



**MESH Design and Development  
Response to West Virginia State  
Treasurer's Office Advertising/  
Marketing Services RFP**

**CRFP ST01700000001**

**November 1, 2016**

**MESH Design and Development  
609 Tennessee Ave.  
Charleston, West Virginia 25302**

**Account Manager:  
Megan Bullock, Brand Strategist, Creative  
Director, Co-founder  
meganbullock@meshfresh.com  
304-550-3024**

A handwritten signature in black ink that reads "Megan Bullock". The signature is written in a cursive, flowing style.

11/01/16 12:27:50  
WV Purchasing Division

*Freshen up,* with Mesh.



**MESH | Design and Development**

**...accessible, intuitive, simplified  
communication through design.**



To:

West Virginia State Treasurer's Office  
c/o Linda Harper  
November 1, 2016

**MESH | Design and Development**  
303 Washington Street West  
Charleston, WV 25302

67 West Street, 4<sup>th</sup> Floor  
Brooklyn, NY 11222

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

Dear Linda and the West Virginia State Treasurer's Office team,

MESH Design and Development is a West Virginia-based company, founded with the goal of telling West Virginia's stories to create compelling brands that improve quality of life and access to information for all West Virginians, and all people. In response to the West Virginia State Treasury Department RFP, MESH proposes to build a comprehensive brand awareness and communication strategy that positions WVSTO as a leading expert on finances in West Virginia. We can reinvigorate your brand awareness, increase your reach to the 1.85 million people in West Virginia, and more clearly communicate and educate the public on WVSTO's programs and service offerings.

Our work experience has a proven track record of creating emotionally engaging and educational brands and campaigns with fiscal impact. We offer the unique, dual perspective of a media company working both inside and outside the state. Our seven years experience working closely with West Virginia organizations, agencies, and small businesses has positioned us to understand the core assets of West Virginia and the value and priorities of West Virginians. MESH is uniquely qualified to work with WV State Treasurer's Office and transform the way you meaningfully interact and engage with audiences.

Sincerely,

A handwritten signature in black ink that reads "Megan Bullock".

Megan Bullock  
Co-founder and Creative Director

A handwritten signature in black ink that reads "Josh Dodd".

Josh Dodd  
Co-founder and Web Director



To:

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- Addendum Acknowledgement Form
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- Purchasing Affidavit



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## ATTACHMENT A, Section 4, Subsection 3: QUALIFICATIONS AND EXPERIENCE

### Firm Information

(Attachment A, Section 4, Subsection 3.1) a. Name b. Mailing address c. Corporate Address d. Telephone number e. Primary contract, including telephone number, fax number and email address

#### VENDOR RESPONSE :

- A. MESH Design and Development
- B. **Mailing address:**  
303 Washington Street West  
Charleston, WV 25302
- C. **Corporate address:**  
609 Tennessee Avenue  
Charleston, WV 25302
- D. **Telephone Number:**  
304 550 3024 // 304 941 8269
- E. **Primary Contact:**  
Megan Bullock  
304 550 3024  
meganbullock@meshfresh.com



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### **Company Description and Organizational Chart**

*(Attachment A, Section 4, 3.2) Information about the Vendor including company descriptions, legal structure, ownership, staffing numbers, organizational chart, pending contract(s) to merge or sell any portion of the firm, and any other information that will assist in evaluating the firm.*

#### **VENDOR RESPONSE:**

MESH | Design and Development is a full-service brand and marketing Agency building compelling, impactful brands for clients across the country. We create strong, engaging brand experiences that relate the strengths of a client company, organization, or agency with their targeted audiences to build engagement, trust, and loyalty around our client's brands. We approach our work through inbound marketing strategies and content marketing tactics, meaning we develop brands to earn consumers attention and loyalty for our clients, rather than buying it.

As Hubspot describes it, "Inbound marketing focuses on creating quality content that pulls people toward your company and product, where they naturally want to be." We work to align the content you publish, that reinforces your brand and works toward your goals, with your consumer's interests and needs.

We develop brands to be distributed in multimedia channels through value-add content, on web based platforms, including campaign microsites, social media, online video content, blogs, e-newsletters, and through educational online content like ebooks and webinars; as well as traditional print channels like promotional booklets, give-aways and potential mailers, targeted print advertising; and environmental graphics and event planning, like pop-up booths and shops, fundraising events, workshops and conferences. MESH believes the balance between digital media and traditional media can be transformative touch points when they work together to build brand and campaigns from all angles. All must provide valuable content to your consumer to make them feel welcome, informed, and as if they are a part of the brand or the campaign.

Since our inception in 2009, MESH has been designing, developing, and managing communication platforms in multimedia, for a variety of clients, from our two offices.

MESH is a direct partnership LLC, partner managed. MESH has no pending contracts to merge or sell any portion of the firm.

Our work has been recognized by:

- West Virginia Tourism Gold Star Award (2016 Digital Campaign "The Wild Ones" for Adventures on the Gorge)



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- West Virginia Tourism Gold Star (2016 Best Website: J.Q.D Salt-Works)
- UN World Urban Forum Exhibition (People Building Better Cities traveling exhibition)
- World Urban Campaign partner (People Building Better Cities traveling exhibition)
- Print Magazine Regional Design Annual (2015 Best of the New York)
- Print Magazine Regional Design Annual (2014 Best of the South)
- Design Ignites Change, Sylvia Harris Citizen Design Award Top 15 Finalist
- SAPPI Ideas That Matter Grant Recipient (2013)
- AIGA Pittsburgh
- Focus Magazine



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### **Firm Service Experience**

(Attachment A, Section 4, 3.3) Describe the scope and length of experience of your firm in providing Services similar of those request in this RFP. In your discussion, specifically include:

- a. Size and types of engagements handled by your firm, with the annual billings
- b. In-house capabilities
- c. Location from which services will be provided and
- d. Any other information you believe distinguishes your firm.

#### **VENDOR RESPONSE:**

A. MESH handles local, national, and international engagements, for businesses, nonprofits, and government agencies in a diversity of industries including public and private education, community and neighborhood development, advocacy work, economic development, arts development, and healthcare. Our scope of work always centers around communication strategy and engagement, and takes the deliverable form of brands, print promotional pieces and booklets, online media including digital and web media, websites and ecommerce systems, and environmental graphics. All client engagements work through our five phase Communication Engagement process, outlined below in section D. Our clients have been located across the US, with a focus in West Virginia, New York, Washington D.C., Chicago, and Detroit. With each client engagement we work to transform communication to build meaningful relationships between consumers and the brands we represent. Our annual client billings range from ~\$10,000 to ~\$250,000.

B. We specialize in implementing brands across media. Our in-house capabilities include:

Our services:

- Research and Strategy
- Brand Strategy: Concepting + Design
- Inbound Marketing Communication Strategy
- Creative and Art Direction
- Graphic Design: Digital, print, multi-media
- Interactive Digital Design (UI + UX)
- Illustration
- Content Strategy and Copywriting
- Project Management + Account Management
- Email Marketing
- Social Media Strategy, Marketing, Engagement Management
- Web and Interactive Design
- Web Development
- Signage and Environmental Pop-up Design
- Office Spatial Design and Branding
- Packaging Design
- Print and online Book, Report, and booklet design
- PR + Event Planning
- Crisis Management





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- Online Analytic Reporting
- Media Planning
- Measurement + Evaluation

C. Our main office is located in Charleston, West Virginia. We also operate out of a satellite office in Brooklyn, New York.

D. We work through a five phase Communication Engagement process: Discovery, Design, Production, Engagement, Assessment and Adaptation

### Phase 1: Discovery

#### Research and Development

In the Discovery phase we research, ask questions, look for patterns, listen between the lines, identify strengths and value, pinpoint blind spots, and identify value-alignment between our client and our client's target audiences. Our Discovery Workshops - focused around brand and communication improvement - have been successfully run with clients like UPENN, the Taxi and Limousine Paratransit Association (TLPA), America's Essential Hospitals, Green Bank Observatory, J. Q. Dickinson Salt-Works, Monarch Hotels, and Tamarack Foundation for the Arts.

During this phase, we will review both current and target audiences, as well as business goals, to best advise on strategic development. The purpose of this process is to:

1. break down requirements and the overall project goals
2. create measurable, attainable objectives and a foundational understanding of our messaging position,
3. identify success criteria, and refine a sense for higher level client goals.

#### Brand Positioning Audit

We start by analyzing the content, strategies and assets that client's currently have. This phase will identify strengths and shortfalls, inform next steps, and collate repurposable content. Inevitably, it will also uncover surprises, surfacing valuable and forgotten initiatives that are useful to the agency's mission.

In this process we quantify the current state of client's brand and campaign influence. MESH conducts interviews and surveys with staff members, and constituents, when possible, regarding the current tone and style,



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comprehension, usefulness, readability, organization, engagement, and influence.

#### Position + Competition Mapping

MESH will map relevant, partner, and "competing" entities, based both on brand presence and on organization/agency mission. We will identify the strengths and weaknesses of other entities and define the desired, relative position of WVSTO within this landscape.

#### Persona + Audience Exploration

MESH next leads a conversation analyzing current and target audiences, business goals, and assets in order to make and prioritize campaign goals. Understanding your audiences dictated not only design and style decisions, but also informs the tone of the messaging and determine the appropriate distribution channels.

#### Goal Setting, Key Messaging and Strategy

Once the target audiences have been discussed, MESH explores the internal and external perceptions of the agency to better define the strongest entry-point for messaging to these audiences. MESH collaborates with our client's team to identify key central messaging that is used throughout the process. MESH conducts brief interviews with representatives of each target audience regarding the presumed perceptions of each campaign and identify the desired objectives. MESH also conducts brief interviews with staff members for insights into the target audience. We then map personas and audiences to strategic goals and purposes, and apply their stated objectives to communication strategy formation.

### Phase 2: Communication Design

In the Design phase we create a unified, flexible structure and methodology to generate ideas around opportunities and value-alignment. We sample and test the designed messaging and multimedia brand and communication materials with focus groups, through user-testing, like A/B user-testing, and analysis. In this phase we work to facilitate consensus and decision-making among all stakeholders.

### Phase 3: Production

In the Production phase we execute our plan in multiple methods and mediums of distribution to sample our messaging and release it to the public through targeted, thoughtful channels.

### Phase 4: Engagement

In the Engagement phase we manage and monitor communication through all channels and touchpoints, and watch online interaction closely to adapt



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and improve content based on audience feedback and analytics. We identify brand ambassadors and "power users" amidst your target audiences and empower them with the tools and incentives to amplify your brand and messaging, leveraging peer-to-peer communication.

### Phase 5: Ongoing Assessment, Measurement, Adaptation

In the Ongoing Assessment, Measurement, and Adaptation Phase we evaluate baseline data in comparison to updated data post brand and communication campaign launch, in relation to client goals, and provide Analytics Reporting of success and areas of improvement back to client. We adapt strategy, design, and content to continually work toward higher engagement metrics, and toward conversion on calls-to-action, based on client goals.

As each digital campaign strategy gains traction online, MESH tracks the number of views and shares of each material to measure its reach and efficiency for all digital content. This data is vital to reading what content types are being received well and what need to be adapted or tweaked to have a broader reach. Dense amounts of quantitative data from Google Analytics and qualitative feedback from users can be daunting; MESH helps client's gather this feedback, find patterns, and advise on the best way to adapt your digital content accordingly through time.

### The MESH Approach

Our work is human-centric.

Human-centric design allows us to constantly focus on how our products relate to people. In branding, this means considering strengths, opportunities, and missed opportunities, and analyzing how they affect people's perceptions, feelings, and loyalty towards a brand. In web, this means creating an online experience that is user-centered. In this process we consider how a person feels when they engage; how they relate to the stories shared (through multimedia messaging); and how they can feel part of the experience through well-considered interaction design (and not just a viewer of it).

Our work is based on systems design processes and outcomes.

A strongly designed brand platform or communication campaign is a system of parts that all support one another. Systems design helps to simplify complex bulks of information so they are more easily accessible, digestible, and shareable. Systems design accounts for how every decision affects all other decisions. In designing a visual system, every part is considered and conveys something to the viewer, serving as a subtle visual signifier that



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reinforces an organization's identity and builds trust with audiences. When we approach brands and campaigns as full experiential systems, every touchpoint of your target audience is considered in order to create a complete and holistic consumer experience, and transforms these experiences into campaign recognition and brand loyalty.

Our process is collaborative and immersive.

In order to provide the best possible solutions for each project, MESH believes in immersing ourselves into a client culture and learning the ins and outs, from their vision and mission to the organizational culture. This allows us to truly understand the communication issues at hand and gives us the best opportunity to provide a solution that aligns with the client's ideals, vision, and goals.

### **Service Experience in Government, Banking, Investment and Financial Services**

(Attachment A, Section 4, 3.4) Discuss your firm's interest in and/or experience with Services similar to those requested in this RFP specifically for government programs and banking, investment or other financial services.

#### **VENDOR RESPONSE:**

Our firm specializes in taking complex information and making it approachable and easy to understand to the general public and targeted potential consumers of our products. Both financial-focused work, and government work, provide an opportunity to simplify complex processes and improve accessibility to information. In financial and government work, we can create meaningful and impactful experiences for our client's end-users and consumers and build value and positive recognition around our client's work.

MESH has worked in banking and financial services locally and nationally, with clients like McKinley Carter Wealth Services in West Virginia, and with Enclave Capital Investments in New York. We've also worked in economic analysis information design, specifically on a project in partnership with Kellogg Foundation and the Food and Fitness Collaborative of Detroit: "Economic Analysis of Detroit's Food System", and with the City of New York Office of Financial Empowerment and Urban Development on the "BedStuy Alternative Credit Project".

We have worked on a diversity of government programs with state agencies over our time as a company, with clients like West Virginia Community and Technical College System (WVCTCS), Higher Education Policy Commission (WVHEPC), WVU Research Center, WV Department of Education and the Arts' Early Childhood Advisory Council, and the Research Foundation of the City University of New York.



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### **Engagement Examples**

*(Attachment A, Section 4, 3.5) Of your engagements within the last three years, list 3 that are similar to this engagement that demonstrate the ability of your firm to provide the Services to the Agency. At least 2 of the engagements should have annual billings in excess of \$250,000.*

#### **VENDOR RESPONSE:**

Our client engagements with Tamarack Foundation, Huairou Commission, America's Essential Hospitals, and J. Q. Dickinson Salt-Works all have similar to this West Virginia State Treasurer's Office engagement.

All of these client engagements have come to us in a pivotal time in their organization's branding, and all have hoped to position, or reposition themselves, and develop more quality, higher yielding engagements with their target audiences. All have specific missions to educate the general public on their programs and public offerings. They have all worked to increase brand exposure, either through an entire rebranding, or through a campaign. Each of the four clients listed above are ongoing clients. We are invested in their success, and continually analyze their audience feedback to adapt and evolve our work for them, just as we would for WVSTO. We believe in partnering with clients to provide usable, living in-house communication tools, so in house communication is consistent with our additional campaign and brand communication, capitalizing on all touchpoints with our audiences.

Lastly, all brands above are executed in multimedia, and all have strong online communication platforms and a strong digital presence. All utilize inbound marketing, focusing on owned and earned media, and position themselves as leaders in their fields. Lastly, all developed specific communication goals while working with MESH, and have utilized smart, targeted spending to create a high impact, success, and high return on investment.

At least two of these accounts have spent \$250,000 annually in marketing. Please see section 4.4.2.1 and section 4.4.2.2 for case studies on specific engagements relevant to WVSTO.



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**Account Manager Information**

*(Attachment A, Section 4, 3.6) Identify the person who will have overall, hands-on account management responsibilities for the Services, who will be known as the account executive. Provide a resume for this individual, including his or her qualifications, experience, expertise with similar projects and number of years with your firm and primary work location.*

**VENDOR RESPONSE:**

Megan Bullock, MESH co-founder, will be the designated person at MESH on your account. She will be available through all phases of the project to help facilitate conversation and collaborative idea-generating between multiple parties and stakeholders, and will manage the MESH team through the duration of the project. She has years of experience facilitating group conversation and brainstorms so all ideas have a place at the table, with multi-client collaborations, client staff, boards, committees, stakeholders, multi-agency creative teams (and subcontractors), user groups, and public forums. Megan has managed different capacities of creative communication teams—from our core designer, developer, content strategist team to videographers, photographers, illustrators, sales and media strategists, and writers. She knows how to plan and execute the highest quality communication work, and has a proven track record of successful brands and campaigns, and strong client relationships.

See Megan's complete bio below.



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**Staff Information**

*(Attachment A, Section 4, 3.7) Identify the person(s) in your firm, other than the account executive, who will generally be assigned to provide the Services. Describe the role of each person listed and provide a brief resume of each person listed which includes his or her qualifications, experience, expertise with similar projects, and number of years with your firm.*

**VENDOR RESPONSE:**

MESH's team is made of talented creatives and strategists dedicated to our client's missions and visions. Each brings a diverse background of experience and skill to every new client engagement. In addition to our core team, we partner with professional industry leaders on a project basis to build customized teams for specific client needs.



**Megan Bullock: Brand Strategist + Creative Director, Co-founder**

Megan Bullock works to transform people's relationships with brands by providing platforms for communication, inspiration, and exchange of knowledge.

Megan designs MESH's communication systems, both digital and physical, and her work has been recognized by Print Magazine and AIGA Pittsburgh. Megan, a West Virginia native, is a Focus Magazine

"Wonder Woman of West Virginia", a Columbia University Global Studio: Bhopal participant, a SAPPI Ideas That Matter Grant Recipient, and a speaker at conferences like the UN Habitat World Urban Forum in Medellin. Megan has served as a brand mentor for UPENN's Center for Social Impact Entrepreneurs and an advisor on the Tamarack Foundation's Marketing Committee. She is a Rhode Island School of Design graduate.



**Josh Dodd: Digital Strategy + Development Director, Co-founder**

Josh Dodd specializes in engagement through technology, with a focus in digital and web strat

He has extensive experience communicating through digital platforms and brings his knowledge of large-scale multi-brand web systems in every client engagement.



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Josh co-founded MESH to bring his knowledge of web technologies to West Virginia. He is a graduate of West Virginia University with a Bachelor of Science in Computer Science and an avid WVU fan. His belief both in clean coding and usability enhances every aspect of the user experiences created by MESH, where he leads all UI/UX decisions. Josh also manages all internal arteries of MESH and leads the team in constantly increasing usability and maximizing efficiency in every project.



**Jen Susman: Creative Digital Strategist**

Jen specializes in creative media solutions, and is the lead online media buyer. On a day to day basis Jen works directly with clients to identify short-term and long term goals, and produce highly creative campaigns and initiatives. Jen has past experience providing media production and communications consulting for TSG Consulting in Charleston, WV. She graduated with honors of the University of Toledo and holds a Masters Degree with honors from the San Francisco Art Institute.



**Carling McManus: Media Strategist + Content Producer**

Carling McManus specializes in bringing high quality media and communications strategies and creative solutions to every client engagement. She received her Masters in Fine Art from the San Francisco Art Institute and a Bachelors of Arts from McGill University in Montréal, Canada. Her commitment to compelling storytelling informs every project from social media memes to viral videos. Carling has extensive experience bringing her artistic background to creating viral content, developing campaigns, managing social media presences, producing video and design materials, and offering communications and public relations consulting to a variety of clients locally and internationally.





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**Lindsay Myers: Client Coordinator + Project Manager**

Lindsay keeps our work timely, efficient, on schedule, and tracked. She manages client communication to maintain expectations, transparency, decision-making, and success. She is a graduate of the Fashion Institute of Technology with a BFA in Photography and the Digital Image. She began her career as a project manager in visual effects and media in New York City. She has managed visual

effects for national television campaigns and post production for feature films such as *The Wolf of Wallstreet* and *Project Almanac*.



**Kathryn Dreier: Multi-Media Designer**

At MESH, Kathryn works with multimedia distribution methods to help clients most effectively visually communicate their brand mission. She has designed nationally award-winning communication media in print, digital, and exhibit design. Her work has been recognized by the Interactive Media Awards over multiple years (for the Pen American website and the International Festival of Arts and Ideas website), as well as by the Creativity Annual Awards for Prattonia. Kathryn is an experienced Visual Designer and former Communications Design

Instructor at Pratt Institute, where she received her Bachelor of Fine Arts and graduated with honors. Before MESH, Kathryn worked at a variety of studios throughout New York, London, and Montreal.



**Shaun Dover: Interactive Developer**

Shaun Dover, MESH's web developer, graduated with distinction in creativity from the University of North Carolina at Asheville with a Bachelor of Science in New Media with a concentration in Interactive Design. He has been part of the MESH team for one ½ years. He has experience in web design, animation, video, and web development, including HTML[5], CSS[3], and Javascript.

Previously, Shaun was a web developer in higher education, responsible for designing, developing, and maintaining



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web and brand presence. He enjoys combining design and development to create immersive experiences that engage users.



**Tameika Pittman: Digital Designer**

At MESH, Tameika focuses on web and social media design. She believes in clean, simple and effective design combined with an easy user experience. Originally from Colorado made the trek to Arizona State University, where she graduated summa cum laude with a BSD in Visual Communication Design. While working on her degree, she gained experience in digital design working with nonprofits such as Equality AZ and The Arizona Humane Society.



**Anna Patrick: Copywriter + Content Creator**

Anna works on writing and developing clear, captivating content. She believes in using the strength of personal narrative to help an organization tell its story. She received her Bachelors of Science in Communications at West Liberty University near Wheeling, West Virginia. Anna spent two years working as a feature writer at the Charleston Gazette-Mail, West Virginia's largest newspaper. Prior to her work in journalism, Anna interned at the Walt Disney World Resort, writing stories for the company's internal magazine "Eyes & Ears."



**Danielle Mazzeo: Content Writer + Editor**

Danielle Mazzeo is a writer and copyeditor, with experience writing campaign copy, print and digital marketing materials, annual reports, company strategy documents, proposals and grants. She has worked extensively with the MESH team on a variety of writing projects, and has written for clients as diverse as global and domestic non profit organizations, an international broker-dealer, a national radio astronomy center, and boutique local businesses. Danielle is a published poet and earned her BA in Anthropology from Brown University, graduating magna cum laude.



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**Elizabeth Turner: Studio Manager + Event Coordinator**

Elizabeth Turner is MESH's Studio Manager. Her experience ranges from app development, social media management, to press releases and event promotion. She has worked to refine her organizational and management skills through her wide range of experience in art and business. Elizabeth is a graduate of Moore College of Art and Design in Philadelphia.

All team members above have worked or collaborated with MESH for 6 months to seven years, with the exception of Liz and Anna, the most recent members to join our collaborative.

**Staff Turnover**

*(Attachment A, Section 4, 3.8) Describe your company's approach when there is turnover on a project team, including your ability to continue client services at the established level of quality and without interruption.*

**VENDOR RESPONSE:**

MESH guarantees every client engagement has a primary point of contact throughout the course of the project. One of our two leadership team-members is always assigned to oversee every client engagement, and often to be the point of contact for the client. This guarantees that the staff member overseeing the project will be able to uphold seamless client services throughout the entire project.

In addition, MESH assures streamlined project management for all clients. We use online project management software, called Trello, to manage the lifecycle of a project and provide documentation and transparency to all clients. Trello is an intuitive program that allows all stakeholders and collaborators to communicate, set deadlines and milestones, create to do list and share files. Trello keeps all team members accountable to one another and will be constantly updated with all deliverables and work to date as a means of reporting. We have found that using this software keeps everyone informed during the project, and keeps the project on schedule. All team members and clients share the same information in real time. With this transparency and accountability, if there is turnover, any staff member would be able to pick up the project seamlessly.



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## ATTACHMENT A, Section 4, Subsection 4: Project and Goals, Project Management and Methodology

(Attachment A, Section 4, 4.1) The project is to educate the public about the programs and services available through the West Virginia State Treasurer's Office with the use of effective, efficient and comprehensive marketing, advertising and public relations campaigns.

### **Cost-Effectiveness**

(Attachment A, Section 4, 4.1.1) GOAL: Efficient and cost-effective marketing, advertising and/or public relations campaigns. Discuss your firm's approach to planning and budgeting as it pertains to developing marketing, advertising and/or public relations campaigns. Explain how you will use available program funds in an efficient and cost-effective manner to achieve the desired results. Include a narrative of how your firm involves clients in finalizing plans and budgets.

### **VENDOR RESPONSE :**

MESH develops campaigns that can have the highest impact utilizing the available funds and resources. We have extensive experience working with nonprofit organizations and West Virginia small businesses with limited funds and resources, forcing us to be smart with spending and ensuring the best results with the funds available.

In order to achieve a cost-effective, high impact campaign, MESH works closely with the client to identify available resources, key campaign goals and specific target audience amidst the general public. Once the audience and goals are defined, we are able to plan out and recommend a highly targeted strategy. Whether it be a digital social media campaign or negotiating lower costs on traditional advertising with our network of contractors, we are constantly aware the financial decisions being made and the effect these decisions have on the overall effectiveness of the campaign.

In addition to overall cost awareness, content strategy, earned media, and digital marketing all cut costs from traditional media ad buying. With advances in social media advertising, ad buys on platforms like Facebook and Google Ads have become increasingly cost-effective by providing real-time performance metrics. Unlike traditional media like broadcast television and newspapers, social media advertising efforts can be evaluated, edited and refined to optimize for engagement. The ability to adjust an ad set during delivery provides critical insight and research into ways in which the target audience is responding to the campaign. By carefully managing and evaluating individual digital ads within an ongoing



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campaign, we are able to identify which creative materials gain organic engagement and redirect funding to augment their performance instead of unnecessarily spending precious funding on less effective content.

### **Multidimensional Advertising**

(Attachment A, Section 4.4.1.2) GOAL: Multidimensional advertising. In accordance with the itemized advertising plans and budgets, the Vendor is responsible for the design, production, procurement distribution and placement of program advertising materials.

- a. Discuss your firm's approach to design and production, including your effort to ensure the material is relevant to the campaign/project goals.
- b. Discuss your approach in determining the best public information and promotional strategy, including the range of advertising media that would be considered appropriate for the strategy, such as newspaper, broadcast (radio, television, internet), social media, direct mail, printed materials (flyers, signs, posters, displays, pamphlets, brochures, booklets, manuals and reports) and other collateral materials.
- c. Discuss your firm's media buying capabilities, including your methods to place and track media.

#### **VENDOR RESPONSE:**

- A. We use our five phase Communication Engagement to approach design, production, distribution, placement, measurement, and ongoing engagement, referenced in section 4.3.3.
- B. MESH approaches brand-building and communication campaign development through inbound marketing strategies, focused on owned and earned media, as opposed to outbound marketing, which works toward paid media.

Inbound Marketing is a newer marketing strategy that has emerged as consumer behavior has evolved with new technology - consumer's no longer trust paid messaging asking for something, but instead relate and feel more trust toward media that provides them with valuable, informative, engaging and inviting information.

According to Mashable,

- 44% of direct mail is never opened. That's a waste of time, postage and paper.
- 86% of people skip through television commercials.
- 200 million people are on the national Do Not Call Registry



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- *The cost per lead in outbound marketing is more than for inbound marketing.*

Newspapers and other traditional media use their general reach to gauge audience engagement, which is an estimation and doesn't ensure exposure to campaign content. Real-time feedback is not available, as opposed to digital media platforms.

Traditionally, earned media refers to media around editorial press, but we also consider earned media all engagement and conversation online around your brand and programs, and the sharing of content by brand ambassadors or other users both online and through word-of-mouth. Earned media can be thought of as all the conversations around your brand and your agency, both online and off.

We help our clients "control the conversation" by turning clients into their own media outlets. By creating unique content regularly and managing reactions, our clients don't wait for traditional news outlets to cover their event, product or service. Our clients are the expert voices in their field and serve as the go-to news source for their audience. By generating our own news content as well as co-opting content from traditional media, we ensure a loyal engaged following.

Earned Media, and the distribution of communication online, is more important than ever right now, especially in West Virginia. Within West Virginia's population of 1,839,505 population, over 770,000 use Facebook (recorded in March 2011), representing approximately 42.0% of the population. Given that the global Facebook user base grows at 17% per year, we can estimate that the West Virginia user base is over 1 million given the age and the population of the state.

Over 97% of West Virginians access the internet, and social media platforms, via mobile broadband service.

Based on data analyzed by the Pew Research Center, 48% of Facebook users are 55 years old or older. Specifically, within 50-64 year olds, 64% use Facebook, and within 30-49 year olds, 79% use Facebook. Over 70% of all Facebook users engage with the platform at least once daily for an average of 20 minutes.

Many past and present client engagements utilize inbound marketing, with a focus on digital and social as a core component to their communication strategy. We work with the Children's Museum of New York, Kanawha County Public Libraries, TechConnect WV, WV Headstart,



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WV Humanities Council, National Partnership for the Safety Net, People Building Better Cities, Monarch Hotels, Smooth Ambler Spirits, Skin Spa New York, UPENN, Vessel Brooklyn, Link Taxi Campaign, TLPA's Taxi Incentive Campaign, Adventures on the Gorge's Wild Ones Campaign, Green Bank Observatory, Tamarack Foundation for the Arts, America's Essential Hospitals, J. Q. Dickinson Salt-Works, and Huairou Commission all working through inbound marketing strategies build their brands and campaign their platforms.

C. As outlined above, MESH approaches a majority of media on owned and earned media, but a percent of our work also goes to paid media. We focus our media buying online and through a value-add promotional events approach, and also work with conventional media buying partners. Our online media buying focuses on online ads and social media buying.

Understanding the target demographic for a social media advertising campaign is key to the success of that campaign. We work hand in hand with clients to identify target audiences and set goals in order to evaluate the success of the campaign. Social media allows us to target all media buys within a hyper specific demographic - targeting the exact mile-wide locations, age range, gender, and topics of interest audiences. By utilizing a highly targeted ad buying strategy, this sets up the campaign for valuable exposure, increased engagement, and increased likelihood for conversion.

To achieve success with social media ad buys, we focus on four parameters:

1. Clear goals outlined in partnership with the client
2. Defined target audience
3. Appropriate budget allocation
4. Compelling content

#### Finding and engaging specialized high-value users

With traditional media there are few reliable ways to truly guarantee your message is being delivered to the your specific audience. With our expert knowledge of social media ad buying, we can make sure that the right audience is receiving the right message at the right time. And we can make fine adjustments at a moments notice, because we can react to engagement with the click of a button. This unparalleled control, partnered with our unmatched understanding, provides our clients with cost-effective means to reach and engage their target audiences.



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### Rapid-response content and media production

Our firm has the capability to rapidly produce a range of content and media — whether it's viral social media memes, a Twitter storm, broadcast television spots, or radio ads — we have experience in crisis management, and can expedite media production to seize on and create opportune media moments that help achieve campaign goals.

*Please see case studies in section 4.4.2.1 and 4.4.2.2 for examples of digital ad buying successes.*

In addition to online buying, we focus client dollars spent on value-add partnership investments and promotional events designed for high exposure and earned media opportunities. Creating valuable in-person experiences (conferences, public education events, workshops) can reinforce brand values and continually build relationships with target audiences. These events, when documented, then become valuable digital content to be shared and promoted online.

We also have capabilities in traditional media, like 30s spots, video content, and newspaper ads, when needed.

### Research and Evaluation of Projects

(Attachment A, Section 4, 4.1.3.) *GOAL: Research and evaluation of projects* Discuss your firm's ability to provide research, such as surveys and focus groups. Explain your firm's strategy for evaluating the effectiveness of marketing, advertising and/or public relations projects.

#### VENDOR-RESPONSE-

Research and Evaluation are key elements in our five step process.

Our Discovery Phase is made of extensive research, in order to best understand the people our client wants to reach.

MESH has experience utilizing surveys (both in person, in print, on social media, and through email clients like Survey Monkey), stakeholder interviews and brainstorming, focus groups, contextual interviews, AB testing and other forms of user-testing, in order to gather data and information from and about audiences. Once the research is complete, MESH works with the client to develop personas. Personas are individual representations of your target audience for reference when making decisions throughout the campaign development.

After research has been completed, it is important to identify key metrics before executing a project or campaign. MESH helps the client identify measurable goals at the onset that can be tracked for effectiveness and evaluation.





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Evaluation is a key part of our Ongoing Assessment, Measurement, and Adaptation Phase of our process.

MESH uses multiple metrics and processed in order to evaluate the impact of the campaign. Beyond traditional surveys and sales numbers, MESH utilizes online digital engagement and analytic tool to quantify a campaign. We have extensive experience with Google Analytics, social media analytics and email marketing analytics tools that help identify success criteria. These tools help identify potential areas of improvement in digital campaigns and allow us to optimize the strategy throughout the process. Social media is an ongoing, real-time focus group. Digital media engagement statistics track web traffic, conversions, button clicks, email list-serv captures, email open rates, webinar attendances, e-book and media downloads in real time, so we have ongoing data to analyze and adapt our content to, to ensure success.

### **Educational and/or Promotional Events**

(Attachment A, Section 4, 4.1.4) GOAL: Organized and effective educational and/or promotional events Discuss your approach in organizing informational public meetings, conferences, workshops, training sessions, seminars, press conferences, promotional tours, fundraisers and/or other events. Explain your strategy in managing various events.

#### **VENDOR RESPONSE:**

Educational and promotional events are a powerful tool for leveraging a successful marketing campaign. We, in partnership with 84 Agency, have successfully managed and promoted day-long conferences, galas, press conferences, public hearings, fundraisers, and statewide promotional tours.

When designing any event regardless of size, our event management strategy is comprised of four stages:

#### **1. Collection**

- Research - Define goals and desired outcomes for event
- Strategy - Identify key locations, stakeholders, brand ambassadors, and key media outlets within target markets
- Evaluation - Determine budgetary needs, and restrictions

#### **2. Organization**

- Plan - Organize long and short term calendars including communications, promotions, vendors, month-of, week-of, day-of, and wrap-up



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- Design - Coordinate promotional materials with all event collateral
- Disseminate - Execute marketing and communications plan
- Arrange - Communicate event needs and responsibilities to all vendors and key participants

### 3. Execution

- Arrange - Communicate event needs and responsibilities to all vendors, and key participants
- Engage - Day of participation
- Implement - Event logistics
- Cultivate - New contacts and brand ambassadors

### 4. Assessment

- Implement - event logistics
- Identify - successes and challenges
- Review - participant satisfactions, client satisfaction, media impact

## **Online Messaging**

(Attachment A, Section 4, 4.1.5) **GOAL:** Coordinate on line messaging with overall campaign.  
*The scope of work that may be requested of the Vendor includes digital advertising creative such as banner ads and similar work that may be determined in the future. Discuss your firm's ability to provide an innovative use of a digital format. Include examples of your ability to coordinate a digital format with an overall marketing campaign.*

### **VENDOR RESPONSE :**

MESH has years of experience working in online media, crafting online messaging and distributing through multiple online distribution channels. Please refer to section 4.4.1.2 above to read about our approach to online communication and messaging.

We have added in-house digital marketing and public relations to our long list of services. We have expertise reaching niche markets through digital platforms and a philosophy that digital communications belongs at the center of campaign strategy.

Any successful multimedia advertising campaign must utilize the growing market share that social media represents. Digital communications should not be considered an "add on" to an overall marketing campaign strategy. Social media platforms reach target audiences where they are in the world,



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be it on mobile phone, laptop or tablet, they also provide realtime performance tracking and engagement analytics.

As technology has moved the center of communications from the living room to the mobile phone, successful campaign strategies must be designed with nuanced digital creative in mind. With the diversification of the digital experience, consistent branding and messaging has become even more crucial when reaching and engaging target audiences.

In order for any social media collateral to be a successful component within a campaign, digital advertisements and messaging must be seamlessly integrated with overall campaign materials. MESH utilizes an established strategy for ensuring consistent and compelling design that is optimized across platforms.

See the *Huairou Commission Case Study* in section 4.4.2.1 for an example.

### **Subcontracted Services**

(Attachment A, Section 4, 4.1.6) GOAL: Affordable and quality subcontracted services. Provide a list of the Services contemplated under this RFP that you expect to be provided by subcontractors; detail how they may benefit the agency; and explain your process for selecting subcontracted services.

#### **VENDOR RESPONSE:**

MESH works through a business model focused on strategic partnerships based around client needs. We have a close network of partners we collaborate with for specific client projects - including social media management, photography, traditional out-bound ad-buying. MESH will utilize our strategic partnerships with 84 Agency, our digital marketing partner, and TSG Consulting, our traditional media-buying partner, for WVSTO. TSG Consulting, a Charleston-based public relations and governmental affairs firm, has experience inside and outside of government and inside and outside of the media.

When a vendor is needed outside the strategic MESH partnership network, we go through a three bid process. In our three bid process, we request three proposals from three separate vendors - and chose the best vendor based on cost, deliverable output, quality of work, and references.



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### **Creativity and Approach**

(Attachment A, Section 4, 4.2.1) **GOAL:** *A creative and comprehensive advertising campaign. To demonstrate its ability to meet the needs of the Agency, provide an advertising campaign the Vendor has completed for a client within the last (24) month (qualifying campaigns completed for the Agency during this timeframe should not be used as examples).*

- a. *Provide the advertising plan and budget, discussion of its strategy, types of subcontractors used and copies of materials used.*
- b. *Discuss the purpose of the campaign, how the materials were coordinated, how the message was conveyed, how the campaign progressed, whether the campaign remained within budget and the success of the campaign.*

#### **VENDOR RESPONSE :**

### **Huairou Commission: Call to Global Women Campaign**

A. MESH worked with the Huairou Commission, a 30-year old international grassroots women's advocacy, networking, and programming organization based in New York, to develop a refresh campaign repositioning their organization as an expert, modern voice representing women in the international urban development sphere and educate the public about Huairou's programs and services. The campaign was released in August 2016 leading up to the urban development conference, Habitat III, hosted once every twenty years by the United Nation (Quito, Ecuador: October 16). The campaign will be ongoing until December 2016, when we will push a year end appeal.

The Huairou Commission serves a global community with their advocacy for women's voices in urban development. Their target audience is defined as women interested in gender equity and international development. MESH worked through our five phase Communication Engagement process to strategize and implement the campaign, through inbound marketing tactics. With a budget of around \$50,000 to date, we focused all efforts on digital marketing and communication to reach a large, but targeted international audience.

B. The campaign's purpose is to position Huairou as a relevant leader to its current audience-base, gain new engaged audiences, and fundraise through a year-end appeal. The following goals were set during our Discovery Phase, which outlines the goals of the campaign. Below each numbered item we've outlined the marketing plan, implementation solutions, and outcomes of the campaign to date.



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**1. Goal: Re-engage the current audience-base.**

**MESH Strategy:** create more valuable and meaningful owned media that aligns with Huairou's audience's values (owned media), distribute with a focus online for greatest reach internationally.

**Solution + Messaging Distribution:** MESH redesigned all content and marketing writing to be quick, smart, and to the point and no longer industry-specific or heavy with policy language difficult to understand. We redesigned all promotional print pieces and redesigned a new web interface landing page, to include more dynamic, regularly updated editorial content, events listings, audience segmenting email capture, donation capabilities, and new events listings. Lastly, we redeveloped the website to be optimized for tablet and mobile; and wrote and designed weekly e-newsletters and weekly blog posts.

**Material Coordination:** Print materials were coordinated by our designers and project manager to be produced by printers and sign manufacturers in New York, and printers in Quito, Ecuador, the location of the conference. MESH wrote updated content for the website, and interviewed key stakeholders to write and publish meaningful blog posts on the past 30 years of organizational highlights, the women leaders from over 35 countries; and designed, wrote, and scheduled regular emails to hit 7,000+ inboxes with event updates throughout the conference.

**Outcomes/Campaign progress and successes:**

In only 40 days,

- website traffic is already up 10% since launch
- time on the website has already doubled - meaning users are spending more time reading content
- page views are up 45%
- bounce rate of the website is down 18%

These statistics already prove that our audience is growing, is engaging more fully with the content we are sharing, and is finding the content more useful and relevant, therefore spending more time with the Huairou Commission online.

**2. Goal: Reposition organization as relevant and modern, with global reach.**

**Strategy:** increase digital engagement through social media, to be measured by followings and post interactions, with a focus on earned media

**Solution + Messaging Distribution:** #CountDowntoQuito Online Hashtag Campaign

To increase the Huairou Commission's brand awareness and following within the campaign, we launched #CountDowntoQuito, a media and communication strategy designed to generate momentum and access new audiences on social media.. This campaign targeted highly valuable



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individuals across the world who are interested in gender equity and international urban development over the 30 day period leading up to and through the United Nations Habitat III Conference

Material Coordination: Posts were managed through a content calendar we created for all parties posting, including brand ambassadors for the campaign, would be sure to use recommended hashtags and tie in relevant content.

Outcomes/Campaign progress and successes:  
In 40 days,

- 508,248 total people reached through organic (earned) and paid reach
- 296,070 paid reach for ad campaign (Budget: \$760.00)
- 5,953% increase in baseline reach for the Huairou Commission

Huairou's presence at Habitat III conference was amplified by utilizing innovative digital tools including, Facebook Live. This video live stream tool enabled the Commission to create video content that we then utilized as advertising material to bolster their brand awareness. This specific video played a key role in growing the Commission's Facebook following the Commission's brand awareness campaign

- 270,000 unique impressions
- 175,000 views

Though these interests are highly specific, the capability of targeting these niche audiences is incredibly advanced. These factors transform a modest budget into highly cost-effective advertising.

Key metrics before and after social media campaign (June 1 - Oct 26, 2016)

Page Likes Before Campaign:

- 1,068 increased to 1,128 (from Jan 1 - May 31)
- Only 5.62% increase

Page Likes during campaign:

- 1,129 increased to 1,877 (June 1 -Oct 26)
- 66.25% increase

Single Day Reach Max Before Campaign:

- 250 unique users (Jan 1 - May 31)

Single Day Reach Max During Campaign:

- 145,000 unique users (June 1 - October 26)



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**Video Views Before Campaign:**

- 12 views (Jan 1 - May 31)

**Video View During Campaign:**

- 178,000 unique users (June 1 - October 26)

**4. Purpose: Fundraise through a year end appeal, following the conference.**

**Solution + Messaging Distribution:** Invest in the future of women. MESH will capitalize on the current high engagement of the active Huairou audience online, share highlight stories from the Habitat III conference, and videologs and blog posts from the grassroots women leaders and delegates of Huairou who spoke and participated in the conference. Huairou will contact the increasingly engaged audiences online, who have recently been active in the fall campaigning, and appeal for funding contributions. Funding and investment contributions can all be made online on the Huairou website.

**Material Coordination:** MESH will utilize all digital media channels, including website, email marketing and e-newsletters, and social media, to ask for micro-investments for the organization, to its over 7,000 email recipients and 1,800+ facebook followers, and use targeted buying on facebook to again reach out to the 125K people who engaged with Huairou through the conference.

**Outcomes/Campaign progress and successes:** To be identified in January 2017.

The project was a partnership marketing effort between all team members listed in this proposal, including Jen Susman and Carling McManus of 84 Agency. The project has stayed within budget.

# HUAIROU COMMISSION



WEBSITE



# HUIAROU COMMISSION



## SOCIAL MEDIA

# HUAIROU COMMISSION



**Huairou Commission**  
October 18 at 8:22pm · 🌐

At the event Grassroots Women call for Ecological and Resilient Cities, panelists talk about disaster risk reduction, the gender separation, and the voices of grassroots women #Habitat3 #EngenderNUA



👍 Like    💬 Comment    ➦ Share

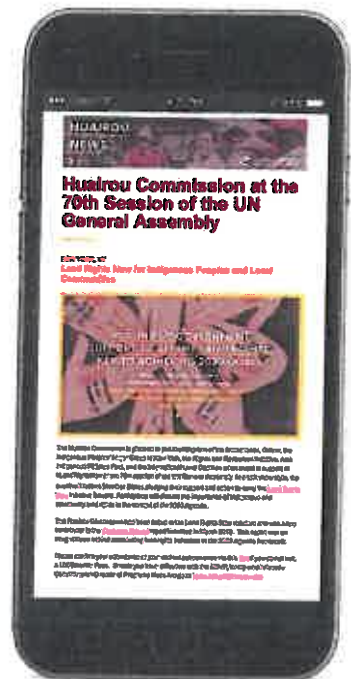
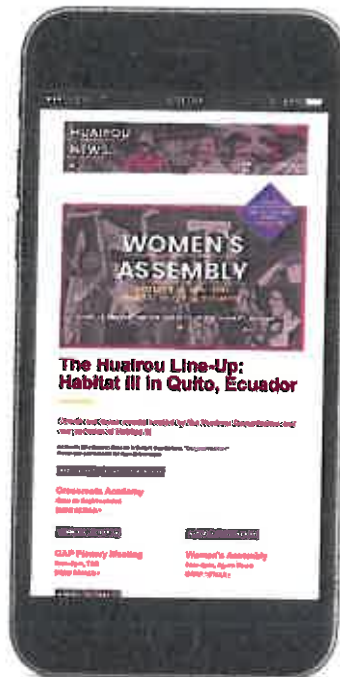
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Write a comment...

SOCIAL MEDIA





**Grassroots Partnerships**

Discover the power of grassroots organizations in building resilient cities and communities. This event will explore the role of civil society in urban development and the challenges they face in the face of rapid urbanization and climate change.

**October 17, 2016, 8pm-4pm**

**Join us for our networking event**

**Event Co-Chairs**

**Schedule**

**Speakers**

H III

UNEP/WHO/UNEP  
WHO/UNEP/WHO/UNEP





**Resilient Cities Networking**

Learn from the experiences of resilient cities and communities in Asia and the Pacific. This event will explore the role of civil society in urban development and the challenges they face in the face of rapid urbanization and climate change.

**October 18, 2016, 8pm-4pm**

**Join us for our networking event**

**Event Co-Chairs**

**Schedule**

**Speakers**

H III

UNEP/WHO/UNEP  
WHO/UNEP/WHO/UNEP



### PrepCom3

## CALENDAR OF EVENTS

25-27 JULY 2016  
SURABAYA, INDONESIA

**YOU ARE INVITED TO JOIN US AT THE WOMEN'S CAUCUS!**

**Daily Women's Caucus**  
Caravan from 08:00 to 10:00 AM  
10:00 AM - 12:00 PM  
12:00 PM - 02:00 PM  
02:00 PM - 04:00 PM

**MONDAY 25 JULY**  
08:00 - 09:00 AM  
09:00 - 10:00 AM  
10:00 - 11:00 AM  
11:00 - 12:00 PM

**TUESDAY 26 JULY**  
08:00 - 09:00 AM  
09:00 - 10:00 AM  
10:00 - 11:00 AM  
11:00 - 12:00 PM

**WEDNESDAY 27 JULY**  
08:00 - 09:00 AM  
09:00 - 10:00 AM  
10:00 - 11:00 AM  
11:00 - 12:00 PM

**WOMEN'S CAUCUS**  
25:00 - 02:00 AM  
Room Crystal 4, 3rd Floor  
Organized by Huairou Commission

**PROMOTING INCLUSIVE AND EQUITABLE HOUSING STRATEGIES FOR ALL UNDER THE NEW URBAN AGENDA**  
02:00 - 03:00 PM  
Room Crystal 3  
Organized by Habitat for Humanity International

**ACHIEVING INCLUSIVE URBAN HOUSING STRATEGIES FOR ALL UNDER THE NEW URBAN AGENDA**  
03:00 - 04:00 PM  
Room Crystal 1  
Organized by UN Women

**WOMEN'S CAUCUS**  
04:00 - 05:00 PM  
Room Crystal 4, 3rd Floor  
Organized by Huairou Commission

**WOMEN'S CAUCUS**  
05:00 - 06:00 PM  
Room Crystal 4, 3rd Floor  
Organized by Huairou Commission

**WOMEN'S CAUCUS**  
06:00 - 07:00 PM  
Room Crystal 4, 3rd Floor  
Organized by Huairou Commission

**WOMEN'S CAUCUS**  
07:00 - 08:00 PM  
Room Crystal 4, 3rd Floor  
Organized by Huairou Commission

**WOMEN'S CAUCUS**  
08:00 - 09:00 PM  
Room Crystal 4, 3rd Floor  
Organized by Huairou Commission

**LOCAL GOVERNMENT APPROACHES TO THE IMPLEMENTATION OF THE SUSTAINABLE DEVELOPMENT GOALS IN RURAL POLYCENTRIC**  
09:00 - 10:00 PM  
Room Crystal 3  
Organized by United Nations Development Programme (UNDP)

**PARTICIPATION FROM THE NEW URBAN AGENDA**  
10:00 - 11:00 PM  
Room Crystal 1  
Organized by General Assembly of Partners (GAP)

#### HABITAT III Schedule of Events

**WOMEN'S CAUCUS**  
08:00 - 09:00 AM  
09:00 - 10:00 AM  
10:00 - 11:00 AM  
11:00 - 12:00 PM

**WOMEN'S CAUCUS**  
02:00 - 03:00 PM  
03:00 - 04:00 PM  
04:00 - 05:00 PM  
05:00 - 06:00 PM

**WOMEN'S CAUCUS**  
06:00 - 07:00 PM  
07:00 - 08:00 PM  
08:00 - 09:00 PM  
09:00 - 10:00 PM

**WOMEN'S CAUCUS**  
10:00 - 11:00 PM  
11:00 - 12:00 PM  
12:00 - 01:00 AM  
01:00 - 02:00 AM

#### WOMEN'S CAUCUS

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#### WOMEN'S CAUCUS

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#### Calendar of Activities

**WOMEN'S CAUCUS**  
08:00 - 09:00 AM  
09:00 - 10:00 AM  
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11:00 - 12:00 PM

**WOMEN'S CAUCUS**  
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#### WOMEN'S CAUCUS

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#### WOMEN'S CAUCUS

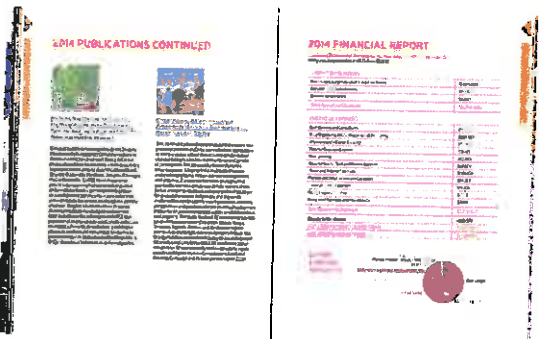
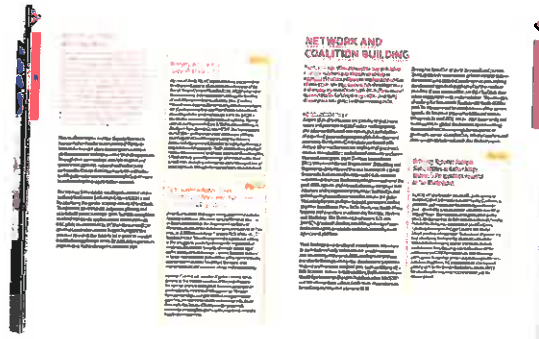
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**OUR MISSION**

The Huairou Commission empowers grassroots women leaders and organizations to enhance their community development practice and exercise collective political power globally. It brings together women's networks, national environmental and grassroots women's organizations and a global coalition supporting joint and policy advocacy.



Building and empowering networks of grassroots women's organizations to enhance their community development practice and exercise collective political power globally.

**Building Partnerships**

The Huairou Commission leverages partnerships between grassroots women leaders and partners who can legitimize and institutionalize their work, apply their solutions to policies, and help them access resources. Partners such as local and national governments, development agencies, NGOs and individual professionals, in turn, rely on grassroots women for their local expertise and input.

**Influencing Decision-Making**

Through our long-term partnership with our partner groups, the Huairou Commission empowers women from rural and urban areas with the capacity to participate in local decision-making processes at the local and global level to achieve sustainable, resilient development.

**HOW WE WORK**

**GRASSROOTS-DRIVEN DEVELOPMENT:** Huairou Commission members and partners believe that grassroots women's participation in local and global decision-making is essential to achieving gender-equitable, pro-poor policies and investments. The Huairou Commission operates from the philosophy that poor women who are active in their neighborhoods are best suited to identify the needs and strengths of their own communities and ought to be included in the design and execution of development projects if those projects are to reach their full potential to better the lives of women and contribute to their communities' livelihoods. The Huairou Commission works to:

- Analyze pro-poor, gender-equitable development policies through grassroots-led agenda setting, advocacy and monitoring
- Center village and field, through pro-poor dialogues, organized groups of poor women working on poverty alleviation, community development, basic services and human settlements as a means to collectively strengthen their families, homes and communities.
- Build long-term relationships with government officials, policy makers and development institutions that support grassroots women's groups to act as joint-submitters in development decision-making (local to global).

**OUR METHODS**

We build a gender base through a set of tools and methods developed within the network including: *Community Mapping, Plan-Do-Check, Listen and Dialogue and Women's Academies*. These methods are used to build grassroots women's leadership, awareness and ability to partner with stakeholders and impact institutions that shape the policies, programs and development resources that directly affect the lives of grassroots women, their families and communities. For more information, visit [www.huairou.org/our-work-methodologies](http://www.huairou.org/our-work-methodologies).

**OUR PARTNERS**

Operating with an annual budget of over \$15 million since 2009, the Huairou Commission is highly respected by a range of policy and donor agencies such as the Ministry of Foreign Affairs of Norway and the Netherlands, NORAD SIDA, LINOP, UN-HABITAT, UN ISCR, World Bank GFDRI and International development agencies and private foundations such as QIPDAD and OSL. The majority of these institutions have provided core spending as a donor multi-year program funding in the Huairou Commission.

**The Huirou Commission EMPOWERS GRASSROOTS WOMEN'S LEADERSHIP IN THE DEVELOPMENT OF RESILIENT COMMUNITIES THROUGH GLOBAL & LOCAL INITIATIVES.**

**We Empower Grassroots Women Leaders Around the World**

**Our Holistic Approach to championing inclusive Development focuses on 4 interconnected strategies**

**We support, mobilize, and build the capacity of local grassroots women to emerge as international leaders**

**We provide tools, skills, and micro-funding for women-led community development work around the world.**

**The Huirou Global Network connects grassroots women and grassroots organizations internationally**

**We bring women's perspectives to international public policy and affect women's priorities into global advocacy work.**

**We Ensure That Grassroots Women are Central to Global Development Processes**

**Grassroots women's organizations to lead the global accountability framework initiative for governments, UN agencies, and multilateral institutions**

**Grassroots women's organizations to lead the global accountability framework initiative for governments, UN agencies, and multilateral institutions**

**Grassroots women's organizations to lead the global accountability framework initiative for governments, UN agencies, and multilateral institutions**

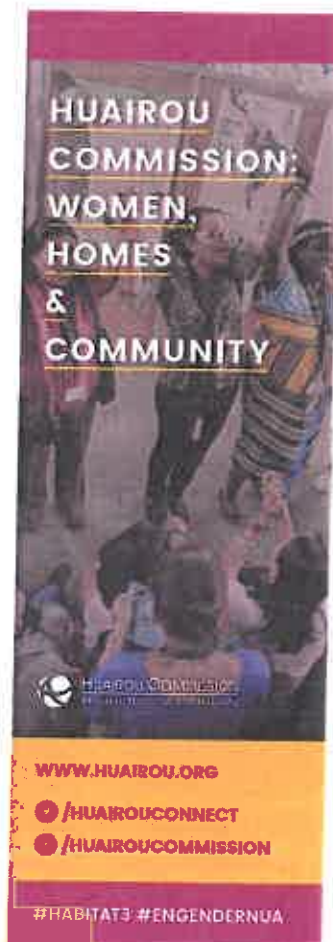
**Grassroots women's organizations to lead the global accountability framework initiative for governments, UN agencies, and multilateral institutions**



# HUAIROU COMMISSION



POSTCARD





**HUAIROU COMMISSION**



**BOOTH**

**HUAIROU COMMISSION**



**BOOTH**



To:

West Virginia State Treasurer's Office  
c/o Linda Harper  
November 1, 2016

**Secondary Campaign Example:**

**Adventures on the Gorge Wild Ones Campaign**

Client: Adventures on the Gorge

Partners: Thelonious Step Videography

Scope: Campaign Microsite design for editorial video series, online content, and email acquisition drive

Duration: 4/5/16-4/22/16 (~3 week campaign)

**Highlights:**

- 9,445 website sessions
- 12,521 website page views
- 403,265 video view
- 8,071 social media reactions, comments & shares
- 110% growth in Facebook Followers (YTD comparison of April 2015 vs April 2016)
- 3,820 email entries
- \$348,521 projected ROI  
(calculated based on conversion rate and average revenues per customer)

**Awards:**

- West Virginia Tourism Gold Star Award (2016 Digital Campaign "The Wild Ones" for Adventures on the Gorge)



# WILD ONES

---

WEBSITE: [thewildones.us](http://thewildones.us)





To:

West Virginia State Treasurer's Office  
c/o Linda Harper  
November 1, 2016

### **Brand Awareness Campaign**

(Attachment A, Section 4, 4.4.2.2) GOAL: A well-designed and memorable brand awareness campaign. To demonstrate its ability to meet the needs of the Agency, provide an example of a brand development, rebranding or increased brand awareness project the Vendor has completed for a client within the last twenty-four (24) months (qualifying campaigns completed for the Agency during this timeframe should not be used as examples).

- A. Provide the plan, budget, research and any marketing or advertising materials that accompanied the project.
- B. Discuss the strategy of the brand development, rebranding or increased brand awareness and the success of the efforts.
- C. Explain how you ensured the branding was representative of the client.

#### **VENDOR RESPONSE:**

### **Tamarack Foundation for the Arts: Brand ReLaunch and Capital Campaign**

A. MESH worked with the Tamarack Foundation for the Arts, the leading Arts Foundation in West Virginia, through a renaming, rebranding, re-design of programming, new website design, and execution of an ongoing engagement campaign and capital fundraising campaign.

MESH worked through our five phase Communication Engagement process to rebrand the Tamarack Foundation for the Arts, differentiating it from the Tamarack Facility, and repositioning the organization as an innovative catalyst for creative entrepreneurship and the creative economy in West Virginia. A key goal of the rebranding was to educate the public on the Foundation's programs and services, and connect the Foundation with both constituents and funders.

With a budget of around \$50,000 in grant funding, we planned to reposition Tamarack Foundation for the Arts, a 10 year old organization lacking clarity of organizational identity and value to their constituents in West Virginia, as the expert in the Creative Economy and Creative Entrepreneurism in the state. Through a half day MESH Discovery Session with leadership and staff, we identified the clear strengths, assets, and opportunities the organization could capitalize. In this session we mapped out the core values of the Foundation and the core values and needs of the Foundation's constituents/target audiences, to find overlaps that would serve as the base for all branding, campaigning, and communication in the following six months. Out of this session came the untapped, unique position the Foundation could fill in the state, and identified the Point of Difference and Value Proposition of the Foundation.





To:

West Virginia State Treasurer's Office  
c/o Linda Harper  
November 1, 2016

Strategic Planning and research followed, where it was found 94% of responses included reasons why the economic climate in West Virginia is discouraging, reinforcing the Foundation's focus in economic development and support for the statewide creative economy.

MESH designed a new flexible logo, brand color system, brand typography system, and photographic art direction that reflected modernity and progress. The brand was applied in multimedia materials for the brand launch in March 2016, including print promotions, event invitations, a new website, microsite templates, Facebook/Instagram/Twitter skins, videography on youtube and vimeo, pop-up banners, and mockups for their new proposed arts business incubator. The artists, their materials, and their stories were all the inspiration of the brand, keeping the end-user at the forefront and making the brand feel relatable to the primary target audience by featuring them as the vision and future of the brand.

B. The brand was released on March 4, 2016 at a press conference at the Capitol, with a following public event at a local Charleston gallery, where the Foundation unveiled their new brand; their new 5-point vision; their new website as a living resource to artists in the state— complete with resource library, interactive profile opportunities for all artists in the Creative Network, a regularly updated blog, and a shopping platform called Made in West Virginia (to fully launch 2017); a storytelling video piece; and a Capital Campaign to build their first-ever Arts Business Incubator.

Social Media Campaign:

We worked hand in hand with Tamarack Foundation for the Arts staff to identify the characteristics, interests, and geographic locations of artist and creative entrepreneur communities throughout the state. Careful consideration of these metrics informed how social media ad buys are placed.

By comparing social media performance before and after the rebranding and new media and communications strategy, it is clear that our human-centric approach to earned media works to locate target audiences and create sustainable engagement.

Overall Goal: Increase following by identifying and engaging individuals in West Virginia who will demonstrate sustained interest in the Tamarack Foundation for the Arts.



To:

West Virginia State Treasurer's Office  
c/o Linda Harper  
November 1, 2016

Date: March to October 2016  
Budget: \$919.93  
Reach: 48,959 West Virginians

**Before Rebrand & Media and Communications Strategy**

- Feb 28, 2015 - 1,247 engaged constituents (measured in "page likes")
- Feb 29, 2016 - 1,983 engaged constituents
- 59.02% increase in Engagement over 1 year

**After Rebrand & Media and Communications Strategy**

- March 1, 2016 - 1,984 engaged constituents
- October 30, 2016 - 4,054 engaged constituents
- 104.33% increase in just 8 months

**Content Reactions (shares and likes on posts):**

- Before: Feb 28, 2015 - Feb 29, 2016 - 13,500
- After: March 1, 2016 - October 30 - 19,300
- Increase of 42% in engagement in just 8 months

**Website and Email engagement:**

We used the rebranding launch as means to transition the foundation's communication strategy to focus heavily on artist profiles, success stories from programs and services, and highlighting online resources. This content development strategy co-opts user generated content derived from artist profiles on the foundation's website and promotes the content back to the target audiences. These techniques have higher organic engagement and allow the foundation engage target audiences by accessing artists' micro-networks.

**Since the launch, in only 6 months of the new brand and campaign:**

- Through inbound content marketing strategies, the Foundation has positioned their website as a go-to source of information for artists across the state, with an average of over 1,800 visits monthly.
- The website has helped capture ~500 new emails, meaning it has converted ~4% of total website visitors to new customers into their contact system.
- ~100 West Virginia artists signed up with active profiles in the Creative Network on the website.
- The foundation hosted their FoundationU Webinar series, attaining over 550 attendants in their first year, with attendance already reaching 50 of the 55 counties in the state.



To:

West Virginia State Treasurer's Office  
c/o Linda Harper  
November 1, 2016

- Lastly, the foundation released its first downloadable West Virginia Creative Entrepreneur Study, with over 400+ views.

All of these inbound marketing tactics, and valuable content creation that relates to their audiences, contributes to their powerful owned and earned media position within the state. The Foundation has raised over \$100,000 in only 6 months, already doubling their ROI for the initial brand and marketing investment. They have over 4,000 followers now in their network, over doubling their following from before the launch, and have a diversity of new partnerships, both public and private, within the state and in major cities across the country.

Since the launch, the Executive Director and Program Manager have claimed the brand invaluable in ongoing engagement.

*"-Working with our marketing team has given us the platform and expertise to over double our engaged audience reach since the launch of our new brand in March 2016, in only 6 months.*

*The increased level of professionalism, authority, and credibility communicated through our new brand and marketing tools has opened many doors for us. The efficacy of our programming and marketing efforts has increased exponentially, leading not only to greater audience growth, but a greater interest from our constituents in the work we are doing, more frequent publicity opportunities, and also an increased ability to fundraise.*

*Using the tools provided to us, we were able to raise \$100,000 toward a capital campaign in 8 months - a timeline that would have been near to impossible for us working with the marketing resources we had previously.*

*The investments we have made working with MESH & 84 Agency have paid off in far greater value than just having superior aesthetics or a more refined communications strategy. We are now in a better position to deliver to West Virginians on the mission of our organization."*

—Emma Pepper, Program Director

C. We ensured the branding was representative of the client through ongoing feedback and buy-in from the client, and ongoing feedback from the client's engaged audiences in social media and in the press post brand launch.

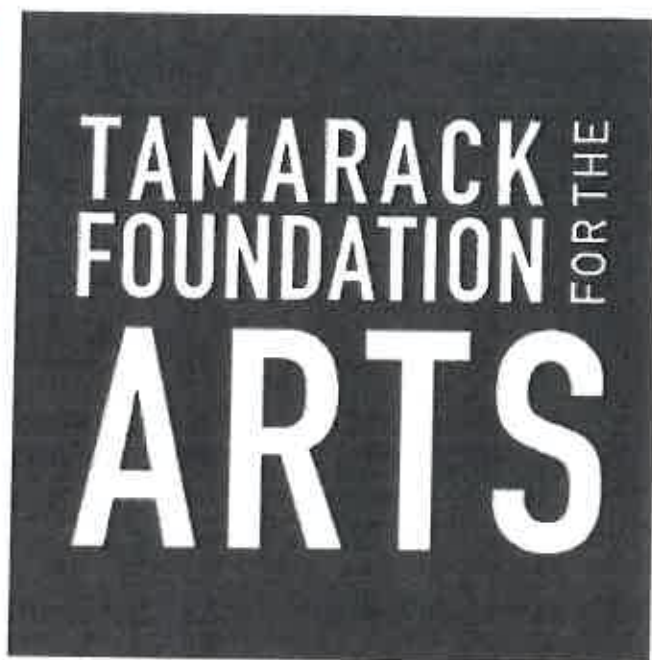
# TAMARACK FOUNDATION FOR THE ARTS

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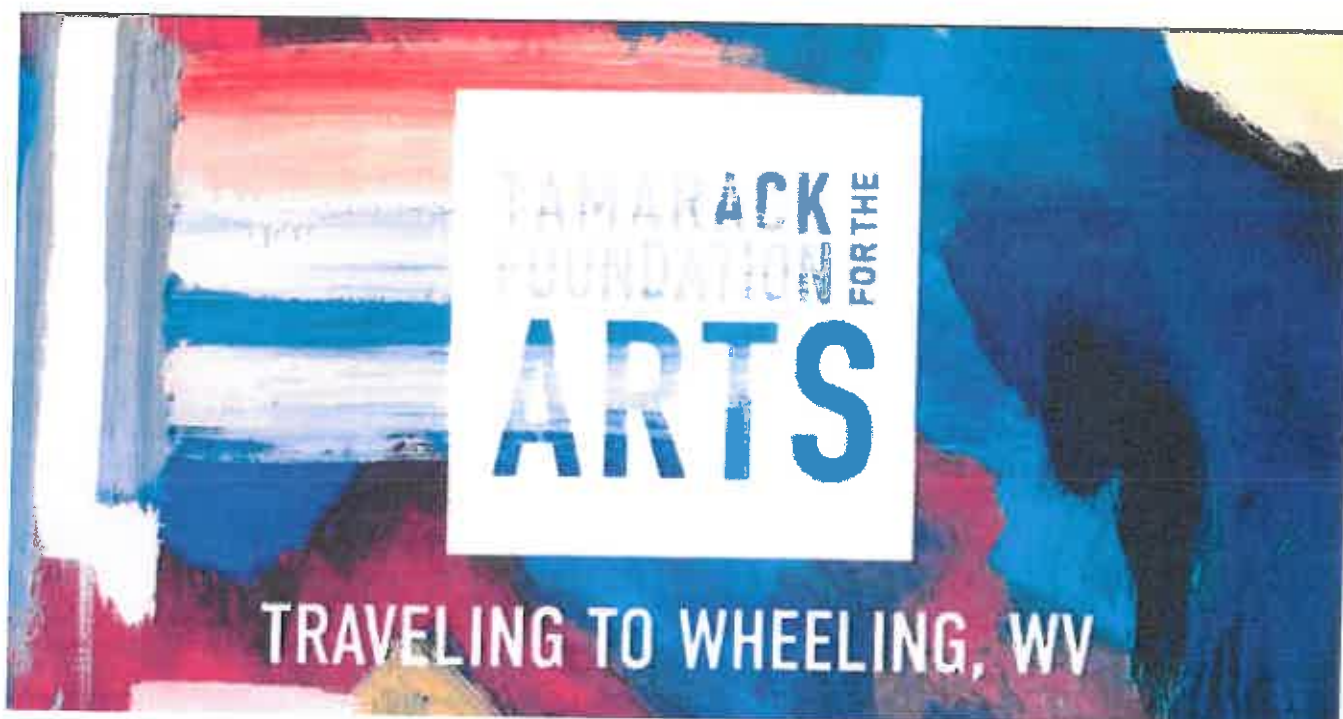


WEBSITE

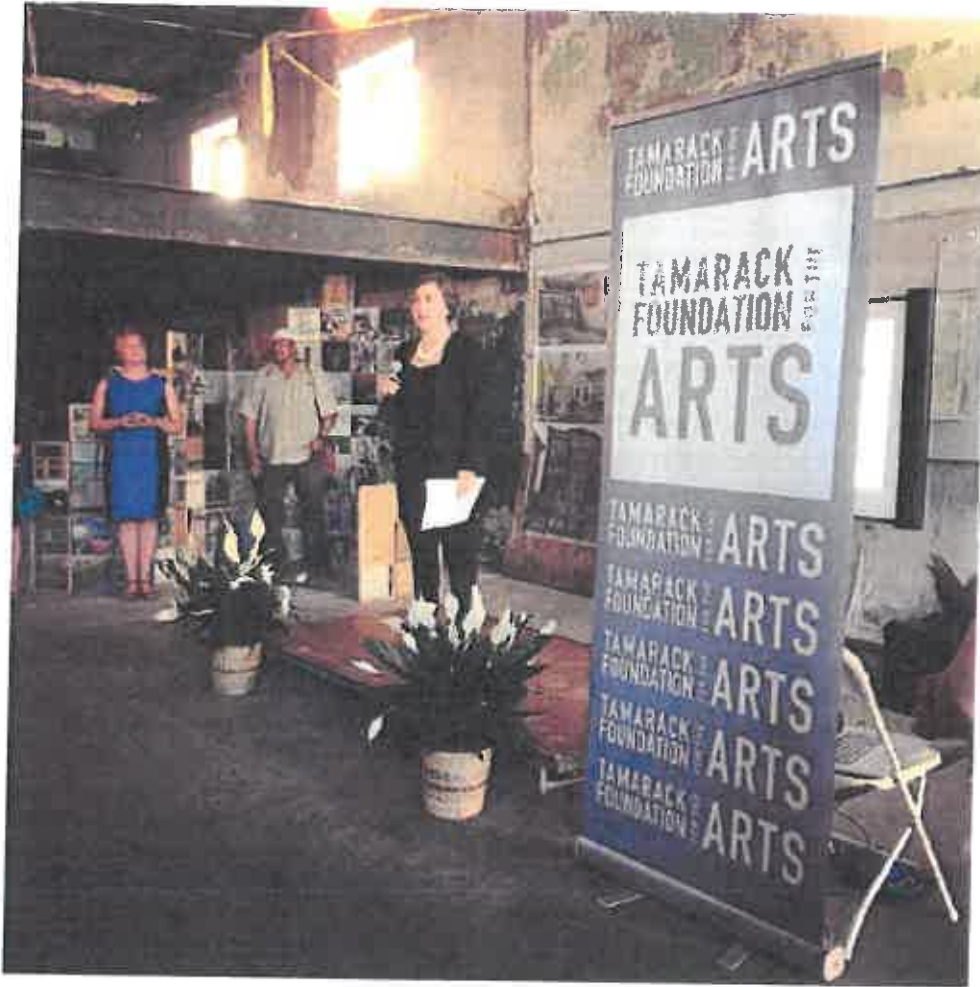
TAMARACK FOUNDATION FOR THE ARTS



LOGO DESIGN



LOGO USED IN MARKETING DESIGN



LOGO BANNER POP-UP



**TAMARACK FOUNDATION FOR THE ARTS**

**TAMARACK FOUNDATION FOR THE ARTS**

**THINK TANK**  
 FEBRUARY 11 | FLATWOODS, WEST VIRGINIA  
 Gather strategies to shape the future of our industries

**Tamarack Foundation for the Arts**

**ARTIST SPOTLIGHT: Connie Mae Mosler** (Connie Mae) is a painter working in Nicholas County and a member of the foundation's Creative Network. [@CreativeByPsychicTV #Made4You](#)  
 Learn more about how to join the Creative Network: <http://tamarackfoundation.org/register/>

**THANK YOU**

**Roger Nicholson**

**Christine Keller**

**Nancy O'Farrell**

**DONORSHIP 10-1-2018**  
**153 DONORS, THANKS TO EVERYONE!**

**Tamarack Foundation for the Arts**  
 October 2nd at 11:57am · 🌐

**ARTIST OPPORTUNITY: Nominations are now open for our Master Artist Fellowship.**

**Master Artist Fellowship - Tamarack Foundation**

Master Artist Fellows are celebrated for a lifetime of achievements. Fellows fully inhabit a superior mode of excellence in their respective artistic endeavors. They produce exemplary work that possesses elements of inspired design, distinctive style, and impeccable technique. *Arbitious by nature, L..*

Like Comment Share

Lauren Stonestreet and 154 others

59 shares

**SOCIAL MEDIA, FACEBOOK**



**tamarackfoundation** [Follow](#)

32 likes

**tamarackfoundation** ARTIST SPOTLIGHT: Nebo Rose is a Textile Artist working in Tucker County and a member of the foundation's Creative Network. [#CreativityPsychology #Mindfulness](#) Learn more about how to join the Creative Network by visiting the Tamarack Foundation website.

Photo ↻

**tamarackfoundation** ⋮

❤️ 💬 ➦

etc.reactive and 32 others

tamarackfoundation #DfAXER #SPRIS

🏠 🔍 📷 ❤️ 👤

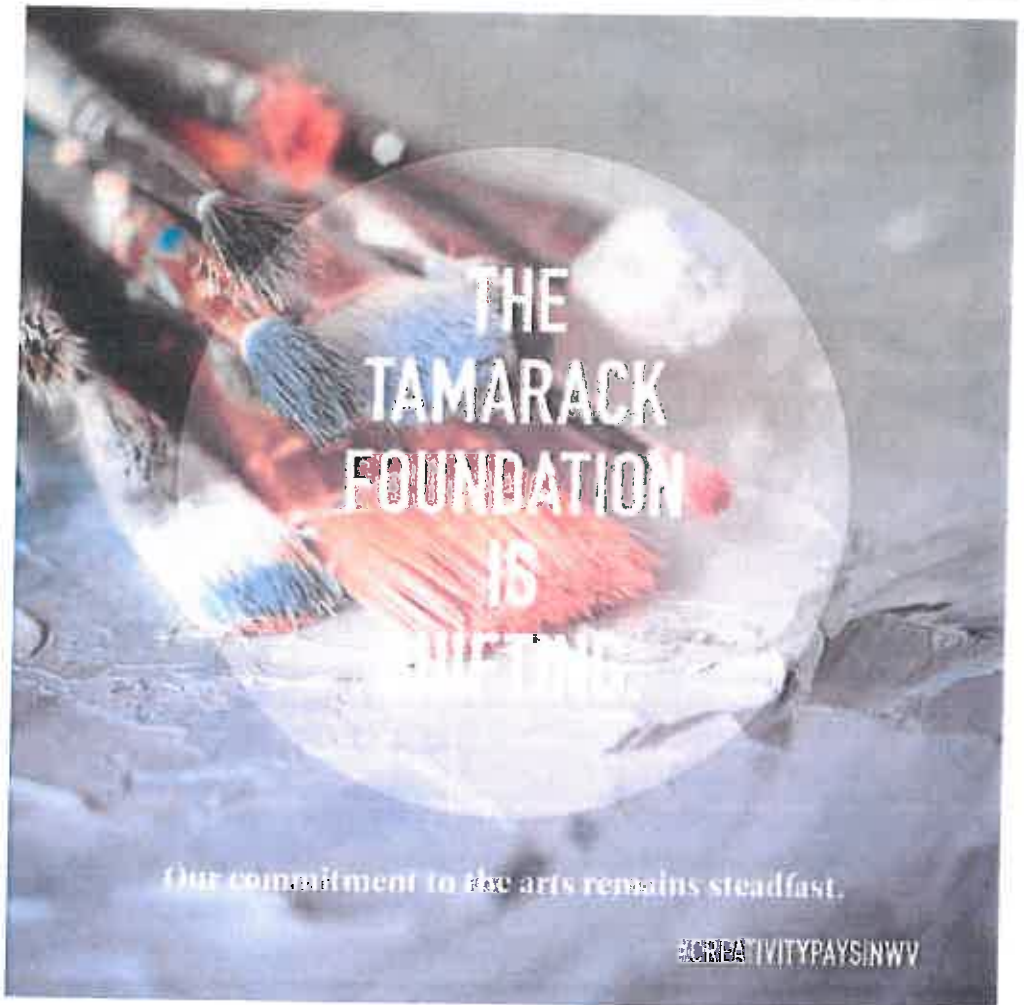
SOCIAL MEDIA, INSTAGRAM



TAMARACK FOUNDATION FOR THE ARTS



DIGITAL MARKETING GRAPHICS



IMAGINE AS A FRESH FABRIC IN EAST WEST VIRGINIA'S  
CREATIVE ECONOMY

What Has a Future for  
the Future?



Please join us as we announce exciting, new  
developments for the Tamarack Foundation

Happy Hour Celebration  
Friday, March 4, 4:30 - 6:30 pm  
Apartment Earth Gallery  
221 Hale Street, Charleston, WV

Meet the foundation staff and board members and learn about our new vision to  
work with artists to build West Virginia's creative economy

If you are unable to attend our Happy Hour Celebration, we will also hold a press  
conference in the Lower Rotunda of the State Capitol on Friday, March 4 at 10  
am. You are welcome at both events

Providing incentive to  
attract creative  
enterprise to West  
Virginia

Connecting  
consumers across  
markets to West  
Virginia-owned  
creative businesses

Ensuring artist  
entrepreneurs have  
the skills to succeed



## NEWSARTS

[View this email in your browser](#)

Hi, friends!

Well, half-jokingly, I guess I had myself believing as if we've been able to accomplish at the Tamarack Foundation for the Arts this year. Not only is the foundation championing West Virginia artists and creative entrepreneurs every day, we're also launching new programs and conducting groundbreaking research to find out more about the people we serve. I'm willing to share five great stories to help inspire you. Be sure to check out D.J. as the Foundation's Speaker Series, wrapping through the end of the year.

Sincerely yours,

Alison Nowodick  
Executive Director  
Tamarack Foundation for the Arts

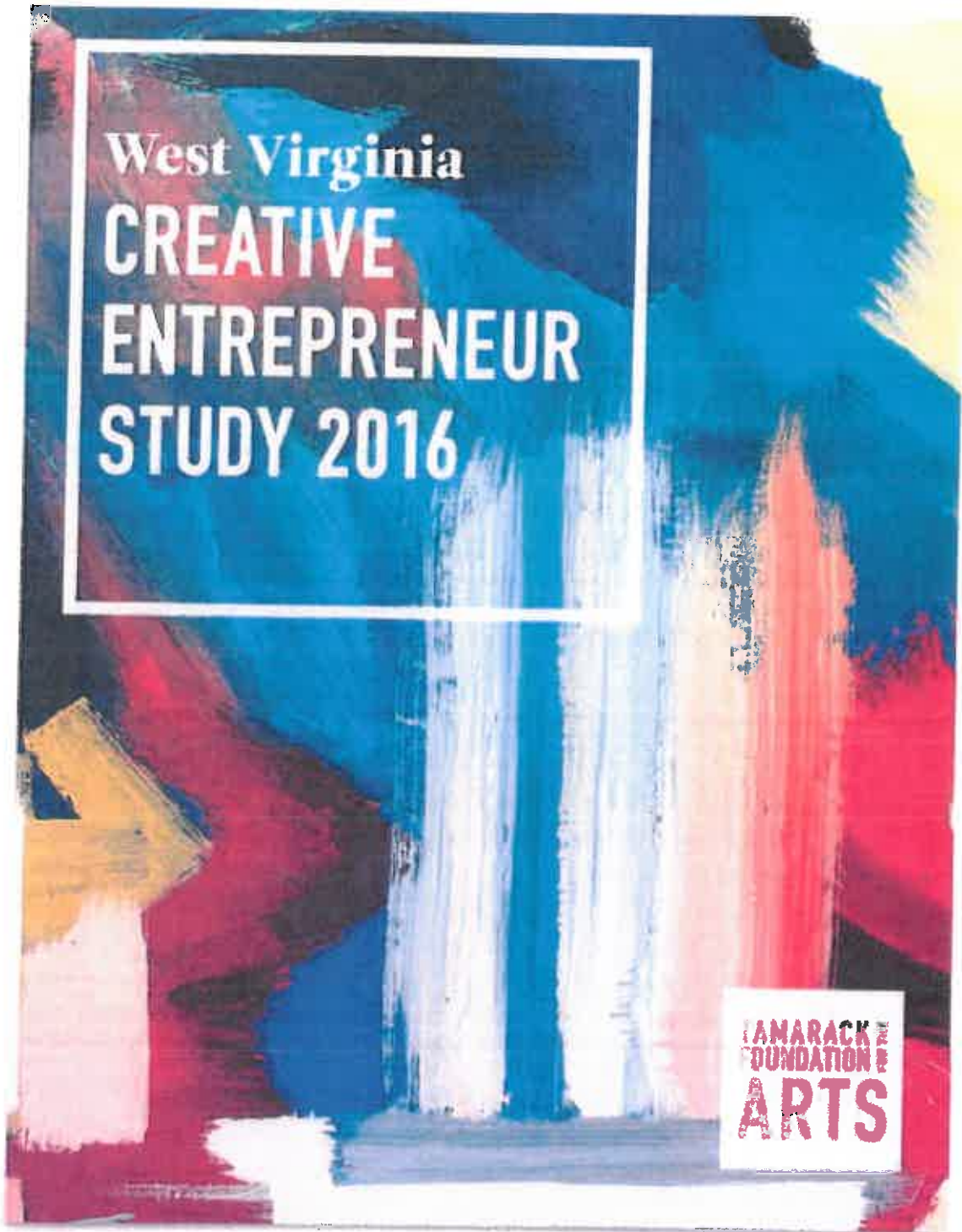
### EMERGING ARTISTS GET A PLATFORM



2018 marks the fifth year of the foundation's Emerging Artists Initiative. Of the seventeen artists considered, the first Emerging Artists Prize winners include designer and illustrator Brooke Haskett of West Liberty University and ceramicist Michael Tomber of Fairmont State University.

[LEARN MORE](#)

EMAIL MARKETING



West Virginia  
**CREATIVE  
ENTREPRENEUR  
STUDY 2016**

TAMARACK  
FOUNDATION FOR  
**ARTS**

PRINT, 2016 REPORT COVER









**Tamarack Foundation for the Arts**

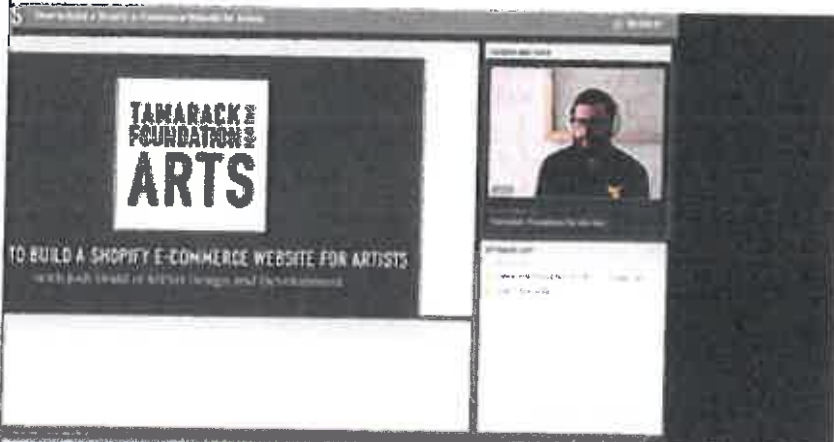
September 12 · 🌐

👍 Like Page

**ICYMI: Watch How to Build a Shopify eCommerce Website for Artists**  
featuring **Josh Dodd** of **MESH | Design and Development**  
**#CreativityPaysinWv**

**This presentation is...**

[See More](#)



**Watch the How to Build a Shopify eCommerce Website for Artists Presentation - Tamarack Foundation**

We welcomed **Josh Dodd** of the Brooklyn, NY and Charleston, WV-based **MESH Design and Development** to present on the third topic in our Speaker Series, How...

[TAMARACKFOUNDATION.ORG](http://TAMARACKFOUNDATION.ORG)

WEBINAR SHARE ON SOCIAL MEDIA



To:

West Virginia State Treasurer's Office  
c/o Linda Harper  
November 1, 2016

**Secondary Brand Example:**

**J. Q. Dickinson Salt-Works Branding**

Client: J. Q. Dickinson Salt-Works

Scope: Renaming, branding, brand and communication strategy, brand implementation including art direction and photography, website and ecommerce design and development, package design and coordination, print design and printer coordination and management, digital press-kit design, social media consulting and training

**Highlights:**

- Doubled production in year one post brand launch, now quadrupled
- Product Line growth from 3 to 12 products
- Product Sold in 36 states and Canada
- 500,000 website page views
- 10% Ecommerce conversion rate (national average 2-3%)
- 4,400+ Facebook Followers
- 2,600+ Instagram Followers
- Earned Media press coverage in over 50 digital and print publications, including The Atlantic, NPR, Modern Farmer, Martha Stewart, Bon Appetite, Heritage Radio, Chef's Collaboration, Esquire Magazine, Garden and Gun, Foodie TV, CNN, and news and publication outlets throughout West Virginia..

**Awards:**

- Print Magazine RDA Best of New York (package design)
- West Virginia Tourism Gold Star (2016 Best Website: J.Q.D Salt-Works)

*" It's hard to know where to begin to express our gratefulness for the work MESH did for us. We are not getting turned down for sales requests. We basically have 100% record. Unheard of! This is because of you all and the fine work you did, and pushed us to invest in (The salt does taste good, too!) Thank you, thank you!"*

--Nancy Bruns, J. Q. Dickinson Salt-Works co-founder

# J. Q. DICKINSON SALT-WORKS

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PACKAGING



PACKAGING

**J. Q. DICKINSON**  
SALT-WORKS

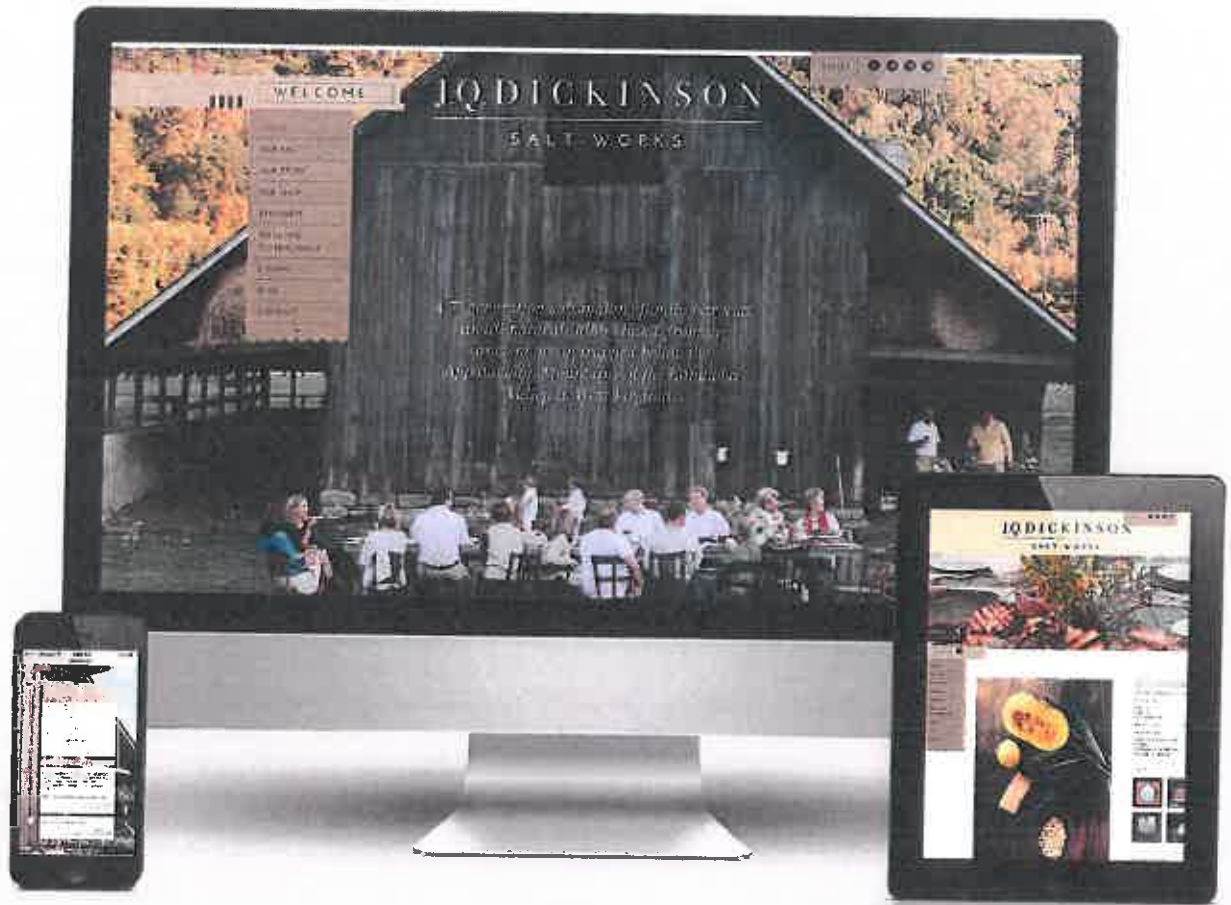
BRANDING



**J. Q. DICKINSON SALT-WORKS**

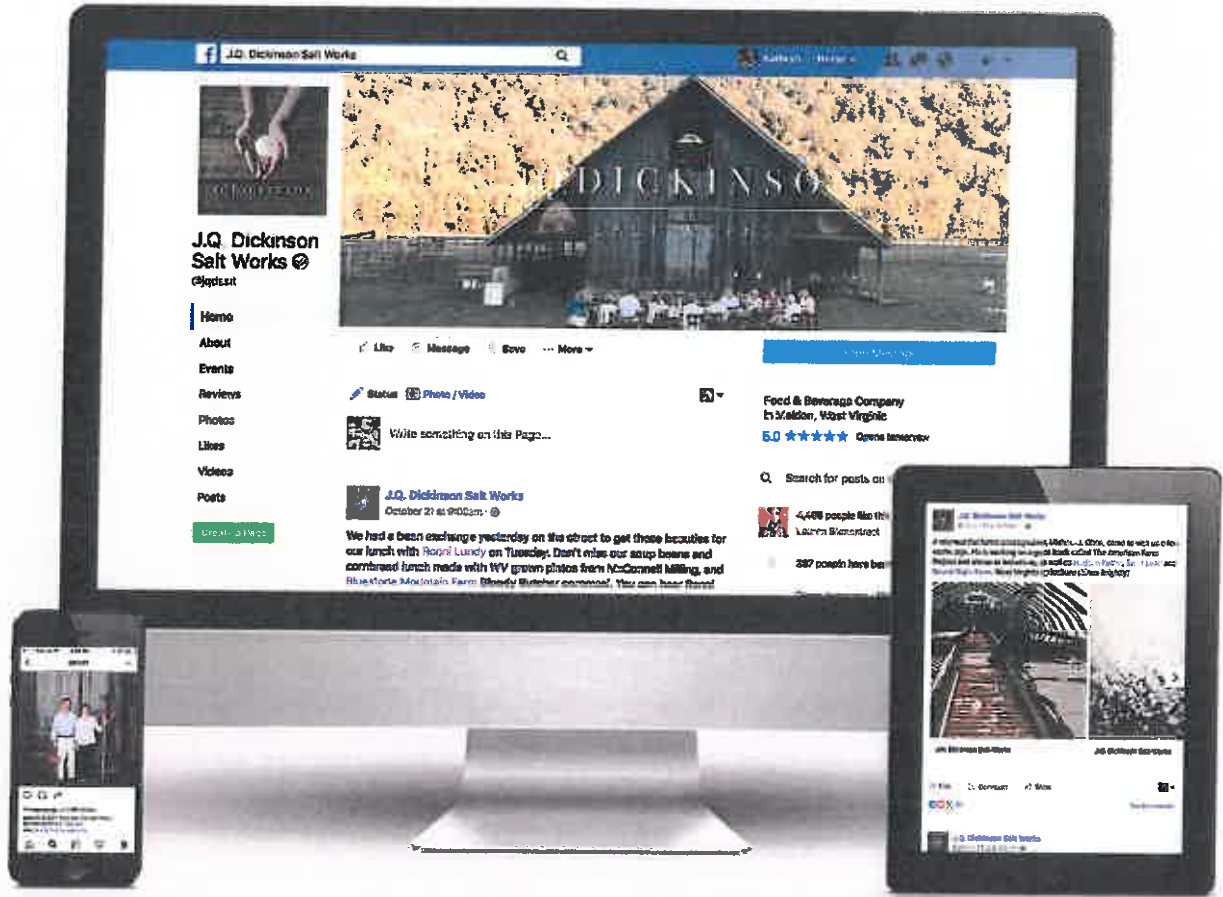


**PRINT COLATERAL AND PACKAGING**

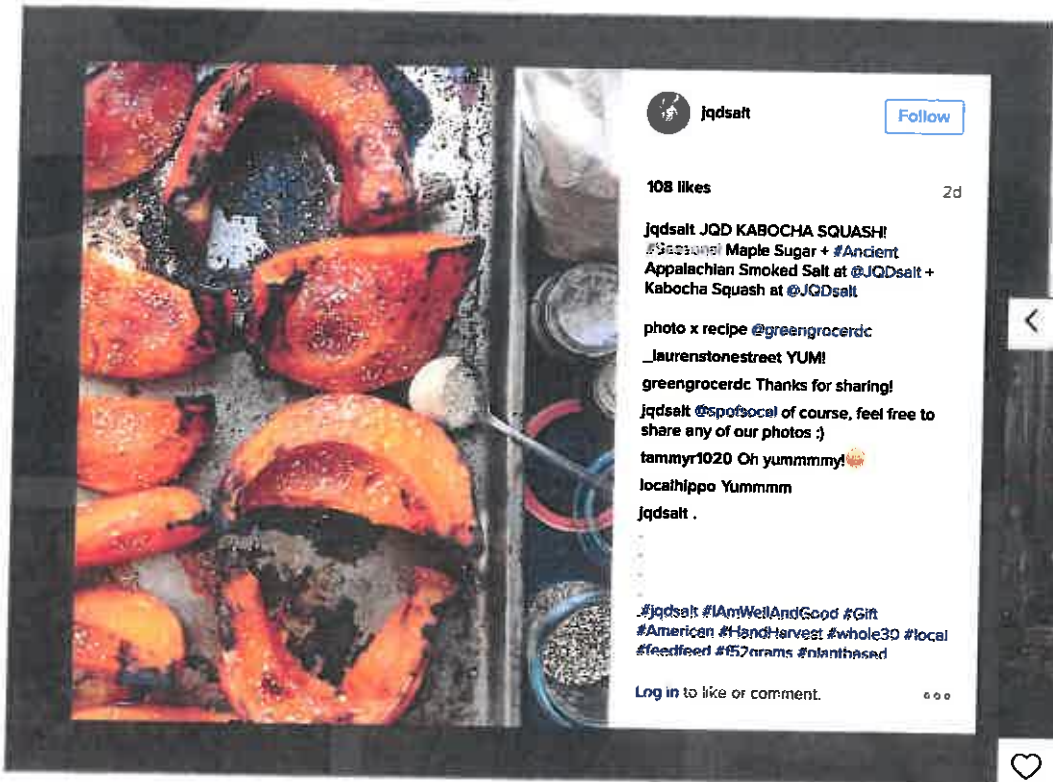


WEBSITE

# J. Q. DICKINSON SALT-WORKS



## SOCIAL MEDIA PLATFORMS



jqsalt

Follow

108 likes

2d

**jqsalt JQD KABOCHA SQUASH!**  
 #Seasonal Maple Sugar + #Ancient Appalachian Smoked Salt at @JQDsalt + Kabocha Squash at @JQDsalt

photo x recipe @greengrocerdc  
 \_laurenstonestreet YUM!

greengrocerdc: Thanks for sharing!  
 jqsalt @spofocal of course, feel free to share any of our photos ;)

tammyr1020 Oh yummmmy! 🍂  
 localhippo Yummm

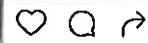
jqsalt .

.#jqsalt #IAmWellAndGood #Gift #American #HandHarvest #whole30 #local #feedfeed #152grams #plantbased

Log in to like or comment. ...



jqsalt



♥ meganpage and 127 others  
 jqsalt BLOG! Discover the American History behind @JQDsalt  
 Article x @TheSavoryPantry



SOCIAL MEDIA, INSTAGRAM



# J. Q. DICKINSON SALT-WORKS

## Our Story

**William Dickinson, of Bedford County, Va., became one of our nation's first economic and geographic pioneers.**

He was a potent business opportunity on the far side of the Appalachian Mountains in Bedford County, Va. when he had heard that people were boiling brine from springs for the resulting salt. In 1813 Dickinson invested in "salt properties" along the Kanawha River in the Appalachian Mountains and was making salt by 1817. The industry flourished in western Virginia and the town of Malden became "the salt making capital of the east."

Today, two 7<sup>th</sup> generation descendants of William Dickinson, siblings Nancy Brune and Lewis Payne have re-invented this storied and long-standing tradition and have transformed the process by using all-natural and environmentally friendly concepts to produce a hand-harvested, small-batch finishing salt. On the very same family farm where William Dickinson lived and made salt, Nancy and Lewis have captured the

pristine 300 million year old ancient sea [Halite/Crystal] deep below the Appalachian Mountains. The brine is evaporated in special sun-houses resulting in beautiful all-natural salt crystals. The small batch salt is then hand-harvested to become a perfect farm-to-table finishing salt for any type of dish.



J. Q. DICKINSON SALT • our story



T-SHIRT DESIGN

**J. Q. DICKINSON SALT-WORKS**



PRESS PACKAGE VIDEOS





ON-SITE PRODUCT DISPLAY





FOOD & WINE VIDEO RECIPES DRINKS TRAVEL ENTERTAINING FWX EVENTS CHEFS

## Why Chefs Love This 600-Million-Year-Old Salt From West Virginia

**LATEST**

- Is the Supermarket Dead?
- The Nut Paradox
- What's Really in Your Wine?
- F&W's Top 10 Ice Creams
- My Life in Ice Cream
- In Defense of Home-Milled Flour
- What Happens When a Home Cook Experiments with Blue Apron and Other Meal Kits

FOOD & WINE MAGAZINE, PRINT AND DIGITAL FEATURE

## WEST VIRGINIA

You can't get more down to earth than J.Q. Dickinson Salt-Works salt, which contains brine sourced from ancient seawater trapped beneath the Appalachian Mountains (\$5 for 1 oz. jqsalt.com).

MARTHA STEWART WEDDINGS, PRINT FEATURE

bon appétit RESTAURANTS • TRAVEL ENTERTAINING • STYLE DRINKS PEOPLE EVENTS TEST KITCHEN VIDEO RECIPES

## 8 American Sea Salts Worth Sprinkling on Lots of Foods

JANUARY 21, 2015 / WRITTEN BY ANNA KRAMER

Malden isn't the only sea salt in the world, you know. Some of the best flakes are now found on our very own shores.

[A New Report for 7 Salt Co.](#)

**Origin:** Long Island, New York  
**Tasting Notes:** This salt has the pebbly texture of Pop Rocks and tastes like a sea breeze. Try it: "It's the only finishing salt you will find in our kitchen," says chef Daniel Humm of [Eleven Madison Park](#). "If a recipe calls for a lot of salt, it's best to use kosher salt first and then use finishing salts in moderation just before serving—it adds a different type of salinity and also some great texture."


From the salt co. **bon appétit**

BON APPÉTIT MAGAZINE, DIGITAL FEATURE

**J.Q. Dickinson Salt Works** shared their post.  
October 7 at 8:50pm · 🌐

**J.Q. Dickinson Salt Works**  
October 7 at 12:04pm · 🌐 [Like Page](#)

Thank you Monocle (media company) for including us in your new book, The Monocle Guide to Drinking and Dining, as one of your inspirational producers! We are honored!



Like Comment Share

MONOCLE GUIDE TO DRINKING AND DINING, BOOK FEATURE



**Jqdsalt** [Follow](#)

39 likes 37w

Jqdsalt Pondering the remnants of the old salt-works with @theblindpigsupperclub and @graeskyestudio #storytellersproject graeskyestudio Great shot!!  
maryejp @theblindpigsupperclub is a great concept.

Log in to like or comment. ...

VIDEO SHOOT FEATURE



To:

West Virginia State Treasurer's Office  
c/o Linda Harper  
November 1, 2016

## ATTACHMENT B: MANDATORY SPECIFICATION CHECKLIST

**"The following mandatory requirements must be met by the Vendor as a part of the submitted proposal. 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 Purchasing Division."**

(Section 4, Subsection 5.1) The Vendor must be capable of providing or securing a full range of advertising services for multiple Agency programs simultaneously. These services shall include, but are not limited to, project planning and budgeting; project management; development of advertising and promotional themes and related materials; development of campaigns and associated materials for each project; production and/or procurement of collateral materials (including direct mail, flyers, pamphlets, brochures, booklets, manuals, signs, posters and displays); production and/or procurement of audio/visual materials; media procurement; event management; market research (including surveys and focus groups); social media strategies and implementations.

**VENDOR RESPONSE:**

MESH is experienced and capable of providing all services listed in Section 4.5.1

(Section 4, Subsection 5.2) The Vendor must have been in the business of providing the Services requested for a minimum of five (5) years.

**VENDOR RESPONSE:**

MESH has been providing the Services requested for seven years.

(Section 4, Subsection 5.3) The Vendor will be responsible for assisting the Agency in developing a series of public information and promotional strategies that are designed to utilize the available program funds in an efficient and cost-effective manner to achieve the desired results. For each strategy or project, the Vendor will develop and propose an itemized advertising plan and budget. The Agency and the Vendor shall mutually determine timeframes and deadlines for each project. Progress reports shall be provided for all ongoing projects with schedules mutually agreed upon by the Agency and Vendor.

**VENDOR RESPONSE:**

MESH shall be responsible for assisting the Agency in developing plans and strategies and agrees to all above responsibilities and processes.

(Section 4, Subsection 5.4) The Vendor will be responsible for finding low cost providers and negotiating favorable rates for advertising and other third-party purchases. The vendor shall submit the proposed plan and budget, with the proposed providers and costs, to the Agency for approval before implementation. Once a plan and budget is approved, and if the Vendor subcontracts for any goods and/or services, the Vendor shall remit payment to the



To:

**West Virginia State Treasurer's Office**  
c/o Linda Harper  
November 1, 2016

subcontractors within 45 days of receipt of invoice from the subcontractor, regardless of whether the Vendor has yet to be reimbursed by the Agency.

**VENDOR RESPONSE:**

MESH agrees to all above responsibilities and processes.

(Section 4, Subsection 5.5) All materials and campaigns produced for the Agency must be approved in advance by the Agency before the Vendor commences work.

**VENDOR RESPONSE:**

MESH agrees to require advanced approval from the Agency before commencing work.

(Section 4, Subsection 5.6) All materials and campaigns produced for the Agency will become the property of the Agency and may be used at any time during the engagement of the contract, as well as after the contract expires or is terminated.

**VENDOR RESPONSE:**

MESH agrees to the above.

*Thanks for the opportunity.*



**MESH | Design and Development**

**[meshfresh.com](http://meshfresh.com)**



Purchasing Division  
 2019 Washington Street East  
 Post Office Box 50130  
 Charleston, WV 25305-0130

State of West Virginia  
 Request for Proposal  
 34 - Service - Prof

Proc Folder: 173831

Doc Description: Addendum 3 -Advertising/PR/Marketing

Proc Type: Central Master Agreement

| Date Issued | Solicitation Closes    | Solicitation No         | Version |
|-------------|------------------------|-------------------------|---------|
| 2016-10-13  | 2016-11-01<br>13:30:00 | CRFP 1300 STO1700000001 | 4       |

**BID RECEIVING LOCATION**

BID CLERK  
 DEPARTMENT OF ADMINISTRATION  
 PURCHASING DIVISION  
 2019 WASHINGTON ST E  
 CHARLESTON WV 25305  
 US

**VENDOR**

Vendor Name, Address and Telephone Number:

MESH Design + Development  
 303 Washington St W  
 Charleston, WV 25302  
 304.941.8269

**FOR INFORMATION CONTACT THE BUYER**

Linda Harper  
 (304) 558-0468  
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Signature X

FEIN #

DATE

All offers subject to all terms and conditions contained in this solicitation

**ADDITIONAL INFORMATION:**

Addendum # 3 issued for the following reasons:

1. To publish vendor questions with responses.
2. To modify SECTION FOUR: PROJECT SPECIFICATIONS, Subsection 4.4.1.5 GOAL: Coordinate online messaging with overall campaign, see Q.13/A.13.

No other changes

| INVOICE TO  |         | SHIP TO   |          |
|---|---------|---|----------|
| WEST VIRGINIA STATE TREASURERS OFFICE<br>322 70TH ST SE |         | PURCHASING AGENT<br>WEST VIRGINIA STATE TREASURERS OFFICE - CAPITOL<br>BLDG 1 RM E-145<br>1900 KANAWHA BLVD E |          |
| CHARLESTON  | WV25304 | CHARLESTON  | WV 25305 |
| US  |         | US  |          |

| Line | Comm Ln Desc | Qty       | Unit Issue | Unit Price | Total Price |
|------|--------------|-----------|------------|------------|-------------|
| 1    | Consultation | 100.00000 | HOUR       |            |             |

| Comm Code | Manufacturer | Specification | Model # |
|-----------|--------------|---------------|---------|
| 82101800  |              |               |         |

Extended Description :  
Consultation

| INVOICE TO  |         | SHIP TO   |          |
|---|---------|---|----------|
| WEST VIRGINIA STATE TREASURERS OFFICE<br>322 70TH ST SE |         | PURCHASING AGENT<br>WEST VIRGINIA STATE TREASURERS OFFICE - CAPITOL<br>BLDG 1 RM E-145<br>1900 KANAWHA BLVD E |          |
| CHARLESTON  | WV25304 | CHARLESTON  | WV 25305 |
| US  |         | US  |          |

| Line | Comm Ln Desc | Qty       | Unit Issue | Unit Price | Total Price |
|------|--------------|-----------|------------|------------|-------------|
| 2    | Design       | 300.00000 | HOUR       |            |             |

| Comm Code | Manufacturer | Specification | Model # |
|-----------|--------------|---------------|---------|
| 82101800  |              |               |         |

Extended Description :  
Design

| INVOICE TO  |         | SHIP TO   |          |
|---|---------|---|----------|
| WEST VIRGINIA STATE TREASURERS OFFICE<br>322 70TH ST SE |         | PURCHASING AGENT<br>WEST VIRGINIA STATE TREASURERS OFFICE - CAPITOL<br>BLDG 1 RM E-145<br>1900 KANAWHA BLVD E |          |
| CHARLESTON  | WV25304 | CHARLESTON  | WV 25305 |
| US  |         | US  |          |

| Line | Comm Ln Desc | Qty       | Unit Issue | Unit Price | Total Price |
|------|--------------|-----------|------------|------------|-------------|
| 3    | Research     | 150.00000 | HOUR       |            |             |

| Comm Code | Manufacturer | Specification | Model # |
|-----------|--------------|---------------|---------|
| 82101800  |              |               |         |

Extended Description :

Research

| INVOICE TO  |         | SHIP TO   |          |
|---|---------|---|----------|
| WEST VIRGINIA STATE TREASURERS OFFICE<br>322 70TH ST SE |         | PURCHASING AGENT<br>WEST VIRGINIA STATE TREASURERS OFFICE - CAPITOL<br>BLDG 1 RM E-145<br>1900 KANAWHA BLVD E |          |
| CHARLESTON  | WV25304 | CHARLESTON  | WV 25305 |
| US  |         | US  |          |

| Line | Comm Ln Desc | Qty       | Unit Issue | Unit Price | Total Price |
|------|--------------|-----------|------------|------------|-------------|
| 4    | Print Media  | 100.00000 | HOUR       |            |             |

| Comm Code | Manufacturer | Specification | Model # |
|-----------|--------------|---------------|---------|
| 82101800  |              |               |         |

Extended Description :

Print Media

| INVOICE TO  |         | SHIP TO   |          |
|---|---------|---|----------|
| WEST VIRGINIA STATE TREASURERS OFFICE<br>322 70TH ST SE |         | PURCHASING AGENT<br>WEST VIRGINIA STATE TREASURERS OFFICE - CAPITOL<br>BLDG 1 RM E-145<br>1900 KANAWHA BLVD E |          |
| CHARLESTON  | WV25304 | CHARLESTON  | WV 25305 |
| US  |         | US  |          |

| Line | Comm Ln Desc     | Qty      | Unit Issue | Unit Price | Total Price |
|------|------------------|----------|------------|------------|-------------|
| 5    | Television Media | 15.00000 | HOUR       |            |             |



| Comm Code | Manufacturer | Specification | Model # |
|-----------|--------------|---------------|---------|
| 82101800  |              |               |         |

Extended Description :  
Television Media

| INVOICE TO  | SHIP TO  |
|---|--|
| WEST VIRGINIA STATE TREASURERS OFFICE<br>322 70TH ST SE<br><br>CHARLESTON WV25304<br><br>US | PURCHASING AGENT<br>WEST VIRGINIA STATE TREASURERS OFFICE - CAPITOL<br>BLDG 1 RM E-145<br>1900 KANAWHA BLVD E<br>CHARLESTON WV 25305<br><br>US |

| Line | Comm Ln Desc | Qty      | Unit Issue | Unit Price | Total Price |
|------|--------------|----------|------------|------------|-------------|
| 6    | Radio Media  | 25.00000 | HOUR       |            |             |

| Comm Code | Manufacturer | Specification | Model # |
|-----------|--------------|---------------|---------|
| 82101800  |              |               |         |

Extended Description :  
Radio Media

| INVOICE TO  | SHIP TO  |
|---|--|
| WEST VIRGINIA STATE TREASURERS OFFICE<br>322 70TH ST SE<br><br>CHARLESTON WV25304<br><br>US | PURCHASING AGENT<br>WEST VIRGINIA STATE TREASURERS OFFICE - CAPITOL<br>BLDG 1 RM E-145<br>1900 KANAWHA BLVD E<br>CHARLESTON WV 25305<br><br>US |

| Line | Comm Ln Desc         | Qty      | Unit Issue | Unit Price | Total Price |
|------|----------------------|----------|------------|------------|-------------|
| 7    | Social/Website Media | 25.00000 | HOUR       |            |             |

| Comm Code | Manufacturer | Specification | Model # |
|-----------|--------------|---------------|---------|
| 82101800  |              |               |         |

Extended Description :  
Social/Website Media

| INVOICE TO  |         | SHIP TO   |          |
|---|---------|---|----------|
| WEST VIRGINIA STATE TREASURERS OFFICE<br>322 70TH ST SE |         | PURCHASING AGENT<br>WEST VIRGINIA STATE TREASURERS OFFICE - CAPITOL<br>BLDG 1 RM E-145<br>1900 KANAWHA BLVD E |          |
| CHARLESTON  | WV25304 | CHARLESTON  | WV 25305 |
| US  |         | US  |          |

| Line | Comm Ln Desc           | Qty      | Unit Issue | Unit Price | Total Price |
|------|------------------------|----------|------------|------------|-------------|
| 8    | Publication Production | 50.00000 | HOUR       |            |             |

| Comm Code | Manufacturer | Specification | Model # |
|-----------|--------------|---------------|---------|
| 82101800  |              |               |         |

Extended Description :  
Publication Production

| INVOICE TO  |         | SHIP TO   |          |
|---|---------|---|----------|
| WEST VIRGINIA STATE TREASURERS OFFICE<br>322 70TH ST SE |         | PURCHASING AGENT<br>WEST VIRGINIA STATE TREASURERS OFFICE - CAPITOL<br>BLDG 1 RM E-145<br>1900 KANAWHA BLVD E |          |
| CHARLESTON  | WV25304 | CHARLESTON  | WV 25305 |
| US  |         | US  |          |

| Line | Comm Ln Desc   | Qty       | Unit Issue | Unit Price | Total Price |
|------|----------------|-----------|------------|------------|-------------|
| 9    | Event Planning | 100.00000 | HOUR       |            |             |

| Comm Code | Manufacturer | Specification | Model # |
|-----------|--------------|---------------|---------|
| 82101800  |              |               |         |

Extended Description :  
Event Planning

| INVOICE TO  |         | SHIP TO   |          |
|---|---------|---|----------|
| WEST VIRGINIA STATE TREASURERS OFFICE<br>322 70TH ST SE |         | PURCHASING AGENT<br>WEST VIRGINIA STATE TREASURERS OFFICE - CAPITOL<br>BLDG 1 RM E-145<br>1900 KANAWHA BLVD E |          |
| CHARLESTON  | WV25304 | CHARLESTON  | WV 25305 |
| US  |         | US  |          |

| Line | Comm Ln Desc        | Qty      | Unit Issue | Unit Price | Total Price |
|------|---------------------|----------|------------|------------|-------------|
| 10   | Survey and Analysis | 50.00000 | HOUR       |            |             |

| Comm Code | Manufacturer | Specification | Model # |
|-----------|--------------|---------------|---------|
| 82101800  |              |               |         |

Extended Description :  
Survey and Analysis

| INVOICE TO  | SHIP TO  |
|---|--|
| WEST VIRGINIA STATE TREASURERS OFFICE<br>322 70TH ST SE<br><br>CHARLESTON WV25304<br><br>US | PURCHASING AGENT<br>WEST VIRGINIA STATE TREASURERS OFFICE - CAPITOL<br>BLDG 1 RM E-145<br>1900 KANAWHA BLVD E<br>CHARLESTON WV 25305<br><br>US |

| Line | Comm Ln Desc | Qty      | Unit Issue | Unit Price | Total Price |
|------|--------------|----------|------------|------------|-------------|
| 11   | Other        | 50.00000 | HOUR       |            |             |

| Comm Code | Manufacturer | Specification | Model # |
|-----------|--------------|---------------|---------|
| 82101800  |              |               |         |

Extended Description :  
Other

| INVOICE TO  | SHIP TO  |
|---|--|
| WEST VIRGINIA STATE TREASURERS OFFICE<br>322 70TH ST SE<br><br>CHARLESTON WV25304<br><br>US | PURCHASING AGENT<br>WEST VIRGINIA STATE TREASURERS OFFICE - CAPITOL<br>BLDG 1 RM E-145<br>1900 KANAWHA BLVD E<br>CHARLESTON WV 25305<br><br>US |

| Line | Comm Ln Desc           | Qty     | Unit Issue | Unit Price | Total Price |
|------|------------------------|---------|------------|------------|-------------|
| 12   | Media/Advertising Buys | 0.00000 | PCT        |            |             |

| Comm Code | Manufacturer | Specification | Model # |
|-----------|--------------|---------------|---------|
| 82101800  |              |               |         |

Extended Description :  
Media/Advertising Buys

| INVOICE TO  |         | SHIP TO  |          |
|---|---------|--|----------|
| WEST VIRGINIA STATE TREASURERS OFFICE<br>322 70TH ST SE |         | PURCHASING AGENT<br>WEST VIRGINIA STATE TREASURERS OFFICE - CAPITOL<br>BLDG 1 RM E-145 |          |
| CHARLESTON  | WV25304 | 1900 KANAWHA BLVD E<br>CHARLESTON  | WV 25305 |
| US  |         | US   |          |

| Line | Comm Ln Desc           | Qty     | Unit Issue | Unit Price | Total Price |
|------|------------------------|---------|------------|------------|-------------|
| 13   | Subcontracted Services | 0.00000 | PCT        |            |             |

| Comm Code | Manufacturer | Specification | Model # |
|-----------|--------------|---------------|---------|
| 82101800  |              |               |         |

Extended Description :  
Subcontracted Services

**SCHEDULE OF EVENTS**

| Line | Event                                | Event Date |
|------|--------------------------------------|------------|
| 1    | Technical questions due by 3:00 p.m. | 2016-09-22 |

**SOLICITATION NUMBER: CRFP STO1700000001**  
**Addendum Number: 1**

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The purpose of this addendum is to modify the solicitation identified as ("Solicitation") to reflect the change(s) identified and described below.

**Applicable Addendum Category:**

- Modify bid opening date and time
- Modify specifications of product or service being sought
- Attachment of vendor questions and responses
- Attachment of pre-bid sign-in sheet
- Correction of error
- Other

**Description of Modification to Solicitation:**

Addendum # 1 issued for the following reasons:

1. To change the the commodity lines in wvOASIS to match the commodity lines on the Attachment C: Cost Sheet.

Online responses remain prohibited. No other changes.

**Additional Documentation:** Documentation related to this Addendum (if any) has been included herewith as Attachment A and is specifically incorporated herein by reference.

**Terms and Conditions:**

1. All provisions of the Solicitation and other addenda not modified herein shall remain in full force and effect.
2. Vendor should acknowledge receipt of all addenda issued for this Solicitation by completing an Addendum Acknowledgment, a copy of which is included herewith. Failure to acknowledge addenda may result in bid disqualification. The addendum acknowledgement should be submitted with the bid to expedite document processing.

**SOLICITATION NUMBER: STO1700000001**  
**Addendum Number: 3**

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The purpose of this addendum is to modify the solicitation identified as ("Solicitation") to reflect the change(s) identified and described below.

**Applicable Addendum Category:**

- | Modify bid opening date and time
- | Modify specifications of product or service being sought
- | Attachment of vendor questions and responses
- | Attachment of pre-bid sign-in sheet
- | Correction of error
- | Other

**Description of Modification to Solicitation:**

Addendum # 3 issued for the following reasons:

1. To publish vendor questions with responses.
2. To modify SECTION FOUR: PROJECT SPECIFICATIONS, Subsection 4.4.1.5 GOAL: Coordinate online messaging with overall campaign, see Q.13./A.13.

No other changes

**Additional Documentation:** Documentation related to this Addendum (if any) has been included herewith as Attachment A and is specifically incorporated herein by reference.

**Terms and Conditions:**

1. All provisions of the Solicitation and other addenda not modified herein shall remain in full force and effect.
2. Vendor should acknowledge receipt of all addenda issued for this Solicitation by completing an Addendum Acknowledgment, a copy of which is included herewith. Failure to acknowledge addenda may result in bid disqualification. The addendum acknowledgement should be submitted with the bid to expedite document processing.

CRFP STO1700000001 – Advertising/PR/Marketing

Vendor Questions

- Q.1. What was the cost last year?
- A.1. As stated in the RFP, the Vendor amount expended by the Agency in FY2015 was \$298,517.26. The amount expended in FY2016 was \$333,209.60. These amounts are for all expenditures, including advertising costs, media commissions, agency fees, production expenses and third party vendor expenses.
- Q.2. Who was the contractor?
- A.2. The Manahan Group
- Q.3. Where can I get a copy of the contract?
- A.3. The current contract number is CMA STO13002 and a copy can be obtained from the West Virginia Purchasing Division, 304-558-2306.
- Q.4. What was the bid tabulation for last year?
- A.4. The last RFP was awarded with a one (1) year contract term with two (2) successive one (1) year renewal options and a one (1) year extension. The technical opening was July 24, 2012, and the cost opening was November 30, 2012. A copy of the bid tabulation is attached. Bids can be viewed at the following link: <http://www.state.wv.us/admin/purchase/Bids/default.html>.
- Q.5. Is there a local vendor preference?
- Q.5. Yes, per item 15 in the Instructions to Vendors Submitting Bids, Vendor preference may be granted upon written request. A Vendor Preference Certificate form was included with the Solicitation Documents to allow Vendors to apply for the preference.
- Q.6. Is there any bonding required?
- A.6. No, per the General Terms and Conditions included with the Solicitation Documents, no bond requirements were included.
- Q.7. Can companies from Outside USA apply for this? (like, from India or Canada)
- A.7. Companies Outside USA are not excluded from applying, however, Vendors may apply for a local Vendor Preference Certificate (as stated in the Instructions to Vendors). Please note, bids for hourly rates and service charges shall include all costs, including travel and overhead, as stated in Attachment C: Cost Sheet.
- Q.8. Do we need to come over there for meetings?
- A.8. Yes, Vendor staff will periodically be required to attend planning meetings in Charleston, West Virginia. The Vendor may also be asked to be present for physical assistance with educational and/or promotional events at various locations in W.Va. (For example, the SMART529 program

hosts a SMART 5.29K run/walk in Charleston, West Virginia. The Vendor currently helps with on-location facilitation of this event.) Please note, bids for hourly rates and service charges shall include all costs, including travel and overhead, as stated in Attachment C: Cost Sheet.

- Q.9. Can we perform the tasks (related to RFP) outside USA? (like, from India or Canada)
- A.9. No, some, but not all tasks detailed in the project specifications may be performed outside the USA. Please see Q.8. answer and example.
- Q.10. Can we submit the proposals via email?
- A.10. No, proposals cannot be submitted via email, please following the Instructions to Vendors Submitting Bids included with the Solicitation Documents.
- Q.11. Is the incumbent, Manahan Group, eligible to participate in this RFP and/or are they going to participate?
- A.11. Any Vendor (including the incumbent Vendor) that meets the RFP specifications is eligible to participate and will be evaluated solely on the current bid submission as it relates to criteria listed in the RFP. Historically, incumbent vendors have participated in subsequent RFPs.
- Q.12. What is the reason for not holding a bidder's conference for this opportunity?
- A.12. It was determined the nature of the services requested were not specific to an on-site location.
- Q.13. Under 4.4.1.5 – can you clarify the services requested for “*website and social media including design and maintenance.*” Is the design and maintenance of <http://www.wvtreasury.com> included in the scope of work or should this be for the design and maintenance of social media properties and digital advertising creative such as banner ads?
- A.13. Currently, the website <http://www.wvtreasury.com> and social media accounts are designed and maintained by in-house STO staff. Therefore, the altered specification shall read as follows:
- 4.4.1.5 GOAL: Coordinate online messaging with overall campaign**  
The scope of work that may be requested of the Vendor includes digital advertising creative such as banner ads and similar work that may be determined in the future. Discuss your firm's ability to provide an innovative use of a digital format. Include examples of your ability to coordinate a digital format with an overall marketing campaign.
- Q.14. On Attachment C – Cost Sheet, the estimated cost for Media/Advertising Buys is \$250,000. Is this estimate for the purchase of paid media only or do media commissions, agency fees and production expenses need to fall within this budget amount?
- A.14. \$250,000 is an estimated expenditure solely used for the purpose of evaluation. It includes media commissions, agency fees, production expenses, etc.
- Q.15. In section four of the RFP, can you clarify the “amounts expended by the agency in the past five (5) years”? Are these amounts the fees paid to the Vendors or are these the amounts the total spend for advertising, marketing, event management and promotional services including paid media?



A.15. In Section 4.2, the amounts paid by the Agency to the vendor in the past five (5) fiscal years include the total spent for advertising, marketing, event management and promotional services, including paid media.

Q.16. Questions 1 and 2 concern Attachment C: Cost Sheet.

Question 1: For the line Media/Advertising Buys. Using a service charge estimate equal to 15%, is the correct equation (a) or (b):

- (a)  $\$250,000.00 \times .15 = \$37,500$
- (b)  $\$250,000.00 \times 1.15 = \$287,500.00$

Question 2: For the line Subcontracted Service. Using a service charge estimate equal to 15%, is the correct equation (c) or (d):

- (c)  $\$25,000.00 \times .15 = \$3,750.00$
- (d)  $\$25,000.00 \times 1.15 = \$28,750.00$

A.16. Question 1: Equation (a) is correct for Cost Sheet tabulations. However, please note that the Vendor will be required to remit payment to subcontractors and outside vendors (including media) within 45 days of receipt of invoice, regardless whether the Vendor has yet to be reimbursed by the Agency (see Section 4.5.4 of RFP).

Question 2: Equation (c) is correct for Cost Sheet tabulations. However, please note that the Vendor will be required to remit payment to subcontractors and outside vendors (including media) within 45 days of receipt of invoice, regardless whether the Vendor has yet to be reimbursed by the Agency (see Section 4.5.4 of RFP).

Q.17. Questions 3 thru 6 refer to the following example, and concern Attachment C: Cost Sheet, the line referencing Media/ Advertising Buys.

An invoice from a media outlet has two amounts the gross amount and the net amount. The gross amount is the amount the station normally charges for an advertisement to run on their station. The net amount is the gross amount less the agency discount which is typically 15% of gross. The amount paid to the station is the Net Amount.

|          |                           |            |
|----------|---------------------------|------------|
| Example: | Gross Media               | \$2,300.00 |
|          | Agency Discount           | -\$ 345.00 |
|          | Net Amount due to Station | \$1,955.00 |

The example I will use is 10% Service Charge on \$25,000.00 which would be billed to WVSTO as \$27,500.00. There are two ways of calculating this media service charge – they are 10% of Net or 10% of Gross. See below:

|          | <u>10% of Net</u> |          | <u>10% of Gross</u> |
|----------|-------------------|----------|---------------------|
| Gross    | \$28,750.00       | Gross    | \$25,000.00         |
| Discount | \$ 3,750.00       | Discount | \$ 3,750.00         |
| Net      | \$25,000.00       | Net      | \$21,250.00         |

|                       |             |                      |             |
|-----------------------|-------------|----------------------|-------------|
| Service Charge at 10% | \$ 2,500.00 | Service Charge       | \$ 2,500.00 |
| Amount Billed to STO  | \$27,500.00 | Amount Billed to STO | \$27,500.00 |
| Ad Agency Income      | \$ 2,500.00 | Ad Agency Income     | \$ 6,250.00 |

To use the proper terms, and to clarify so that everyone is bidding on the same thing.

Question 3: When WVSTO refers to the \$250,000/\$25,000 is it referring to the Net Amount or the Gross Amount?

Question 4: Is the amount billable to WVSTO during the life of the contract the net amount plus service charge or the gross amount plus service charge?

Question 5: Some Ad Agencies do not take the Ad agency discount, and instead pay the media vendor the gross amount of the placement and then have the media outlet issue the Ad Agency a rebate on the difference between net and gross. This rebate is typically equal to the 15% agency discount. Do media rebates on media purchased on behalf of WVSTO need to be returned to the WVSTO or should they be factored into the Net amount of media being purchased and stated up front? If the Ad Agency uses this method, do the rebates need to be factored into the Cost Sheet?

Question 6:

- (a) Is the media placement service allowed to be sub-contracted to a third party vendor?
- (b) If yes, does the Advertising Agency placing the bid have to include the amount of mark-up being charged by the subcontractor on the pricing page?
- (c) If yes, does the third party subcontractor have to disclose the actual cost of the media and the actual amount of the service charge they are charging to WVSTO?
- (d) If the subcontractor is charging any fee above net, does this cost need to be reflected on the cost sheet?

A.17. Question 3: The WVSTO is referring to Net Amount.

Question 4: The amount billable to the WVSTO during the life of the contract is the Net Amount plus service charge.

Question 5: Yes, media rebates should be factored into the Net amount of media being purchased and stated up front. The Net amount should be used to calculate the Cost Sheet.

Question 6:

- (a) No, the Vendor should have internal media buying capabilities.
- (b) n/a
- (c) n/a
- (d) n/a

Q.18. Vendor Preference Page - In- state vendors receive a 2.5% to 5% vendor preference over out-of-state vendors.

This question pertains to Agencies claiming the in-state vendor preference.

There are two media rates – in-state and out-of-state, the in-state rate being the cheaper rate.

This question also pertains to B&O tax. B&O tax is a location based tax, it is determined by where the agency is located, if the Ad Agency receives the invoice in Clarksburg, then they pay the B&O to Clarksburg. if they receive it in Nashville, then they pay it to Nashville.

- (a) Will Ad Agencies who receive the in-state vendor preference be required to purchase media at the in-state rate?
- (b) Will Ad Agencies who receive the in-state vendor preference be required to receive the invoices from the media outlets at an in-state address?
- (c) As part of the Cost Section, will Ad Agencies be required to state whether or not they are paying in-state or out-of-state advertising rates to WV media outlets (newspaper, television, radio)?

A.18.

- (a) Yes.
- (b) Yes.
- (c) No, the Net amount should be used to calculate the Cost Sheet. The Estimated Hours/Estimated costs provided on the Cost Sheet are solely used for the purpose of evaluation and should not be considered a set budget.

Q.19. In reference to 4.5.1. If a vendor is restricted from placing advertising at any radio, television or newspaper outlet within the state of WV, are they required to list those outlets for which they have any type of restriction/s? Would this include only being able to prepay for media placement? Would the vendor have to give an explanation for the restriction/s?

A.19. Yes, please disclose restrictions within the State of West Virginia, including prepayment requirements, as they pertain to advertising and media placement.

Q.20. With regard to the Service Charge column on the Cost sheet as it relates to Media/Advertising buys: should the service charge be represented as a percent of the GROSS amount of the buy (before any commissions or discounts are applied) or the NET cost of the buy (after commissions or discounts are applied)? Does the Agency expect any and all commissions or discounts to be forfeited by the vendor and passed onto the Agency?

A.20. The service charge should be represented as NET cost of the buy. The Agency expects commissions and discounts to be passed on to the Agency.

Q.21. What would the vendor's role be in the design, maintenance and content management of the Treasurer's Web Site. Do all State of WV web sites, including the Treasurer's site, still fall under a single, separate contract?

A.21. Please see the answer in Question 13.

Q.22. Are you able to provide a copy of last year's vendor contract?

- A.22. The current contract number is CMA STO13002 and a copy can be obtained from the West Virginia Purchasing Division, 304-558-2306.
- Q.23. How in the past has the agency processed media buys? Is it to be billed at a gross rate and rebated back with credit to the client or to the vender? Or should it be purchased at net with a mark up?
- A.23. The Vendor provides estimated costs that are approved by the Agency ahead of purchase. Advertising is purchased at net and the Vendor provides an invoiced with supporting documentation for each project.
- Q.24. Would you be willing to reallocate the distribution of hours based on campaign strategy?
- A.24. Yes. The hours used in the Cost Sheet are estimates and used solely for the purpose of evaluation.
- Q.25. Are you willing to consider multiple firms as a vendor based on expertise?
- A.25. No, the RFP will be awarded to one (1) Vendor.
- Q.26. Which Treasury program do you consider to be the most successfully promoted in 2015/2016? How is that success determined?
- A.26. Within the STO, the Unclaimed Property program is the largest advertising budget with two large newspaper bulletin insert buys and other various newspaper/online advertising initiatives which utilize the Advertising contract. This program is also successfully promoted through the use of earned media, most of which is handled by in-house STO staff.
- The STO returned more than \$13 million in unclaimed property FY2016, which would be a measurable statistic to determine the success of a combination of advertising/promotional efforts.
- Q.27. Could you provide baseline engagement metrics both for physical and digital platforms over the past three years?
- A.27. This information is not available.
- Q.28. Do you have background research /insights on your target audiences that you could provide?
- A.28. No. the target audience depends on the specific program and campaign.
- Q.29. Are there any other Treasury programs besides the West Virginia Board of Treasury Investments, the Unclaimed Property Division, SMART529, and the West Virginia Retirement Plus program that you anticipate focusing on in 2017?
- Q.29. Not at this time.

BID TABULATION

PO/Contract No: STO13002 Bid Opening Date: 24-Jul-12

Description: ADVERTISING SERVICES FOR WV STATE TREASURER'S OFFICE

| Bidder Name & Address  | Bid          | RVP       | Amount                     |                      |  | Comments   |
|--|--------------|-----------|----------------------------|----------------------|--|--|
|  | Amount       | Requested | w/ RVP                     |                      |  |  |
| THE MANAHAN GROUP<br>222 CAPITOL STREET<br>CHARLESTON, WV 25301                  | \$89,250.00  | 5.0%      | \$0.00<br>\$0.00<br>\$0.00 | 2.5%<br>3.5%<br>5.0% |  | * AWARDED VENDOR *<br>Contact: GEORGE MANAHAN<br>Fax: 304-343-2788 |
| BULLDOG CREATIVE SERVICES<br>915 5TH AVENUE<br>SUITE 305<br>HUNTINGTON, WV 25701 | \$111,000.00 | 5.0%      | \$0.00<br>\$0.00<br>\$0.00 | 2.5%<br>3.5%<br>5.0% |  | Contact: CHRIS MICHAEL<br>Fax: 304-525-4043                        |
|  |              | 0.0%      | \$0.00<br>\$0.00<br>\$0.00 | 2.5%<br>3.5%<br>5.0% |  | Contact:<br>Fax:   |
|  |              | 0.0%      | \$0.00<br>\$0.00<br>\$0.00 | 2.5%<br>3.5%<br>5.0% |  | Contact:<br>Fax:   |
|  |              | 0.0%      | \$0.00<br>\$0.00<br>\$0.00 | 2.5%<br>3.5%<br>5.0% |  | Contact:<br>Fax:   |

Notes:  
 1.) AWARDED TO MANAHAN GROUP FOR RFP EVALUATION AND VENDOR EVALUATION.

I do hereby certify that the above information is true and accurate.

By:   
 Frank Whittaker, Senior Buyer-File 44

Date: 12-14-2012

**ADDENDUM ACKNOWLEDGEMENT FORM**  
**SOLICITATION NO.: CRFP STO17\*01**

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

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

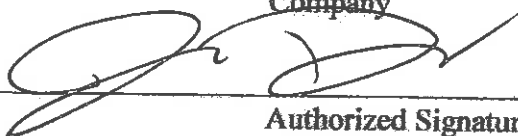
**Addendum Numbers Received:**

(Check the box next to each addendum received)

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

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

MESH Design + Development  
Company

  
Authorized Signature

10/31/16  
Date

**NOTE:** This addendum acknowledgement should be submitted with the bid to expedite document processing.  
Revised 6/8/2012

**DESIGNATED CONTACT:** Vendor appoints the individual identified in this Section as the Contract Administrator and the initial point of contact for matters relating to this Contract.

Megan Bullock, Partner  
(Name, Title)  
MEGAN BULLOCK, PARTNER  
(Printed Name and Title)  
611 TENNESSEE AVE CHARLESTON, WV 25302  
(Address)  
304.550.3024  
(Phone Number) / (Fax Number)  
meganbullock@meshfresh.com  
(email address)

**CERTIFICATION AND SIGNATURE:** By signing below, or submitting documentation through wvOASIS, I certify that I have reviewed this Solicitation in its entirety; that I understand the requirements, terms and conditions, and other information contained herein; that this bid, offer or proposal constitutes an offer to the State that cannot be unilaterally withdrawn; that the product or service proposed meets the mandatory requirements contained in the Solicitation for that product or service, unless otherwise stated herein; that the Vendor accepts the terms and conditions contained in the Solicitation, unless otherwise stated herein; that I am submitting this bid, offer or proposal for review and consideration; that I am authorized by the vendor to execute and submit this bid, offer, or proposal, or any documents related thereto on vendor's behalf; that I am authorized to bind the vendor in a contractual relationship; and that to the best of my knowledge, the vendor has properly registered with any State agency that may require registration.

MESH DESIGN + DEVELOPMENT  
(Company)

[Signature] Partner  
(Authorized Signature) (Representative Name, Title)

JOSH DOOD, PARTNER  
(Printed Name and Title of Authorized Representative)

10/31/16  
(Date)

304-941-8269  
(Phone Number) (Fax Number)



# REQUEST FOR PROPOSAL

West Virginia State Treasurer's Office -- CRFP STO1700000001

## Certification and Signature Page

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

MESH Design and Development  
(Company)

JOSH DODD, Partner  
(Representative Name, Title)

304 941 8269  
(Contact Phone/Fax Number)

10/31/16  
(Date)

STATE OF WEST VIRGINIA  
Purchasing Division

**PURCHASING AFFIDAVIT**

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

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

**DEFINITIONS:**

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

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

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

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

**WITNESS THE FOLLOWING SIGNATURE:**

Vendor's Name: MESH DESIGN AND DEVELOPMENT

Authorized Signature: [Signature] Date: 10/31/16

State of West Virginia

County of Kanawha, to-wit:

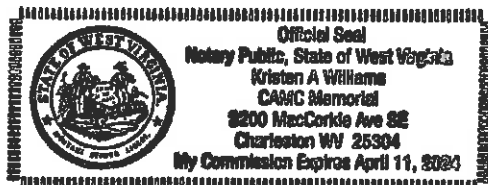
Taken, subscribed, and sworn to before me this 31<sup>st</sup> day of October, 2016

My Commission expires April 11, 2024.

**AFFIX SEAL HERE**

NOTARY PUBLIC Kristen Williams MSW, LSW

*Purchasing Affidavit (Revised 08/01/2015)*



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 Vendor Preference, if applicable.

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

Bidder understands if the Secretary of Revenue determines that a Bidder receiving preference has failed to continue to meet the requirements for such preference, the Secretary may order the Director of Purchasing to: (a) rescind the contract or purchase order; 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.

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: MESH Design & Development

Signed: \_\_\_\_\_

Date: 10/31/16

Title: Partner

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



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
06/16/2016

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).

|   |   |   |                                    |
|---|---|---|------------------------------------|
| <b>PRODUCER</b><br>The Mazzeo Agency, Inc.<br>54 Shrewsbury Avenue, Suite C<br>Red Bank, NJ 07701-1197<br>Patricia Amesse | <b>CONTACT NAME:</b><br>PHONE (A/C, No, Ext): <b>732-268-7545</b> |   | FAX (A/C, No): <b>732-268-7426</b> |
|   | <b>E-MAIL ADDRESS:</b>  |   |                                    |
|   |   | <b>INSURER(S) AFFORDING COVERAGE</b>          | <b>NAIC #</b>                      |
|   |   | <b>INSURER A: Travelers Insurance Company</b> | <b>10785</b>                       |
| <b>INSURED</b><br><b>MESH Design and Development</b><br><b>303 Washington Street W</b><br><b>Charleston, WV 25302</b>     | <b>INSURER B:</b>   |   |                                    |
|   | <b>INSURER C:</b>   |   |                                    |
|   | <b>INSURER D:</b>   |   |                                    |
|   | <b>INSURER E:</b>   |   |                                    |
|   | <b>INSURER F:</b>   |   |                                    |
|   | <b>INSURER G:</b>   |   |                                    |

**COVERAGES**                      **CERTIFICATE NUMBER:**                      **REVISION NUMBER:**

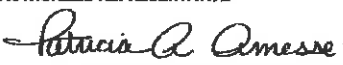
THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE 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 INSD | SUBR WVD | POLICY NUMBER             | POLICY EFF (MM/DD/YYYY) | POLICY EXP (MM/DD/YYYY) | LIMITS  |
|----------|---|-----------|----------|---------------------------|-------------------------|-------------------------|---|
| <b>A</b> | <b>COMMERCIAL GENERAL LIABILITY</b>   |           |          | <b>680-7G780677-16-42</b> | <b>01/26/2016</b>       | <b>01/26/2017</b>       | EACH OCCURRENCE \$ <b>1,000,000</b>   |
|          | <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR<br><input checked="" type="checkbox"/> <b>Business Owners</b><br><br>GEN'L AGGREGATE LIMIT APPLIES PER:<br><input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC<br>OTHER: |           |          |                           |                         |                         | DAMAGE TO RENTED PREMISES (Ea occurrence) \$ <b>300,000</b><br>MED EXP (Any one person) \$ <b>5,000</b><br>PERSONAL & ADV INJURY \$ <b>1,000,000</b><br>GENERAL AGGREGATE \$ <b>2,000,000</b><br>PRODUCTS - COMP/OP AGG \$ <b>2,000,000</b><br>\$ |
|          | <b>AUTOMOBILE LIABILITY</b>   |           |          |                           |                         |                         | COMBINED SINGLE LIMIT (Ea accident) \$<br>BODILY INJURY (Per person) \$<br>BODILY INJURY (Per accident) \$<br>PROPERTY DAMAGE (Per accident) \$<br>\$   |
|          | <input type="checkbox"/> ANY AUTO<br><input type="checkbox"/> ALL OWNED AUTOS<br><input type="checkbox"/> HIRED AUTOS   |           |          |                           |                         |                         | <input checked="" type="checkbox"/> SCHEDULED AUTOS<br><input type="checkbox"/> NON-OWNED AUTOS   |
|          | <input type="checkbox"/> UMBRELLA LIAB<br><input type="checkbox"/> EXCESS LIAB<br>DED    RETENTION \$   |           |          |                           |                         |                         | <input type="checkbox"/> OCCUR<br><input type="checkbox"/> CLAIMS-MADE<br>\$<br>\$<br>\$  |
|          | <b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b><br>ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)<br>if yes, describe under DESCRIPTION OF OPERATIONS below   | Y/N       | N/A      |                           |                         |                         | <input type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER<br>E.L. EACH ACCIDENT \$<br>E.L. DISEASE - EA EMPLOYEE \$<br>E.L. DISEASE - POLICY LIMIT \$  |
|          |   |           |          |                           |                         |                         | <b>PROPERTY</b> <b>6,000</b>  |

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)  
**Location at 67 West Street, Brooklyn, NY 11222**

### CERTIFICATE HOLDER

### CANCELLATION

|  |  |
|--|--|
| <b>73WESTL</b><br><br><b>73 West LLC</b><br><b>Kyla Rosenberg</b><br><b>202 Plymouth Street</b><br><b>Brooklyn, NY 11201</b> | SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.<br><br><b>AUTHORIZED REPRESENTATIVE</b><br> |
|--|--|

# State of West Virginia



## Certificate

*I, Natalie E. Tennant, Secretary of State of the State of West Virginia, hereby certify that*

**MESH | DESIGN AND DEVELOPMENT LLC**

made application to the West Virginia Secretary of State's Office to be a registered limited liability company in the State of West Virginia on August 20, 2009. The application was received and found to conform to law.

The company is filed as an at will company, for an indefinite period.

I further certify that the company's most recent annual report, as required by West Virginia Code §31B-2-211, has been filed with our office and that a Certificate of Termination has not been issued.

Accordingly, I hereby issue this

### **CERTIFICATE OF EXISTENCE**

**Validation ID:1WV78\_FAHG5**



*Given under my hand and the Great Seal of the State of West Virginia on this day of October 24, 2014*

*Natalie E. Tennant*

*Secretary of State*