences are being reached with the correct types of media. She also works with media contacts to assure placement and pricing is within market and industry standards.



Jennifer has been able to take clients to higher levels of recognition through insightful and precise media execution time and again. She employs strong negotiating skills, strategic planning and project management to deliver cost efficient, results driven media plans.

Relevant Experience: Thomas Memorial Hospital, Mountain State Blue Cross Blue Shield, BrickStreet Mutual Insurance, West Virginia University Children's Hospital, Princeton Community Hospital, West Virginia Higher Education Policy Commission.

Carol Dye, Media Coordinator, CRA – Media Assistant

Carol ensures the strategic media plans are executed by each media partner as intended. She assists the media team with reconciling media invoices for payment and provides support for the media director and senior media planner/buyer. Carol also assists the team with trafficking of spots and placements.

Barnes Agency

As a sub-contractor, additional members of the DHHR team will include:

Jeff Barnes, President, Barnes Agency – Consultant

Prior to establishing the Barnes Agency, Jeff strategically directed advertising campaigns in excess of \$3 million. As vice president of marketing and public affairs across three large regional health care systems that included St. Mary's Regional Medical Center, Genesis Hospital System (an affiliation between St. Mary's Regional Medical Center, Cabell Huntington Hospital and Pleasant Valley Hospital), and Holzer Health System, he is known for his successful health care strategic planning and creative advertising strategies that have garnered award-winning results.

Additionally, Jeff served a four-year term as president of the West Virginia Hospital Association's Society for Healthcare Advertising Marketing and Public Relations, as well as a member of the Board of Directors of the American Hospital Association's Society for Healthcare Strategy and Marketing Development.

Relevant Experience: West Virginia Hospital Association, Southern West Virginia Health System, Holzer Medical Center, Holzer Clinic, WVU Hospitals, West Virginia United Healthcare, Princeton Community Hospital, Valley Health System (Huntington), GOJO Industries – Healthcare Division (Akron), Valley Healthcare (Morgantown), Loop Pharmacy and Home Medical, Ornda Health Corp. (Nashville), Roane General Hospital, Lincoln Primary Care Center, Rehabilitation Hospital Corp of America (Philadelphia), Community Health Systems of West Virginia, Carelink Health Plans, ASPEN Healthcare.

Susan Miller – Vice President of Client Services, Barnes Agency – Consultant

Prior to joining the Barnes Agency, Susan was senior vice president and affiliate marketing manager for Fifth Third Bank (Ohio Valley) and had marketing and public relations responsibility for a network of 28 financial centers across a



three-state territory. Her background also includes health care marketing experience as a marketing manager and physician's liaison at Cabell Huntington Hospital.

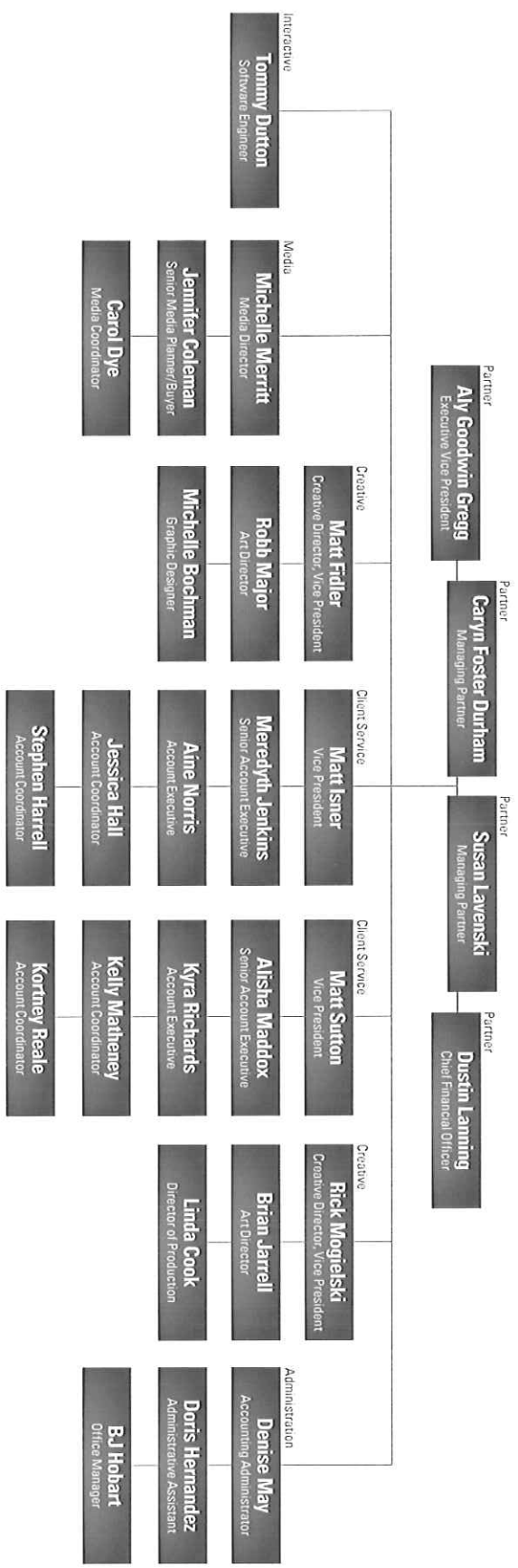
Susan is a strong strategic planner with a proven background in customer service delivery, public relations and community relations. She manages Barnes Agency's client service functions and oversees the daily work performed for the agency's primary health care clients. From a civic perspective, Miller currently serves Ronald McDonald Charities of the Tri-State as board president. She has effectively directed corporate budgets in excess of \$1.25 million.

Relevant Experience: West Virginia Hospital Association, Southern West Virginia Health System, Holzer Medical Center, Holzer Clinic, WVU Hospitals, West Virginia United Healthcare, Princeton Community Hospital, Valley Health System (Huntington), GOJO Industries – Healthcare Division (Akron), Valley Healthcare (Morgantown), Loop Pharmacy and Home Medical, Ornda Health Corp. (Nashville), Roane General Hospital, Lincoln Primary Care Center, Rehabilitation Hospital Corp of America (Philadelphia), Community Health Systems of West Virginia, Carelink Health Plans, ASPEN Healthcare.





CRA provides an atmosphere that breeds success — success for employees and success for our clients. Structured in an integrated fashion to allow us to provide the best client service possible from all areas of the agency, we focus on providing the right mix of people for each client to ensure the most effective and efficient team.



References

Greg Burton, CEO

BrickStreet Mutual Insurance Company
400 Quarrier Street, Charleston, WV 25301
866-452-7425
Email: greg.burton@brickstreet.com

Doug Malcolm, Board Member

Independent Oil and Gas Association
920 Huntington Square, Charleston, WV 25301
304-343-9593
Email: doug@mountain.net

Cathy Brackbill, Director of Marketing

Mardi Gras Casino and Resort
PO Box 7118 - Charleston, WV 25356
304-546-8137
Email: cbrackbill@mardigrascasinowv.com

Jack Harrison, Director of Government Relations, Goodwin & Goodwin

American Petroleum Institute
300 Summers Street, Suite 1500, Charleston, WV 25301
304-346-7000
Jeh@goodwingoodwin.com

Jennifer Douglas, Chief Operating Officer

Citizens Conservation Corps of West Virginia
198 George Street, Beckley, WV 25801
304-254-9196
Jdouglas@wvccc.com

Wayne Griffith, President/CEO

Princeton Community Hospital
P.O. Box 1369, 122 Twelfth Street
Princeton, WV 24740
304-487-7000

Kara Dilley Dense, Executive Director

Greenbrier Convention and Visitors Bureau
540 N. Jefferson Street, Lewisburg, WV 24901
304-645-1000

Todd Christensen, Executive Director

Southwest Virginia Cultural Heritage Commission
468 East Main Street, Suite 300B, Abingdon, VA 24210
276-676-5471



J.Thomas Jones, President and CEO

West Virginia United Health System
1000 Technology Drive, Suite 2320
Fairmont, WV 26554
304-368-2700

Barri Faucett, Executive Director

ASPEN
511 Morris Street, Charleston, WV 25301
304-341-0511, ext. 1691

Bob Musick, Executive Director

West Virginia Council for the Prevention of Suicide
Valley HealthCare System
301 Scott Avenue, Morgantown, WV 26508
304-376-3612

Steve Shattls, Executive Director and CEO

Valley Health Systems, Inc.
2585 Third Avenue, Huntington, WV 25703
304-525-3334

Brian Crist, CEO

Lincoln Primary Care and Southern West Virginia Health System
7400 Lynn Avenue, Hamlin, WV 25523
304-638-2355

Doug Bentz, President/CEO

Roane General Hospital
200 Hospital Drive, Spencer, WV 25276
304-927-4444

Greg Conner, Vice President of Marketing and Sales

GOJO Industries – Healthcare Division
1 GOJO Plaza, Suite 500, Akron, OH 44311
865-368-8824

LaMar Wyse, Interim President and CEO

Memorial Hospital
Former President and CEO, Holzer Medical Center
2221 Elm Street, Rawlins, Wyoming 82301
419-971-7085



Roger Stewart, Healthcare Consultant

Former CEO, Carelink Health Plans

8004 Southridge Way, Hurricane, WV 25526

304-550-9711

Steven Summer, President and CEO

Colorado Hospital Association

Former President and CEO, West Virginia Hospital Association

7335 East Orchard Road, Greenwood Village, CO 80111

720-330-6022



Section 2.4.1

The following are tactics that CRA has found to be very effective in creating successful projects. The tactics we use may change based on the DHHR's need at any time, but these will help to guide our conversation as we begin to plan your advertising and marketing efforts.

Immersion Session

We believe that in order to be a strategic partner, we need to completely understand your initiatives and the specifics of any individual project. This goes beyond an understanding of your organization. This means grasping a deep understanding of the vision, structure and processes.

We will start by hosting an immersion session where your team and our team will meet. This is a critical step in the client/agency relationship. We get to know your team, your policies, your business and your goals. You will develop an understanding of our agency mindset and processes, how we work and what we can do to help you. This is a day-long session with a very specific agenda and is time well spent in order for us to help you achieve your long-term goals.

Audit & Research

Our very first step must be research. We recommend an audit of the existing DHHR communications materials and marketing tactics, as well as evaluate any useful materials. Further, we believe it will be important to assess the awareness of DHHR overall.

Quantitative research is intended to be exploratory and benchmark target audience awareness, attitudes and opinions about DHHR's projects, goals and perceptions, as well as media habits/consumption. Subsequent tracking waves will measure target audience response, including changes to the awareness, attitudes and opinions measured in the benchmarking study.

To better understand the issues facing DHHR, we also recommend conducting qualitative research among personnel. Specifically, we suggest conducting one-on-one interviews with personnel from various departments.

Message Development

Upon completion of the communications audit and early stages of research, CRA will provide suggested messages and conduct a message development session for DHHR and its select representatives. This session will focus on refining the messages that will be the cornerstone for all communications surrounding DHHR. Messaging will be evaluated as needed throughout the campaign.

Communications Plan Development

An overall communications plan will be developed and executed for implementation. Based on guidance from DHHR, as well as any information gleaned during the Audit & Research phase, this plan will outline recommendations for earned media, paid media, social media and community involvement.



Creative Development

Based upon experience, we utilize the following creative elements:

- Brochures
- Fact Sheets
- Direct Mail Pieces
- Social Media Materials
- Website Redesign & Enhancements
- Media Kits
- Information Kit and DVD – CRA recommends developing a clear and concise DVD to explain key initiatives and messages. This can also be used during informational open houses, trade shows, speakers bureaus and with the media.

Media Outreach

On an on-going basis, our team will work with media outlets to schedule appointments for live interviews during regularly-scheduled news broadcasts. We will create opportunities based upon milestones we hit or upcoming events – i.e., launch of Website, beginning of communications with public, meetings with community groups, etc.

Speakers Bureau

It is recommended that Agency and key spokespersons meet throughout the year with target audiences within the state, including local and state chambers of commerce and business and civic organizations, public schools, colleges, etc., to reinforce messages.

Community Leaders Luncheon

In an effort to engage community leaders, we recommend sponsoring luncheons or providing speakers at existing events across the state with key community leaders to discuss the positive impacts of the DHHR's work.

Social Media Outreach

Social media is no longer an ancillary piece of any communications. It is now a requirement in order to compete. We will establish a strategy for social media to increase engagement on Twitter, Facebook and YouTube, and various social networks to communicate our key messages.

E-newsletter

We will establish and distribute a monthly e-newsletter to elected officials, community leaders, and other associations executives to communicate key messages about the industry as well as key accomplishments throughout the campaign.

Issues Management

Your team must be prepared to handle not only the everyday business issues, but those situations you hope never happen. Collectively, our teams will have initial strategy sessions to determine potential issues. Our team will then conduct mock press conferences and taped practice interviews for spokespersons in a variety of scenarios based on those potential issues. We will provide your team with the most realistic training possible in order to totally prepare representatives for a host of issues.



Paid Advertising

Depending on the status of community support and target audience participation, it may be beneficial to supplement our earned media efforts with paid advertising. Paid advertising allows us to select the exact date(s) our messages reach a targeted audience. It also affords us complete control of how the message is presented. If and when the need arises for issues-based advertising, our team can not only create the advertisement, we will make specific recommendations for the type of ads, the rationale for the buy and the messages that need to be presented as part of the campaign.

Information Packets on DVD

To allow us to easily share facts about DHHR and its key programs with the media, stakeholders, target audiences and community leaders, CRA recommends creating information packets on DVD. The DVDs can incorporate fact sheets, frequently asked questions, timelines, photos and videos.

Utilization of Third Parties

CRA recommends identifying respected spokespersons that could serve as third party supporters. Their role would be to serve as experts for media inquiries and to pen op-eds and other information pieces.

Community Meetings

Ensuring community members have accurate information about your initiatives/programs is absolutely critical. Within communities in West Virginia, it is common for rumors to spread rapidly and sometimes become headlines. Our goal is to help your community become informed and educated about the facts.

To this end, we recommend organizing meetings that are open to the public. These informal meetings should provide a venue for people to casually come and go and talk with spokespersons about DHHR and its efforts. These meetings also provide opportunities for positive media coverage.

Project-Specific Websites

CRA recommends the development of Websites featuring the latest information about the any high profile project. These sites must be easy to navigate and could include information about current issues, how the community will be impacted, FAQs, timelines, etc. The site also could include an email feature allowing people to send questions and comments for your response.



Section 2.4.1.1 Marketing and communication plan development

It all starts with a plan. Through immersion sessions, communications audits, qualitative and quantitative research and in-depth planning sessions, CRA develops each marketing communication plan to fit client needs and meet client goals. We utilize integrated marketing efforts to penetrate audiences and produce effective results. Plans may include advertising and paid media placement, public relations, event planning, interactive services, social media and media outreach – just to name a few.

Independent Oil & Gas Association of West Virginia (IOGA)

Doug Malcolm, Current board member of IOGAWV
300 Summers Street, Suite 800, Charleston, WV 25301
304-343-9593



Banner Ad

The Fracing fact:

99.50% of the mixture used during the hydraulic fracturing process is water and sand.

The other .50% of ingredients are found in items we use every day such as table salt, detergent, ice cream and household cleaners.

Hydraulic fracturing is a safe way to make the most of our cleanest, homegrown energy source, while remaining environmentally responsible. Hydraulic fracturing enables us to take advantage of our natural resources, employing thousands of local residents and growing our economy.
To learn more: www.iogawv.com

IOGA WEST VIRGINIA
INDEPENDENT OIL & GAS ASSOCIATION

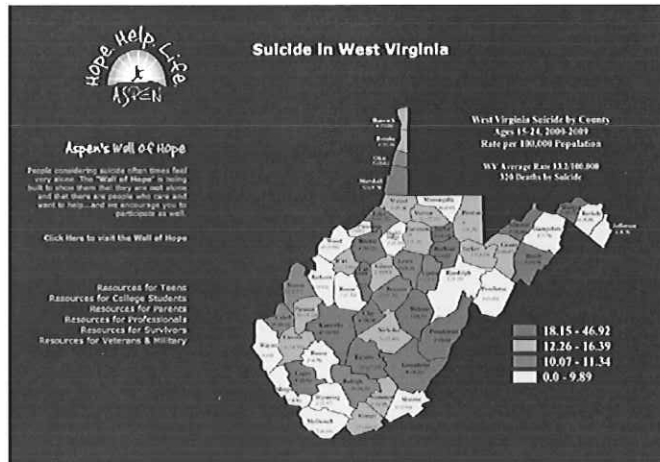
Print Ad



Aspen Healthcare
 Barri Faucett, Executive Director
 511 Morris Street, Charleston, WV 25301
 304-341-0511 ext. 1691



Direct Mail



Website



Newsletter



Section 2.4.1.2 Multi-media ad campaign development

Mon General Hospital

Gregory Kealey, Director of Marketing

1200 J. D. Anderson Drive, Morgantown, WV 26505

304-285-2792



Caring. Progressive. The healthy combination.

WE SEE YOU SAFE AND SOUND.

At Mon General we're your community's health and safety partner. As a recipient of the 2008-2009 Patient Safety Excellence Award, we are one of only 20 hospitals nationwide and the only one in West Virginia to receive this award for three years running.

Our Patient Response Teams of highly trained and dedicated personnel are dedicated to attending each patient individually and assisting with communication among caregivers, educating patients and families and coordinating the health care team in order to help our patients thrive. And that's the same more reason why Mon General is ranked in the **top 5% of all hospitals in the nation for patient safety.**

Recipient of the 2008, 2007, 2006 and 2005 Patient Safety Excellence Award!

HEALTHGRADES

We see you healthy.
We see you healthy.
We see you healthy.

Mon General
Caring. Progressive. The healthy combination.

www.mongeneral.com • 304.598.1200

Print Ad



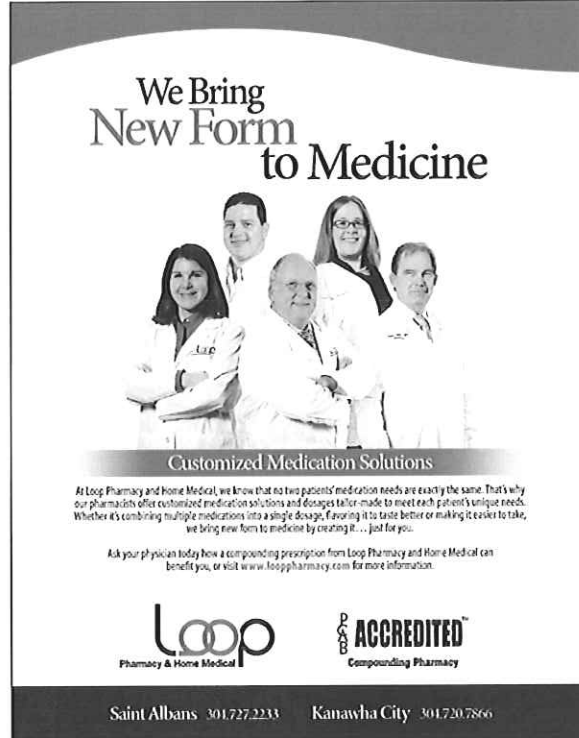
Television



Loop Pharmacy and Home Medical Center
 Amanda Addington, Vice President of Marketing
 72 Sixth Avenue, St. Albans, WV 25177
 304-727-2233 ext. 162



Banner Ad



Print Ad



Television



Section 2.4.1.3 Multi-media advertising placement

Our full-service media department maintains relationships with media outlets throughout West Virginia and the Mid-Atlantic region. Our media buyers regularly prepare paid-media strategy and execute media plans including newspaper, online, radio, outdoor/transit, network and cable television for numerous clients and are fully prepared to fulfill the Agency's current commitments.

Aspen Healthcare

Barri Faucett, Executive Director
511 Morris Street, Charleston, WV 25301
304-341-0511 ext. 1691

Project Media Budget = \$100,000



West Virginia Higher Education Policy Commission

Jessica Kennedy, Communications Manager
1 Edmiston Way, Buckhannon, WV 26201
304-558-0655

Project Media Budget = \$560,000



Section 2.4.1.4 Logo development

BrickStreet Mutual Insurance Company

Greg Burton, President and Chief Executive Officer

400 Quarrier Street, Charleston, WV 25301 304.941.1000



BrickStreet Logo

West Virginia Petroleum Council

Jack Harrison, Director of Government Relations, Goodwin & Goodwin

300 Summers Street, Suite 1500, Charleston, WV 25301

304-346-7000



WVPC Logo



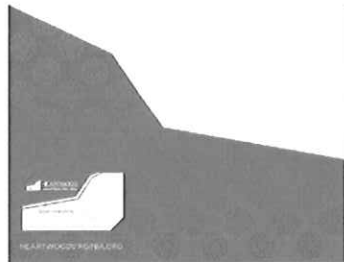
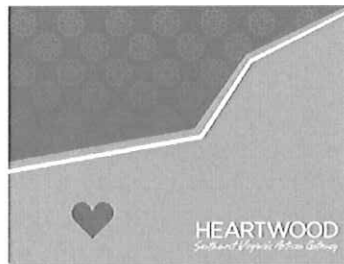
Section 2.4.1.5 Brochure development

Heartwood

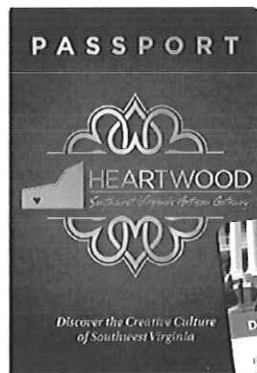
Todd Christensen, Executive Director

468 East Main Street, Suite 300B, Abingdon, VA 24210

276-676-5471



Media Kit



Passport




Valley Health Systems, Inc.

Lanie Masilamani, Vice President and Chief Operating Officer


2585 Third Avenue, Huntington, WV 25703

304-525-3334 ext. 5150


Valley Health Dental Providers




Daniel Brody, DMD
Dentist - Valley Health - Fort Gay
Degree: West Virginia University School of Dentistry




Jon Kardos, DDS
Dentist - Valley Health - Harts
Degree: West Virginia University School of Dentistry




Andrea Kelly, DDS
Dentist - Valley Health - Westmoreland
Degree: West Virginia University School of Dentistry



Kara Stevenson Smith, DDS
Dentist - Valley Health - Southside
Degree: West Virginia University School of Dentistry



Lon Spain, DDS
Dentist - Valley Health - Upper Kanawha and Boone County
Degree: Indiana University School of Dentistry




Our Services:

Cleaning and oral hygiene: The mouth is the gateway to the entire body. It is very important to keep a healthy mouth. It is recommended that all children have their first dental visit by age one. Routine teeth cleanings are then recommended at least twice each year to prevent cavities, gingivitis and other gum disease.

Our dentists recommend that patients practice proper oral hygiene through frequent brushing and flossing to prevent cavities and tooth decay between cleanings.

Cosmetic dentistry: Now you can have the smile you have always wanted with teeth whitening through bleaching.

Extractions: Dental extraction is a procedure used to remove a tooth. Extractions can result from tooth decay that has progressed beyond the point of restoration.

Fillings: Fillings are used to repair the damage that cavities or external trauma can cause to your teeth. Fillings restore function to the missing tooth structure and help prevent further damage to your tooth.

Restorative services:

- Dental crowns*
- Dental bridges*
- Root canal*

Sealants and other preventatives: Dental sealants can be an effective way to prevent cavities and tooth decay.

Payment Options Include:
Private Insurance • Medicaid • Payment programs for those without insurance

*Major restorative services, including crowns, bridges and dentures, as well as teeth whitening services are not included in the sliding fee scale payment option.

Valley Health
Quality healthcare in your neighborhood

Dental services are offered at the following convenient locations:

- Valley Health - Fort Gay
304.648.5433
- Valley Health - Harts
304.855.4595
- Valley Health - Southside
304.529.6645
- Valley Health - Westmoreland
304.781.5900
- Valley Health - Upper Kanawha
304.595.3282

Harmony House
Free dental health for the homeless

Mobile Dentistry Services
We offer mobile dentistry at a variety of area schools. Call 304.525.3334, ext. 5102 for more information.

Daytime and Evening
Appointments Available

Valley Health
We will be the best at providing excellent community-based primary care.

Mission:
To provide quality healthcare to all individuals, emphasizing outreach to those who are underserved.

Values:
HONESTY. We will tell the truth. RESPECT. We will treat every person as important. UNITY. We will work together. TRUST. We will do what we say and say what we do.

Valley Health Dentistry Brochure



Section 2.4.1.6 Social media development associated with a media campaign or a project

When a client needs social media to improve their campaign, we carefully evaluate all options and choose the best outlets based on target audience and objectives. We create and manage Facebook, Twitter, YouTube channels, blogs and other social media tools as needed.

Greenbrier County Convention and Visitors Bureau

Kara Dense, Executive Director

540 N. Jefferson Street, Lewisburg, WV 24901

304-645-1000



Animated Web Banner



BudgetTravel Like 12k LOG IN REGISTER SEARCH

THIS JUST IN REAL DEALS DESTINATIONS HOTELS HOW-TO TRIP II

Like 284 +1 TO Comments (16)

HOMETOWN ESCAPES

10 Coolest Small Towns in America 2011

The winners in our sixth annual celebration of great hometown escapes may be short on people, but they're long on personality. Small wonder—the 437,480 votes from Budget Travel readers cheering on their favorites can't be wrong.

September 2011 issue | [Subscribe to the magazine](#)



Lewisburg, WVs (Michael Mohr)

Once in a while, you discover a town that has everything—great coffee, food with character, shop owners with purpose. Each year, the Budget Travel team celebrates these places with our "Coolest Small Towns in America" competition. It starts with a call to you—our readers—to nominate the most interesting towns you know with populations of less than 10,000. From there, our editorial team whittles the selections down to the three most promising contenders. It's then up to you to vote on your favorite. This year's winner was Lewisburg—an irresistible small town in West Virginia. Each of the nine runners up has something special to offer, from the quiet, artistic enclave at La Pointe, Wisconsin to the scenic beaches of Astoria, Oregon. In honor of the sixth anniversary of our "Coolest Towns" franchise, we've also compiled a slideshow of all of the contenders from previous years. You won't find a more charming slice of small town Americana than you will right here.

BudgetTravel.com



Facebook



Heartwood

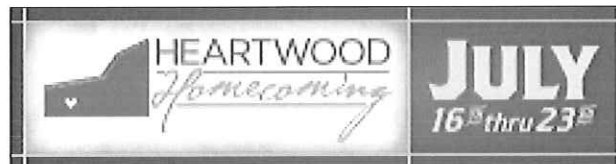
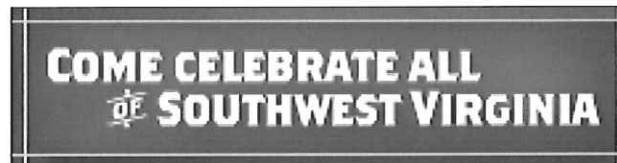
Todd Christensen, Executive Director

468 East Main Street, Suite 300B, Abingdon, VA 24210

276-676-5471



Heartwood Homecoming Landing Page



Animated Web Banner



Section 2.4.1.7 Examples of media effectiveness measures/evaluation

To measure and evaluate our media effectiveness, we use a variety of measures. These can be done throughout the execution of a campaign (if it becomes apparent new messaging needs tested) or at the conclusion of a project. Frequently, we will mimic the initial research conducted – potentially additional focus groups or a public opinion poll – to get comparison figures which allow us to build detailed reports and in-depth analysis to either make new decisions or reinforce decisions already in progress. This also can provide key insights and direction for subsequent campaigns.

One example of an effectiveness measure would be our use of Google Analytics with regard to a Website or online landing page. These statistics can show what pages are most frequented, what individuals are searching for when they come to the site, etc. This process saves resources and increases the investment by ensuring that the Website is resonating with customers and supporting the most crucial strategic objectives. It also helps smooth out glitches and eliminate issues that are caused by under-performing site offerings.

DC Lottery

Kevin Johnson
2101 Martin Luther King, Jr . Avenue SE
Washington, D .C . 20020
202-645-8014



West Virginia Higher Education Policy Commission

Jessica Kennedy, Communications Manager
1 Edmiston Way, Buckhannon, WV 26201
304-558-0655



Section 2.4.1.8 Demonstrate the process for market analysis/target market identification

With every new client, we start with an immersion session. This is a half-day to full-day session where our teams come together to discuss the client's communications goals, target audiences, timeframes, where you have been and where you want to go. We review any existing research and identify where new research is needed, conduct a communication audit and conduct a message development session. Through these tactics, messages are developed and target markets are defined.

Out of our initial immersion session and communication audit, we sometimes suggest conducting market research to determine the best steps toward success. We have the in-house capabilities to conduct quantitative and qualitative research for our clients. We typically conduct a small telephone survey in conjunction with focus groups, to determine the best course of action for our clients. Having the ability to provide these services in-house helps keep the cost down for our clients, as well as provide them with excellent research results and campaign strategy.

Clear Mountain Bank

Brian Thomas, Chief Executive Officer
P.O. Box 205
Bruceton Mills, WV 26525
304-379-2265

Conducted telephone survey and regional focus groups.

Princeton Community Hospital
Rick Hypes, Director of Marketing
P.O. Box 1369, 122 Twelfth Street
Princeton, WV 24740
304-487-7339



Conducted telephone survey and regional focus groups.



Section 2.4.1.9 Demonstrate the ability to provide qualitative and quantitative formative research for new projects and interventions to identify and prioritize basic needs, desires, and values within the target populations either in-house or through a third party

For larger research projects CRA has partnered with several research firms to conduct all types of client research. CRA always conducts an audit of the client's communications materials and marketing tactics, as well as evaluate any useful materials. We conduct quantitative research to benchmark target audience awareness, attitudes and opinions about goals and perceptions, as well as media habits/consumption. Subsequent tracking waves will measure target audience response, including changes to the awareness, attitudes and opinions measured in the benchmarking study. Qualitative research also is used to identify issues in-depth. Depending on the issue, all or some of the various research methods may be implemented.

BrickStreet Mutual Insurance Company
Greg Burton, President and Chief Executive Officer
400 Quarrier Street, Charleston, WV 25301
304.941.1000



Research partner – Allen Newman Research

Allegheny Energy & American Electric Power
Potomac-Appalachian Transmission Highline (PATH) Project
Tom Holliday, Director Corporate Communications,
American Electric Power
301 Virginia Street, East, Charleston, WV 25301
614-716-1403



Research partner – R.L. Repass & Partners



Section 2.4.1.10 Plans for public relations associated with a media campaign or a project

For the clients listed below, our team pitched stories to key reporters and we conducted public relations outreach including message development, media and editorial visits, press conferences, events, speaking opportunities, media interviews during events and community outreach meetings. These tactics generated a host of front-page print and primetime TV news coverage for our clients.

Independent Oil & Gas Association of West Virginia
Doug Malcolm, Current board member of IOGAWV
300 Summers Street, Suite 800, Charleston, WV 25301
304-343-9593



Aspen Healthcare
Barri Faucett, Executive Director
511 Morris Street, Charleston, WV 25301
304-341-0511 ext. 1691



Section 2.4.1.11 Demonstrate an ability to work under significant time constraints

For the clients listed below, under very tight deadlines, CRA implemented complete marketing campaigns including media outreach, paidmedia components including print, TV, radio, media buys and online/social media components within a matter of days. We encourage you to contact our clients regarding CRA's ability to turn projects around in a quick manner, while maintaining the understanding and need for a results-oriented campaign.

Mardi Gras Casino & Resort

Cathy Brackbill, Director of Marketing
1 Greyhound Drive, Nitro, WV 25313
304-444-8018



Princeton Community Hospital

Rick Hypes, Director of Marketing
P.O. Box 1369, 122 Twelfth Street
Princeton, WV 24740
304-487-7339



Section 2.4.1.12 Demonstrate an ability to secure strategic earned media

For clients listed below, we utilized our media contacts to reach out to key reporters with very targeted messages. This garnered front page and primetime news coverage for our clients, with our clients' key messages delivered throughout each media outlet. Again, we encourage you to contact these clients to hear their perspectives on CRA's ability to garner positive media coverage.

Gastar Exploration, Ltd.

Mike McCown, Vice President Northeast
229 W. Main Street, #301, Clarksburg, WV 26301
304-622-4796



Aspen Healthcare

Barri Faucett, Executive Director
511 Morris Street, Charleston, WV 25301
304-341-0511 ext. 1691



Section 2.4.1.13 Demonstrate sound management of project funds/budget

For the clients listed below, CRA was tasked with developing marketing strategies and campaigns with a limited budget. Our understanding of marketing techniques and processes that work and drive results allowed our clients to achieve a higher level of success than they thought possible, based on budget.

Heartwood

Todd Christensen, Executive Director
468 East Main Street, Suite 300B, Abingdon, VA 24210
276-676-5471



Greenbrier County Convention and Visitors Bureau

Kara Dense, Executive Director
540 N. Jefferson Street, Lewisburg, WV 24901
304-645-1000



Section 2.4.1.14 Website visual concept design

Our interactive team remains on the cutting-edge of technology to provide Website design. In addition, we are committed to brand consistency across all mediums of advertising and communications. With web design, there are many factors to consider for each client, including search engines, usability, compatibility, hosting environment and structure, just to name a few. We need to know your goals, your audiences and any analytics you've previously collected to help evaluate and develop the appropriate branding elements that will correlate with the overall branding philosophy.

Aspen Healthcare

Barri Faucett, Executive Director
511 Morris Street, Charleston, WV 25301
304-341-0511 ext. 1691



DC Lottery

Kevin Johnson
2101 Martin Luther King, Jr . Avenue SE
Washington, D .C . 20020
202-645-8014



Section 2.4.2 Event and Conference Planning

In addition to the events described herein, CRA and the Barnes Agency and/or their staff members have planned or been intricately involved in countless events, both large and small, over the course of 20 years. Events have included annual meetings, professional conferences, professional meet-and-greets, strategic planning meetings, non-profit fundraisers (Ronald McDonald House Golf Tournaments, Ronald McDonald House Dinner Dance and Auctions, Ronald McDonald House Night of Wine and Emeralds), spokesperson training sessions, employee training sessions and employee recognition events. Through this extensive experience, the agency has developed relationships with a broad network of caterers, audio visual vendors, entertainment brokers and speakers bureaus throughout the state of West Virginia and beyond.



The Fur Ball (2008, 2009, 2010) – Charleston, WV
Jeff Barnes, Putnam Animal Relief Center Capital Campaign Chairman
304-550-6550

As part of the Putnam Animal Relief Center's Capital Campaign, Barnes Agency organized three Fur Balls between 2008 and 2010 across a variety of regional venues to raise funds for the construction of a new animal relief shelter in Putnam County, West Virginia. Guests in attendance each year averaged between 200 and 300.

Services:

- Established theme.
- Negotiated price of venues each year.
- Secured audio visual vendor and negotiated pricing for screens, live cams, sound system, staging materials and lighting effects.
- Secured musical entertainment, including the Bob Thompson Unit and John Eric Booth.
- Secured catering and made arrangements for beverage service.
- Secured featured guests that included First Lady, Gayle Manchin and Miss West Virginia



- Designed print invitations and managed mail distribution list, tracked reservations and organized guest check-in at event.
- Developed promotional e-Blast.
- Coordinated event decorations.
- Sold sponsorships and created signage and PowerPoint presentations to highlight sponsors during event.
- Facilitated event set-up and break-down.
- Provided additional event exposure through press releases.
- Arranged for significant media coverage on event day.

Banker of the Year Awards (2007) – Huntington, WV

Bob Welty, Market President
 700 Virginia Street E, Charleston, WV 25301
 304-353-4100



This event was managed by Susan Miller Barnes, vice president of Barnes Agency client services, during her tenure as senior vice president and affiliate marketing manager of Fifth Third Bank. Approximately 160 guests were in attendance.

Services:

- Established Las Vegas-based theme.
- Negotiated price of venue and managed all elements associated with the facility (parking, coat check, housekeeping, etc.)
- Secured audio visual vendor and negotiated pricing for screens, Teleprompters, live cams, sound system, staging materials and lighting effects.
- Secured and negotiated pricing with entertainment vendor to facilitate gaming tables and gaming staff.
- Secured catering for sit-down dinner and made arrangements for beverage service.
- Managed design and distribution of invitations, tracked reservations and organized guest check-in at event.
- Designed and negotiated pricing on employee awards.
- Scripted the awards show, provided teleprompter content, compiled scripting book (as back-up for teleprompter) and led rehearsals on event day with all presenters.
- Organized event decorations.
- Negotiated block hotel pricing for out-of-town guests.
- Organized end-of-the-evening auction that allowed guests to use their gaming proceeds to bid on gifts. Organized the compilation of gifts for this portion of event.
- Facilitated event set-up and break-down.
- Tracked all event elements, including responsible parties, vendor contact information, timelines, budget etc. in an Excel Gant chart.



Section 2.4.3 Video/DVD Production

CRA's in-house interactive team stands on the cutting-edge of technology to provide website design, strategic online planning and database management to clients. Using the latest technology equipment we offer DVD production and editing, and the creation of television commercials, as well as other related materials including web-ready versions as noted in the DHHR scope of work. To view samples of videos, please see included flash drive.

Section 2.4.3.1 Demonstrate the ability to record and produce training videos/DVDs either as an in-house production or through an established relationship with a third party:

We have managed and produced many comprehensive videos and DVDs for clients on various projects. Once we understand your goals and target audiences we can begin the video management process, which includes scripting, storyboarding, interviewing, filming, editing, acquiring necessary permissions and copyrights, and so on. As evidence of our ability in the process, one recently completed training video was so well received by two federal regulatory agencies that they asked for permission from our client to use the video as agency-approved training.

CSE Corporation

Scott A. Shearer, Jr.
600 Seco Road, Monroeville, PA 15146
412-856-9200



Screen Shot

BrickStreet Mutual Insurance Company

Greg Burton, President and Chief Executive Officer
400 Quarrier Street, Charleston, WV 25301
304-941-1000



Screen Shot

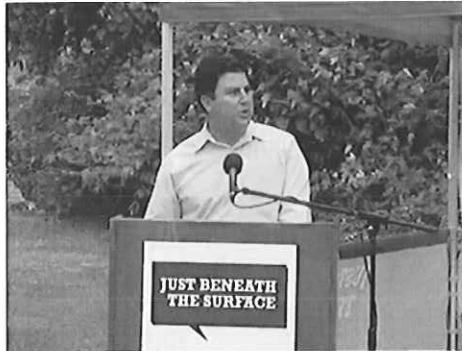


Section 2.4.3.2 Demonstrate the ability to record and produce a video/DVD from a conference including speakers and/or activities:

A conference including speakers and activities represents the video management process in a different light. This is mainly due to the live action – and as such, the majority of live conference production involves the planning process (sound, lighting and other factors) and post-recording editing (tweaking sound and video to combine into a professional, cohesive final product).

Independent Oil & Gas Association of West Virginia (IOGA)

Doug Malcolm, Current board member of IOGAWV
300 Summers Street, Suite 800, Charleston, WV 25301
304-343-9593



Screen Shot

Greenbrier County Convention and Visitors Bureau

Kara Dense, Executive Director
540 N. Jefferson Street, Lewisburg, WV 24901
304-645-1000



Screen Shot

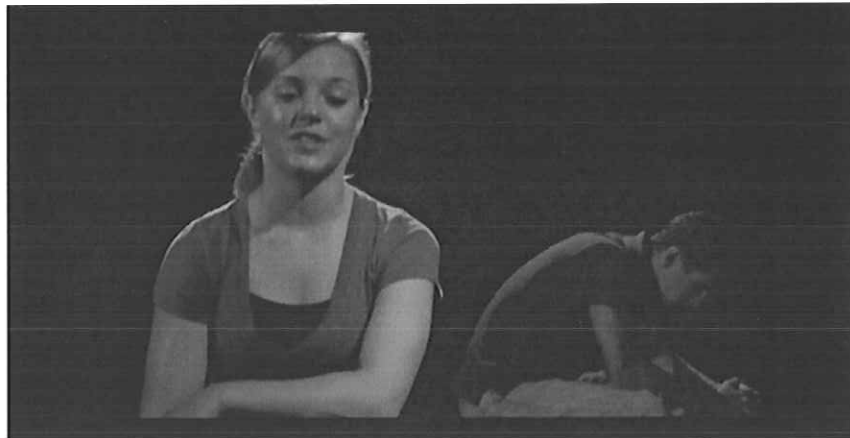


Section 2.4.3.3 Demonstrate the ability to record and produce educational material on video/DVD:

Since this footage would not be shown in its entirety live, we can manage an educational video or DVD using the same video management process described above for training. Please also refer to this section's response for an example on our ability to do so.

Aspen Healthcare

Barri Faucett, Executive Director
511 Morris Street, Charleston, WV 25301
304-341-0511 ext. 1691



Screen Shot



TrAIL
Kenny Construction
Ryan Townsend
320 Adams Street, Number L01, Fairmont, WV 26554
304-363-2430



Screen Shot



Section 2.4.3.4 Demonstrate ability to provide video/ DVD material for use on websites and social media:

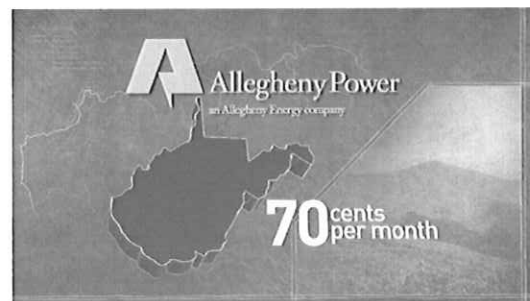
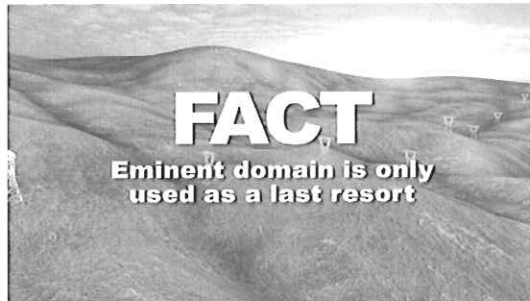
To us, this is simply another step in the video management process referred to in above answers – the only difference is the ending result. Instead of saving a file with correct resolution and output for a DVD, it can be saved and utilized through online components – providing the correct permissions and copyrights have been secured for this purpose. In many instances, it is helpful to know in advance what mediums on which the video will ultimately be used.

As an example, one client was implementing a new computer software application. We assisted them in creating an online training tutorial in order to reach their clientele effectively and efficiently.

Potomac-Appalachian Transmission Highline (PATH) Project
Tom Holliday, Director Corporate Communications
American Electric Power
301 Virginia Street, East, Charleston, WV 25301
614-716-1403



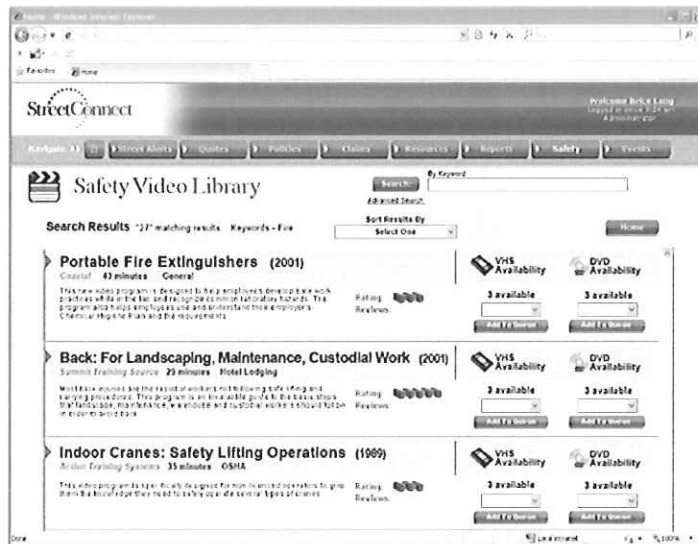
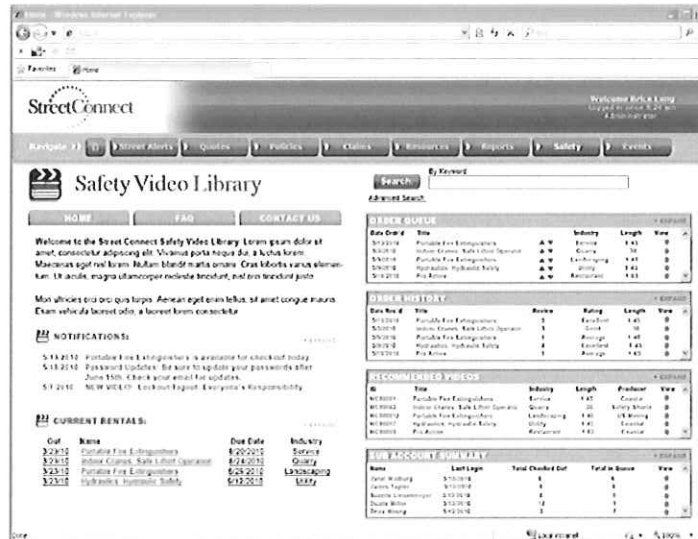
Screen Shots



BrickStreet Mutual Insurance Company
 Online Safety Video Library
 Greg Burton, President and Chief Executive Officer
 400 Quarrier Street, Charleston, WV 25301
 304-941-1000



Videos are accessed through a secure log-in page and cannot be copied onto DVD.



Online Safety Video Library



2.4.4 Public Health-Related Experience

As a fully integrated firm, CRA has all the communications disciplines needed for the creation and implementation of public health-related traditional and non-traditional advertising and marketing media and consultation expertise as noted in the DHHR scope of work.

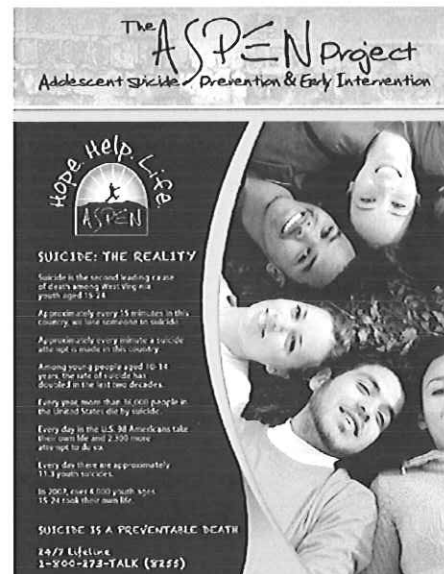
The following are two examples of CRA's knowledge and expertise in public health-related experience.

Aspen Healthcare

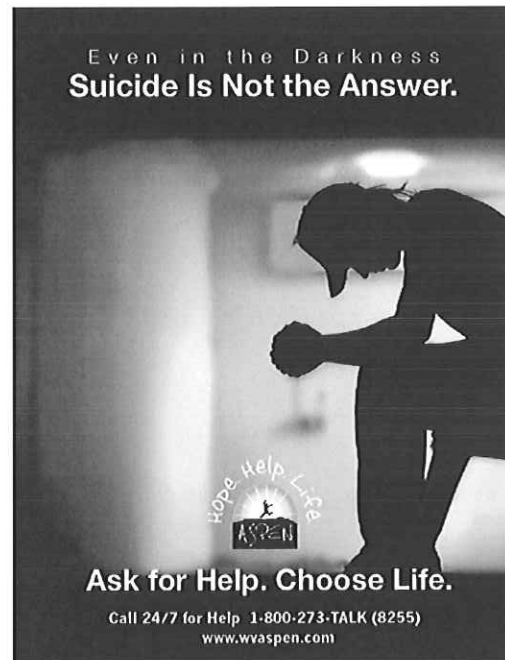
Barri Faucett, Executive Director
 511 Morris Street, Charleston, WV 25301
 304-341-0511 ext. 1691



Web Home Page



Newsletter



Print Ad



Princeton Community Hospital
 Rick Hypes, Director of Marketing
 P.O. Box 1369, 122 Twelfth Street
 Princeton, WV 24740
 304-487-7339



»» Superior technology.
 Uncompromised care.

Web Banner

»» Superior technology.
 Uncompromised care.

At Princeton Community Hospital, we offer the most advanced medical technologies and procedures available, from state-of-the-art diagnostic imaging to minimally invasive surgery. Our staff includes physicians and the area's most highly skilled medical and technical professionals who are passionate about the care their patients receive.

Get the skill and care you need, right here in our region:

- Cancer Center
- Cardiac Care
- Cardiopulmonary Services
- Emergency Department
- Intensive Care
- Laboratory Services
- Nursery
- Obstetrics and Gynecology
- Orthopaedic Surgery
- Pediatrics
- Physical and Occupational Therapy
- Progressive Care
- Psychiatric Services
- Pulmonary Rehabilitation
- Radiology and Interventional Radiology
- Sleep Disorders Center
- Surgical Services
- Women's Center

304.487.7000 | www.pchonline.org

Print Ad

Annual Report

ANNUAL REPORT
 2013-2014

Moving Forward with Confidence.



Attachment B: Mandatory Specification Checklist

2.5 Mandatory Requirements

After the Award of the Contract

The following mandatory requirements must be met by the Vendor after the award of the contract. Failure on the part of the Vendor to meet any of the mandatory specifications shall result in the termination of the contract. The terms "must", "will", "shall", "minimum", "maximum", or "is/are required" identify a mandatory item or factor. Decisions regarding compliance with any mandatory requirements shall be at the sole discretion of the State.

List mandatory specifications in contained in Section 2.5:

Section 2.5.1 The successful vendor must establish a liaison office in West Virginia within a two hour response time for the duration of the contract term.

Section 2.5.2 All copies, pictures and layout must be approved, in advance, by the program and the agency.

Section 2.5.3 All documents, records, programs, data, film, tape, articles, memoranda including any and all cuts, negatives, positives, artwork, plates, engravings, disc, photos, boards, copies and other materials shall be considered "work for hire" and the vendor transfers any ownership claim to the agency and shall be delivered to the agency upon request.

Section 2.5.4 Use of these materials, other than related to contract performance by the vendor, without the prior written consent of the agency, is prohibited. During the performance of services specified herein, the vendor shall be responsible for any loss of or damage to these materials developed for or supplied by the agency and used to develop or assist in the services provided herein while the materials are in the possession of the vendor. Any loss or damage thereto shall be restored at the vendor's expense.

Section 2.5.5 Vendor must verify by obtaining criminal history background checks that any employees or subcontractor working with children to complete work under this contract has not been convicted of child abuse, offenses against persons, sexual offenses, child neglect, or any other offense bearing a substantial relation to the qualification functions, or duties of the vendor or subcontractors scheduled to work with children or adolescents. The successful vendor must obtain background checks upon award of the contract.

Section 2.5.6 Vendor will provide project reporting to the DHHR that will include, but not be limited to, summary reporting, effectiveness reporting, recommendations, results reporting, analysis and survey reporting.

Section 2.5.7 Vendor will provide the DHHR with copies of all negatives and artwork. The copies provided will be in a PC (personal computer) format compatible with DHHR software.

Section 2.5.8 Vendor must be able to work under short timeframes/deadlines.

Section 2.5.9 Vendor must understand an approved purchase order is required prior to proceeding with any type of services or they may be liable for expenses incurred.



Section 2.5.10 Vendor is required to develop flexible, culturally competent and alternative solutions to enhance a wide variety of public campaigns, with specific strategies for reaching target populations on an as needed basis for specialized programs.

Section 2.5.11 Vendor will have financial wherewithal to make payments to subcontractors prior to receiving final payment from the state.

I certify that the proposal submitted meets or exceeds all the mandatory specifications of this Request for Proposal. Additionally, I agree to provide any additional documentation deemed necessary by the State of West Virginia to demonstrate compliance with said mandatory specifications.



Charles Ryan Associates, LLC
Susan Lavenski, Managing Partner
304-342-0161
f 304-342-1941

January 24, 2012



Addendum A: Case Studies

The ASPEN Project - A Marketing Case Study of Need, Performance and Outcomes

Adolescent Suicide – A Growing Epidemic Nationally and in West Virginia



Statistics Paint a Startling Picture:

- In America, nearly 1 million people attempt suicide each year.
- Approximately one person completes suicide every 15 minutes in the United States.
- Nationally, suicide is the third leading cause of death for youth ages 15-24.
- In West Virginia, suicide is the second leading cause of death for this same age group.
- Within a typical high school classroom, it is likely that three students have made a suicide attempt in the last year.
- Ninety percent of the individuals who die by suicide have a treatable mental illness or substance abuse disorder.

Who is ASPEN?

On September 30, 2007, in collaboration with the West Virginia Council for the Prevention of Suicide and Prester, an award of 1.4 million was provided for a three year period through SAMHASA's Garrett Lee Smith Memorial grant in order to fund the Adolescent Suicide Prevention and Early Intervention Project, commonly known and promoted as ASPEN.

Objective of ASPEN

ASPEN was established in order to combat the growing epidemic of adolescent suicide in the state of West Virginia. The project's objective is to serve youth in secondary schools by increasing awareness and screenings while ultimately facilitating a quick response team to serve at-risk students. Incorporating vital education, communication, marketing, public relations, earned media and collaboration with both parents and entities interacting with at-risk youth will be developed and implemented in order to solve systematic gaps of sustainable suicide prevention. The goal is a measureable reduction in statewide suicide attempts and completions of suicide.

The ASPEN – Barnes Agency Partnership

Upon receipt of initial funding, the leadership of ASPEN interviewed a number of full-service advertising, marketing and public relations firms to partner with to implement its objectives. In early 2007, Barnes Agency was selected because of its extensive background in both social causes and the healthcare industry.

Throughout the past 5 years, Barnes Agency has been intrinsically involved in the strategic planning and implementation of various forms of awareness, education and communication initiatives toward the common goal of reducing the episodes of adolescent suicides in West Virginia. Some of the initiatives that have been developed and implemented over the past 5 years include but are not limited to the following:



- Two powerful and emotionally-packed statewide television campaigns to build awareness.
- Website creative and development to build awareness and deliver resources.
- Annual suicide conference event planning, promotion and media relations to build awareness and deliver educational resources to professionals.
- Bullying conference promotion and media relations to bring awareness to the links that exist between bullying and adolescent suicide. This included promotion of the national best-selling author, bullying survivor and youth advocate, Jodee Blanco. Significant earned media was garnered.
- Newsletter message development and design to educate students, teachers and parents. More than 5,000 copies have been distributed.
- Long-format educational video development and production to support an ASPEN-developed statewide school-based suicide prevention curriculum. The 10-minute film, which illustrates the difference that asking for help can make between life and death, has been shown at a variety of professional conferences, and will soon be distributed, along with ASPEN's mental health curriculum, to schools throughout West Virginia. This work received recognition from the West Virginia chapter of the American Advertising Federation in 2011 with a gold Addy Award.

Measurable Outcome/Results

According to nationally-collected statistics provided by Barri Faucett, executive director, ASPEN, prior to the Barnes Agency's aggressive public awareness and educational initiatives, West Virginia ranked 11th in the nation for suicides among youth ages 15-24. After initiatives were developed and implemented, West Virginia's suicide ranking among this same age group population has dropped to 16th in the nation. In addition, the published suicide hotline received over 5,114 calls in 2011, which reflects a 27% increase from the previous year. Referrals to ASPEN also continue to grow as the organization continues to save lives in its battle against suicide.

FOR MORE INFORMATION PLEASE CONTACT THE FOLLOWING:

Barri Faucett, Executive Director
 511 Morris Street, Charleston, WV 25301
 304-341-0511 ext. 1691

Bob Musick, Executive Director
 West Virginia Council for the Prevention of Suicide
 301 Scott Avenue, Morgantown, WV 26508
 304-376-3612





Situation

When Governor Joe Manchin signed Senate Bill 1004 into law in February 2005, West Virginia was positioned for a historic change. West Virginia’s Workers’ Compensation Commission was set to become a private employers’ mutual insurance company and West Virginia would, once and for all, be freed from burdens associated with a taxing workers’ compensation system.

Converting a state agency to a private company was an extraordinary undertaking and Commission leaders selected Charles Ryan Associates as the agency of record to strategize and execute marketing efforts associated with the change. This included developing a complete identity package for the new entity, launching and establishing its brand and executing communications to reach the company’s many target audiences.

Approach

It all began with research. To identify overall understanding of the issue by the general public, help define the current operating climate and determine what obstacles to communication were present, CRA conducted market research including a statewide public opinion poll and a series of focus groups with employees, business-decision makers and the general public.

The research indicated an overwhelming misunderstanding and a lack of knowledge about the upcoming transition associated with the workers’ compensation system. In fact, many people had no idea a change was coming. It became obvious – we had our work cut out for us.

Building a brand. CRA and BrickStreet’s creative teams went straight to work and began developing a brand for West Virginia’s newest insurance company. The identity package included a name, logo, color palette and tagline for the company. Following months of development, trademark research and consumer testing, BrickStreet Mutual Insurance Company was born.

As part of the 2005 West Virginia Business Summit, our team executed a large scale “unveiling ceremony” to launch the new brand. This included intensive media relations, a custom flash presentation introduced by the governor and informational folders for attendees to take away.

It is all about community. It was clear – after launching the brand, our first priority was to execute a community education campaign so that West Virginia’s 42,000 businesses would be informed about changes associated with payment schedules and injured workers would know how the change would impact them. The public education efforts included the following:

- A direct mail campaign. CRA created three direct mail pieces that were sent out to the 42,000 businesses in the state. These were designed to



give people a better understanding of what was happening and to get them familiar with the BrickStreet name and logo. The pieces also gave them a heads-up of what would be coming in the future, in an attempt to prevent people from disregarding important correspondences from BrickStreet.

- A website dedicated to the transition. A 'page-holder' website was designed and contained the information that was available in the informational pieces and direct mail pieces. This was used as an additional information reinforcement tool.
- A statewide community tour. CRA organized a nine-city tour across West Virginia where company leaders conducted public information meetings and answered questions from business leaders, medical providers, injured workers and the general public. One-on-one interviews with local media representatives also were scheduled during the tour.

Implementation

When BrickStreet officially became operational January 1, 2006, CRA launched the second phase of the campaign, focusing on communicating the BrickStreet brand. These efforts included:

- A statewide TV campaign consisting of three spots featuring key industries in West Virginia: coal, construction and small business.
- A second phase of television spots also was created. These ads featured testimonials from representatives of the businesses portrayed in the first three commercials. These ads depicted the same design and feel as the original ads to continue conveying the BrickStreet name to the public.
- Two radio ads were created to support branding efforts. These ads ran statewide on public radio and the MetroNews Network.
- Six print ads were published in statewide daily newspapers. Three ads featured testimonials taken from the television spots, and three featured simple branding messages.
- A more comprehensive website was designed to replace the original site that had simply contained the basic information about BrickStreet and Senate Bill 1004. The site contained a plethora of information for agents, policyholders and providers, as well as a collection of necessary forms that eased the process of filing a claim.

Results

BrickStreet representatives have received tremendous feedback based on the campaign. The public is now familiar with the name and logo, and businesses have a solid understanding of how a state entity has become private.

BrickStreet successfully transitioned to the open market in July 2008 and retained nearly 70 percent of its market share. CRA continues to help them be the provider of choice for West Virginia businesses and keep a positive image of the company in the public eye.






BrickStreet Logo



Your Town. Your Turn.

WORKERS' COMPENSATION IS COMING TO YOUR TOWN



You're invited
to a Town Meeting to discuss the new workers' compensation plan.


On January 1, 2008, the West Virginia Workers' Compensation Commission will become BrickStreet Mutual Insurance Company — a private employee mutual company owned by West Virginia's businesses.

How will this affect you? Your business? Your coverage?

Join us for a discussion of this exciting change that will make West Virginia more competitive, implement wide-ranging reforms and lower costs.

Bluefield October 13 Holiday Inn 1:30 - 3:30 pm	Huntington October 21 Radisson Hotel 1:30 - 3:30 pm	Charleston October 28 Embassy Suites 1:30 - 3:30 pm	Shepherdstown November 3 Clarion Hotel and Conference Center 1:30 - 3:30 pm	Falmont November 8	Becky November 11	Parkersburg November 18	Wheeling November 25
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YOUR BUSINESS. YOUR PEOPLE. YOU'RE COVERED.



A NEW VISION FOR WORKERS' COMPENSATION IN WEST VIRGINIA.

When it comes to workers' compensation, BrickStreet Mutual Insurance Company sees the big picture.

Contact us today and discover how our specialists can help your business maintain a safe and healthy workforce. BrickStreet provides effective safety tools from on-site support to programs that can help you manage costs and minimize losses.

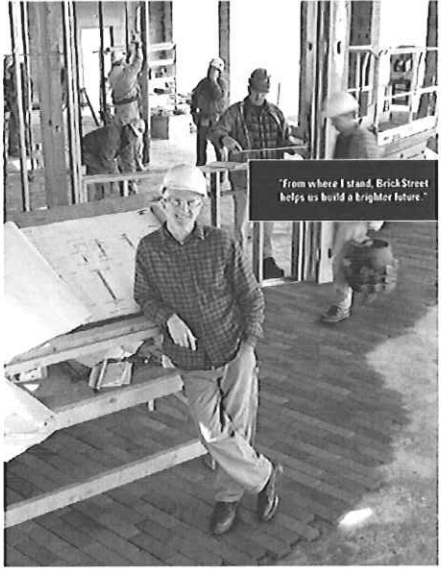
brickstreet.com




YOUR BUSINESS. YOUR PEOPLE. YOU'RE COVERED.



YOUR BUSINESS. YOUR PEOPLE. YOU'RE COVERED.



"From where I stand, BrickStreet helps us build a brighter future."



To build something that lasts, you start with a strong foundation. BrickStreet Insurance has established a workers' compensation insurance program that will help us compete for more business — and more jobs. A groundbreaking concept — for a stronger West Virginia.

478 West Centre Ave. • 64 Charleston, WV 25301 • 800-888-1234 • www.brickstreet.com

Print Ads



YOUR BUSINESS. YOUR PEOPLE. YOU'RE COVERED.



The support of BrickStreet makes a big difference to a small business.



The new workers' compensation plan for West Virginia
4701 MacCorkle Ave. S.E. Charleston, WV 25304 | 800.455.1111 | www.brickstreet.com

YOUR BUSINESS. YOUR PEOPLE. YOU'RE COVERED.



Because the right protection is important to us, BrickStreet is important to West Virginia.



A new vision for workers' compensation in West Virginia.
4701 MacCorkle Ave. S.E. Charleston, WV 25304 | 800.455.1111 | www.brickstreet.com

Print Ads

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State of West Virginia
 Department of Administration
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Request for Quotation

RFQ NUMBER
HHR12052

PAGE
1

ADDRESS CORRESPONDENCE TO ATTENTION OF:
ROBERTA WAGNER
304-558-0067

RFQ COPY

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HEALTH AND HUMAN RESOURCES
 VARIOUS LOCALES AS
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DATE PRINTED	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS
12/20/2011				
BID OPENING DATE: 01/17/2012		BID OPENING TIME 01:30PM		

LINE	QUANTITY	UOP	CAT. NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
ADDENDUM NO. 1						
1. QUESTIONS AND ANSWERS ARE ATTACHED.						
2. ADDENDUM ACKNOWLEDGMENT IS ATTACHED. THIS DOCUMENT SHOULD BE SIGNED AND RETURNED WITH YOUR BID. FAILURE TO SIGN AND RETURN MAY RESULT IN DISQUALIFICATION OF YOUR BID.						
EXHIBIT 10						
REQUISITION NO.: HHR12052						
ADDENDUM ACKNOWLEDGEMENT						
I HEREBY ACKNOWLEDGE RECEIPT OF THE FOLLOWING CHECKED ADDENDUM(S) AND HAVE MADE THE NECESSARY REVISIONS TO MY PROPOSAL, PLANS AND/OR SPECIFICATION, ETC.						
ADDENDUM NO.'S:						
✓ NO. 1						
NO. 2						
NO. 3						
NO. 4						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE <i>Susan Laverski</i>	TELEPHONE 304-342-0161	DATE 1-23-12
TITLE Manager/Partner	FEIN 26-1136195	ADDRESS CHANGES TO BE NOTED ABOVE

WHEN RESPONDING TO RFQ INSERT NAME AND ADDRESS IN SPACE ABOVE I AM FILLING 'VENDOR'



State of West Virginia
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Request for Quotation

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ADDRESS CORRESPONDENCE TO ATTENTION OF:
 ROBERTA WAGNER
 304-558-0067

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HEALTH AND HUMAN RESOURCES
 VARIOUS LOCALES AS
 INDICATED BY ORDER

DATE PRINTED 12/20/2011	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS
BID OPENING DATE: 01/17/2012		BID OPENING TIME 01:30PM		

LINE	QUANTITY	UOP	CAT. NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
NO. 5						
<p>I UNDERSTAND THAT FAILURE TO CONFIRM THE RECEIPT OF THE ADDENDUM(S) MAY BE CAUSE FOR REJECTION OF BIDS.</p> <p>VENDOR MUST CLEARLY 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.</p> <p><i>Susan J. Fawcett</i> SIGNATURE</p> <p><i>Charles Ryan Assa</i> COMPANY</p> <p><i>1-23-12</i> DATE</p> <p>NOTE: THIS ADDENDUM ACKNOWLEDGEMENT SHOULD BE SUBMITTED WITH THE BID.</p> <p>REV. 09/21/2009</p> <p>END OF ADDENDUM NO. 1</p>						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE <i>Susan Fawcett</i>	TELEPHONE 304-342-0161	DATE 1-23-12
TITLE <i>Managing Partner</i>	FEIN 26-1136195	ADDRESS CHANGES TO BE NOTED ABOVE

WHEN RESPONDING TO RFQ, INSERT NAME AND ADDRESS IN SPACE ABOVE LABELED 'VENDOR'

HHR12052 ADDENDUM 1

TO CLARIFY THE FOLLOWING:

THIS DOCUMENT IS A REQUEST FOR PROPOSAL (RFP).

AND

TO RESPOND TO THE FOLLOWING QUESTION:

QUESTION: IN REGARDS TO THE PRE-BID MEETING ON THE 28TH, DO SUBCONTRACTORS HAVE TO ATTEND THE MEETING AS WELL OR JUST THE PRIME?

RESPONSE: ALL INTERESTED BIDDERS MUST ATTEND THE MANDATORY PRE-BID MEETING TO BE HELD AT 10:00 AM ON DECEMBER 28, 2011, IN CONFERENCE ROOM 104 AT ONE DAVIS SQUARE, CHARLESTON, WV 25301.

NO OTHER CHANGES AT THIS TIME.



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Request for Quotation

RFQ NUMBER
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ADDRESS CORRESPONDENCE TO ATTENTION OF:
ROBERTA WAGNER 304-558-0067

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 TYPE NAME/ADDRESS HERE

VENDOR

SHIP TO

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 VARIOUS LOCALES AS
 INDICATED BY ORDER

DATE PRINTED	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS
01/04/2012				
BID OPENING DATE: 01/24/2012		BID OPENING TIME 01:30PM		

LINE	QUANTITY	UOP	CAT. NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
ADDENDUM NO. 2						
1. TO MOVE THE BID OPENING DATE FROM 1/17/2012 TO 1/24/2012.						
2. TO PROVIDE PRE-BID SIGN IN SHEETS.						
3. ADDENDUM ACKNOWLEDGEMENT IS ATTACHED. THIS DOCUMENT SHOULD BE SIGNED AND RETURNED WITH YOUR BID. FAILURE TO SIGN AND RETURN MAY RESULT IN DISQUALIFICATION OF YOUR BID.						
EXHIBIT 10						
REQUISITION NO.: HHR12052						
ADDENDUM ACKNOWLEDGEMENT						
I HEREBY ACKNOWLEDGE RECEIPT OF THE FOLLOWING CHECKED ADDENDUM(S) AND HAVE MADE THE NECESSARY REVISIONS TO MY PROPOSAL, PLANS AND/OR SPECIFICATION, ETC.						
ADDENDUM NO. S:						
✓ NO. 1						
✓ NO. 2						
NO. 3						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE <i>Susan Jaworski</i>	TELEPHONE 304-342-0161	DATE 1-23-12
TITLE <i>Managing Partner</i>	FEIN 26-1136195	ADDRESS CHANGES TO BE NOTED ABOVE

WHEN RESPONDING TO RFQ, INSERT NAME AND ADDRESS IN SPACE ABOVE LABELED 'VENDOR'



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2

ADDRESS CORRESPONDENCE TO ATTENTION OF:
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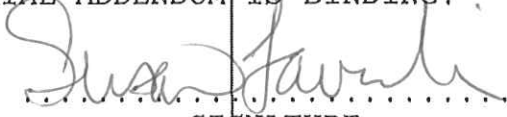
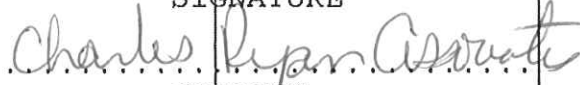
VENDOR

SHIP TO

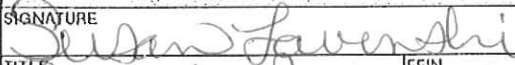
HEALTH AND HUMAN RESOURCES
 VARIOUS LOCALES AS
 INDICATED BY ORDER

DATE PRINTED 01/04/2012	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS
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BID OPENING DATE: 01/24/2012 BID OPENING TIME 01:30PM

LINE	QUANTITY	UOP	CAT. NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
NO. 4					
NO. 5					
<p>I UNDERSTAND THAT FAILURE TO CONFIRM THE RECEIPT OF THE ADDENDUM(S) MAY BE CAUSE FOR REJECTION OF BIDS.</p> <p>VENDOR MUST CLEARLY 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.</p> <p style="text-align: center;">  SIGNATURE  COMPANY 1-23-12 DATE </p> <p>NOTE: THIS ADDENDUM ACKNOWLEDGEMENT SHOULD BE SUBMITTED WITH THE BID.</p> <p>REV. 09/21/2009</p> <p style="text-align: center;">END OF ADDENDUM NO. 2</p>						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE 	TELEPHONE 304-342-0161	DATE 1-23-12
TITLE Manager	FEIN 26-1136195	ADDRESS CHANGES TO BE NOTED ABOVE

WHEN RESPONDING TO RFQ, INSERT NAME AND ADDRESS IN SPACE ABOVE LABELED 'VENDOR'

PRE-BID SIGN IN SHEET

Request for Proposal No. HHR12052

Date: 12/28/11

PROFESSIONAL ADVERTISING AND MARKETING SERVICES

* PLEASE BE SURE TO PRINT LEGIBLY - IF POSSIBLE, LEAVE A BUSINESS CARD

TELEPHONE & FAX NUMBERS

FIRM & REPRESENTATIVE NAME	MAILING ADDRESS	PHONE	TOLL FREE	FAX
Company: Charles Ryan Associates		304-536-9134		
Rep: Matthew Suttan				
Email Address: MSuttan@CharlesRyan.com				304 347 1941
Company: The Macahan Group		304 - 343 - 2100		
Rep: Jason Hoyer				
Email Address: jhoyer@macahangroup.com				304-243-2788
Company: IMAGE ASSOCIATES, LLC		PHONE 304-345-4429	TOLL FREE	
Rep: Leland Steele / Bill Rigart				
Email Address: leland@imageassociatesllc.com				
Company: Fahlgren Mortine		PHONE 304-382-0000	TOLL FREE	
Rep: Ed Patterson / Billie Patterson				
Email Address: ed.patterson@fahlgren.com				304-382-0001
Company: iWDHHR		PHONE	TOLL FREE	FAX
Rep: Teresa Mace				
Email Address: tereasa.l.mace@iwdhhr.com				

PRE-BID SIGN IN SHEET

Request for Proposal No. HHR12052

PROFESSIONAL ADVERTISING AND MARKETING SERVICES

Date: 12/28/11

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TELEPHONE & FAX NUMBERS

FIRM & REPRESENTATIVE NAME	MAILING ADDRESS	PHONE
Company: WVDHHR		TOLL FREE
Rep: Marsha Dadisman		FAX
Email Address: marsha.a.dadisman@wv.gov		PHONE
Company: WVDHHR		TOLL FREE
Rep: Scott Eubank		FAX
Email Address: scott.s.eubank@wv.gov		PHONE 304-342-1200
Company: The Arnold Agency		TOLL FREE n/a
Rep: Shannon Simon		FAX 304-342-1285
Email Address: ssimon@arnoldagency.com		PHONE 304-342-1200
Company: The Arnold Agency		TOLL FREE
Rep: Scot Drake		FAX 304-342-1285
Email Address: sdrake@arnoldagency.com		PHONE 304-757-5700
Company: BARNES AGENCY		TOLL FREE
Rep: JEFF BARNES		FAX 304-757-5570
Email Address: jbarnes@ibarnes.com		

PRE-BID SIGN IN SHEET

Request for Proposal No. HHR12052

PROFESSIONAL ADVERTISING AND MARKETING SERVICES

Date: 12/28/11

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TELEPHONE & FAX NUMBERS

FIRM & REPRESENTATIVE NAME	MAILING ADDRESS	PHONE	TOLL FREE	FAX
Company: WVDHHR, Buyer		PHONE 304-558-1998	TOLL FREE	FAX
Rep:				
Email Address: Donna L. McCormick @ wv.gov				
Company: Augst Gran Collective Works		PHONE 304 926 8010	TOLL FREE	FAX
Rep:				
Email Address: Steve@augstgran.com				
Company: WVDHHR PURCHASING, SENIOR BUYER		PHONE 304-957-0218	TOLL FREE	FAX
Rep:				
Email Address: Donna D. Smith @ wv.gov				
Company: Terradon Communications Group		PHONE 304-929-9103	TOLL FREE	FAX
Rep: Tina Colabo				
Email Address: Tina.Colabo@terradon.com				
Company:				
Rep:				
Email Address:				



charles ryan associates

Matthew L. Sutton

Vice President

p: 304.596.9134 • c: 304.389.4475 • f: 304.342-1941
msutton@charlesryan.com

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www.charlesryan.com

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Leland Steel
Business Development

advertising • public relations • media production

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mobile 304.610.471x

leland@imageassociatesllc.com
www.imageassociatesllc.com

ed patterson

Vice President, Information Systems

direct: 614.383.1517
ed.patterson@fnhlgren.com

amateur photographer

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CHARLESTON, WV 25301 2110
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F: (304) 342-1205
C: (204) 553-3202

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PUBLIC RELATIONS • MEDIA PRODUCTION

Jason Hager
The Mahan Group
222 Capitol St.
Charleston WV 25301

jhager@
MahanGroup.com
304-343-2800
304-208-4199

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C: (204) 553-3202
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SCOT DRAKE
CHIEF MARKETING OFFICER
scot@arnoldagency.com

tcg terradon communications group

TINA COBB
senior account executive
i do client service

office: 304.765.1324
fax: 304.729.9203
tina.cobb@terradon.com

401 Jacobson Drive • Poca, WV 25169 • terradoncommunications.com

barnesagency

Jeff Barnes - President/CEO
jbarnes@jbarnes.com

P: 304.767.6700 C: 304.550.6550 F: 304.767.5570
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Request for Quotation

RFQ NUMBER
HHR12052

PAGE
1

ADDRESS CORRESPONDENCE TO ATTENTION OF:
ROBERTA WAGNER
304-558-0067

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VENDOR

SHIP TO

HEALTH AND HUMAN RESOURCES
 VARIOUS LOCALES AS
 INDICATED BY ORDER

DATE PRINTED 01/09/2012	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS
BID OPENING DATE: 01/24/2012		BID OPENING TIME 01:30PM		

LINE	QUANTITY	UOP	CAT. NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
ADDENDUM NO. 3						
1. QUESTIONS AND ANSWERS ARE ATTACHED.						
2. ADDENDUM ACKNOWLEDGEMENT IS ATTACHED. THIS DOCUMENT SHOULD BE SIGNED AND RETURNED WITH YOUR BID. FAILURE TO SIGN AND RETURN MAY RESULT IN DISQUALIFICATION OF YOUR BID.						
EXHIBIT 10						
REQUISITION NO.: HHR12052						
ADDENDUM ACKNOWLEDGEMENT						
I HEREBY ACKNOWLEDGE RECEIPT OF THE FOLLOWING CHECKED ADDENDUM(S) AND HAVE MADE THE NECESSARY REVISIONS TO MY PROPOSAL, PLANS AND/OR SPECIFICATION, ETC.						
ADDENDUM NO.'S:						
✓ NO. 1						
✓ NO. 2						
✓ NO. 3						
NO. 4						
NO. 5						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE <i>Jusan Jaworski</i>	TELEPHONE 304-342-0161	DATE 1-23-12
TITLE <i>Managing Partner</i>	FEIN 26-1136195	ADDRESS CHANGES TO BE NOTED ABOVE

WHEN RESPONDING TO RFQ. INSERT NAME AND ADDRESS IN SPACE ABOVE LABELED 'VENDOR'



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DATE PRINTED	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS
01/09/2012				
BID OPENING DATE: 01/24/2012		BID OPENING TIME		01:30PM

LINE	QUANTITY	UOP	CAT. NO.	ITEM NUMBER	UNIT PRICE	AMOUNT
<p>I UNDERSTAND THAT FAILURE TO CONFIRM THE RECEIPT OF THE ADDENDUM(S) MAY BE CAUSE FOR REJECTION OF BIDS.</p> <p>VENDOR MUST CLEARLY 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.</p> <p style="text-align: center;"> <i>Susan Savinski</i> SIGNATURE <i>Charles Kepan Associates</i> COMPANY 1-23-12..... DATE </p> <p>NOTE: THIS ADDENDUM ACKNOWLEDGEMENT SHOULD BE SUBMITTED WITH THE BID.</p> <p>REV. 09/21/2009</p> <p style="text-align: center;">END OF ADDENDUM NO. 3</p>						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE <i>Susan Savinski</i>	TELEPHONE 304-342-0161	DATE 1-23-12
TITLE <i>Manager</i>	FEIN 26-1136195	ADDRESS CHANGES TO BE NOTED ABOVE

WHEN RESPONDING TO RFQ, INSERT NAME AND ADDRESS IN SPACE ABOVE LABELED 'VENDOR'

West Virginia Department of Health and Human Resources
RFP HHR12052 Vendor Questions and Responses

1. Section 2.4.1.7 requests "examples of media effectiveness measures/evaluation".

1A. What types of "effectiveness measures/evaluation" have been used in the past or are in place now?

1A. Effectiveness measures/evaluation reports may be viewed on our website at <http://www.wvdhhr.org/bph/hsc/statserv/viewer.asp?target=http://www.wvdhhr.org/bph/hsc/pubs/briefs/003&Source=pub.asp&DocID=44>

1B. Please provide copies of any reports or documents that measured effectiveness in the recent past.

1B. DHHR effectiveness reports may be viewed on our website at <http://www.wvdhhr.org/bph/hsc/statserv/viewer.asp?target=http://www.wvdhhr.org/bph/hsc/pubs/briefs/003&Source=pub.asp&DocID=44>

2. 2A. Many media outlets offer discounts to advertising agencies. Typically these discounts are 15% of gross charges. The Gross charges minus the discount are typically referred to as Net cost. Should the percentage for "Media Buying Add-on" (requested on Attachment C) be based on the Net or Gross amounts?

2A. Net amounts.

3. 3A. What was the total expenditure by DHHR for each of the last three fiscal years for services under the current contract?

3A. An estimate of total expenditures for the DHHR media contract for the last three fiscal years is \$3.7M per state fiscal year.

3B. What portion of these expenditures represent other agencies that "piggybacked" on the contract?

3B. DHHR does not track expenditures of other state agencies.

4. 4A. What types of social media have been used in the past?

4A. Facebook, Twitter, YouTube.

4B. What social media efforts have yielded the greatest audience response for the DHHR?

4B. This information is unavailable.

4C. What types of social media activities are currently in place and ongoing?

4C. Facebook, Twitter, YouTube.

5. Section 2.4.1.10 request "plans for public relations associated with a media campaign or project.

5A. Please provide a comprehensive description/schedule of the these efforts over the last three years, i.e. describe media campaign and the public relations activities used to support the campaign.

5A. An example is the recent H1N1 Influenza Pandemic media campaign consisting of print materials, i.e., pamphlets, posters and table top displays; tv, radio and newspaper ads; and collaborative efforts with our community and government partners.

5B. Please describe the nature of media campaigns that will require a public relations components over the next three years.

5B. Tobacco cessation; immunization efforts; behavioral health outreach; social services campaigns such as heating assistance, children in foster care and adoption; Medicaid (medical insurance) coverage; and, child support enforcement initiatives. Potential bids for the department's advertising contract must demonstrate that a targeted audience can be reached using effective public relations tools.

6. Section 2.4.1.9 requests a demonstrated " ability to provide qualitative and quantitative formative research for new projects or interventions..."

6A. Please describe the number and nature of research projects that have been completed in the last three years under the current contract.

6A. Descriptions and numbers of completed research projects can be viewed on our website at

<http://www.wvdhhr.org/bph/hsc/statserv/viewer.asp?target=http://www.wvdhhr.org/bph/hsc/pubs/briefs/003&Source=pub.asp&DocID=44>

Responses to this proposal (HHR12052) should demonstrate the vendor's ability to conduct such research on our behalf.

6B. Please describe the specific new projects or interventions or those that could be initiated under new contract.

6B. Examples are not applicable. The DHHR is not seeking review or critique of new agency campaigns or interventions in this proposal (HHR12052). Responses to this proposal should demonstrate the vendor's ability to develop media campaigns.

7. Section 2.4.1.8 Demonstrate the process for market analysis/target market identification.

7A. Does the word "market" as it is used here refer to a geographic area or demographic group?

7A. Both geographic area and demographic group.

7B. What type of market analysis/target market identification have been used in the past?

7B. The advertising agency determines market analysis and target audience.

7C. Please provide a target market analysis completed in the last three years?

7C. Examples of WVDHHR media targeted to specific markets can be viewed at www.wvdtl.org.

8. Section 2.4.1.1 requests examples of Marketing and Communications plans that agencies responding to this RFP have produced in the last three years.

8A. Please provide an example of a plan or plans the DHHR has implemented in the last three years.

8A. DHHR has not implemented any written marketing and communications plans in the last three years.

9. Section 2.4.2 refers to the services of a vendor to provide event and conference planning for state-wide and regional conferences, workshops and/or meetings.

9A. Please provide an estimate of approximately how many conferences the agency holds per year and the range in number of participants attending.

9A. Conference planning and scheduling is determined on a program by program basis and may change yearly depending on program funding. Potential vendors may expect that this department has conferences and workshops throughout the year. Conferences and workshops may also run concurrently based on the size and number of DHHR bureaus and programs. The number of participants may vary from a small group of less than 100 to a larger group of 800 or more.

9B. Also, under that same section, is the selected vendor able to add a standard mark-up to the pass-through expenses related to the conference (catering, room rental, etc.), prior to billing DHHR?

9B. So-called "pass-through" expenses related to conferences and workshops are considered meeting facilitation expenses and should be billed by the vendor according to the contract agreement in place with WVDHHR.

10. 10A. Can you provide an expected timeframe for the revised Addendum to be posted, with the opportunity for vendors to still meet the 1/17/2012 bid opening date?

10A. The bid opening date is proposed for January 24, 2012, as noted in Addendum #2.

11. 11A. Regarding section 2.4.1.13, Can you give any additional insight as to what the agency is looking for and/or how they would like this quantified in the response?

11A. Potential bids for the department's advertising contract should demonstrate sound management of project funds/budget. A potential bidder may determine how they will demonstrate this.

12. 12A. The bid itself is titled an RFQ but references RFP in most of the copy, so we just wanted to verify that it is in fact being treated as an RFP.

12A. DHHR RFP - HHR12052 is an RFP – Request for Proposal as clarified in Addendum #1.

13. 13A. Can you provide a list of current agencies who are "piggy-backing" on this current DHHR contract?

13A. DHHR does not track other agency use of this contract.