



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

Request for Quotation

RFQ NUMBER: HHR90023

PAGE: 1

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

RFQ COPY
 TYPE NAME/ADDRESS HERE

VENDOR

SHIP TO

HEALTH AND HUMAN RESOURCES
 VARIOUS LOCALES AS
 INDICATED BY ORDER

DATE PRINTED	TERMS OF SALE	SHIP VIA	F.O.B.	FREIGHT TERMS
07/24/2008				

BID OPENING DATE: 08/06/2008 BID OPENING TIME 01:30PM

LINE	QUANTITY	UOP	CAT NO	ITEM NUMBER	UNIT PRICE	AMOUNT
ADDENDUM NO. 1 1. QUESTIONS AND ANSWERS ATTACHED. 2. ADDENDUM ACKNOWLEDGEMENT IS ATTACHED. THIS DOCUMENT SHOULD BE SIGNED AND RETURNED WITH YOUR BID. FAILURE TO SIGN AND RETURN MAY RESULT IN DISQUALIFICATION OF YOUR BID. EXHIBIT 10 REQUISITION NO.: HHR90023 ADDENDUM ACKNOWLEDGEMENT I HEREBY ACKNOWLEDGE RECEIPT OF THE FOLLOWING CHECKED ADDENDUM(S) AND HAVE MADE THE NECESSARY REVISIONS TO MY PROPOSAL, PLANS AND/OR SPECIFICATION, ETC. ADDENDUM NO.'S: NO. 1 NO. 2 NO. 3 NO. 4 NO. 5 I UNDERSTAND THAT FAILURE TO CONFIRM THE RECEIPT OF THE ADDENDUM(S) MAY BE CAUSE FOR REJECTION OF BIDS. VENDOR MUST CLEARLY UNDERSTAND THAT ANY VERBAL						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE	TELEPHONE	DATE
TITLE	FEIN	ADDRESS CHANGES TO BE NOTED ABOVE

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

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

1. Awards will be made in the best interest of the State of West Virginia.
2. The State may accept or reject in part, or in whole, any bid.
3. All quotations are governed by the *West Virginia Code* and the *Legislative Rules* of the Purchasing Division.
4. Prior to any award, the apparent successful vendor must be properly registered with the Purchasing Division and have paid the required \$125.00 registration fee.
5. All services performed or goods delivered under State Purchase Orders/Contracts are to be continued for the term of the Purchase Order/Contract, contingent upon funds being appropriated by the Legislature or otherwise being made available. In the event funds are not appropriated or otherwise available for these services or goods, this Purchase Order/Contract becomes void and of no effect after June 30.
6. Payment may only be made after the delivery and acceptance of goods or services.
7. Interest may be paid for late payment in accordance with the *West Virginia Code*.
8. Vendor preference will be granted upon written request in accordance with the *West Virginia Code*.
9. The State of West Virginia is exempt from federal and state taxes and will not pay or reimburse such taxes.
10. The Director of Purchasing may cancel any Purchase Order/Contract upon 30 days written notice to the seller.
11. The laws of the State of West Virginia and the *Legislative Rules* of the Purchasing Division shall govern all rights and duties under the Contract, including without limitation the validity of this Purchase Order/Contract.
12. Any reference to automatic renewal is hereby deleted. The Contract may be renewed only upon mutual written agreement of the parties.
13. **BANKRUPTCY:** In the event the vendor/contractor files for bankruptcy protection, this Contract may be deemed null and void, and terminated without further order.
14. **HIPAA Business Associate Addendum:** The West Virginia State Government HIPAA Business Associate Addendum (BAA), approved by the Attorney General, and available online at the Purchasing Division's web site (<http://www.state.wv.us/admin/purchase/vrc/hipaa.htm>) is hereby made part of the agreement. Provided that, the Agency meets the definition of a Covered Entity (45 CFR §160.103) and will be disclosing Protected Health Information (45 CFR §160.103) to the vendor.
15. **West Virginia Alcohol & Drug-Free Workplace Act:** If this Contract constitutes a public improvement construction contract as set forth in Article 1D, Chapter 21 of the West Virginia Code ("The West Virginia Alcohol and Drug-Free Workplace Act"), then the following language shall hereby become part of this Contract: "The contractor and its subcontractors shall implement and maintain a written drug-free workplace policy in compliance with the West Virginia Alcohol and Drug-Free Workplace Act, as set forth in Article 1D, Chapter 21 of the West Virginia Code. The contractor and its subcontractors shall provide a sworn statement in writing, under the penalties of perjury, that they maintain a valid drug-free work place policy in compliance with the West Virginia Alcohol and Drug-Free Workplace Act. It is understood and agreed that this Contract shall be cancelled by the awarding authority if the Contractor: 1) Fails to implement its drug-free workplace policy; 2) Fails to provide information regarding implementation of the contractor's drug-free workplace policy at the request of the public authority; or 3) Provides to the public authority false information regarding the contractor's drug-free workplace policy."

INSTRUCTIONS TO BIDDERS

1. Use the quotation forms provided by the Purchasing Division.
2. **SPECIFICATIONS:** Items offered must be in compliance with the specifications. Any deviation from the specifications must be clearly indicated by the bidder. Alternates offered by the bidder as **EQUAL** to the specifications must be clearly defined. A bidder offering an alternate should attach complete specifications and literature to the bid. The Purchasing Division may waive minor deviations to specifications.
3. Complete all sections of the quotation form.
4. Unit prices shall prevail in cases of discrepancy.
5. All quotations are considered F.O.B. destination unless alternate shipping terms are clearly identified in the quotation.
6. **BID SUBMISSION:** All quotations must be delivered by the bidder to the office listed below prior to the date and time of the bid opening. Failure of the bidder to deliver the quotations on time will result in bid disqualifications:
Department of Administration, Purchasing Division, 2019 Washington Street East, P.O. Box 50130,
Charleston, WV 25305-0130



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

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PAGE
2

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

RFQ COPY

TYPE NAME/ADDRESS HERE

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BID OPENING DATE: 08/06/2008 BID OPENING TIME 01:30PM

LINE	QUANTITY	UOP	CAT NO	ITEM NUMBER	UNIT PRICE	AMOUNT
<p>REPRESENTATION MADE OR ASSUMED TO BE MADE DURING ANY ORAL DISCUSSION HELD BETWEEN VENDOR'S REPRESENTATIVES AND ANY STATE PERSONNEL IS NOT BINDING. ONLY THE INFORMATION ISSUED IN WRITING AND ADDED TO THE SPECIFICATIONS BY AN OFFICIAL ADDENDUM IS BINDING.</p> <p style="text-align: center;">..... SIGNATURE COMPANY DATE</p> <p>REV. 11/96</p> <p style="text-align: center;">END OF ADDENDUM NO. 1</p>						

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE	TELEPHONE	DATE
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 Department of Administration
 Purchasing Division
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LINE	QUANTITY	UOP	CAT NO	ITEM NUMBER	UNIT PRICE	AMOUNT
0001	1	JB		915-03		
				PROFESSIONAL ADVERTISING AND MARKETING SERVICES		
***** THIS IS THE END OF RFQ HHR90023 ***** TOTAL:						

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Pre-bid conference for HHR90023 held at 1:30 p.m. in room 522 of building 3 at the Capitol Complex, Charleston, WV, July 14, 2008.

Verbal questions and answers asked at the mandatory pre-bid meeting:

Question: The RFP is out to bid, is it a mandatory RFP? Is the current term expired with the current agency? So, is it or is it not a required renewal out for bid?

Answer: Yes, all allowable renewals have been processed on the current contract including an extension to allow for the time to develop and solicit bids for a new contract.

Question: How long has the current agency had the business? And, when you say, "with the extension of three and a half," do you mean there is an additional half year? And is the current agency providing satisfactory services to help DHHR?

Answer: The current contract was written for a term of one year with two one year renewals allowed. This is the standard time frame for a contract as long as the vendor is performing satisfactorily and both the agency and vendor agree to renew. In addition, DHHR was granted a 5 month extension on the current contract to allow adequate time for the new contract specifications to be developed and for the bid process. No vendor complaints have been filed against the current vendor.

Question: In the past, a couple RFP's that the state has given out, we have seen a kind of new language, but not really a best value and we've studied that system pretty thoroughly and seems to me that the system, the old system and the new system isn't very different. Can you explain the best value system? Specifically and how that's applicable to this RFP? And is there are any differences between this and the previous RFPs that the state has given out?

Answer: Best value procurement awards shall be based on criteria set forth in the solicitation including, but not limited to, price, the total cost of acquiring, operating, maintaining and supporting a commodity or service over its projected lifetime, the evaluated technical merit of the bidder's bid or proposal, the bidder's past performance, and the evaluated probability of performing the requirements stated in the solicitation on time, with high quality, and in a manner that accomplishes the business objectives set forth in the solicitation. The award must be made to the highest scoring responsive and responsible bidder whose bid is determined, in writing, to be most advantageous to the state, taking into consideration all evaluation factors set forth in the best value solicitation. In regards to this procurement, multiple factors will be considered as set forth in the specifications.

Question: Why do you have a stipulation of 75 miles radius to Charleston? We deal with clients internationally, by email and we bridge that gap very easily. I can't understand why you pick a 75 mile radius as opposed to 80? That's not your concern, it's the vendor's to make sure they are available to you at the time you want to be seen. You have essentially ruled out two vendors present today by requiring offices be within 75 miles. This issue seems to be one of time management rather than proximity. This issue should be at the vendor's discretion rather than the agency's.

Answer: DHHR has reconsidered this stipulation and has agreed to change section 3.1 to now read: "The successful vendor must be able to respond within two hours for the duration of the contract term."

Question: I have an additional question regarding the disposition of the hours, it sounds like it's coming from the other ad agency, because that's part of a marketing plan. That's a tactical side of a program. So a new ad agency would be working with a marketing plan, or is there a marketing plan already provided, so the determination of those uses of media are the number of hours being designated, seems to be an issue, that if I was the ad agency, I might choose to use the media differently, or make a recommendation differently, so how is that determined?

Answer: The hours utilized are solely for bid purposes and are representative of past contracts. The successful vendor will be expected to provide actual requirements whether more or less than the hours used for bid purposes. Because of the diversity of the agency, different programs have different marketing needs. Some programs may have definite directives outlined in grants as to how they specifically want their marketing dollars spent and other programs may only know that they want to reach a particular audience and will be seeking your recommendations on the best way to do so.

Question: Does the bid require a performance bond if you get the contract?

Answer: No

Question: What is the current hourly rate?

Answer: \$40.00 per hour

Question: Will the sign-in sheets be available to each person present today?

Answer: Yes, they will be sent out along with the addendum.

Question: Is there anything that prohibits two vendors from partnering together on the response if both parties are agreeable?

Answer: No, however one firm must take the lead role being responsible for all aspects of the contract.

Question: In section 3.2.1, one of the bullets states *Copyrighting*. What does that mean specifically?

Answer: Obtaining a copy right for a specific product produced by the vendor.

Question: Does the agency have a marketing plan? If so, may we have a copy?

Answer: The agency does not have a formal marketing plan. Each bureau has specific needs, examples of which are listed in the RFP section 3.1.

Question: How much money was spent last year on marketing by the agency?

Answer: \$2,149,677.89

Question: What percentage of time has been spent on the various bureau programs or marketing campaigns in the past? How much time and money was spent on the RAZE program last year?

Answer: Last year \$947,717.31 and 5,813.25 hours were spent on the RAZE campaign which was approximately 44% of the overall marketing budget for the agency.

Question: Are you requiring an oral presentation from bidders?

Answer: No

Question: Can you give background information as to why an oral presentation is not being required?

Answer: The specification writing committee for this RFP reasoned that marketing firms, by virtue of the nature of their business, would produce excellent presentations. That's what they do. The bidders would cancel each other out. Therefore, only written responses and examples as requested in the RFP will be used by the evaluation committee.

Question: I noticed there is nothing about web design in the RFP. Can you tell me why that is not included?

Answer: Web design is mentioned in section 3.2.1, the last bullet. The specifications writing committee covered this aspect briefly in the RFP. The State of WV Office of Technology may require all agencies to go through that office for website design. If the Office of Technology does not require this, then that function will be available through this media/marketing contract.

Question: How long has the current contract been in force?

Answer: The current contract will expire on 11/14/08 for a total of 3 years and 5 months. We expect to have the new contract in place before that time to allow for any transition that might be necessary.

Question: Does the bid bond convert to a performance bond?

Answer: No

Question: In the Sections in part 4 are we looking for two examples of each item?

Answer: Yes

Question: How do you interpret must, shall and will? Do these areas require a response?

Answer: Any specification or statement containing the work “must,” “shall,” or “will” are mandatory. By responding with a bid proposal, the vendor is agreeing to abide by areas that state “must,” “shall,” and “will.”

Question: What type of creativity expectations are we looking for?

Answer: DHHR has no specific creativity expectations. Due to the diversity of the multiple programs that address clients from cradle to grave, we are looking for a vendor who can be versatile and handle multiple projects at the same time.

Question: Why was a bid bond required and how did you arrive at the amount?

Answer: For a project this large, bid bonds are recommended by the Purchasing Division. The amount used was the same as the bid bond for the previous solicitation.

Question: Under section 3.2.2 Event and Conference Planning, is the vendor expected to provide personnel to man booths at, for example, the mall? Will they be manned by agency personnel or a combination of both?

Answer: Depending on the occasion, this could be accomplished with all agency personnel or a combination of agency and vendor personnel, or conceivably we might depend on the vendor to provide manpower for the duration of an event at a mall or other location.

Question: In regards to conferences/events, are you expecting the vendor to set up the events and pay for the services up front and then invoice DHHR or will the agency make payment directly to the hotel, caterer, etc. on these occasions?

Answer: Again, this could work both ways.

Question: How many in house people have marketing ability and how many are directly dedicated marketing? Who are they?

Answer: Although DHHR has a limited personnel dedicated to strictly to marketing, all release orders against the contract will go through an approval process by DHHR's Office of Communications prior to the release (purchase order) being processed. Work on specific projects may not begin until an approved release order is issued to the vendor.

Question: To what extent are we looking for in the ability to handle multiple projects at one time?

Answer: A large emphasis will be placed on vendors who can demonstrate the ability to handle various multiple diverse projects at the same time.

Question: How was the equation for cost evaluation determined?

Answer: This equation is taken from the required RFP format which is available at www.state.wv.us/admin/purchase/handbook and is addressed in Appendix J.

Question: What background do the members of the evaluation committee have?

Answer: One representative has a purchasing background and the other two have experience with media marketing.

Question: Do the technical evaluators work with the current contracting vendor on a daily basis?

Answer: No

Question: Have bid opening dates of the last RFPs been extended?

Answer: Yes

Question: Has this always been an RFP?

Answer: Yes

Written questions received by DOA Purchasing:

Question: Following up on my question to you and Susie regarding the 75 mile radius of Charleston requirement, and is this firm and are you saying does this disqualify my agency from bidding on this RFQ? I appreciate your candor but I do need this in writing so I do not spend the time I believe is required to make a value added bid proposal. I truly believe that this requirement is very much unnecessary in today's communication world. We can provide all your required offices in your agency with on desk, Video conferencing capability, which resolves this need you refer to.

Answer: Paragraph three of section 3.1 has been changed to read: "The successful vendor must be able to respond within two hours for the duration of the contract term."

Question: Our agency has numerous relationships with DHHR. To avoid contacting and/or discussing this RFP with those people whom should not be contacted, may we please have the names of those on the evaluation committee?

Answer: Evaluation committee members are Marsha Dadisman, Teresa Mace, and Susie Teel

Question: What is the current hourly rate for the contract?

Answer: \$40.00 per hour

Question: What is the current add-on percentage for media buying?

Answer: 5%

Question: What is the current add-on percentage for sub-contracted purchases?

Answer: 5%

Question: May we have a copy of all sign-in sheets completed at the pre-bid meeting?

Answer: Yes. They will be provided along with the addendum.

Question: Can you provide us with a copy of the winning response to the last RFP that was submitted for the West Virginia Department of Health and Human Resources?

Answer: Yes.

Question: What is the hourly rate being charged for creative, account service, media and administrative services by the current advertising agency for West Virginia Department of Health and Human Resources?

Answer: \$40.00 per hour.

Question: Do you have an electronic copy of the West Virginia Department of Health and Human Resources, RFP#HHR90023? Is so, how can we obtain a copy?

Answer: There is not an electronic version of the RFP. You can download the pdf if you are a registered vendor on line at the West Virginia Purchasing Bulletin.

<http://www.state.wv.us/admin/purchase/newbul.htm>. Copy may be obtained at the West Virginia Department of Administration Purchasing Division.

Question: Is the West Virginia Department of Health and Human Resources currently pleased with the creative and services received by your advertising agency?

Answer: No complaints have been filed against the current vendor.

Question: In section 1.19.1 the RFP outlines a general conflict cause: Vendor affirms that it, its officers or members or employees presently have no interest and shall not acquire any interest, direct or indirect, which would conflict or compromise in any manner or degree with the performance of its services hereunder. The vendor further covenants that in the performance of the contract, the vendor shall periodically inquire of its officers, members and employees concerning such interests. Any such interests discovered shall be promptly presented in detail to the Agency.

In section 3.4.1 of RFP#HHR50001, released in FY 2005, conflict of interest is described as the following: Vendor affirms that it, its officer or members or employees presently have no interest and must not acquire any interest, direct or indirect which would conflict or compromise in any manner or degree with the performance or its services hereunder. The Vendor further covenants that in the performance of the contract, the Vendor must periodically inquire of its officers, members and employees concerning such interest. Any such interests discovered must be promptly presented in detail to the Department of Health and Human Resources (DHHR).

All Vendors must submit with the proposal a written statement of disclosure of affiliation or contractual relationships, direct and indirect, with tobacco companies, owners, affiliates, subsidiaries, holding companies or companies involved in any way in the production, processing, distribution, promotion, sale or use of tobacco.

To further avoid future conflict of interest, or the appearance of a conflict of interest, neither the successful vendor nor any sub-contractor may perform services for the tobacco industry during the term of the contract resulting from this RFP.

All potential Vendors must divest themselves of such affiliations prior to award of contract. The successful Vendor must not accept such relationships during the term of contract.

Question: Are bidding vendors required to adhere to the regulations put forth in FY2005 request as stated above?

Answer: No, the RFP specification writing committee feels that this is covered generally in section 1.19.1 Conflict of Interest which would include, but it not limited to, the specific conflicts outlined in the 2005 RFP as well as any others that might be at odds with any aspect of DHHR's programs.

Question: On page 23 of the RFP, part 4.1 "vendor's proposal format" it outlines the order in which all response to part 4 are to be submitted. Referring to the "must," "shall," and "will" responses in part 3, where are those to be placed within the required outlined order?

Answer: By responding to the RFP, a vendor is verifying that he meets the mandatory "must," "shall" and "will" aspects of section 3. Sections 3.2.4 and 3.3.1 do require inclusion in the bid response in the form of verification of membership in a national organization as outlined in the RFP and the bid bond. These may be placed in the response before Section I and identified in the Table of Contents.

Question: Additionally part 4.1 does not indicate where to place the resident vendor preference certificate, the bid bond, the vendor registration and discloser statement (form WV1), and the no-dept purchasing affidavit. Where should agencies places these forms to be in compliance with the indicated outline?

Answer: These may also be placed in the response before Section I and identified in the Table of Contents.

Question: Address confirmation:

On page 7, the address for RFP submissions states the address for delivery as:
Department of Administration, Purchasing Division, Building 15, 2019 Washington Street, East, Charleston, WV 25305-0130

According to page 11, the address for RFP submission delivery is given as the following:
Purchasing Division, 2019 Washington Street, East, P. O. Box 50130, Charleston, WV 25305-0130

Question: Which address is required for delivery? Also, is it possible to hand deliver submissions, or are bidding vendors require to mail submissions?

Answer: These addresses are essentially the same; one is for the physical location of the Department of Administration, Purchasing Division and the other is a mailing location. Vendors have the option of hand delivering or mailing their submissions. Regardless of the method of delivery, the bid opening deadline must be met.

Question: Label contents question (page 7 verses page 11)

On page 7, the required information on the face of the envelope is stated as:

Buyer:	RW/File 22
RFP No.	HHR90023
Bid Opening Date:	8/6/2008

Bid Opening Time: 1:30 pm

According to page 11, the required information is stated as:

Buyer: Roberta Wagner

RFP No. HHR90023

Bid Opening Date: 8/6/2008

Bid Opening Time: 1:30 pm

Question: Which label format is required for submission?

Answer: Please use the required information as per page 7 of the RFP.

Question: It is our understanding that the indemnification paragraph, 1.19.5 need to be reciprocal.

- a. The information provided by the State needs to incorporate a codicil that likewise holds the Vendor harmless from any State personnel providing false or misleading information regarding advertising or promotional material.
- b. Will this amendment be incorporated into a final agreement?

Answer: No this is not reciprocal.

Question: Because the scope of the Department of Health and Human Resources is broad and many of the projects managed through earlier contracts were autonomous to subordinate departments, it is important that we have total spending amounts for the last two contract periods. We do not require specifics as to break-out, but overall spending actual will offer context as we consider recommendations for media, PR and other planning.

Answer: \$2,149,677.89 was spent last year and the year before that \$2,028,012.44.

Question: An overall marketing plan is critical to our path forward, yet we understand from the pre-bid conference that no marketing plan exists. It is possible, however, that one or more subdivisions of the Department may have plans in place.

- a. Will you provide us with these plans if, in fact, they exist?

Answer: No known written marketing plans are available. The need for marketing services will arise as needed throughout the agency. At that time, the vendor will be contacted with specific information regarding the project and will work with each unit to develop a plan for that specific project.

Question: The current program may have established continuing and/or pre-existing obligations with third-party vendors that may be in force. These typically include media such as broadcast, outdoor or other obligations that may remain beyond a calendar cut-off with your current marketing firm.

- a. Can you identify any ongoing obligations that will remain in force after the job is awarded to the new marketing firm, and that we must isolate and identify for purposes of planning and clarity?

Answer: Anything that might be committed beyond the contract period with the current vendor should be billed by the end of the contract period. Ads running through November and December on the same media buy for example will be invoiced in November. TV stations bill when the media buy starts, not when it's over, so the current

vendor will bill us in turn. A smooth transition for ongoing activities is the purpose of a transition period, so if the vendor is to change the successful vendor will have plenty of time to learn about all of these things. At this time, it would be very difficult to anticipate with projects may or may not exceed the current contract period. DHHR is making every effort not to have projects extending beyond the current contract period.

Question: The current RFP states that “the successful vendor must establish a liaison office in West Virginia within *75 miles of Charleston* to enable *two-hour response time* for the duration of the contract term.

- a. Our office is in Vienna, WV, outside the 75 mile radius but well within the two-hour response window. Thus, these requirements are mutually exclusive.
 - i. Can you confirm that the 75 mile radius requirement is NOT REQUIRED so that we can proceed with our proposal with the assurance, in writing, that we will not be disqualified on this technicality?
 - ii. Likewise, if the 75 mile radius requirement is REQUIRED, we would like to have this in writing as well.
 - iii. Naturally, we have no issue with the two-hour response requirement.

Answer: Paragraph three of section 3.1 has is changed to read: “The successful vendor must be able to respond within two hours for the duration of the contract term.”

Title Page

RFP Subject:

Professional Advertising and Marketing Services

RFP Number:

HHR50005

Name of Vendor:

The Arnold Agency

Vendor's Business Address:

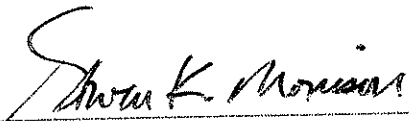
117 Summers Street
Charleston, WV 25301

Vendor's Telephone Number:

(304) 342-1200

Name of Authorized Contact Person:

Steve Morrison
Executive Vice President



Signed

11/10/04

Date

Signed Addenda



State of West Virginia
 Department of Administration
 Purchasing Division
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 PAM JONES
 304-558-0067

RFQ COPY
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THE ARNOLD AGENCY
117 SUMMERS STREET
CHARLESTON, WV 25301

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 VARIDUS LOCALES AS
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BID OPENING DATE 10/27/2004		BID OPENING TIME 01:30PM				
LINE	QUANTITY	UOP	CAT. NO	ITEM NUMBER	UNIT PRICE	AMOUNT
0001	1	JB		915-03		
PROFESSIONAL ADVERTISING AND MARKETING SERVICES NOTE: THIS IS A REBID OF RFP #HHR50001. REQUEST FOR PROPOSAL TO PROVIDE COMPREHENSIVE PROFESSIONAL ADVERTISING AND MARKETING SERVICES FOR THE ENTIRE WEST VIRGINIA DEPARTMENT OF HEALTH AND HUMAN RESOURCES, PER THE ATTACHED REQUEST FOR PROPOSAL. A MANDATORY PRE-BID MEETING WILL BE HELD ON OCTOBER 12, 2004, AT 10:00 A.M. AT THE STATE CAPITOL COMPLEX, BUILDING 3, ROOM 522, CHARLESTON, WV 25305. FAILURE TO ATTEND THE VENDOR PRE-BID MEETING WILL RESULT IN BID DISQUALIFICATION.						

RECEIVED
 2004 10 15 11 15 AM
 OFFICE OF THE COMPTROLLER

SEE REVERSE SIDE FOR TERMS AND CONDITIONS

SIGNATURE *Shirley K. Morrison* TELEPHONE 304-342-1200 DATE 11/10/04

EXEC. VICE PRESIDENT FEN 55-0686533-001 ADDRESS CHANGES TO BE NOTED ABOVE

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



THE AMERICAN INSTITUTE OF ARCHITECTS

AIA Document A310

Bid Bond

#5463

KNOW ALL MEN BY THESE PRESENTS, that we

The Arnold Agency
117 Summers Street
Charleston, West Virginia 25301

as Principal, hereinafter called the Principal, and American Southern Insurance Company, 1301 Hightower Trail, Suite 210, Atlanta, GA 30350 a corporation duly organized under the laws of the State of Kansas as Surety, hereinafter called the Surety, are held and firmly bound unto

State of West Virginia, Dept of Administration Purchasing Division
2019 Washington Street East
Charleston, West Virginia 25305

as Obligee, hereinafter called the Obligee, in the sum of Fifty Thousand and no/100 Dollars (\$50,000.00)

for the payment of which sum well and truly to be made, the said Principal and the said Surety, bind ourselves, our heirs, executors, administrators, successors and assigns, jointly and severally, firmly by these presents.

WHEREAS, the *Principal* has *submitted* a bid for

Professional Advertising and Marketing Services

NOW, THEREFORE, if the Obligee shall accept the bid of the Principal and the Principal shall enter into a Contract with the Obligee in accordance with the terms of such bid, and give such bond or bonds as may be specified in the bidding or Contract Documents with good and sufficient surety for the faithful performance of such Contract and for the prompt payment of labor and material furnished in the prosecution thereof, or in the event of the failure of the Principal to enter such Contract and give such bond or bonds, if the Principal shall *pay* to the Obligee the difference not to exceed the penalty hereof between the amount specified in said bid and such larger amount for which the Obligee may in good faith contract with another party to perform the Work covered by said bid, then this obligation shall be null and void, otherwise to remain in full force and effect.

Signed and sealed this 10th day of November, 2004.

[Signature]
(Witness)

The Arnold Agency

[Signature]

(Principal)

(Seal)

PRESIDENT

(Title)

[Signature]
(Witness)

American Southern Insurance Company

(Surety)

[Signature]

James E. Feldner, Attorney In Fact

Countersigned by a licensed resident agent of the State of West Virginia

By:

Clarence C Massey
Clarence C Massey

AMERICAN SOUTHERN INSURANCE COMPANY

Home Office: 200 S.W. 30th Street
Topeka, Kansas 66611

Mailing Address: 3715 Northside Pkwy, NW
Bldg 400, Ste 800
Atlanta, Georgia 30327

GENERAL POWER OF ATTORNEY

Know all men by these Presents, that the American Southern Insurance Company had made, constituted and appointed, and by these presents does make, constitute and appoint Scott E. Stoltzner of Hoover, Alabama; Arthur S. Johnson of Atlanta, Georgia; Lenora N. Cape of Gainesville, Georgia; Mary F. Holland of Chamblee, Georgia; Donald H. Gibbs of Atlanta, Georgia; Andrew C. Heaner of Atlanta, Georgia; Richard L. Shanahan of Atlanta, Georgia; Jeffery L. Booth of Parma, Ohio; or James E. Feldner of West Lake Ohio, EACH as its true and lawful attorney for it and its name, place and stead to execute on behalf of the said company, as surety, bonds, undertakings and contracts of suretyship to be given to all obligees provided that no bond or undertaking or contract of suretyship executed under this authority shall exceed in amount of the sum of \$800,000 (eight hundred thousand dollars).

This Power of Attorney is granted and is signed and sealed by facsimile under and by the authority of the following Resolution adopted pursuant to due authorization by the Executive Committee of the Board of Directors of the American Southern Insurance Company on the 26th day of May, 1998:

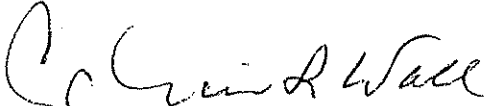
RESOLVED, that the Chairman, President or any Vice President of the Company be, and that each or any of them hereby is, authorized to execute Powers of Attorney qualifying the attorney named in the given Power of Attorney to execute in behalf of the American Southern Insurance Company bonds, undertakings and all contracts of suretyship; and that any Secretary or any Assistant Secretary be, and that each or any of them hereby is, authorized to attest the execution of any such Power of Attorney, and to attach thereto the seal of the Company.

FURTHER RESOLVED, that the signature of such officers and the seal of the Company may be affixed to any such Power of Attorney or to any certificate relating thereto by facsimile, and any such Power of Attorney or certificate bearing such facsimile signatures or facsimile seal shall be valid and binding upon the Company when so affixed and in the future, with respect to any bond undertaking or contract of suretyship to which it is attached.

In Witness Whereof, the American Southern Insurance Company has caused its official seal to be hereto affixed, and these presents to be signed by its Chairman and attested by its Secretary this 15th day of September, 2004.

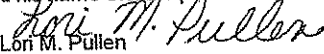
Attest:

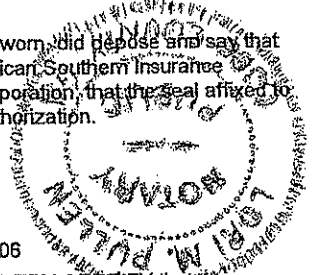
Gail A. Lee, Secretary

American Southern Insurance Company
By: 
Calvin L. Wall, Chairman

STATE OF GEORGIA
SS:
COUNTY OF FULTON

On this 30th day of July, 2004, before me personally came Calvin L. Wall to me known, who being by me duly sworn, did depose and say that he resides in Smyrna, in the County of Cobb, State of Georgia, at 4440 Langdon Walk; that he is the Chairman of American Southern Insurance Company, the corporation described in and which executed the above instrument; that he knows the seal of the said corporation, that the seal affixed to the said instrument is such corporate seal; that it was so affixed and that he signed his name thereto pursuant to due authorization.

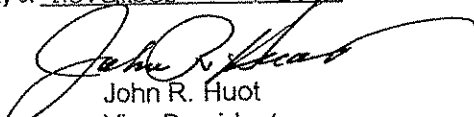

Lori M. Pullen
Notary Public, State of Georgia
Qualified in Cobb County
Commission Expires September 7, 2006



STATE OF GEORGIA
SS:
COUNTY OF FULTON

I, the undersigned, a Vice President of American Southern Insurance Company, a Kansas Corporation, DO HEREBY CERTIFY that the foregoing and attached Power of Attorney remains in full force and has not been revoked; and, furthermore, that the Resolution of the Executive Committee of the Board of Directors set forth in the Power of Attorney is now in force.

Signed and sealed at the City of Atlanta, Dated the 10th day of November, 2004.


John R. Huot
Vice President

Number 5463

17

State of West Virginia
Offices of the Insurance Commissioner
Certificate of Authority

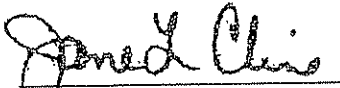
Whereas, AMERICAN SOUTHERN INSURANCE COMPANY domiciled in the State of Kansas has complied with all the requirements of the laws of this State so as to entitle it to transact its appropriate business in the State of West Virginia.

Therefore, I the undersigned, Insurance Commissioner of the State of West Virginia, pursuant to the authority vested in me by the laws of this State, do hereby authorize it to transact the business of insurance as defined in Chapter 33

ARTICLE 1, SECTION 10(c) -- FIRE
ARTICLE 1, SECTION 10(d) -- MARINE
ARTICLE 1, SECTION 10(e) -- CASUALTY
ARTICLE 1, SECTION 10(f) (1) (2) & (3) -- SURETY

of the 1931 Code of West Virginia as amended, in the State of West Virginia in accordance with the laws thereof until midnight on the 31st day of May, 2005, unless this license be sooner revoked. Pursuant to W. Va. Code 33-3-2(c), the above authorization does not allow the insurer to transact a kind of insurance in this State unless duly authorized or qualified to transact such insurance in the state or country of its domicile.

In Testimony Whereof, I have hereunto set my hand and affixed my seal of office at the City of Charleston this 1st day of June, 2004.


Jane L. Cline
Insurance Commissioner



WV File #0063

Section 3.3.2

ACORD CERTIFICATE OF LIABILITY INSURANCE		OP ID RM THEARAI	DATE (MM/DD/YYYY) 11/02/04
PRODUCER Jim Lively Insurance (Chas) 4702 MacCorkle Ave. PO Box 9468 South Charleston WV 25309 Phone: 304-768-1234 Fax: 304-766-7172		THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.	
INSURED The Arnold Agency ARNCAT, LLC 117 Summers Street Charleston WV 25301		INSURERS AFFORDING COVERAGE INSURER A: ZURICH INSURANCE COMPANY INSURER B: INSURER C: INSURER D: INSURER E:	NAIC #

INSR ADD'L LTR INSRD	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YY)	POLICY EXPIRATION DATE (MM/DD/YY)	LIMITS
A	GENERAL LIABILITY <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC	PAS00211344	10/12/04	10/12/05	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMPIOP AGG \$ 2,000,000
	AUTOMOBILE LIABILITY ANY AUTO ALL OWNED AUTOS SCHEDULED AUTOS HIRED AUTOS NON-OWNED AUTOS				COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
	GARAGE LIABILITY ANY AUTO				AUTO ONLY - EA ACCIDENT \$ OTHER THAN EA ACC \$ AUTO ONLY: AGG \$
A	EXCESS/UMBRELLA LIABILITY <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS MADE DEDUCTIBLE <input checked="" type="checkbox"/> RETENTION \$ 0	PAS00211344	10/12/04	10/12/05	EACH OCCURRENCE \$ 2,000,000 AGGREGATE \$ 2,000,000 \$ \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? If yes, describe under SPECIAL PROVISIONS below OTHER				WC STATU-TORY LIMITS E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
					BUILDING 60000 PROPERTY 150000
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES / EXCLUSIONS ADDED BY ENDORSEMENT / SPECIAL PROVISIONS Advertising Agency					

CERTIFICATE HOLDER STATE OF State of West Virginia Dept of Administration Purchasing Division PO Box 50130 Charleston WV 25305-0130	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING INSURER WILL ENDEAVOR TO MAIL 10 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT, BUT FAILURE TO DO SO SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE INSURER, ITS AGENTS OR REPRESENTATIVES. AUTHORIZED REPRESENTATIVE Brandon M. Marshall <i>Brandon M. Marshall</i>
--	---



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
10/22/2004

PRODUCER LIVELY INS ASSOC BOX 9458 SOUTH CHARLESTON WV 25309		THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.	
INSURED THE ARNOLD AGENCY 117 SUMMERS ST CHARLESTON, WV 25301		INSURERS AFFORDING COVERAGE INSURER A NATIONAL CASUALTY CO INSURER B INSURER C INSURER D	NAIC #

INSR LTR	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YY)	POLICY EXPIRATION DATE (MM/DD/YY)	LIMITS
	GENERAL LIABILITY <input type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS MADE <input type="checkbox"/> OCCUR <input type="checkbox"/> <input type="checkbox"/> GEN'L AGGREGATE LIMIT APPLIES PER <input type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC				EACH OCCURRENCE \$ COMMERCIAL "GROSS PROFIT" PHARMACEUTICALS \$ MED EXP (ANY ONE POLICY) \$ PERSONAL & AUTO \$ GENERAL AGGREGATE \$ PRODUCTS COMPROP AGG \$
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS				COMBINED SINGLE LIMIT (Per accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
	GARAGE LIABILITY <input type="checkbox"/> ANY AUTO				AUTO ONLY (A ACCIDENT) \$ OTHER THAN AUTO ONLY (A ACC) \$ AGG \$
	EXCESS/UMBRELLA LIABILITY <input type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS MADE <input type="checkbox"/> DEDUCTIBLE \$ RETENTION \$				EACH OCCURRENCE \$ AGGREGATE \$ \$ \$ \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROGRAM (TOTAL/PARTIAL/EXECUTIVE/PT OPI/CONTINGENT) EXCLUDED? If yes, describe under SPECIAL PROVISIONS below				<input type="checkbox"/> NO SPECIALTY LIMITS <input type="checkbox"/> OTHER E L EACH ACCIDENT \$ E L DISEASE - EMPLOYEE \$ E L DISEASE - POLICY LIMIT \$
A	OTHER MEDIA/PROF LIAB FOR ACTS ERRORS, OMISSIONS	LS026896	10/12/04	10/12/05	\$1MIL EACH LOSS \$1MIL ANY ONE POLICY PERIOD
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES / EXCLUSIONS ADDED BY ENDORSEMENT / SPECIAL PROVISIONS ADVERTISING AGENCY \$25,000 SIR EACH LOSS					

CERTIFICATE HOLDER State of WV Dept. of Administration Purchasing 2019 Washington Street East, PO Box 50130 Charleston WV 25305	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE HEREOF, THE ISSUING INSURER WILL ENDEAVOR TO MAIL 10 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT, BUT FAILURE TO DO SO SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE INSURER ITS AGENTS OR REPRESENTATIVES AUTHORIZED REPRESENTATIVE <i>Kenny L. [Signature]</i>
--	---

3.3.3 Special License Requirements

A: License required

The Arnold Agency and all subcontractors working for The Arnold Agency on behalf of DHHR will obtain all licenses required to legally perform all services required under this contract.

B: Knowledge, Experience and Academic Training

As outlined in section 3.2.1.7, The Arnold Agency/GolinHarris Change TeamSM has chosen to enter into a strategic alliance with one of the nation's top public opinion and political strategy research firms. By having Lake, Snell, Perry and Associates (LSPA) as our dedicated research subcontractor, we can provide West Virginia's anti-tobacco movement a level of survey and market research experience unmatched in West Virginia.

The LSPA team consists of nationally recognized expertise on the politics of the youth vote, the women's vote, children as a political issue, and the environmental movement today, and they are regular pollsters for *U.S. News and World Report*. Individual research team members' professional and academic credentials are outlined below.

Key personnel on this project will include Celinda Lake, Alysia Snell (Team Leader) and Dee Brown. Celinda Lake is President of Lake, Snell, Perry and Associates. Prior to forming Lake, Snell, Perry and Associates, she was a partner and vice president at Greenberg-Lake. Lake has served as political director of the Women's Campaign Fund. She has also been Research Director at the Institute for Social Research in Ann Arbor, Michigan, and Policy Analyst for the Subcommittee on Select Education. Lake holds a Masters degree in Political Science and Survey Research from the University of Michigan at Ann Arbor and a certificate in political science from the University of Geneva, Switzerland.

Alysia Snell is a Partner at Lake Snell Perry & Associates. She is an expert on framing tough issues such as school choice and education reform, affirmative action and reproductive choice. A native of Richmond, Virginia she holds a Masters degree in Political Science and Public Opinion from American University and a Bachelors degree in American Government from the University of Virginia.

Dee Brown is a Senior Analyst at LSPA, where she has designed, conducted and analyzed public opinion research on a wide range of issues including underage drinking, economic security, education, immigration, health care reform, and the black electorate. She holds a Masters Degree in Political Management with a concentration in strategic communication from George Washington University, and a Bachelors Degree in Political Science and Interpersonal Communication from Lehman College in New York.

C: Membership in National Professional Organizations

The Arnold Agency is a current member of the American Marketing Association and Lake, Snell, Perry and Associates is a member of the Market Research Association. Proof of membership is attached on the following page.

D: Membership Proof

Certificate of Membership

This certifies that


Scot Drake
is a member of the
American Marketing Association



AMA
Member
Since
2004

Nancy Costopoulos

Nancy Costopoulos
Senior Director of Marketing & Sales



Marketing Research Association

This
CERTIFICATE OF MEMBERSHIP
Certifies that

Robert Spriggs
of
Lake Snell Perry Association

is a member in good standing and has pledged to abide by the principles of ethical and professional conduct as outlined in the MRA Code of Marketing Research Standards.

Joseph C. Allen

MRA President

November 9, 2005

Date

Dedicated to the advancement and use of opinion and marketing research.

Section 3.3.4 Litigation Bond
Not applicable to this RFP.

Section 3.3.5 No Debt Affidavit

RFQ No. HR5005

AFFIDAVIT

West Virginia Code §5A-3-10a states:

No contract or renewal of any contract may be awarded by the state or any of its political subdivisions to any vendor or prospective vendor when the vendor or prospective vendor or a related party to the vendor or prospective vendor is a debtor and the debt owned is an amount greater than one thousand dollars in the aggregate.

Definitions:

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

"Debtor" means any individual, corporation, partnership, association, limited liability company or any other form or business association owing a debt to the state or any of its political subdivisions.

"Political subdivision" means any county commission; municipality; county board of education; any instrumentality established by a county or municipality; any separate corporation or instrumentality established by one or more counties or municipalities, as permitted by law; or any public body charged by law with the performance of a government function or whose jurisdiction is coextensive with one or more counties or municipalities.

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

Exception:

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

Under penalty of law for false swearing (West Virginia Code, §61-5-3), it is hereby certified that the bidder and all related parties do not owe any debts or, if a debt is owed, that the provisions of the exception clause above apply; and all state licensing requirements are in compliance.

Vendor's Name: TITE BRAND AGENCY

Authorized Signature: [Signature] Date: 11/10/04

Section 3.3.6 Agreement Addendum (WV-96)

AGREEMENT ADDENDUMWV-96
Rev. 5/94

In the event of conflict between this addendum and the agreement, this addendum shall control:

1. ARBITRATION - Any references to arbitration contained in the agreement are hereby deleted. Disputes arising out of the agreement shall be presented to the West Virginia Court of Claims.
2. HOLD HARMLESS - Any clause requiring the Agency to indemnify or hold harmless any party is hereby deleted in its entirety.
3. GOVERNING LAW - The agreement shall be governed by the laws of the State of West Virginia. This provision replaces any references to any other State's governing law.
4. TAXES - Provisions in the agreement requiring the Agency to pay taxes are deleted. As a State entity, the Agency is exempt from Federal, State, and local taxes and will not pay taxes for any Vendor including individuals, nor will the Agency file any tax returns or reports on behalf of Vendor or any other party.
5. PAYMENT - Any references to prepayment are deleted. Payment will be in arrears.
6. INTEREST - Should the agreement include a provision for interest on late payments, the Agency agrees to pay the maximum legal rate under West Virginia law. All other references to interest or late charges are deleted.
7. RECOURSE - Any language in the agreement waiving the Agency's right to set-off, counterclaim, recoupment, or other defense is hereby deleted.
8. FISCAL YEAR FUNDING - Service performed under the agreement may be continued in succeeding fiscal years for the term of the agreement, contingent upon funds being appropriated by the Legislature or otherwise being available for this service. In the event funds are not appropriated or otherwise available for this service, the agreement shall terminate without penalty on June 30. After that date, the agreement becomes of no effect and is null and void. However, the Agency agrees to use its best efforts to have the amounts contemplated under the agreement included in its budget. Non-appropriation or non-funding shall not be considered an event of default.
9. STATUTE OF LIMITATION - Any clauses limiting the time in which the Agency may bring suit against the Vendor, lessor, individual, or any other party are deleted.
10. SIMILAR SERVICES - Any provisions limiting the Agency's right to obtain similar services or equipment in the event of default or non-funding during the term of the agreement are hereby deleted.
11. ATTORNEY FEES - The Agency recognizes an obligation to pay attorney's fees or costs only when assessed by a court of competent jurisdiction. Any other provision is invalid and considered null and void.
12. ASSIGNMENT - Notwithstanding any clause to the contrary, the Agency reserves the right to assign the agreement to another State of West Virginia agency, board or commission upon thirty (30) days written notice to the Vendor and Vendor shall obtain the written consent of Agency prior to assigning the agreement.
13. LIMITATION OF LIABILITY - The Agency, as a State entity, cannot agree to assume the potential liability of a Vendor. Accordingly, any provision limiting the Vendor's liability for direct damages or limiting the Vendor's liability under a warranty to a certain dollar amount or to the amount of the agreement is hereby deleted. In addition, any limitation is null and void to the extent that it precludes any action for injury to persons or for damages to personal property.
14. RIGHT TO TERMINATE - Agency shall have the right to terminate the agreement upon thirty (30) days written notice to Vendor.
15. TERMINATION CHARGES - Any provision requiring the Agency to pay a fixed amount or liquidated damages upon termination of the agreement is hereby deleted. The Agency may only agree to reimburse a Vendor for actual costs incurred or losses sustained during the current fiscal year due to wrongful termination by the Agency prior to the end of any current agreement term.
16. RENEWAL - Any reference to automatic renewal is hereby deleted. The agreement may be renewed only upon mutual written agreement of the parties.
17. INSURANCE - Any provision requiring the Agency to insure equipment or property of any kind and name the Vendor as beneficiary or as an additional insured is hereby deleted.
18. RIGHT TO NOTICE - Any provision for repossession of equipment without notice is hereby deleted. However, the Agency does recognize a right of repossession with notice.
19. ACCELERATION - Any reference to acceleration of payments in the event of default or non-funding is hereby deleted.
20. AMENDMENTS - All amendments, modifications, alterations or changes to the agreement shall be in writing and signed by both parties. No amendment, modification, alteration or change may be made to this addendum without the express written approval of the Purchasing Division and the Attorney General.

ACCEPTED BY:
STATE OF WEST VIRGINIA

Pending Unit: _____
Signed: _____
Title: _____
Date: _____

VENDOR

Company Name: THE ARNOLD AGENCY
Signed: Steve K. Monson
Title: Executive Vice President
Date: 11/10/04

3.3.7 Criminal History Background Checks

The Arnold Agency will make certain that all employees, strategic alliance partners and subcontractors that work with children under this contract first pass a standard FBI criminal background check. This background check will, at a minimum, screen against those convicted of child abuse, offenses against persons, sexual offenses and child neglect. In accordance with Addendum #4 of the RFP, The Arnold Agency will be prepared to obtain all necessary background checks upon awarding of this contract.

3.3.8 HIPAA Compliance

The Arnold Agency agrees that The Arnold Agency/GolinHarris Change TeamSM, as well as members of The Arnold Agency, GolinHarris and all subcontractors will maintain the confidentiality and security of any data provided in accordance with all applicable confidentiality laws and shall indemnify and hold harmless the State of West Virginia and the Department of Health and Human Resources against all claims brought by any party alleging breach of confidentiality by The Arnold Agency, our subcontractors or individuals permitted access by The Arnold Agency. The Arnold Agency and The Arnold Agency/GolinHarris Change TeamSM agrees to meet the requirements of the Health Insurance Portability and Accountability Act (HIPAA), Public Law 104-191, 110 Stat. 1936 (1996) and the regulations promulgated thereunder as applicable. The Arnold Agency and The Arnold Agency/GolinHarris Change TeamSM agrees that if we are determined to be a business associate of the DHHR, we will sign without modification DHHR's standard HIPAA Business Associate Agreement.

3.4.1 Conflict of Interest

The Arnold Agency has had no direct or indirect affiliation or contractual relationship with tobacco companies, owners, affiliations, subsidiaries, holding companies or companies involved in the production, processing, distribution promotion, sale or use of tobacco.

GolinHarris, a part of our strategic alliance, has done work for Go-Mart, a chain of convenience stores in West Virginia. Although Go-Mart does sell tobacco products, GolinHarris's involvement is limited to lobbying on energy and environmental issues. If requested by DHHR, GolinHarris will divest themselves of the Go-Mart business upon The Arnold Agency's award of this contract.

Resident Vendor Preference
1.9.4.7 / 1.20

Rev. 11/01

STATE OF WEST VIRGINIA
VENDOR PREFERENCE CERTIFICATE

Certification and application* is hereby made for Preference in accordance with West Virginia Code, §5A-3-37. (Does not apply to construction contracts).

West Virginia Code, §5A-3-37, provides an opportunity for qualifying vendors to request (at the time of bid) preference for their residency status. Such preference is an evaluation method only and will be applied only to the cost bid in accordance with the West Virginia Code. This certificate for application is to be used to request such preference. The Purchasing Division will make the determination of the Resident Vendor Preference, if applicable.

A. Application is made for 2.5% preference for the reason checked:

- Bidder is an individual resident vendor and has resided continuously in West Virginia for four (4) years immediately preceding the date of this certification;
- or
- Bidder is a partnership, association or corporation resident vendor and has maintained its headquarters or principal place of business continuously in West Virginia for four (4) years immediately preceding the date of this certification; or 80% of the ownership interest of Bidder is held by another individual, partnership, association or corporation resident vendor who has maintained its headquarters or principal place of business continuously in West Virginia for four (4) years immediately preceding the date of this certification;
- or
- Bidder is a nonresident vendor which has an affiliate or subsidiary which employs a minimum of one hundred state residents and which has maintained its headquarters or principal place of business within West Virginia continuously for the four (4) years immediately preceding the date of this certification.

B. Application is made for 2.5% 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
- Bidder is a nonresident vendor employing a minimum of one hundred state residents or is a nonresident vendor with an affiliate or subsidiary which maintains its headquarters or principal place of business within West Virginia employing a minimum of one hundred state residents who certifies that, during the life of the contract, on average at least 75% of the employees or Bidder's affiliate's or subsidiary's employees are residents of West Virginia who have resided in the state continuously for the two years immediately preceding submission of this bid.

Bidder understands if the Secretary of Tax & 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 issued; 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 Tax & Revenue to disclose to the Director of Purchasing appropriate information verifying that Bidder has paid the required business taxes, provided that such information does not contain the amounts of taxes paid nor any other information deemed by the Tax Commissioner to be confidential.

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

Bidder: THE ARNOLD AGENCY

Signed: Stan K. Morrison

Date: 11/10/04

Title: Executive Vice President

*Check any combination of preference consideration(s) in either "A" or "B", or both "A" and "B" which you are entitled to receive. You may request up to the maximum of 5% preference for both "A" and "B".

Executive Summary

We have taken a bold approach to address the ongoing challenges faced by DHHR – to “RAZE the Bar,” so to speak. What you will see in the following pages are leading-edge strategies that have been calculated and tested to take the anti-tobacco movement in West Virginia to the next level. Why are we so confident in these approaches? **Because members of our team literally wrote the book on this movement.**

We appreciate the opportunity to share our ideas with you and would welcome the opportunity to work together with you to put West Virginia on the cutting edge of this movement, rather than behind the curve. If we’re fortunate enough to work with you, here’s how we plan to do it.

The Team – The Arnold Agency/GolinHarris Change TeamSM is the social marketing arm of The Arnold Agency. For DHHR, this means you’ll get the best of both worlds – global experience in the core areas of the anti-tobacco movement – Youth Prevention, Clean Indoor Air and Cessation – right down the block. And face time with the whole team on a regular basis.

We have literally become change agents for our clients – affecting significant, **measurable** changes in behavior, particularly with healthcare issues. Our ongoing strategic alliance with GolinHarris International brings tremendous value to the table: anti-tobacco success stories in more than a dozen states; national **truth**SM Campaign originators; and basis for much of the CDC’s “Best Practices” standards.

For DHHR, we have assembled sixteen Team members – twelve individuals from The Arnold Agency and four staff members from GolinHarris International – who will be dedicated to this account. As you will see in the upcoming pages, these professionals bring unprecedented talent and firepower that will put West Virginia in a position to Lead and not Follow in the anti-tobacco movement.

The Mission – As our tagline “RAZE – Lead. Don’t Follow.” suggests, it’s time for West Virginia to join the leading edge of the anti-tobacco movement. RAZE has used nationally proven models for advertising, public relations and promotions that have been effective in making shifts in behavior. Now we’re proposing that West Virginia take the lead (not follow) in the development of these models so that we can set the standards for other states to follow, rather than the other way around.

The Proposal – Our goal in the response to this RFP is to clearly show the unique credentials and talent that The Arnold Agency/Golin Harris Change TeamSM offers. The format of our proposal follows the strict guidelines set forth in the RFP, with all sections addressed with specific answers and strategic thought. We want to direct special attention to Section 3.2.2.14 where we tie all of the specific elements discussed in other sections into a true strategic marketing plan. This section goes into great detail and outlines the strategies to be used to reach our measurable objectives.

Begin With the End in Mind

Stephen Covey listed this as one of his *Seven Habits of Highly Effective People*. We think it resonates strongly here because that’s exactly what we’d like to do – together with you – we want to begin with our ending vision in mind. You’ll get a glimpse of how we think in the following pages. But we realize there are still key players to add to our Team, and that’s the DHHR team. There is nothing we would like better than to have this opportunity.

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Section I: Agency Capacity

A) Experience

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Section 1: Agency Capacity

A) Experience

4.1.4.1 Executive Summary (as detailed in 3.1 "General Requirements")

Agency History

The Arnold Agency has been a driving force in the marketing communications arena for more than 15 years. Linda Arnold founded the agency in 1988. Today, The Arnold Agency employs 21 full-time professionals. Each individual offers a commitment to excellence, an enthusiasm for challenges and a wealth of knowledge and experience. The agency serves a variety of clients on a statewide, regional, national and international basis.

Agency In-house Services & Capabilities

As a full-service marketing and communications agency, we offer a wide range of in-house capabilities. While we do have clients who are interested in a select suite of services, our specialty is in the development of complete communications packages. By concentrating on the most effective way to integrate all the necessary services, The Arnold Agency consistently produces plans and programs that enhance images, improve marketplace status and achieve client goals.

The Arnold Agency/GolinHarris Change Team'sSM services include:

- Marketing & Strategic Analysis
- Strategic Public Policy & Communications Planning
- Marketing Planning
- Brand Development, Management & Positioning
- Message Concept Testing
- Customer Relationship Management
- Media Planning & Placement
- Media Analysis
- Creative Services
- Illustration
- Copywriting
- Television Commercials
- Radio Spots
- Newspaper Ads
- Magazine Ads
- Magazine and Newspaper Inserts
- Direct Mail
- Billboard Productions
- Video/CD/DVD Production
- Signage
- Point of Purchase Materials
- Specialty Items
- Newsletters
- Presentation Materials
- Interactive/Web Services
- Corporate Identity & Image Enhancement
- Corporate Communications
- Public Relations
- Media Relations
- Community Relations
- Crisis Communications
- Issues Management
- Coalition Development & Management
- Litigation Support
- Governmental & Regulatory Relations
- Market Research -- Design & Analysis
- Cooperative Advertising Endeavors
- Sales Promotion
- Event Planning & Coordination
- Research
- Diversity Initiatives
- Strategic Planning Messaging
- Executive Visibility Programs
- Business-to-Business Marketing Communications
- Issues Management
- Strategic Philanthropy
- Speechwriting and Platform Development
- Measurement and Evaluation

Marketing & Strategic Analysis

The Arnold Agency guides its clients through the creation of complete, dynamic and practical integrated marketing communications plans. From strategic planning to implementation, we work to make sure the plans are designed to achieve our clients' goals and objectives. Our agency teams provide ongoing counsel and support to keep everything on track and moving forward. With a variety of measurement checks and balances in place, we're always prepared to spring into action as directions change and new challenges arise.

4.1.4.2 Health Promotion Accounts

Mountain State Blue Cross Blue Shield (1993-present)

The Arnold Agency has worked closely with Mountain State Blue Cross Blue Shield, West Virginia's largest health insurer, since 1993 in promoting a wide variety of health and wellness issues. In the past five years, we have worked to promote wellness initiatives for Mountain State as a part of its service to the West Virginia Public Employees Insurance Agency and the Federal Employee Program of healthcare. Additionally, since 1999, The Arnold Agency has been an integral partner with Mountain State in the development and operation of its "*HealthPlace on the Move*" bus project that travels the state doing health-screening activities, as well as in connection with the "Healthy Schools Challenge" and the Dr. Dean Ornish lifestyle change initiative for the prevention of heart disease.

Our Lady of Bellefonte Hospital (September 2000-present)

The Arnold Agency developed a strategic marketing and media plan that would deliver a very measurable goal of increasing patient interest in the hospital. The campaign consisted of a very strong call-to-action plan of broadcast and cable television, radio, outdoor, newspaper and direct mail. As a result, call volume increased 35%.

Thomas Memorial Hospital (1988-2004)

A campaign was developed to drive traffic to the hospital's facility, CareCenter 24, maintain the hospital's image and involve the community. Newspaper, direct mail and outdoor applications were produced. The campaign produced phenomenal results and sustained an initial 70% increase in volume and has sustained an ongoing, consistent level of patients.

WV Coalition Against Domestic Violence (September 2002-October 2003)

The Arnold Agency worked with this nonprofit group to inform the citizens of West Virginia about the organization and the assistance available for mental health issues centering on domestic violence. The agency was able to leverage relationships with media vendor to achieve maximum exposure.

beBetter Networks (September 2003-March 2004)

The Arnold Agency helped to launch the opening of beBetter Networks in the fall of 2003. The company provides behavioral health care assessments, holistic mental health services, population (disease) management and behavioral management assistance services on a global basis via high-tech delivery systems. The agency's role encompassed public relations, press relations and government relations. beBetter Networks has developed a proprietary tool for college students, and the agency's anticipated role in 2005 lies in the arena of regional and national public relations for this rollout.

West Virginia Health Care Association (2002-present)

Just as the tobacco tax increase was aimed at suppressing teen smoking and increasing funds for Medicaid, The Arnold Agency developed a similar program for the West Virginia Health Care Association (WVHCA) to enhance and promote the Medicaid program.

An innovative grassroots and multi-media campaign was developed for the WVHCA and targeted toward state legislators to gain support for the increase of the Medicaid provider tax paid by nursing facilities dedicated to improving the crisis in staffing and salary needs. Television and newspaper ads, along with a communications kit, were designed for facility administration to communicate directly with their employees, customers and legislators. Public support of this issue increased, thus creating a better understanding of long-term care facilities and their role in West Virginia.

West Virginia University Hospitals (December 2002-February 2003)

The Arnold Agency worked with West Virginia University Hospitals (WVUH) to develop and implement a communications strategy designed to increase market share and improve the payor mix at WVUH. Working with the hospital's management and communications teams, The Arnold Agency developed optimum message points and communications methods with a program that included:

- Extensive brand development workshops with hospital leadership to develop consistent positioning and themes to ensure target audiences received a consistent message with every exposure to the WVUH brand
- A Community Attitudinal Survey among 800 healthcare consumers within the WVUH service area in order to gain an in-depth understanding of the perceptions and opinions relating to WVUH
- A comprehensive audit of WVUH's overall marketing and media strategies on ways to improve cost effectiveness, impact and recall of hospital messages

Development of creative concepts and the production of a multi-media campaign including television, radio, newspaper and outdoor advertising executions for the hospitals' new "A Better Way to Care" positioning were completed.

In addition to the vast healthcare work done solely by The Arnold Agency in the past five years, members of The Arnold Agency/GolinHarris Change TeamSM have worked on the following health-related accounts in the past five years:

American Legacy Foundation (January 2003-present)

The GolinHarris Change Team has been advising Legacy on its youth advocacy and outreach initiatives since the organization was created in 1999. Major projects over the years include:

- "Bob Quits" and "Jane Quits" – two reality-based campaigns that track real life smokers and their efforts to quit. These campaigns have resulted in major national media attention.
- Circle of Friends – a grassroots program designed to support women trying to quit smoking, or to support people in their lives who are trying to quit.
- A tobacco quit line currently operating in the Washington, DC market.
- Several initiatives for the national **truth**SM campaign, including:
 - Recruiting and training a group of college-aged, role model type "**truth**SM trainers" to serve as brand ambassadors at events
 - Producing a series of national brand-building events to recruit teens for the campaign,

- Developing the training content and programming for the national **truthsm** summit held in Seattle
- Building and writing www.streettheory.org, a site that encourages and supports youth activism.
- Conceiving and managing Project 2030, a national internship program that places high school and college students at Legacy grantee organizations and communications firms that work on tobacco prevention.

Finally, GolinHarris is currently working with Legacy to develop national youth advocacy programs and a national youth empowerment network that will provide opportunities for teens all across the country to get involved in the fight against tobacco.

Georgia Division of Public Health (2002-present)

GolinHarris worked on a comprehensive public relations program, including media relations and grassroots events to communicate the dangers of tobacco use to the general public in Georgia.

Campaign for Tobacco Free Kids (2002-present)

The GolinHarris Change Team's relationship with the Campaign began in 2002 and has grown into two annual projects. In 2003 and 2004, they re-designed the Kick Butts Day Activity Guide and re-wrote the section on effective media advocacy. This guide is distributed nationally to youth and adults interested in speaking out on Kick Butts Day. Separately, starting in 2002, they began an annual pro bono contribution. Each May, they produce a media-training event for the teen nominees and winners of the Campaign's prestigious Youth Advocate of the Year Awards. The teens spend part of a week in Washington, DC, and the training has become a regular part of the itinerary.

Tobacco Technical Assistance Consortium (TTAC) (2003-present)

In 2003, the GolinHarris Change Team worked with TTAC to refine and then promote the Basics of Tobacco Control, an interactive web-based program designed to help new tobacco control professionals learn about the field, and help more experienced professionals become leaders in the field. This program can be viewed at www.ftac.org/products/index.html.

New Jersey Department of Health and Senior Services (2000-present)

GolinHarris completed the first statewide teen summit for New Jersey in 2000. At this event, the REBEL movement was founded. For the following year their team worked with youth around the state to implement advocacy initiatives and assist with recruitment of large numbers of youth into the movement. REBEL has become an enduring brand that has produced a national Youth Advocate of the Year Award winner and other successes.

Iowa Department of Public Health (2000-2001)

Working with the state from 2000-2001, GolinHarris produced a youth summit, where teens launched their movement called Just Eliminate Lies, or *JEL*. They also produced a statewide music tour with national recording artist Kristine W, where youth who were trained at the summit delivered campaign messages to their peers to recruit young people into the movement.

Las Vegas (Clark County Health District 2001)

GolinHarris produced a teen summit to support the county's youth tobacco prevention efforts. Youth at this event launched the XPOZ counter-marketing brand.

4.1.4.3 Accounts that have Changed Youth Behavior

AT&T Wireless (August 2002)

Jay Bailey, Account Executive for The Arnold Agency, has experience influencing the 15- to 24-year-old demographic segment in the wireless sector. He was the National Project Manager for AT&T Wireless for a multi-year campaign introduced in August of 2002 where he successfully impacted the purchasing and usage patterns of this segment. This was accomplished through involvement with American Idol and AOL to help promote youth-tailored campaigns including text messaging, wireless Internet access and online gaming.

AT&T Wireless (November 1999-August 2001)

Ann Booth, Director of Public Relations for The Arnold Agency, worked on the "Hey Ref, Great Call!" campaign, capitalizing on the early trends of the growing affinity for wireless use in youth. AT&T Wireless became the first major sponsor to endorse the WVSSAC regional and state championships in all sports across West Virginia. Leveraging tactics such as enter-to-wins, print, give-aways and a strong onsite presence at all championship games, this campaign became the signature exclusive marketing sponsorship which was later used as a national template for marketing wireless to rural youth markets.

Clay Center (June 2003)

Ann Booth, Director of Public Relations for The Arnold Agency worked for the Clay Center during its inaugural season. The goal was to establish the Clay Center as a destination for family and youth entertainment and debunk the myth that it was a center for "elitist" arts activities. A family series was created that provided a variety of high quality, entertaining yet educational, and, most importantly, affordable shows. These performances were designed to tie into promotional activities at the Avampato Discovery Museum, as well as products at the retail shop.

North American River Runners (NARR) (February 2003-March 2004)

The "Run Wild" radio campaign was developed by The Arnold Agency to reach a teen and youth group audience during the 2003 whitewater-rafting season. It was designed to attract young adventure seekers and teen groups during the summer months when radio listenership is at its peak. "Run Wild" was specifically selected to appeal to the youth market and invoke a sense of freedom, natural beauty and active adventure. Further, agency research showed that scenery, exercise and independence are the most important elements to this target in choosing a vacation destination.

Charleston Town Center (January 2004-present)

The Arnold Agency works with the Charleston Town Center on their promotional calendar with radio and television advertising. We create and produce spots for each promotional window and handle all media placement. Specifically, the agency has helped reach one of their key target audiences – teenagers – by promoting the Town Center's Teen Day twice a year and back to school shopping, by highlighting "teen" clothing stores like Abercrombie & Fitch and Express. Recently, the Town Center held their annual Teen Board tryouts, an event for which the agency developed radio to target Charleston youth.

SUBWAY® Restaurants F.R.E.S.H. Steps Childhood Obesity Prevention Initiative (July 2004-present)

The Arnold Agency helped SUBWAY® Restaurants launch a multi-media campaign to help parents and children understand the importance of making healthful choices and

leading active lifestyles in the fight against childhood obesity, an epidemic health problem affecting 15% of U.S. children aged 6 to 19. The campaign included:

- Placement of inspirational public awareness television ads in seven television Designated Market Areas (including all five West Virginia DMAs) intended to motivate children to improve the quality of their lives by incorporating moderation in their diet and increasing physical activity
- Display of point-of-purchase materials and F.R.E.S.H. Steps brochures and Pledge Cards in over 425 SUBWAY® Restaurants in five states
- Media relations activities and placement of press releases in statewide and regional media outlets announcing the launch of the initiative in July 2004
- Public appearances featuring SUBWAY® weight loss hero Jared Fogle at local schools and other public forums, including the Columbus OH Health & Fitness Expo in October 2004.

SUBWAY® Restaurants Teen Marketing (September 2003-present)

In addition to The Arnold Agency's longstanding relationship with SUBWAY® Restaurants and strategic marketing approaches designed to reach SUBWAY's core adult target audience, a secondary target of 12-17 year olds is important to SUBWAY's business. Since nearly 60% of all teens visit a fast food outlet 14 plus times per month and teens have surprising influence on family spending choices, The Arnold Agency has designed communications programs and media buys to target this important segment for SUBWAY.

As a result of this direct experience with SUBWAY, The Arnold Agency has gained a thorough understanding of how to reach teens with cost effective media buys using broadcast television, cable television and radio. By applying this experience to the planning, buying and post-buy analysis of its media buys and by taking maximum advantage of our media research resources and ratings information, The Arnold Agency knows how to effectively reach teens.

To complement The Arnold Agency's work on accounts that have changed youth behavior in the last five years, the following GolinHarris projects target specific anti-tobacco behavior.

Florida Tobacco Pilot Program – where the truthSM began (1998-present)

GolinHarris is proud to have produced initiatives for the "truthSM" and "SWAT" campaigns that helped the state post an unprecedented 54% drop in middle school student tobacco use during its first two years according to CDC statistics. This was the program that inspired the current era in youth tobacco prevention and became a foundation of the CDC's best practices. Some of the innovative projects led include:

- Truth Train '98 – teens rode a train across the state delivering the campaign message to 600 of their peer passengers and reaching thousands more through a series of events, including a finale concert with N'Sync
- Teen Tobacco Summit – a 3-day statewide summit for 1,000 teens
- SWAT Guides – tools to help youth organize in their communities, work with the media and implement advocacy initiatives
- SWAT's "Big Tobacco on the Run" Tour – statewide series of events with music, rides, games, and free food to send a message to the tobacco industry that teens reject their advertising
- Coalition Support – a comprehensive marketing guide used by local coalitions to convey the strategy behind the teen-targeted campaign and to give them skills to

earn publicity for their efforts at the local level. GolinHarris also coordinated several trainings for adult coalition leaders on media and public relations and working with teens.

Illinois Department of Public Health In (2001-2002)

GolinHarris led an integrated team of professionals with expertise in public relations, research, web design, advocacy, minority marketing and advertising to create a youth counter-marketing program called I Decide. In a short time span, over 6000 teens have joined the movement, 78% of Illinois teens were aware of the campaign, and there were measurable changes in youth initiation and cessation.

Indiana Tobacco Prevention and Cessation (2001-2003)

GolinHarris developed and implemented a public relations program that heightened awareness of the problems associated with tobacco use. The agency developed a network of spokespeople throughout the state that were trained to communicate newsworthy stories to the media. In addition, the agency worked with teens through a statewide youth empowerment movement called *VOICE*, and produced the award-winning "Hoosiers Won't Be Guinea Pigs" campaign in direct response to a tobacco company's decision to test-market new products in Indiana.

Minnesota Department of Health (2002)

GolinHarris produced the state's 2000 teen summit called the "Kick Ash Bash" that launched the "Target Market" statewide youth movement. This event produced one of the more memorable moments in tobacco prevention lore, when then-Governor Jesse Ventura made an appearance... and a challenging phone call to a tobacco company.

Tobacco Free Nebraska (2001-present)

Since 2001 GolinHarris has been working to implement a grassroots youth program called *No Limits*. The focus of the movement has been to empower youth as individuals, and at the local level. *No Limits* has become a standout program because of its inclusion of current and former tobacco users, and its effectiveness in reaching large numbers of minority and at-risk youth. In the first two years of the program, high school smoking dropped 21%.

New York Department of Health (2001-present)

Since 2001 GolinHarris has worked to develop a comprehensive youth empowerment program aimed at including young people and adults together in the fight against tobacco. The agency produced a kick-off event with a group of teens that will serve as the leaders of their state's movement, *Reality Check*. The agency has also produced a series of workshops for adult youth empowerment managers around the state and worked with youth leaders to implement various advocacy initiatives.

Ohio Tobacco Use Prevention and Control Foundation (January 2000-present)

GolinHarris has been working since the beginning of 2002 to develop and implement a series of brand promotion events to support the *STAND* youth movement. These events have been instrumental in teaching youth about the tobacco issue, preparing them to combat it, and providing a point of access into the *STAND* movement. Work in Ohio includes:

- Producing a series of five branding festivals
- Developing a statewide lip-sync performance and video contest supported by a mobile tour that received over 3,000 entries

- Producing an activism-themed summit for hundreds of teens and tweens

Pennsylvania Department of Health (2001-2003)

GolinHarris produced the state's youth summit and coordinated youth advocacy initiatives for *Busted*, the youth empowerment movement in that state.

South Carolina Department of Health and Environmental Control (2002-2003)

GolinHarris developed a series of brand promotion events, including a statewide mobile marketing tour, designed to encourage teens to take action in the fight against tobacco.

State of Washington Department of Health (1998-2000)

From 1998-2000 GolinHarris (then called The Nixon Group) worked with the office of Attorney General Christine Gregoire, a pioneer in tobacco prevention, to develop a program for her state. The assignment was to lay the foundation for youth advocacy in Washington State by training 150 youth on the importance of advocacy, basic tactics, public speaking, communication and presentation skills. Using a combination of education and entertainment, the training prepared youth for action by focusing on building and branding a movement which would be supported by counter-marketing and advocacy initiatives to be carried out on a local and statewide level.

In addition to creating the SOUL movement (Saving Ourselves from Unfiltered Lies), the other major success of this work was that it contributed to securing funding for tobacco prevention by a tobacco endowment fund established by the 1999 Legislature. Inspired in part by SOUL's success, the Legislature set aside \$100 million of the state's share of the nationwide tobacco settlement to fund a comprehensive tobacco prevention and control program.

Wisconsin Tobacco Control Board (2001)

GolinHarris worked with teens to kick off the *FACT* movement in 2001. *FACT* stands for Fighting Against Corporate Tobacco. The agency produced a television spot starring real Wisconsin teens, produced a statewide summit, developed a youth advocacy guide to expose tobacco industry marketing in convenience stores and implemented a grants program for local *FACT* chapters. The agency is currently planning its fourth year of involvement in Wisconsin. Some key results of *FACT* are below.

- There was an 18% reduction in high school smoking from 2001 to 2002
- The middle school smoking rate has decreased for three consecutive years
- Over 5000 Wisconsin teens identify themselves as members of *FACT*

Washington, DC – Way Too Cool to Smoke (2003)

During 2003 GolinHarris led the effort to create a youth grassroots activist network among teens living in the District of Columbia. This assignment involved a great deal of minority and priority population outreach. We recruited pregnant women, recent immigrants, Spanish speakers, and many others into this successful youth movement.

4.1.4.4 Work for Government Agencies

Marshall University Forensic Sciences Center (1998-2003)

The Arnold Agency developed the original brand marketing and communications strategy for the MU Forensic Science Center in 1998 and has since been engaged by the Center for a number of related projects including printed promotional and informational materials,

most recently in 2003. The agency created visual identities for the Center and its associated CODIS Laboratory and coordinated public communications activities for both.

WV Parkways, Economic Development and Tourism Authority (WVPEDTA) (1995-1996, March 2004-present)

The Arnold Agency was chosen by the WVPEDTA as its marketing communications firm in June of 2004, following a competitive RFP process. The agency manages or coordinates marketing, creative and production, advertising placement and public relations activities for all three components of the Authority: the West Virginia Turnpike, Tamarack and the Tamarack Foundation.

Huntington/Ironton Empowerment Zone (EZ) (1999-September 2004)

The Arnold Agency was chosen by the Empowerment Zone (EZ) to assist with its marketing communications needs – raising awareness and promoting the EZ to Zone businesses and residents. The agency handles creative and production work, including informational brochures on tax incentive and loan programs, annual reports, signage, print advertising and more. We recently completed a comprehensive website and handle its ongoing maintenance. The agency's media department provides the EZ with media recommendations and placement. In addition, we handle their regional public and media relations activities.

WV Division of Highways, East Beckley Bypass (April 2000-November 2003)

Working as a prime contractor for the West Virginia Division of Highways, The Arnold Agency was responsible for public involvement activities surrounding the design, environmental study and construction of the East Beckley Bypass highway project. Responsibilities included press releases, public relations, public involvement activities, media relations, design, management and data base responses for project web site.

WV Aeronautics Commission – WV Dept of Transportation (January 2000-present)

Retained as a subcontractor by SH&E, The Arnold Agency assisted the West Virginia Aeronautics Commission and SH&E, the consulting engineer, as they worked on West Virginia's Air Transportation Master Plan Study Update. The agency was retained to provide public involvement activities including assistance for public hearings, public meeting strategy and processes. The agency also designed, wrote and provided research assistance in the production of West Virginia's Airport Directory.

In addition to the anti-tobacco related state agencies listed in the previous section, GolinHarris has and does work for the following federal agencies.

NASA (June 2004 to present)

Since June 2004, GolinHarris has been conducting internal and organizational communications work across all NASA flight and research facilities and the national headquarters.

National Institutes of Health/National Institute on Alcohol Abuse and Alcoholism (September 2002 to present)

GolinHarris has completed a full redesign of the NIAAA's young teen alcohol prevention and peer pressure website, www.thecoolspot.gov, and are now in the process of promoting the site to youth advocates and teachers nationwide.

Federal Aviation Administration (2004)

GolinHarris has been leading an update of internal communications processes at this agency, in a relationship that began in summer 2004.

In addition to the tremendous amount of direct experience in the subject areas of Health Promotion, Youth Behavior and Government Agency Experience, GolinHarris International has the unique advantage of bringing the following resources to the table for DHHR:

- Lane Bailey, Worldwide Director of Public Affairs and Mike Fulton, Senior Vice President, are both former West Virginians and former congressional staffers (with Senator Rockefeller and Congressman Mollohan) who reside in the Washington, DC office.

They have been very successful at procuring federal appropriations for clients – **to the tune of \$1 billion** over the past ten years. This represents unparalleled value in terms of additional resources that may complement DHHR's programs on a number of fronts.

4.1.4.5 Coordinate and Communicate with DHHR Personnel

It is essential that open communication channels are established and maintained for any partnership between agency and client to be successful. The Arnold Agency has a proven track record of developing custom workflow programs that allow our clients – from owners of small, single-location businesses to over 400 owners in a five-state franchise group – to be easily informed and involved at their particular levels of interest. In each case, the availability of our clients' time, and the depth to which they choose to collaborate on projects, dictates the mechanisms we engage to manage this coordination and communication.

For this project, the first step would be working with the evaluation committee and other members of the DHHR to quickly develop a scope of work and plan of action. Once a scope of work is defined and a marketing/business plan has been approved, the next step is to develop detailed calendars of all work, paid and earned media and production and promotional events so that each member of the DHHR team and each member of The Arnold Agency/GolinHarris Change TeamSM have an accurate assessment and agreement of the work to be done.

From the calendars, it would be our goal to structure a workflow plan centered on weekly face-to-face meetings. These meetings would be used to monitor works in progress and develop short, medium and long-term plans for initiatives to come. From these meetings, we would generate a conference report detailing the meeting. It would then be posted on the password-protected client area of our agency's website. This client area would allow individuals from all units of the DHHR to have instant access to up-to-the-minute work plans, media and event calendars, artwork and all other elements of the overall plan.

In addition to face-to-face meetings, this relationship must allow the opportunity for the DHHR and The Arnold Agency/GolinHarris Change TeamSM to function and act as one cohesive unit. To achieve this seamless web, we suggest that DHHR have a dedicated office and work area within our agency at 117 Summers Street in downtown Charleston. This would allow members of the DHHR team to have the ability to get "off campus" during crucial planning and execution phases of the various products and promotions that we will be working on together. The ability to be in-house at our agency will generate tremendous efficiencies during key work periods. Conversely, we request that our Team

have a workspace on site at DHHR so that with a quick walk down the street, we immerse ourselves in the project or promotion at hand.

As detailed in section 3.4.14 – Release Order Procedure

Because we will be working with multiple initiatives under the overall DHHR contract, it is crucial that each spending unit know the mission, goals and objectives of this overall plan. Once an overall scope of work and plan have been approved by DHHR, the next step would be to hold a DHHR spending unit work session to discuss how each DHHR program fits into the master plan. We suggest that this event be held at The Arnold Agency to give each spending unit the opportunity to meet their agency team and have a forum to discuss individual initiatives.

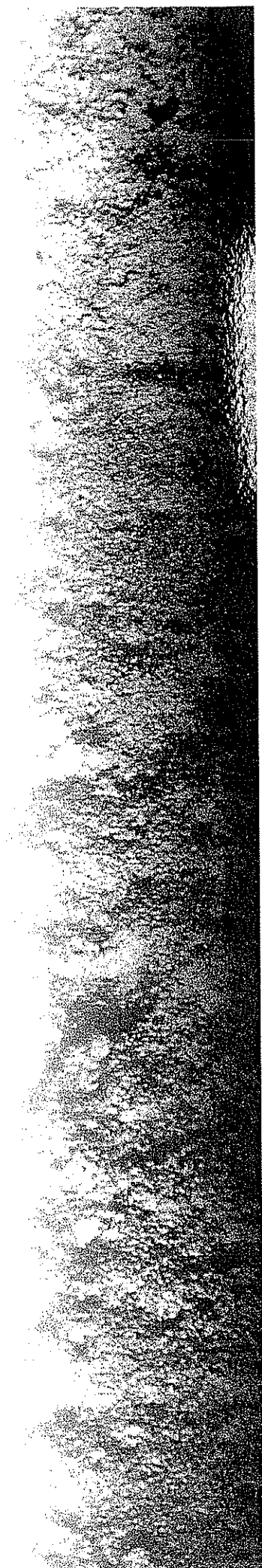
From these meetings, we would work with each of the spending units to prepare a customized work plan for the requested services and submit a plan to the DHHR Office of Communications for approval. The Team and all strategic alliance partners and subcontractors fully understand that no work is to begin until the Office of Communications approves the work plan, and that plan is successfully entered into the electronic purchasing system and DHHR Purchasing issues a signed purchasing approval form WV-39.

4.1.4.6 Liaison Office Location Summary

As detailed in section 3.1, The Arnold Agency is located at 117 Summers Street in downtown Charleston. Twelve of our Team members are permanently located at this address and will be available for immediate response. In addition, as detailed in the section above, we believe that, no matter the number of steps from our office to yours, it is important that we have a defined, permanent presence at each other's facilities.

Section I: Agency Capacity
B) Personnel

4.1.4.7 DHHR Account Personnel - Bios and Resumes



Section I: Agency Capacity

B) Personnel

4.1.4.7 DHHR Account Personnel – Bios and Resumes

LINDA B. ARNOLD, Chairman & CEO

Portion of time on DHHR Account: 6%

Bio

As Founder of The Arnold Agency in 1988, Arnold has developed the firm into a full service integrated marketing company with clients throughout the eastern region and Washington, D.C.

Arnold has an extensive knowledge base in the arenas of public relations, advertising and government relations gained through her years in the advertising industry and service as Director of Communications for United States Senator Jay Rockefeller during his tenure as Governor of West Virginia. Prior to this post, Arnold held positions with various public interest groups and advertising agencies in the Washington, D.C. area and has 25 years of experience working with the media on a regional and national basis.



Arnold served as Executive Director of the West Virginia Cable Television Association for ten years and most recently has worked on the development of an international television and radio network.

Externally, Arnold provides counsel to a variety of clients – from crisis communications management to multimedia campaigns. Internally, she serves as the spirit leader of the agency, responsible for enforcing the company's brand and infusing a passion for the leading edge work and results the agency's clients have come to expect.

Related Experience in Public Health

American Occupational Health
Community Health Foundation
WV Center for Health Care Policy & Research

WV Families First
MADD (Mothers Against Drunk Drivers)
Childways
Certified Wellness Instructor

Related Experience in Health Care

West Virginia University Hospitals
Home Care Connections/Option Care
West Virginia State Medical Association
Davis Hospital
Mountain State Blue Cross & Blue Shield
Lee Hospital
Thomas Memorial Hospital
Muhlenberg Hospital Center
Camden Clark Hospital
Tri-State Allergy

Elizabeth Paul Center
West Virginia Head Injury Foundation
Raleigh Regional Cancer Center
Fox Run Hospital
St. John's Hospital
St. Joseph's Hospital
City Hospital
BeBetter Networks
Healthworks

Related Experience in Government

Director of Communications, Office of Governor John D. Rockefeller IV

Governor's Cabinet on Children, Youth & Families
 Children's Policy Institute
 Childways

Related Experience in Public Service

West Virginia Judicial Advisory Board
 West Virginia University Visiting
 Committee
 West Virginia Roundtable -- Board of
 Directors

The Nature Conservancy of WV -- Vice
 Chair
 WV Institute For Spirituality -- Board of
 Directors

Other Professional Experience

Willard & Arnold Communications -- Co-Founder
 KMD Media, Inc. -- Creative Coordinator
 National Suggestion Box -- Researcher
 Office of Jack Anderson (syndicated columnist) -- Researcher
 Common Cause -- Development Associate

Education

Master of Business Administration, West Virginia College of Graduate Studies, 1984
 Bachelor of Science in Journalism (Public Relations), West Virginia University, 1976

Professional Activities

American Advertising Federation
 Public Relations Society of America
 Charleston Regional Chamber of Commerce & Development
 BIDCO
 Advertising Association of Charleston
 Huntington National Bank -- Advisory Board

Awards

Entrepreneur of the Year (Ernst & Young) -- 2002
 Who's Who in West Virginia Business -- statewide award from The State Journal
 P.I. Reed Lifetime Achievement Award (WVU School of Journalism)
 Marshall University Business Hall of Fame

STEVEN K. MORRISON, Executive VP & Agency Principal

Portion of time on DHHR Account: 30%

Bio

Steve Morrison offers a strong background in financial services, retail, industrial, natural resources, food service and business-to-business marketing. His experience includes almost 30 years in the advertising business, where he has gained a thorough understanding of marketing planning and research, media advertising, sales promotion and direct marketing. Steve is responsible for the overall relationship between the agency and its advertising clients. In this role, he supervises the agency's performance and reviews its recommendations and decisions to



insure their consistency with the strategic goals established for each client.

He is responsible for the agency's strategic operations, including profit and loss, client relations and new business development. Steve provides direct service to leading clients of the agency and works to foster an interactive and cohesive environment between the agency's account services, media and creative departments.

Related Experience in Public Service

Save Our Bridges
West Virginia Forestry Association

Kanawha-Charleston Humane Society
Nature Conservancy of West Virginia

Related Experience in Health Care

Our Lady of Bellefonte Hospital
Thomas Memorial Hospital
Logan General Hospital

City Hospital
St. Joseph's Hospital
Montgomery General Hospital

Related Experience in Public Health

West Virginia University Hospitals
West Virginia Health Care Association

West Virginia Health Systems

Related Experience in Government

City of Charleston
West Virginia Parkways, Economic Development and Tourism Authority
Charleston Regional Chamber of Commerce and Development
BIDCO
Right-of-Way Agent, West Virginia Department of Highways
Greenbrier Valley Economic Development Council

Other Professional Experience

Senior Vice President, The Arnold Agency
Vice President of Account Services, The Arnold Agency
Senior Account Executive, Aim Communications

Education

Bachelor of Science in Journalism (Public Relations), West Virginia University 1973

Professional Activities

Past President and Director of the Advertising Association of Charleston
Past Chairman of the American Advertising 5th District ADDY Awards
Past Chairman of the Charleston/Huntington ADDY Awards
Charleston Regional Chamber of Commerce & Development
Leadership Charleston Program
Advertising Association of Charleston

Awards

1996 Subway Franchise Advertising Fund Trust Account Supervisor of the Year
Recipient of Subway Franchise Advertising Fund Trust Shining Star Award

DEBORAH F. PHILLIPS, VP Government & Public Affairs

Portion of time on DHHR Account: 6%

Bio

Debbie Phillips responsibilities include account management in the areas of government relations and public relations. Represents clients with state and federal elected officials and government regulators. Expertise includes working with government and businesses to develop public involvement activities. Monitor, research and analyze judicial, legislative and executive policies. Recommends policy and public involvement action to clients, event planning and managing relationships.



Related Experience in Public Service

President Putnam County Rotary Club
 Rotary International Polio Campaign
 Current President of Putnam County Board of Education
 Vice-Chair Intellectual Property Committee – includes student health initiatives
 Executive Director, Putnam Chamber of Commerce
 Secretary/Treasurer, Protec Foundation
 WV Economic Development Council
 WV Graduate College and MU Blue Ribbon Committee on Graduate Curriculum
 Former Banking and Insurance Chairman, West Virginia House of Delegates
 Judicial Investigation Commission

Related Experience in Health Care

Lobbyist on behavioral healthcare issues Northwood Health Systems

Related Experience in Public Health

Managed Putnam County Health Department building, including biohazard plan
 Represented WV Behavioral Healthcare Providers Association before Legislature
 Represented Northwood Health Systems, a Wheeling behavioral healthcare provider before Legislature

Related Experience in Government

West Virginia House of Delegates (1984 – 1994)
 Executive Director, Putnam Development Authority
 Economic Development Rep., Governor's Office of Community & Industrial Development
 Assistant to the Director, Governor's Office of Community & Industrial Development
 Research Assistant, West Virginia Department of Commerce

Education

Master of Public Administration (Personnel Admin. and Business Law), WVU 1975
 Bachelor of Arts (Political Science), West Virginia State University 1973

Professional Activities

West Virginia Public Port Authority
 Charleston Regional Chamber of Commerce & Development
 Advertising Association of Charleston
 WV Business and Industry Council

Awards

1996 West Virginia Economic Developer of the Year
 International Who's Who of Professional and Business Women
 Who's Who in Government Service
 Who's Who in American Politics
 Who's Who in American Colleges and Universities

SHANNON V. SIMON, Director of Creative Services

Portion of time on DHHR Account: 33%

Bio

In addition to supervising the agency's creative department, Shannon Simon is responsible for creative direction and the development of creative strategies, concepts and key messages. She also oversees the execution of all creative work.

Prior to working with The Arnold Agency, Shannon was involved with direct client service and outside sales advertising for the Huntington Herald Dispatch, While there she made daily customer contact, developed advertising campaigns and worked directly with the other departments.

**Related Experience in Public Service**

Nature Conservancy of West Virginia

Kanawha Charleston Humane Society

Related Experience in Health Care

Our Lady of Bellefonte Hospital
 Thomas Memorial Hospital

Behavior Health
 Holzer Medical Center

Related Experience in Public Health

Children's Home Society of West Virginia
 West Virginia Health Systems

West Virginia Health Care Association
 West Virginia University Hospitals

Related Experience in Government

West Virginia Parkways, Economic Development and Tourism Authority

Other Professional Experience

Associate Creative Director, The Arnold Agency
 Copywriter, The Arnold Agency
 Traffic/Quality Control Coordinator, The Arnold Agency
 Account Executive, The Huntington Herald Dispatch
 Advertising/Creative Assistant, Pamela Wise & Associates

Education

Bachelor of Arts in Journalism (Advertising), Marshall University 1999

Professional Activities

Advertising Association of Charleston
 Charleston Regional Chamber of Commerce & Development

MARY ELLEN MOHN, Production Coordinator

Portion of time on DHHR Account: 64%

Bio

Mary Mohn is responsible for the pre-press production and timely delivery of all work created by the Creative Department. She works with her department to fulfill approved design work and complete internal production requirements. Mary assists in the selection of vendors to complete production and for estimating job costs by requesting quotes from outside sources, obtaining the best price and delivery possible for all agency projects. Mary coordinates all aspects of final art and is responsible for quality control of all jobs that go to finished art.



Related Experience in Public Service

Nature Conservancy of West Virginia

Kanawha Charleston Humane Society

Related Experience in Health Care

Our Lady of Bellefonte Hospital
Thomas Memorial Hospital

Mohn Back and Neck Care Center

Related Experience in Government

West Virginia Parkways, Economic Development and Tourism Authority
West Virginia Turnpike

Other Professional Experience

Student Graphic Designer Intern, Special Metals Corporation

Education

Bachelor of Fine Arts (Graphic Design), Marshall University 2003

Professional Activities

Advertising Association of Charleston
Charleston Regional Chamber of Commerce & Development

CHASTE TRUMAN BARCLAY, Director of Media Services

Portion of time on DHHR Account: 6%

Bio

Chaste Truman Barclay is responsible for leading and supervising the agency's media department. She oversees the direction and development of comprehensive media strategies, plans and proposals. She uses her experience and judgment to plan the execution of all media planning and buying. She ensures that the client's budget and target audiences are met.

Prior to joining The Arnold Agency, Chaste worked as a Public Relations Assistant for the DHHR. She was responsible for daily contact with legislators and the press, prepared press clippings



for the Department's management team and assisted with the logistics of the DHHR press conferences.

Related Experience in Public Service

West Virginia Coalition Against Domestic Violence
West Virginia Forestry Association

Kanawha-Charleston Humane Society
Nature Conservancy of West Virginia
Tamarack Foundation

Related Experience in Health Care

Our Lady of Bellefonte Hospital

Thomas Memorial Hospital

Related Experience in Public Health

West Virginia University Hospitals
West Virginia Health Care Association

West Virginia Health Systems

Related Experience in Government

West Virginia Department of Health and Human Resources
West Virginia Parkways, Economic Development and Tourism Authority

Other Professional Experience

Media Buyer/Planner, The Arnold Agency
Public Relations Intern, Dept of Health and Human Resources
Public Relations Intern, Morgantown Chapter of the American Red Cross

Education

Bachelor of Science in Journalism (Public Relations/Environmental Law), WVU 1999

Professional Activities

Advertising Association of Charleston
Charleston Regional Chamber of Commerce & Development

DICK A. ALLOWATT, Vice President, Creative Services

Portion of time on DHHR Account: 100%

Bio

Dick Allowatt has more than 25 years of experience in graphic design and art direction. His work has received local, regional and national recognition and spans the categories of health care, financial and insurance, industrial, business-to-business, tourism, and more. At The Arnold Agency, he develops marketing and advertising concepts for print and broadcast media. He supervises the production of photography, film, video and audio production. He also manages the design, writing and production of corporate communications initiatives and collateral materials.



Related Experience in Public Service

West Virginia Forestry Association
Save Our Bridges
Kanawha-Charleston Humane Society

Nature Conservancy of West Virginia
Thomas Foundation

Related Experience in Health Care

Our Lady of Bellefonte Hospital
 Thomas Memorial Hospital
 Logan General Hospital
 Holzer Medical Center

City Hospital
 Davis Memorial Hospital
 St. Joseph's Hospital

Related Experience in Public Health

West Virginia University Hospitals
 West Virginia Health Care Association

West Virginia Health Systems

Related Experience in Government

West Virginia Parkways, Economic Development and Tourism Authority
 Charleston Regional Chamber of Commerce and Development
 City of Charleston
 Greenbrier Valley Economic Development Council
 BIDCO
 Friends of Senator Rockefeller

Other Professional Experience

Creative Director, Aim Communications

Professional Activities

Advertising Association of Charleston
 Charleston Regional Chamber of Commerce & Development

Awards

Local/Regional American Advertising Federation Awards, including multiple Best of Show
 Printing Industry Association of the South - Awards of Excellence/Best of Category
 Image Awards - Best Promotional Brochure
 Certificate of Distinction - Art Director Magazine
 Athena Award
 Graphic Excellence Award - Neenah Paper
 Healthcare Marketing Awards

SCOT A. DRAKE, VP Marketing Communications

Portion of time on DHHR Account: 10%

Bio

With more than a decade of experience in the advertising and marketing business, Scot Drake brings strategic vision and expert guidance to the agency's media, account services and research departments. His background includes media placement in both the private and public sector, in addition to sales, computer-aided graphic design, production and client services. He works closely with the agency's creative team to ensure that everyone works smoothly together in pursuit of the most effective solutions for the client.

Drawing from his years as the agency's Director of Marketing and



Media Services, Scot focuses his sharp industry insight on long-term planning and bringing all aspects of marketing communications together to produce highly effective, measurable results. In addition to the direct management of the agency's Account Services and Media Departments, Scot works directly with agency staff on key accounts to provide true strategic focus and ensure real solutions for our clients.

Related Experience in Public Service

West Virginia Forestry Association
Nature Conservancy of West Virginia

Kanawha-Charleston Humane Society
W.K. Kellogg Foundation

Related Experience in Health Care

Our Lady of Bellefonte Hospital

Thomas Memorial Hospital

Related Experience in Public Health

West Virginia University Hospitals
West Virginia Health Care Association

West Virginia Health Systems

Related Experience in Government

West Virginia Lottery

Other Professional Experience

Director of Marketing and Media Services, The Arnold Agency
Creative Assistant, West Virginia Lottery
Owner/Account Executive, Gray Drake Advertising

Education

Bachelor of Arts in Journalism (Advertising), Marshall University 1993

Professional Activities

Advertising Association of Charleston
Charleston Regional Chamber of Commerce & Development
American Marketing Association

JAY R. BAILEY, Account Executive

Portion of time on DHHR Account: 10%

Bio

At The Arnold Agency Jay Bailey is responsible for the management and supervision of several agency accounts, including planning, development of marketing direction, overseeing creative work, and day-to-day client contact.

Prior to joining The Arnold Agency, Jay managed a customer base of over 201 million POP's presence, planned and executed national launches of voice and data equipment, analyzed industry trends and competitive landscape for AT&T Wireless from 1999-2003.



Related Experience in Public Service

Tamarack Foundation

Related Experience in Government

West Virginia Parkways, Economic Development and Tourism Authority

Other Professional Experience

National Marketing Project Manager, Customer Relationship, AT&T Wireless
 Retail Marketing Manager, Vanguard Cellular Systems
 Technical Project Manager, Vanguard Cellular Systems
 Indirect Marketing Manager, Green Tree Financial Corporation
 Marketing Support Manager, Russ Berrie, Inc.

Education

Bachelor of Business Admin. (Marketing & Communications) Marshall University 1993

Professional Activities

Advertising Association of Charleston
 Charleston Regional Chamber of Commerce & Development

AMANDA R. STONE, Account Coordinator

Portion of time on DHHR Account: 6%

Bio

Amanda Stone is responsible for coordinating the agency's public relations, government relations and advertising accounts. She provides critical support to the account service team, bringing strong skills, enthusiasm and creativity to all client projects.

**Professional Experience**

Public Relations/Advertising Intern, The Arnold Agency

Education

Bachelor of Science in Journalism, 2004

Professional Activities

Advertising Association of Charleston
 Charleston Regional Chamber of Commerce & Development

KATHERINE F. RIDENOUR, Traffic/Media Coordinator

Portion of time on DHHR Account: 11%

Bio

Katherine Ridenour serves as a pivotal quality control checkpoint, thoroughly examining each active job in the agency. She also assists the media department by monitoring media orders, research, ad placement and traffic instructions.

**Related Experience in Public Service**

Kanawha-Charleston Humane Society
 Tamarack Foundation
 Thomas Foundation

Related Experience in Health Care

Our Lady of Bellefonte Hospital

Thomas Memorial Hospital

Related Experience in Government

West Virginia Parkways, Economic Development and Tourism Authority

Other Professional Experience

Advertising and Marketing Intern, West Virginia Division of Tourism
 Office Center Manager, Executive Office Centers
 Public Relations, Mountain Music Partners

Education

Communications, West Virginia State University
 Public Relations, West Virginia University

Professional Activities

Advertising Association of Charleston
 Charleston Regional Chamber of Commerce & Development

TAMMY M. HARPER, Account Coordinator

Portion of time on DHHR Account: 28%

Bio

Tammy Harper provides critical support to the account service team, bringing strong skills, enthusiasm, creativity and seasoned experience to all client projects. Primarily focuses on public relations and brings outstanding interpersonal skills to the key relationship building activities necessary to successful public communications for the agency's clients.

Tammy also assists the Executive Director of the WV Cable Telecommunications Association. Her responsibilities include planning monthly and annual board meetings and maintenance of the association's database.

**Related Experience in Public Service**

Kanawha-Charleston Humane Society
 West Virginia Forestry Association

Tamarack Foundation
 Thomas Foundation

Related Experience in Health Care

Thomas Memorial Hospital

West Virginia Health Care Association

Related Experience in Government

West Virginia Parkways, Economic Development and Tourism Authority
 West Virginia Department of Transportation
 West Virginia Airport Directory (International Air Transport Consultancy)

Other Professional Experience

Assistant Director, West Virginia Cable Telecommunications Association

Reservation Sales Agent, Charleston Marriott Town Center

Education

Communications, Concord College
 Certified from AAA Travel Academy and Institute of Certified Travel Agents 1991

Professional Activities

Board Member of Public Relations Society of America, West Virginia Chapter
 Charleston Regional Chamber of Commerce & Development
 Advertising Association of Charleston

ROB ANDERSON, Executive Vice President

Portion of time on DHHR Account: 11%

Bio

Rob Anderson is executive vice president of GolinHarris. He leads the agency's work in applying its expertise in consumer marketing to some of the biggest challenges facing society, especially in the areas of public health, the environment, and issues related to young people.



Rob joined GolinHarris in 2002. He led the agency's award-winning work for the Florida anti-tobacco program, which achieved the highest reductions in youth smoking ever recorded in a single year. Under his leadership, the agency quickly developed a national reputation for designing campaigns that inspire young people to action through its work with the American Legacy Foundation and the national **truthsm** campaign and with numerous state governments.

In addition to his work in the social marketing arena, Rob has significant consumer brand experience, working for clients across several industries such as fast food, beverages, financial services, managed care, and others. He is a skillful counselor, experienced in all aspects of strategy development, media relations, media training, crisis management and event management.

Related Experience in Health Care

The American Legacy Foundation

Related Experience in Government

Florida Anti-Tobacco Program

Other Professional Experience

Executive Vice President, GolinHarris
 Executive, The Nixon Group
 Television/Anchor, WSPA-TV
 Television/Anchor, WMBB-TV

Deputy Press Secretary, Florida
 Department of Community Affairs
 Press Secretary, Florida Department of
 Community Affairs

Education

Bachelor of Arts in Communications, Wake Forest University

NANCY GOLOSMAN, Vice President

Portion of time on DHHR Account: 20%

Bio

Nancy Golosman manages counter-marketing campaigns that integrate media relations, community education and advocacy. She provides marketing strategy and support for several national non-profit and government clients, including the American Legacy Foundation, the Tobacco Technical Assistance Consortium the Campaign for Tobacco Free Kids, and the National Institutes of Health. Nancy has special expertise in media advocacy, non-profit management, youth marketing, parent education, and tobacco control.



In 2003 she championed GolinHarris's efforts to bridge our public health experience overseas, presenting work at the 12th World Conference on Tobacco in Helsinki, Finland. She was also instrumental in winning tobacco prevention project work from the government of Germany.

Prior to joining GolinHarris in 2001, Nancy served as the executive director of Washington Doctors Ought to Care (DOC) in Seattle, a nationally recognized non-profit agency known for its involvement of youth in tobacco and healthcare policy change, and for its leadership in community advocacy. During her tenure, Washington State became a leader in tobacco control, thanks to her mobilization and advocacy efforts.

As director of public relations for Ruth Dykeman Children's Center, she helped increase United Way contributions and volunteer involvement to support the agency's work providing residential treatment for some of the state's severely abused and neglected children. Nancy also was involved early on in California's efforts to establish clean indoor air policies and engaging youth in campaigns to eliminate outdoor advertising of tobacco products.

Related Experience in Public Service

The Tobacco Technical Assistance Consortium

Related Experience in Health Care

The American Legacy Foundation
The Campaign for Tobacco Free Kids
12th World Conference on Tobacco in
Helsinki, Finland

Washington Doctors Ought to Care
(DOC)
Ruth Dykeman Children's Center

Related Experience in Public Health

National Institutes of Health

Related Experience in Government

The American Legacy Foundation

Other Professional Experience

Executive Director, Washington Doctors Ought To Care
Public Relations Director, Ruth Dykeman Children's Center

Prevention Coordinator, Ruth Dykeman Children's Center
 Community Organizer, Ruth Dykeman Children's Center

Professional Activities

Leadership for a Changing World
 Washington State's SmokeLess States program

Awards

Child Advocate of the Year in 2000 by the Children's Alliance
 Fellow in the Advocacy Institute's Tobacco Control Leadership

ANDREW BECKER, Account Supervisor

Portion of time on DHHR Account: **56%**

Andrew Becker an account supervisor at GolinHarris, will manage the project. He specializes in social marketing, issue advocacy, online activism, and grassroots organizing. He has been involved in many renowned tobacco prevention projects, and has led other youth advocacy work, contributing to GolinHarris's reputation as a pioneering agency in social marketing. In both 2000 and 2001 Andrew led the national efforts to select, train, and deploy dozens of youth spokespeople to represent The American Legacy Foundation's **truthsm** tours. He also has led work with the Nebraska Dept. of Health's Tobacco Free Nebraska program since 2001, which contributed to a 21% drop in high school student tobacco use in the first two years.



Related Experience in Health Care & Government

The American Legacy Foundation
 Nebraska Dept. of Health's Tobacco Free Nebraska program

Other Professional Experience

Outreach Coordinator, Institute for Communitarian Policy Studies
 Research Assistant, George Washington University

Education

George Washington University, Graduate School of Political Management,
 Master of Arts, Political Management
 University Fellow for Academic Excellence
 Florida State University, College of Communication, Tallahassee, FL
 Bachelor of Science, cum laude, Mass Communication

Professional Activities

National Institute on Alcohol Abuse and Alcoholism

Awards

Best Advocacy Web Site, web award for www.registerandvote2004.org

JENNY LEE, Account Executive

Portion of time on DHHR Account: 33%

Bio

Jenny Lee is an account executive who literally grew up in the world of tobacco prevention. Since joining GolinHarris in 2003 Jenny has designed and implemented street marketing programs and youth training events in Nebraska and Ohio. But what really makes her invaluable to our team is that she actually participated in several Change-produced tobacco prevention programs as a youth participant, and then as a youth spokesperson. As a high school student Jenny was one of the founders of the Florida **truth**sm campaign, and of SWAT (Students Working Against Tobacco). As noted previously, these programs contributed to a 54% drop in middle school smoking in the first two years. In 1999 and 2000, while in college, Jenny served as a national spokesperson for the **truth**sm campaign. She also served as the youth board member for The American Legacy Foundation.



Related Experience in Public Service

National Spokeperson for the **truth**sm campaign

Related Experience in Health Care

Board of Directors, American Legacy Foundation
 Teen Press Secretary, Florida Tobacco Pilot Program
 Nebraska Dept. of Health's Tobacco Free Nebraska program
 Ohio Anti-Tobacco Program

Related Experience in Government

Board of Directors, American Legacy Foundation
 Teen Press Secretary, Florida Tobacco Pilot Program
 Nebraska Dept. of Health's Tobacco Free Nebraska program
 Ohio Anti-Tobacco Program

Other Professional Experience

Citizen Outreach Director, The Fund for Public Interest Research

Education

University of Miami, School of Business Education, Coral Gables, FL
 Bachelor of Business Administration, cum laude, Business Management

Professional Activities

The American Legacy Foundation

Section II: Strategic/Creativity

A) Methodology

3.2 Scope of Work

3.2.1 Vendor's Ability Overall to Provide

- 3.2.1.1 Advice, Counsel and Recommendations
- 3.2.1.2 Analysis of Relevant Advertising & Understanding of WV Strata
- 3.2.1.3 Development of Promotional Materials, etc.
- 3.2.1.4 Working with DHHR to Develop, Produce and Place Materials
- 3.2.1.5 Development of a Comprehensive PR and Communications Plan
- 3.2.1.6 Value-added Cooperative and Corporate Sponsorships
- 3.2.1.7 Full-service Marketing Research Organization
 - 3.2.1.7.1 Distinct Subcontract
 - 3.2.1.7.2 Telephone Survey Example
 - 3.2.1.7.3 Survey Expenses & Criminal History Background Check
- 3.2.1.8 Professional Services Necessary
- 3.2.1.9 Staff to Develop Materials & Responsibility to Engage
- 3.2.1.10 Prior Written Media Approval
- 3.2.1.11 DHHR Media Discounts
- 3.2.1.12 DHHR Work Approval
- 3.2.1.13 DHHR Estimate of Total Expenditures
- 3.2.1.14 Information Open to DHHR Inspection & Examination
- 3.2.1.15 Materials Become Exclusive Property of DHHR
- 3.2.1.16 Pass Through Billing Services
- 3.2.1.17 DHHR Prior Written Approval of Detailed Work Plans

3.2.2 Vendor's Ability to Provide Services:

- 3.2.2.1 Prevent Youth Tobacco Use Initiation & Sustaining Ongoing Efforts
- 3.2.2.2 Promote Cessation Among Certain Priority Populations
- 3.2.2.3 Promote Cessation Among Adults and Youth
- 3.2.2.4 Eliminate Exposure to Secondhand Smoke
- 3.2.2.5 Identify and Eliminate Disparities
- 3.2.2.6 Meet Special Counter-Marketing & CDC Requirements
- 3.2.2.7 Work with OEHP's HSC to Provide Independent Evaluation
- 3.2.2.8 Planning & Marketing Research to Change Social Norms in WV
- 3.2.2.9 Review Goals & Make Recommendations with Input
- 3.2.2.10 Qualitative & Quantitative Formative Research
- 3.2.2.11 Population-based Research
- 3.2.2.12 Determine the Best Campaigns Based on Research
- 3.2.2.13 Identify Target Audience Behavior, Needs, Desires and Values
- 3.2.2.14 Strategic Plan
- 3.2.2.15 Strategies of 2003-2008 WV Tobacco Prevention Strategic Plan
- 3.2.2.16 Vendor to Develop Various Materials
- 3.2.2.17 Vendor will Utilize Implementation Methods
- 3.2.2.18 Vendor will Provide Independent Evaluation
- 3.2.2.19 Vendor will Maintain and Update RAZE Website
- 3.2.2.20 Vendor will Share DTP Approved Work Plans

4.1.5.1 Specific Agency Offerings in Market Research & Evaluation

4.1.5.2 Agency's Experience with Specific Cultural & Language Groups

4.1.5.3 Work with Bureau for Public Health's HSC & WVU Prevention Research Unit EOCU

4.1.5.4 Vendor will Explore & Utilize Existing Work from CDC Media Resource Center

Section II: Strategic/Creativity
A) Methodology

3.2 Scope of Work

3.2.1 Vendor's Ability Overall to Provide

In the following sections, we have outlined a 15-year history of providing business building and award winning communications services to our clients and partners. In these sections, we have summarized examples that clearly demonstrate our ability overall to provide the specific service in accordance with Part 4: Proposal Format; Line Items 4.1.4 and 4.1.5. If you would like to see some of these examples, or talk with the clients who have benefited from these services, we will be glad to provide that information or put you in contact with any of our clients listed in this proposal.

Specifics on how these skills will be brought to bear to benefit DHHR and DHHR's various spending units are further outlined in section 3.2.2.14.

3.2.1.1 Advice, Counsel and Recommendations

The Arnold Agency is a full-service communications firm with the experience to confidently give marketing advice, integrated counsel and make recommendations in all aspects of marketing. The Arnold Agency has an award winning history of helping clients make sound decisions and exceed their goals.

We offer award-winning creative, public relations and governmental relations experience, along with account managers with tremendous depth and knowledge, a media department with extraordinary relationships, purchasing power and top-of-the-line software to provide media analysis.

We will be the guide in developing a promotional theme, writing meaningful copy, preparing the message for the target, recommending media selection and creating a buzz with strategic public relations efforts.

Our Team adds the specialty disciplines of youth outreach, counter-marketing, and tobacco prevention. We have the track record in this field that shows we can advise and counsel DHHR with respect to campaign themes and messages, media outlet choices, online and other promotions, multi-media, and positioning of the campaign for success with the target audience and stakeholders.

Furthermore, we know who to go to for advice in these areas: the teens who make up the target audience. Their advice is often the wisest, and we plan to involve them at all phases of developing and distributing campaign messages.

3.2.1.2 Analysis of Relevant Advertising & Understanding of WV Strata

Because the majority of our employees are native to West Virginia, we have a complete understanding of the state's various strata, challenges and needs. West Virginia has unique geographic features that create wide gaps between populated areas. These individual areas require different marketing approaches and strategies. A campaign that connects with a Charleston audience will not necessarily make a connection with a rural community.

This knowledge was used in a campaign during the summer of 2002. The Arnold Agency worked with James Humphreys' law firm to develop and place an advertising campaign. The campaign targeted low income, southern West Virginia families that had lost their homes to flooding as a result of wrongful conduct of others, including coal or timbering companies.

3.2.1.3 Development of Promotional Materials, etc.

Promotional materials cover an incredibly broad range of attention-getting tools. Beginning with standard printed material on shirts, hats, banners, signs and a broad range of other media, The Arnold Agency has designed and produced countless of these more traditional items. From Subway banners that have been used in stores nationwide to a campaign for Community Bank in Parkersburg that utilized shirts, hats, pens, mouse pads, flashlights, Swiss army knives, coffee mugs and checkbook covers, we have incorporated traditional promotional elements into countless advertising, marketing and public relations campaigns.

Our team also has been on the cutting edge of using less traditional forms of promotional material. We have enshrined OSO Sweet Onions outside of Mann's Chinese Theater in the Hollywood Walk of Fame. Did we mention that we had a live llama and a South American farmer as walking promotional items? Custom printed blow up furniture at anti-smoking events across the country, buses painted from bumper to bumper to promote healthcare, one of a kind briefcases with false bottoms to promote economic development... we will deliver on promotional materials.

Part of street marketing and peer-to-peer interaction is that it gives members of the audience a point where they can "touch" the brand. The Arnold Agency/GolinHarris Change TeamSM will enhance these interactions by producing the latest promotional gear and using it to get RAZE out in the streets.

3.2.1.4 Working with DHHR to Develop, Produce and Place Materials

A working relationship to develop, produce and place advertising is a minimum standard. Relationships are a way to get the work done: partnerships make the work the best it can be. Partnerships that maximize the talent and energy on each side of the agency/client relationship, partnerships that give our clients that opportunity to be as involved in each step of the process as they choose to be. As detailed in section 4.1.4.5, our Team has as many relationship styles as we have clients, but they are all built on the philosophy that we deliver exactly what each of our clients need. You won't find any cookie cutters in this building.

As section 4.1.4.5 further details, the development, production and placement of advertising materials will first be based on an overall plan that has been approved by DHHR. During the development phase, we welcome and encourage members from the various DHHR spending units to be involved with the process from initial brainstorming meetings to final concept development. Before moving to the production phase, all concepts must first be approved by DHHR in writing, along with the production estimate for the complete production of the project. Once again, during this production phase, members from DHHR are welcome, and encouraged to attend and participate in the direction of the pieces being produced.

The final step in the process – placement – is a multi-step process in which DHHR will be engaged every step of the way. First, a complex media placement calendar will be

submitted to DHHR for approval that outlines all national and state publications, television, radio, outdoor, Internet, direct and electronic mail and all other placement possibilities. From this calendar, individual media estimates will be produced that detail each phase of the campaign and include specific costs for the media being purchased. These estimates must be approved by DHHR in writing before any media is placed.

3.2.1.5 Development of a Comprehensive PR and Communications Plan

The Arnold Agency/Golin Harris Change TeamSM has developed, executed and measured comprehensive public relations and communications campaigns for some of the nation's most well know brands and initiatives. The client list is diverse, but the underlying process remains the same: we focus all public relations and communications firepower to build trust.

Trust is more important in today's increasingly intense environment. Trust is key to business resilience and success in our global marketplace. It creates a rational and emotional bond that's difficult – maybe impossible – to break. Trust is the foundation of every good relationship. It's more than reputation. People admire companies and initiatives with good reputations. They believe in, are loyal to and actually advocate companies and initiatives they trust.

As individual companies, our team has worked on communications campaigns as varied as developing and managing the Ronald McDonald program globally for McDonalds® to events as uniquely West Virginian as the 50th Anniversary of the West Virginia Turnpike. Specifics on how we will build trust using comprehensive public relations and communications campaigns for DHHR are detailed in our strategic plan, section 3.2.2.14.

3.2.1.6 Value-added Cooperative and Corporate Sponsorships

The Arnold Agency will work with the DHHR to develop and cultivate value-added cooperative and corporate sponsorships to enhance delivery of the DHHR services.

Serving as one of SUBWAY® Restaurants' leading regional advertising agencies since 1989, The Arnold Agency has worked with over 425 individual restaurants in West Virginia, Ohio, Virginia, Kentucky and Indiana. We hope to have the opportunity to use this partnership as a bridge – between the DHHR programs and the public.

Nearly 60% of all teens visit a fast food outlet 14 plus times per month. Imagine having SUBWAY® Restaurants, throughout the state of West Virginia, as a distribution point for teen-focused anti-tobacco information.

With 67 Enterprise Rent-a-Car locations throughout the state of West Virginia, there is an opportunity available through your Team to secure automobiles for promotional tours, travel for events and teen interaction. Visualize a fleet of cars traveling to an event after being decorated by teens with magnetic signage and RAZE anti-tobacco messages.

We know how important it is for tobacco control programs to get the most impact out of their dollars. We pledge to help DHHR accomplish this by seeking out cooperative opportunities and corporate sponsorships that will take RAZE further. On entering such an arrangement, we will also ensure through our work that DHHR is a good contributor or partner to work with. Possible opportunities include:

- The American Legacy Foundation's Advertising Co-op program, which allows government agencies to use campaigns developed by Legacy

- Using the CDC's Media Campaign Resource Center to purchase print or broadcast advertisements for only a nominal talent fee
- Seeking sponsorships from West Virginia-based companies
- Seeking sponsorships from select corporate clients

3.2.1.7 Full-Service Marketing Research Organization

The Arnold Agency/GolinHarris Change TeamSM has chosen to partner with one of the nation's top research firms for the completion of this contract. Lake Snell Perry & Associates' specific knowledge surrounding teen behavior research and anti-tobacco research on the national level is the perfect complement to the in-house research capabilities at The Arnold Agency.

A: Experience in Market Research for Products and Services

The Arnold Agency/GolinHarris Change Team has conducted numerous research projects in West Virginia for products and services. In 2003, The Arnold Agency developed and implemented a brand study in Southern West Virginia for Cellular One. This series of focus groups, secret shopper programs and a detailed phone survey was used to create and bundle products that were of most interest to multiple target audiences.

For Thomas Memorial Hospital, The Arnold Agency developed and implemented a detailed phone survey asking specific questions about the services the hospital and competing hospitals offer. This tool was used to focus advertising and public relations strategies on the services that were most strongly associated with our client and provided our client with the best possible payer mix.

For both of these projects, The Arnold Agency contracted with Marshall University's Center for Business and Economic Research as the data collection vendor. This program, overseen by Ph.D. professors, followed recognized best practices procedures, to ensure accuracy and reliability.

Lake Snell Perry & Associates (LSPA) is a national public opinion, policy and political research firm in operation since 1995 with offices in Washington, DC and Oakland, CA. The firm's principals are among the most respected public policy researchers in the country. They have nationally recognized expertise in understanding public perspectives on a variety of social issues and conducting research among underserved and hard-to-reach populations.

LSPA takes pride in its ability to reach populations that normally are not included in mainstream research projects, as well as reaching mainstream populations. Most recently they have conducted research efforts among illegal immigrants, the poor and the homeless, the disabled, and sexually active teen-agers. They have also conducted their research in a variety of languages, including Spanish, Cantonese, and Vietnamese.

Nearly sixty percent of the firm's work is with foundations, issue-advocacy, and non-profit organizations. LSPA works with a diverse group of organizations, businesses, and universities, including **the American Lung Association, the American Medical Association, Henry J. Kaiser Family Foundation, Robert Wood Johnson Foundation, US Department of Health and Human Services, Economic and Social Research Institute, Maternal and Child Health Policy Research Center, Pew Charitable Trust, U.S. Action, the Sierra Club, Clean Air Trust, and many others.**

B: Quantitative and qualitative methodologies

LSPA conducts both quantitative and qualitative research using sophisticated and creative research methodologies. LSPA focus groups provide a rich, textured appraisal of people's attitudes. In essence, they are idea generators. These groups allow us to explore participants' concerns in their own words, determine their intensity of interest, and discover the sources of their ideas and opinions. Our analysis of these strata of opinions helps us to choose the most salient messages, the framing of these messages, the symbols and language to use, and the linkage to broader views and attitudes. In our surveys, we are sticklers for sampling methodology, understanding that the validity of data is directly related to the quality of the sample. We make careful decisions about how to draw each sample. We pay close attention to language and to the order of questions, and we use carefully crafted questionnaire designs in order to identify the best messages, as well as the best targets for those messages.

C: Statistical analysis of data using weights and measures

The Arnold Agency/GolinHarris Change Team and our research partner will design and administer telephone surveys conducted by professional interviewers. Respondents are randomly selected from a pool of individuals who match the specific criteria decided upon, for example, all adults, or registered voters. The sample is stratified geographically to reflect the expected distribution of the sampling universe. The results of surveys conducted by LSPA are compared to previous surveys and other demographic arbiters such as census information. This data may be weighted by key demographic markers to ensure that the sample is demographically representative of the sampling universe.

3.2.1.7.1 Distinct Subcontract

We firmly believe that to have an unbiased assessment of the effectiveness of any communications program, measurement and other research components must be made by a qualified company that is in no way financially tied to the primary vendor or agency. For this reason, we have chosen Lake Snell Perry and Associates as our dedicated and distinct subcontractor and surveillance vendor for this proposal. As you can see in the section immediately above and the two that follow, they are uniquely qualified to fulfill this assignment.

3.2.1.7.2 Telephone Survey Example

We have provided below an example of the telephone research survey conducted for the nonprofit group, Compare/Decide/Vote, in July 2004 that is of a similar scope to the work contemplated under this RFP.

LSPA conducted an unprecedented research project among 18 to 29-year-olds to gain an understanding of what motivates their political involvement. They approached the study in a unique way in that they believe the lack of civic and political engagement among our young people is not just an unfortunate political problem, but also a societal problem. The goals were broad: assess why many young people do not vote; and, in turn, develop strategies and messages that resonate with young people and that will encourage them to participate. The research consisted of one-on-one interviews; triad focus groups; non-traditional focus groups hosted in living rooms, recruitment from music concerts and Internet groups, media-testing focus groups and mall intercepts.

In addition, a major element of this project was a 24-minute telephone survey. This survey consisted of 1000 surveys of 18 to 29-year-olds in 18 battleground states with an oversampling of 200 African American and 200 Latino persons in those same states.

Copies of the 28-page phone survey are available. For purposes of brevity, we have included two sample pages for your reference. For additional information, feel free to call Lisa Seitz Gruwell at Compare/Decide/Vote at (650) 364-2700, extension 203.

<p>Nationwide July 2004</p> <p style="text-align: center;">FINAL2</p> <p style="text-align: center;">1000 in 18 B W/Meground States 200 African American oversample in same states 200 Latino oversample in same states 18-29 year olds LAST TIMING - 23 MINUTES GOAL: 24 minutes</p> <p style="text-align: center;">SPLITS:</p> <p style="text-align: center;">FILL OUT ALL ITEMS IN THIS SECTION AFTER COMPLETING INTERVIEW</p> <p>Interview #: _____</p> <p>a Phone # _____</p> <p>b Sex of respondent male 1 female 2</p> <p>c Split form A 1 B 2</p> <p>d State Code _____</p> <p>e Region code _____ [enter 1 digit code]</p> <p>f County code _____ [enter 3 digit code]</p> <p>g Zip Code _____</p> <p>h Date _____ / ____ / 04 [enter 6 digit code: MM/DD/YY]</p> <p>i Area Urban 1 Suburban 2 Rural 3</p> <p>SAMPLE: Base 1 A.A. oversample 2 Latino oversample 3</p> <p>j Sex of interviewer male 1 female 2</p> <p>k Race of interviewer Caucasian 1 African American 2 Hispanic 3 Asian 4 Other 5</p> <p>l Verification verified 1 not verified 2</p> <p>m Time Begin _____</p> <p>n Time End _____</p> <p>o Interview Completion Primary number 1 1st attempt 2 1 call back 3 2+ call backs 4 Substitute number 4</p> <p>p Cluster Number _____</p> <p>q Position of Complete on Cluster _____ [enter a number 1-20]</p> <p>Interviewer initials _____</p>	<p>[RESUME ASKING ALL] For different interviews I am asked to concentrate on different candidates, for this one I have been asked to focus on John Kerry. Here are some statements about John Kerry other people have offered as reasons to support him. For each one I want you to tell me whether that makes you much more favorable, somewhat more favorable, somewhat less favorable, or much less favorable toward John Kerry.</p> <p>[PROBE EVERY THIRD QUESTION:] Does that make you much more favorable, somewhat more favorable, somewhat less favorable, or much less favorable toward John Kerry?</p> <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 10%;"></th> <th style="width: 10%;">Much More Fav</th> <th style="width: 10%;">Somw More Fav</th> <th style="width: 10%;">Somw Less Fav</th> <th style="width: 10%;">Much Less Fav</th> <th style="width: 10%;">No Diff</th> <th style="width: 10%;">Not True</th> <th style="width: 10%;">Don't Know</th> </tr> </thead> <tbody> <tr> <td>[ROTATE LIST]</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>70. 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3.2.1.7.3 Survey Expenses & Criminal History Background Check

A: Expenses

For all proposed research and survey work, our Team will first provide a detailed estimate of all expected expenses. Cost can be a total project cost or a unit cost based on completed surveys, interviews, etc.

B: Interviewers

Lake Snell Perry and Associates (LSPA) team members oversee every aspect of the quantitative research process. They instruct and oversee training of the professional interviewers conducting telephone research, as well as monitoring a sampling of the calls to determine that the calling procedures are being followed correctly.

As outlined in section 3.3.3 B the team members at LSPA are credentialed and qualified to accurately train and evaluate any research needs.

C: Criminal Background Check

All interviewers working with children must first pass an FBI background check. This background check will, at a minimum, screen against those convicted of felonies or crimes against children including, but not limited to, abuse, neglect or sexual offenses.

D: Training, Monitoring and Evaluation Strategies

All of our focus groups will be conducted by moderators certified by the RIVA Training Institute and who also have many years of experience conducting qualitative research. These individuals will all be hand selected by Lake Snell Perry and Associates, a recognized world leader in market research and opinion polling.

Monitoring and evaluation will be a multi-phase process that begins before the first phone call or intercept is made or focus group is convened. For personal interviews with underage persons, it will be our policy that at least two individuals from the research team remain in the interview area at all times while minors are present. Videotaping will also be used at all possible times to document all contact with all participants and to use for evaluation after the research event.

For phone interviews, callers will be selected for mock interview calls before outside calls are made. We invite members of DHHR to participate in this process; it will provide a great perspective on the research work being performed. After the completed interviews, all finished surveys will be screened for anomalies that could tie back to interviewer error, and those surveys will be redone. Similar role-playing will be used to monitor and evaluate intercepts and other events.

3.2.1.8 Professional Services Necessary

The combined professional services credentials of The Arnold Agency/GolinHarris Change TeamSM could easily fill the allotted 100 pages of this RFP. Both The Arnold Agency and GolinHarris have developed and executed countless strategic marketing plans that combine marketing, advertising and public relations services for our clients in the private and public sectors in West Virginia and across the globe.

These strategic marketing plans are developed by building partnerships with our individual clients that allow us to help our clients truly define a problem or initiative before any work begins. Once an initiative has been identified, the Team begins work assembling secondary research and conducting primary research, if needed, to begin to develop a strategic plan to address the given goals.

Only with research and the filter of years of experience do we then begin to sort through the proper communications tools that we have at hand. Inevitably, a mix of marketing, advertising and public relations is the answer. However, there are an infinite number of variables in terms of the exact execution and the method of delivery. Our specific in-house capabilities are outlined in section 4.1.4.1. Once the plan has been approved, we then begin the execution phase where each of the chosen disciplines is implemented. Once the program is moving forward, we immediately begin measurement and evaluation against the defined goals to make the necessary adjustments to the program.

3.2.1.9 Staff to Develop Materials & Responsibility to Engage

The Arnold Agency/GolinHarris Change Team'sSM bios and resumes clearly show the level of professional talent being assembled for the DHHR scope of work. We have produced television spots as varied as a national spot for Subway® and the **truth**SM Campaign to local spots for West Virginia Junior College. The radio work we have produced has done everything from invite kids to go whitewater rafting with North American River Runners to teasing grocery shoppers with a parody of "Ain't She Sweet" to introduce OSO Sweet onions nationwide. These examples are only scratching the surface.

Print ads for the anti-tobacco **truth**SM movement nationwide, websites showcasing the problems of underage drinking and collateral for everything from fundraising for The Nature Conservancy of West Virginia to invitations to Senator Rockefeller's events. This Team has produced every type of advertising, promotion and publicity material in existence and won awards, built businesses and changed behavior and opinion along the way.

Our Team has the responsibility to engage in public relations, research and other related activities due to the experience of the individual people that compose the team and the combined credentials on the company level. From our bios and resumes you will see our team members clearly have the academic background. Our client list of public relations and research clients is as project specific as the National **truth**SM Campaign and other anti-tobacco movements in twelve states to West Virginia specific public relations and research work for hospitals, statewide associations and retail businesses.

3.2.1.10 Prior Written Media Approval

It is the standard practice of The Arnold Agency to utilize our full-service media department to work direct with all local and regional media vendors and not use national or regional buying firms. This practice allows us to build upon long-standing relationships with our media partners that ensure the best possible return on our clients' media investments.

All proposed local, regional and national media buys will first be submitted to DHHR in the form of a detailed media estimate for approval. This detailed estimate will contain the start and end dates for the media being placed, the total expenditure associated with the purchase and a detailed explanation of the exact media to be purchased. No media insertion orders or contracts will be executed on DHHR's behalf without the approved and signed media estimate.

The Arnold Agency agrees to and understands that it is the right of DHHR to direct media placement and use production services other than the Vendor.

3.2.1.11 DHHR Media Discounts

The Arnold Agency/GolinHarris Change TeamSM will exercise the full extent of our media planning, buying and posting capabilities to secure all available media cash discounts, frequency discounts and special adjustments. It is the policy of our agency to pass the benefit of all cash discounts, frequency discounts and special adjustments to our clients, and we will extend this policy to DHHR.

All proof of payment of invoices, broadcast affidavits and other invoice material for the DHHR account will be kept on file and made available to DHHR for monthly audit or as requested.

3.2.1.12 DHHR Work Approval

The relationship between The Arnold Agency/GolinHarris Change TeamSM and DHHR will be a true partnership. This partnership is essential because the combination of the DHHR team's experience and knowledge, combined with the leading edge social marketing and anti-tobacco work of The Arnold Agency/GolinHarris Change TeamSM will generate a level of anti-tobacco marketing results not possible before the formation of this partnership.

This collaboration clearly encompasses DHHR having a crucial role in determining the proper time schedule in which advertising and promotions take place, and DHHR approving in writing all work to be written, developed, and otherwise performed by The Arnold Agency/GolinHarris Change TeamSM before any costs are incurred.

3.2.1.13 DHHR Estimate of Total Expenditures

We understand the importance of being good stewards of our clients' money. Subway® for example, has trusted The Arnold Agency with monitoring the sales and cash flow of over 425 stores with annual sales of nearly \$150 million to determine their advertising and promotion budgets for over 15 years. We are so proficient, in fact, that when Subway decided to consolidate the advertising work being done by over 125 regional agencies, The Arnold Agency was one of only 22 agencies throughout the entire country that was selected to retain and grow Subway's business.

We take the responsibility of managing your budget very seriously and agree that an estimate of the total expenditures for DHHR's advertising and promotions program shall not exceed the amount set by DHHR unless such change is requested, and by mutual consent, is agreed upon.

3.2.1.14 Information Open to DHHR Inspection & Examination

The Arnold Agency agrees that all contracts, papers, correspondence, copy, books, accounts, and expenses incurred by us as well as other information in our care relating to DHHR will be open to inspection and examination by authorized representatives of DHHR at all reasonable times.

3.2.1.15 Materials Become Exclusive Property of DHHR

All layouts, sketches, artwork and copy, including, but not limited to, advertising copy, film, typesetting, photocopies, story boards, and computer data storage media used in the production of other materials developed or placed by The Arnold Agency for DHHR become the exclusive property of DHHR.

3.2.1.16 Pass Through Billing Services

The Arnold Agency agrees that DHHR will require purchases other than Media Buying and Subcontractors that will be designated as pass through billing and will be handled with no additional charge or commission to DHHR.

3.2.1.17 DHHR Prior Written Approval of Detailed Work Plans

The Arnold Agency will provide DHHR with a comprehensive work plan detailed in Section 4.1.4.5 for written approval for all work to be initiated. It is understood that agencies within DHHR Purchasing can request more detailed work plan information such as budgetary costs and personnel staffing.

3.2.2 Vendor's Ability to Provide Services

Our Team understands that to achieve long-term success, a comprehensive tobacco control program must feature a strong and active youth movement. The youth movement supports several goals of the comprehensive effort, including reducing habitual youth smoking, decreasing the numbers of teens who initiate tobacco use at all, and maintaining a low smoking prevalence over time across many different groups. If executed properly, a youth campaign can reduce tobacco use not only among the young target audience, but also among specialty and minority populations, regional groups, and various age groups. It can also lead to policy changes that achieve other goals of the comprehensive program.

A statewide youth movement that includes public relations, advertising, online promotions, and grassroots outreach can yield amazing results. In the paragraphs below, we explain our approach to providing the different services necessary to a successful youth program. These paragraphs will demonstrate that The Arnold Agency/Golin Harris Change TeamSM is the most qualified to lead RAZE into the future. We have the capacity, knowledge and experience to lead – not follow.

3.2.2.1 Prevent Youth Tobacco Use Initiation & Sustaining Ongoing Efforts

The Youth Prevention campaign is explained in great detail in section 3.2.2.14. To summarize our approach, the main theme of the campaign is “Lead. Don’t Follow.” Our audiences will be tweens ages 11-14, teens ages 15-18, girls ages 15-18, rural youth, minority youth, and young adults up to age 24.

In addition to spreading our creative messages through conventional media outlets, we will incorporate members of the target audience at every turn to discuss effective messaging, cool places to receive/distribute messages, and ways to keep people active in the youth movement.

We also propose an arm of this campaign aimed at advocates for young people, such as parents, teachers, and coaches. These groups directly influence the risk and protective factors that determine whether young people in their lives will or will not start using tobacco.

3.2.2.2 Promote Cessation Among Certain Priority Populations

Many more people benefit from tobacco cessation than just the person quitting. There is a direct health benefit to that person, of course. But there are also health benefits to that person’s family, roommates, co-workers, and neighbors. On top of that, taxpayers, business owners, and the government see real long-term economic benefits due to cessation. Therefore, everyone has a stake in supporting cessation activities throughout West Virginia, and we will promote cessation as something which non-smokers and smokers can both participate.

Our cessation efforts will certainly be aimed at the audiences specified in the proposal (pregnant women, 18-24 year-old young adults, blue collar, and socioeconomically disadvantaged populations), but we will also expand and sub-divide the audience to achieve maximum impact. The table below lists all target audiences, including several we’ll add to the DHHR’s cessation efforts, with sample themes and roles we would use to appeal to them. In all cases, since our goal is behavior change, messages will not ring hollow – **we will always connect messages to action and resources available to people who want to quit, or who want to help someone quit.**

Audience/Population	Message themes/Campaign roles
Pregnant Women	Taking control, being the baby’s advocate, facts about smoking and fetal development, resources to get help quitting
Young adults (18-24)	Support others who want to quit, cessation is good for your bottom line, good for your work prospects, resources to get help quitting
<ul style="list-style-type: none"> • Blue collar workers 	Lead. Don’t follow. Resources to get help quitting, benefits of quitting to yourself, your town, your family

<ul style="list-style-type: none"> • Socioeconomically disadvantaged • Rural/southern areas • Minority youth • At-risk youth in DHHR programs 	Health and economic messages
Small business owners	Economic messages, leadership messages. More working days, higher productivity, healthier work environment, increased business, lower healthcare premiums, resources to get help quitting
Taxpayers	Long-term benefits of helping others quit, lower Medicare/Medicaid premiums, resources to get help quitting
Teens 15-18	*This may be the only segment of the audience that is not already a majority pre-disposed to quit. In addition to resources to get help quitting, much of the creative strategy from the youth prevention campaign will work to convince older teens that they are actually giving up control by using tobacco, rather than gaining control.
Teen girls age 15-18	Our research showed that messages delivered by girls about how gross tobacco is to them registered as very effective among older teen and young adult males. This is especially true when the messages are about spit tobacco.

3.2.2.3 Promote Cessation Among Adults and Youth

Our cessation approach is rooted in research showing that 70% of smokers want to quit and that people who receive support from others are 50% more likely to quit. Therefore, as good stewards of your budget, our Team will put the great majority of cessation campaign funding into empowering those who already want to quit. Furthermore, we will capitalize on the resources already available to people who want to quit. The only exception is that when reaching out to older teen smokers, we will focus on getting them to the point where they want to quit.

We will promote cessation to youth and adults by empowering non-smokers and former smokers to help tobacco users quit. The motivation we will provide is based on the health and economic benefits associated with quitting tobacco – even for non-users.

Lastly, in at least one important way, prevention and cessation efforts are intertwined. Getting youth to want to quit will be cost-effective, because the “Lead. Don’t Follow.” prevention messages will be designed not only to prevent initiation – but to inspire cessation.

3.2.2.4 Eliminate Exposure to Secondhand Smoke

Even in West Virginia, where the overwhelming majority of counties have some type of policy to protect people from exposure to second-hand smoke, non-smokers and smokers alike are being violated when they are exposed unwillingly in homes, businesses, and public places.

There is an opportunity to enforce and strengthen existing laws, fight for new ones, and protect these laws from tobacco industry-financed efforts to repeal or pre-empt them. Our creative strategy here will dovetail with that of the youth prevention campaign in that we will work to decrease the social acceptability of tobacco use as part of this phase of the campaign.

The target audiences for the Clean Indoor Air portion of the campaign are listed below, with some ideas about where they may be working to protect themselves and others from exposure to second-hand smoke.

- **Teens:** home, restaurants, workplaces, malls, schools (some prohibit students from smoking while allowing faculty and staff to smoke on campus)
- **Young adults** (including ages 19-24, pregnant women, blue collar workers, and socioeconomically disadvantaged people): home, restaurants, workplaces, hotels/resort areas, public places
- **Adults** (general population): home, work, public places, their children's schools
- **Adult Leaders** (including small business owners, school administrators, legislators): enforce bans in their workplaces and schools, strengthen current laws, and protect current laws.

3.2.2.5 Identify and Eliminate Disparities

Despite its homogeneous ethnic make-up, West Virginia is in fact a place with much diversity along socioeconomic and regional lines. The current RAZE campaign appeals to certain segments of the youth population, mainly in metro areas. However our research showed that some of the current campaign messages and creative executions tend to alienate rural members of the target audience, and/or simply do not make sense to them. As noted in the Division of Tobacco Prevention's 2003-2008 Strategic Plan, "...populations may feel disenfranchised and unresponsive to standard educational or media programs or the population may be separated physically or culturally (as in skill levels) from the general population."

Our approach to earned and paid media, as well as grassroots outreach takes into account the fact that people will be more likely to change behavior when they see themselves in the message of the campaign. Our Team will therefore take the steps listed below to ensure that the wide cross-section of young West Virginians find something within RAZE that appeals to them on their own terms and in their own comfort zone.

- We will kick off the next generation of RAZE with a series of regional training and outreach events. This is much more cost-effective than a large statewide event, and will create a comfortable atmosphere as teens learn about this issue (some for the first time) and how to take action.
- Targeted outreach to minority community organizations. In other states with small minority populations, such as Nebraska and Indiana, we had much success bringing these community groups into the youth empowerment movement. We will research and welcome similar groups in West Virginia.
- Users of spit tobacco are almost entirely male, and largely rural and of lower socioeconomic status. To reach these often underserved populations, we will develop spit cessation and prevention campaigns that appeal directly to the most likely users.

- Targeted outreach to at-risk and lower socioeconomic youth and adults through existing DHHR programs that serve these populations in other ways. With guidance from our Team, RAZE will be open to teens in the foster care and juvenile justice systems in West Virginia. We will reach out through DHHR to bring the campaign to these groups.
- Mobile tour that takes tailored messages to different areas of the state – includes training different spokespeople for different audiences.

3.2.2.6 Meet Special Counter-Marketing & CDC Requirements

The Arnold Agency/Golin Harris Change TeamSM knows tobacco prevention strategies and best practices better than any other applicant for this assignment. We can say this because the CDC Best Practices document incorporates the model we helped create in 1998 in our work with the Florida Tobacco Pilot Program.

We were the pioneers in this field, and we are still the leaders. Since that successful assignment, our team has helped many states and local programs execute tobacco control efforts that conform to the Best Practices. At the same time we have helped national organizations like the Tobacco Technical Assistance Consortium and the Campaign for Tobacco Free Kids develop trainings and do-it-yourself resources that help tobacco control professionals implement successful programs.

We know that the CDC recommends that a comprehensive tobacco control program should include the following elements:

- Community Based Programs
- Chronic Disease Programs
- School Based Programs
- Enforcement
- Statewide Programs
- Counter Marketing
- Cessation Programs
- Surveillance and Evaluation
- Administration and Management

3.2.2.7 Work with OEHP's HSC to Provide Independent Evaluation

Just as message testing and evaluation are integral parts of our process, so the measuring and reporting of results of our efforts. Our Team will coordinate with the Office of Epidemiology and Health Promotion's Health Statistics Center (HSC) from the beginning of each new project or media campaign, to be certain that evaluation is built into the process at all appropriate stages.

In the interest of being efficient with West Virginia's resources, our first step in evaluation will always be to review the most current research publications produced by HSC. There may be times when the timing and the type of the data collection will make excellent benchmark research, and we can then make specific data requests for follow-up testing.

3.2.2.8 Planning & Marketing Research to Change Social Norms in WV

A statewide campaign is not "one size fits all". There are many different sub-groups within the target audience, each with its own social norms, beliefs, and habits. Unfortunately, the tobacco industry has been effective in appealing to these different groups across West Virginia in a compelling way. Our aim is to be just as effective with our various counter-marketing efforts.

The Arnold Agency/Golin Harris Change TeamSM knows the value of market research in penetrating unique groups and cultures. This is why we have planned to work with Lake, Snell, Perry, & Associates (LSPA), a nationally renowned public opinion research firm, if we are awarded this contract. LSPA has the experience and skill to delve into the motivating triggers behind behavior and social norms. They will use a combination of qualitative and quantitative studies to help us understand the mind-set of our target audience.

Appalachian culture is a real and functioning culture that is revealed through its arts and crafts, music, foods, customs, traditions and its somewhat common language. They are independent, content with the places they live, close to nature, possess deep belief in God and have a deep sense of being kind to one another.

Today, Appalachian people are more diverse than ever, both rural and urban. Nevertheless, they share a common pride, values and heritage. The people in this region have suffered from industries such as oil, coal, mining, timber, and others. Even after all this, you will still find people that are proud of strong family values, self-reliance, and pride.

Culturally, there are three distinctive groups in Appalachia. It is important to recognize this diversity. One of the groups consists of descendants of the original pioneers who settled in the region during the westward movement. These families tend to be landowners, politicians, and business people. They are self-reliant, independent, hard working, stable and have strong family ties.

A second group is composed of rural families, the hard working coal miner, logger, or factory workers. The average worker has little education, few skills, a large family, no wealth and few choices of vocation.

The third group is the urban or the professional group. These are individuals and their families who have moved to Appalachia due to the profession (bankers, lawyers, teachers, ministers).

It is important to remember that when marketing to Appalachians the message needs to be different for each group. For example, a message that connects with the urban group will not necessarily connect with the rural group. As detailed in section 3.2.2.14, our Key and supportive message platforms take this into consideration.

3.2.2.9 Review Goals & Make Recommendations with Input

Upon receiving this contract, The Arnold Agency/Golin Harris Change TeamSM will plan an in-person meeting with decision-makers and prevention staff at the DTP, HSC, and EOCU to review the goals and objectives laid out in our proposal and to present our plan for achieving them.

It should be noted that since the stated long-term goals for this program are directly in concert with the CDC-recommended goals, they are likely to remain unchanged. However short-term goals and objectives and our plan will be scrutinized at this meeting vis a vis the current situation being faced by the agencies already working on the ground.

We acknowledge that any updates or changes to the goals, objectives, or work plan would be subject to DHHR approval.

3.2.2.10 Qualitative & Quantitative Formative Research

Through our work with Lake, Snell, Perry, & Associates, we will have the ability to learn about the motivations, values, and needs of our target audience. At the core of our qualitative and quantitative research are two questions:

1. What characteristics of the target audience make them susceptible to tobacco industry marketing?
2. How can RAZE tap into those characteristics to communicate our messages effectively?

Our research-based approach is detailed more fully in section 3.2.2.13.

3.2.2.11 Population-based Research

As a leading agency in tobacco prevention, GolinHarris always strives to stay abreast of new and emerging trends and practices in youth outreach and counter-marketing. This includes the emergence of new priority populations and new priority geographic regions, as well as new effective tobacco prevention interventions. Should one or more of these be identified during our contract period, as noted in the RFP, we will study the group or intervention and plan for outreach. As part of our plan we will work with Lake, Snell, Perry, & Associates to conduct at least three pre- and post-campaign studies on the group or intervention, and report our conclusions to DHHR.

GolinHarris has presented original findings and ideas at tobacco prevention conferences around the globe. If new findings are identified during our contract period, we would be delighted to develop a session and represent West Virginia at a future conference.

3.2.2.12 Determine the Best Campaigns Based on Research

Within a reasonable period after being awarded this contract, The Arnold Agency/Golin Harris Change TeamSM will meet with decision-makers at DTP to discuss qualitative and quantitative research options for deciding the most effective campaign themes, messages, and delivery vehicles. Lake Snell Perry & Associates representatives will also attend this meeting to make recommendations on cost per unit and optimal number of units given the type of data collection being conducted.

We will present different cost and approach options for different research needs, using statistical variance as a cost-determining factor. For example, achieving the same statistical variance in a small area and a large area would likely require two different numbers of completed surveys. LSPA will recommend a standard variance and the associated number of units and cost for all research projects.

3.2.2.13 Identify Target Audience Behavior, Needs, Desires and Values

Each time our Team begins work on a behavior change project, we study the target audience to get to the root of the behavior. There are many behavioral and environmental factors that cause teens to use tobacco, and many of these also account for the exceedingly high percentage of tobacco users who start at or before age 18. First, we will discuss the reasons teens use tobacco, according to the World Health Organization, and then we will illustrate our own process for identifying the causes of behaviors, and how to respond to those causes.

It is well understood that tobacco is highly addictive. In fact, according to a year 2000 study on nicotine, addiction can take hold very quickly after a young person has his or her

first experience with tobacco – within only weeks or even days in some cases. Couple this with the fact that nearly 90% of regular smokers begin at or before age 18, and the question changes. We no longer need to know why people use tobacco (we know they are usually addicted). Instead we need to learn why young people start in the first place. The World Health Organization has identified several contributing factors. They are:

- Social norms – a general acceptability and presence of tobacco use by the public
- Tobacco industry marketing – last year over \$120 million was spent in West Virginia alone, out of \$11 billion nationally
- Access to tobacco products – despite laws restricting use and sales to minors, many can still purchase tobacco
- The example being set – tobacco use by adults is acceptable in many cases, even where young people receive tobacco prevention education

Our approach to behavior change looks at deeply personal reasons behind issues and identifies triggers that build effective campaign messages. In the case of youth smoking, it comes down to control. A universal truth about growing up is the quest for control over one's self. For many teens, this plays out in rebellious behavior, and smoking is practically tailor-made as an expression of youthful independence. Our approach will be to prevent the initiation of smoking by showing teens that they actually are giving up control over several areas of their lives by starting to smoke. This message will be the basis for the youth initiation prevention portion of our campaign, and will also get ancillary support in the clean indoor air and cessation campaigns.

3.2.2.14 Strategic Plan

Executive Summary

The Arnold Agency/GolinHarris Change TeamSM boasts several staff members who were among the originators of the current model of tobacco prevention campaigns. Our Team has many years of combined experience working all over the country, and we understand the new and emerging issues within this complex field. In the next pages we present a plan to bring RAZE and its associated programs and campaigns to the front of the pack. Rather than work with another agency that is following our blueprint, DHHR can now work directly with the innovators – and benefit from the breadth of our knowledge and experience.

Background and Mission

The environment for tobacco prevention in West Virginia has changed dramatically since it started in 1989. The first state excise tax on smokeless tobacco products occurred in 2001 increased the state excise tax on cigarettes from 17 cents to 55 cents during the 2003 legislative session. During June of 2000, the leadership for the TPP hosted a planning caucus that determined the primary focus of these funds would be directed toward youth. A major counter-marketing campaign was launched in May 2002 and thousands of teens have signed up to participate in youth empowerment activities. As of July 2003, 49 of 55 counties were protected from secondhand smoke, and quit line services were available at no cost to many West Virginians.

Challenges

- Funding has increased greatly over the years; but even with the infusion of MSA dollars, the level is still below the recommend CDC minimum.

- Tobacco industry promotional spending has been increasing for years – nationally and in our state. According to the Campaign for Tobacco Free Kids, this spending in WV alone is currently over \$120 million.
- Tobacco prevention efforts started from a low place. The fact that, within the past five years, WV ranked in the top five for smoking during pregnancy, youth smoking and smokeless tobacco use among high school students is clear evidence of that.

Opportunities

- WV was among the first states to begin in earnest a tobacco prevention effort. The comprehensive program has been working.
- The net result of increased excise taxes, local clean indoor air ordinances and the youth counter-marketing campaign has caused a drop in tobacco use in the state.
- DHHR now has the chance to bring on the innovators and the pioneers.

Goals

Our goals for this campaign are the same goals outlined by the DTP in its Strategic Plan:

1. Prevent the initiation of tobacco products among young people
2. Eliminate exposure to secondhand smoke
3. Promote quitting among adults and young people
4. Eliminate tobacco-related disparities among different population groups

Objectives (Measurable Outcomes)

As noted in the West Virginia Tobacco Prevention Strategic Plan, the DTP draws on the Healthy People 2010 Objectives as outlined by the CDC. Not only do we list them as our core goals above, we completely agree that the anti-tobacco effort is a national and even international objective. Therefore, it is crucial that all organizations have common, fact-based measurable objectives as we move forward.

For these reasons, the CDC's Healthy People 2010 goals form the backbone of the objectives, or measurable outcomes, for this plan. It is our objective to outpace the incremental yearly gains so that the overall objectives of the CDC and the DTP are met ahead of time. Specific area objectives include:

- Youth Prevention
 - Reduce proportion of youths in grades 6-8 who report smoking in the previous month to a maximum of 14% in 2006, to a maximum of 13% by 2008 and to a maximum of 10% by 2010
 - Reduce proportion of youths in grades 9-12 who report smoking in the previous month to a maximum of 33.5% in 2006, to a maximum of 33% by 2008 and to a maximum of 32% by 2010
 - Reduce proportion of young men in grades 9-12 who report smokeless tobacco use maximum of 20.5% in 2006, to a maximum of 19.5% by 2008 and to a maximum of 19% by 2010
 - Increase the percentage of 6th graders who associate harm with tobacco use to a minimum of 90% in 2006, a minimum of 93% in 2008 and a minimum 95% in 2010
- Cessation
 - Increase the percentage of students in grades 9-12 who attempt smoking cessation to a minimum of 70% in 2006, a minimum of 78% in 2008 and a minimum of 85% in 2010

- Reduce the prevalence of cigarette smoking among ages 18+ to a maximum of 25% in 2006, a maximum of 23% in 2008 and a maximum of 20% in 2010
- Reduce smokeless tobacco use among adult men aged 18+ to a maximum of 15% in 2006, a maximum of 14% in 2008 and a maximum of 13% in 2010
- Reduce the prevalence of cigarette smoking among adults aged 18+ in the lower socioeconomic level (12 years or less of education and a household income of less than \$25,000) to a maximum of 32% in 2006, a maximum of 30% in 2008 and a maximum of 28% in 2010
- Increase the percentage of females aged 18 to 49 that stop smoking in the first trimester of their pregnancy by 17% by 2006, by an additional 15% by 2008 and another 14% by 2010
- Clean Indoor Air
 - Reduce the proportion of children 6 years and under who are regularly exposed to tobacco by a minimum of 12% in 2006, an additional 12% by 2008 and another 13% by 2010
 - Reduce the proportion of nonsmokers exposed to environmental tobacco smoke by a minimum of 7% in 2006, an additional 7% in 2008 and another 6% in 2010

Target Audience

Our experience has shown us that one size does not fit all in tobacco prevention. Each state is unique, and has different subcultures with different needs and emotional triggers to behavioral change. As we stated earlier, some large groups of people in West Virginia are not seeing themselves in the current campaign messaging, and we have an opportunity to correct this. The current RAZE campaign made an impact by using a nationally recognized urban-style appeal. However, it's time to change the messages and the approach to keep up with the target audience – and reach out to those who don't relate to the current campaign.

We have analyzed the goals of youth initiation prevention, clean air, cessation, and ending disparities – and have divided the target audiences in a way that ensures each will be reached with appropriate messages that lead to action and change behavior. Note that the goal of ending disparities is woven into the others, and is not listed separately below.

Youth Initiation (RAZE)	Clean Indoor Air (CIA)	Cessation
Teen Targets: <ul style="list-style-type: none"> ● 11-14 year-olds ● 15-18 year-olds (general) ● 15-18 year-old girls (as influencers to prevent spit tobacco use by boys) ● Rural Southern region ● High risk youth <ul style="list-style-type: none"> ○ DHHR programs ○ Local programs ○ Minority groups 	Teen Targets: <ul style="list-style-type: none"> ● All teens and tweens, ages 11-18 <ul style="list-style-type: none"> ○ In the home ○ Job sites ○ Public places 	Teen Targets: <ul style="list-style-type: none"> ● Older teens (all) ● Teen girls 15-18 ● Rural youth/Southern region ● High risk youth <ul style="list-style-type: none"> ○ DHHR programs ○ Local programs ○ Minority groups

<p>Adult Targets:</p> <ul style="list-style-type: none"> • 19-24 year-olds (as mentor/models) • College students • Blue collar workers • Doctors/Pediatricians • Youth Advocates <ul style="list-style-type: none"> ○ Parents ○ Teachers ○ Coaches 	<p>Adult Targets:</p> <ul style="list-style-type: none"> • 19-24 year-olds <ul style="list-style-type: none"> ○ Pregnant women ○ Blue collar workers ○ Economically disadvantaged ○ Business owners ○ School administrators ○ Legislators ○ Local policymakers 	<p>Adult Targets:</p> <ul style="list-style-type: none"> ○ 19-24 year-olds <ul style="list-style-type: none"> ○ Pregnant women ○ Blue collar workers ○ Economically disadvantaged ○ Business owners ○ General public (as tax payers) ○ Local governments
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Key Messages

In accordance with CDC Best Practices, the DTP's Strategic Plan and the primary and secondary research conducted by The Arnold Agency/Golin Harris Change TeamSM specifically for this RFP, we strongly recommend intensive, ongoing work with members of each target market when developing Key Messages for all communications activities. To facilitate this, we have included advanced strategies designed to gather directional cues and insights from real WV individuals in the groups we're charged with affecting.

Through integrated research, grassroots and interactive plans, we'll not only open new veins of communication with the target markets and subsets for Youth Prevention, Clean Indoor Air (CIA) and Cessation – we'll listen to what they have to say. In doing so, we have identified one overall theme – one whose message will resonate with each target audience while tying all campaigns together and allowing them to build off one another.

Bring It Together – Under One Message

We recommend that the WV DHHR take a bold step in promoting its three anti-tobacco programs as we move into 2005 and beyond. To increase the strength of all your communications efforts, get the most out of your budget and begin to build an expansive brand, we propose the use of One Consistent Key Message that runs across all program initiatives. Key Message Recommendation: *Lead. Don't follow.*

Positioning Key Message to Program Audiences

Our Key Message will be positioned to resonate with each program audience as follows: **Youth Prevention Audience (RAZE)** – this theme appeals to youth's burning desire to listen to no one. Kids don't want anyone telling them what to do. Not their parents. Not their teachers. And certainly not a bunch of suits at an ad agency. "Lead. Don't follow." acknowledges the fact that these kids have the power to make their own decisions and become leaders. It respects their intelligence and challenges them to use it and make good decisions.

Clean Indoor Air (CIA) – with this audience, we're asking people – mainly non-smokers and key business owners, influencers and decision makers – not to remain passive while secondhand smoke is allowed to pollute their homes, work areas and public places. We want them to take action, to do something. This message will play well with this crowd – and they will be our leaders in supporting anti-tobacco ordinances and legislation to make our environment cleaner and healthier in the future.

Cessation – with this audience, we’re addressing individuals who currently use tobacco. Research shows that most users do so in the midst of family, work or social groups composed of smokers. In this environment – possibly more so than any of our others – our target audience members need all the reasons, support and empowerment we can possibly provide if we expect them to pull away from the “status quo” in the face of addiction and peer pressure. We need some strong leaders from within this group to make the effort to stop using tobacco products and set an example for others.

By using a common theme, we’ll ensure maximum impact and dominance – especially in areas where message crossover occurs frequently – like when teens are exposed to both the RAZE and Cessation campaigns.

Target-specific Secondary Messages

“Lead. Don’t follow.” will be used to tie all program communications together. Below, we have provided rationale and specific secondary messages for each audience.

Youth Prevention (RAZE)

In the primary research we conducted for this RFP, our Team uncovered a critical directional cue for the specific messaging to the Youth Prevention (RAZE) audience. As was addressed somewhat in the target market section, it has become blatantly obvious that the times have changed. Kids, tweens, teens and young adults today are very sharp. They’re well informed. Well educated. And frankly, they’re bored with (at best) and insulted by (at worst) the inability of the current RAZE messaging to keep up with their ever-evolving quest for real information from real people.

The message from these kids came through loud and clear – and they seemed to be saying, *“Hey, if you want our attention, then you better pay more attention to us.”*

The Arnold Agency/GolinHarris Change TeamSM has been paying attention to West Virginia youth – a lot of it. And we’ve uncovered a problem with past messaging that could be a potentially *huge* opportunity for us moving forward.

West Virginia youth overwhelmingly feel that the message “Big Tobacco is lying to us” is seriously outdated. Just a few years ago, getting the real facts on Big Tobacco resonated pretty well with WV youth. It was new. It was news. And it inspired a lot of kids to take notice. Today, however, talking to youth about Big Tobacco exclusively is almost viewed as insulting. Some specific comments we received from our focus groups included things like, “We know that already.” “Boring.” “That’s was new in the 70s, we already know all that.” “We’re not stupid.” “Tell me something I don’t know.” And those comments came from kids as young as 12 to those as old as 24.

So what’s the lesson here? It’s simple. The landscape has changed. And it’s going to keep changing. To keep making an impact and lowering tobacco use in West Virginia, we have to stay ahead of the curve and keep our messages fresh and relevant. When the goal is to affect change in attitudes, beliefs, cultural norms and, ultimately, to influence individuals to take on a cause and take action, we have no choice but to lead, not follow.

Using that type of in-depth research and target audience exploration as the model, here are the supportive messages we’ve identified for each DHHR anti-tobacco program:

- **Youth Prevention (RAZE):**
This program speaks to a mix of non-smokers and smokers. They're West Virginia's youth, and they're very well informed. Our messaging needs to be factual, straightforward and peer-to-peer. It includes messages of: Factual information, Commotions, Addiction, Loss, Access, Social Acceptance.
- **Clean Indoor Air (CIA):**
This program is directed primarily toward non-smokers. They already know the dangers of tobacco. So we need to concentrate our efforts toward empowering them to take action. It includes messages of: Freedom, ROI for Business, You have the Power, Protect the ones you Love.
- **Cessation:**
Since research shows that approximately 70% of all adult smokers already want to quit smoking, the majority of our supportive messages for this program should focus on providing positive encouragement and usable tools to help people quit successfully. It includes messages of: Quit for your Baby, Regain Freedom/Control, Support and Help, Facts, Testimonials, Social Acceptance, ROI for Business.

Core Strategy

We will employ a proven multi-pronged approach to achieve the DTP's goals and objectives. The goals will be tied together under the RAZE brand, and we propose separate media, public relations, and grassroots campaigns for each of them. However the messages will reinforce each other for the different target audiences. For example, some of the executions of the youth prevention campaign will also lay the emotional and informational foundation for certain audiences receiving the cessation messages, too.

Our tactics and tools will be customized to fit with each initiative and audience, but our core strategies across all phases of the project will share important efficiencies. Our core strategies are: Research/Measurement; Grassroots Outreach; Public Relations; Media Advocacy; Creative Strategy; Paid Media; Interactive; Partnerships. In the next paragraphs we explain the role of each strategy in achieving each of DTP's goals. Some strategies apply evenly across all three programs. Others have an overall section as well as program-specific initiatives. We'll begin with the strategies that apply evenly to all programs: Research/Measurement, Interactive and Paid Media.

Research/Measurement – Overall Pre-testing

The first phase of the strategic process for all initiatives is collection of secondary research. Data from CDC, HSC, EOCU and others will be used to tightly define our target subsets within this category and set baseline tobacco usage and exposure numbers. Additional secondary research from Nielsen, Arbitron, Scarborough and others will be used to establish media habits, geographic distribution and other qualitative variables.

If exact data on any of our three primary programs listed below is not available, our Team strongly recommends the use of primary research to define audience-specific information and set baselines.

Focus groups will be used with each of the initiatives to hone concepts for advertising and PR programs. Multiple advertising messages will be concept tested to determine the best message for each target markets. PR programs and promotions can be tested by staging

closed-door events that allow our focus groups to see the exact method of message delivery. Both the concept testing and mock promotions involve our audiences and let them tell us the best way to influence their behavior.

Overall Post-testing/Measurement

Tracking the effectiveness of our program will be handled by a series of phone surveys. These surveys will allow us to target specific demographic profiles and over-sample in segments such as minority populations, lower income and blue collar. These surveys will measure the overall top of mind awareness of the campaign's messages against a baseline number established in the pre-testing phase. They will also provide a mechanism to measure ad recall of our different messages to allow for refinement of the delivery method or of the concept itself.

Secondary information from the many groups tracking tobacco use throughout the state will also be used to measure incremental gains towards our stated Healthy People 2010 objectives. All pre and post-testing programs will follow EOCU guidelines and first be approved by their office and the DHHR.

Paid Media

An enormous amount of time, money and energy goes into the research and development of a message for any marketing campaign. That is why media placement is a very important step. This plan will reach the target audience in every corner of the state with the specific messages for youth prevention, clean indoor air and cessation.

The strength of the media schedule will come from the placement of broadcast and cable television. This medium not only reaches all target audiences, but also provides the important visual element needed to enforce the message. Support will come from multiple radio formats, local and statewide print, outdoor, interactive and other unique mediums.

Placement in national magazines with regional editions is not only cost prohibitive, but it creates unnecessary spill in other markets. To make this strategy more cost effective and impactful, we recommend partnering with The American Legacy Foundation and Stand to form a co-op program. This can be accomplished through our Team. The markets of Wheeling and Parkersburg will benefit tremendously from this partnership. Suggested publications: Parenting magazine, Teen People, Rolling Stone and Entertainment Weekly.

Traditional billboards will be used statewide in high traffic areas, along interstates and around heavily populated communities. These panels will serve as a bridge and support between the individual audiences and the campaigns.

The use of mobile outdoor advertising is becoming more popular and has been proven to be very effective. Research conducted by the Outdoor Advertising Association states that 90% of audiences notice text and graphics on mobile advertising and most recall the message. We recommend using mobile outdoor advertising at promotion events, school activities and sporting events.

Youth – A heavy statewide television presence, both broadcast and cable, is recommended to reach tweens, teens and young adults (our most important audience) for all messages. The programming will be slightly skewed toward females. This will help the message reach all children and also the girls who are not only tobacco users themselves, but who also have influence over the boys that use chewing tobacco. Recommended

family and kid friendly networks are Animal Planet, MTV, Cartoon Network, TLC and ABC Family.

Youth Advisors/Influencers – This group of adults is very broad. A mix of newspaper, radio, broadcast and cable is recommended. Newspaper placement will consist of minimal placement in the Sunday editions of the state's daily newspapers. Heavy news and primetime programming is needed on cable and broadcast. The radio schedules will run on top rated Adult 18-49 formatted stations.

Legislators/Business Owners – To reach legislators, business owners and other decision makers we recommend using radio and statewide business publications. These mediums will be used to enforce and recruit support for the Clean Indoor Air message. The radio formats will be Public Radio, news-talk and MetroNews' Talkline. Statewide business publications are The State Journal and the West Virginia Executive.

College Students – To reach college students and adults, ads will be placed in college and local publications, Hot AC radio stations, and in news, prime and sports programming on television. The messages will target adults that have influence over youth, giving information regarding cessation and encouraging support for clean indoor air.

Blue Collar Workers – Sports and news programming on broadcast and cable television as well as radio will be used to target blue collar workers and men that use smokeless tobacco.

High-Risk/Rural – Due to the unique geographic features of rural southern West Virginia, broadcast signals can be interrupted and unreliable. Therefore it is strongly recommended, when targeting these rural areas, to place ads in local newspapers and to utilize the local high schools sports programs and printed material. Small towns are very connected to their local schools.

Minorities – Minorities make up less than 3% of the state's population. However, targeting this audience is necessary for each of the messages. Cable networks that reach minorities will be used to target this audience.

Interactive Marketing

The Kids vs. Teens: Money and Maturity Guide to Online Behavior reports that the number of kids and teens online is steadily growing, up from 26.6 million in 2000 to 34.3 million in 2003. In fact, the under-18 demographic now comprises over 20% of the US online population.

With the knowledge that nearly half of all kids and teens are online, The Arnold Agency/GolinHarris Change TeamSM has put forth the following strategies for an interactive, online marketing plan to pique their interest and provide education on anti-tobacco related issues. These strategies will be used to supplement and enhance the current RAZE website.

There are four general strategies for fulfilling the strategic initiatives for an anti-tobacco website with a teen user base: brand building, user support, market research, and content syndication.

(1) Brand Building with Electronic Mailings

Building the brand can be accomplished by interacting with the user by providing an opt-in educational e-Newsletter. This technique facilitates viral marketing and incorporates an e-Newsletter sign-up within the w\Web site; "forward to" functionality within the finished product; and the ability to subscribe/un-subscribe within the finished product.

Any number of e-Newsletters can be sent via Web-based e-Newsletter software. We will be able to view the number of people signing up on the site and learn who forwarded the e-Newsletter to whom. This will measure the success of each promotion.

Each e-Newsletter can be personalized by including the recipient's name, making it look as though a private webpage was created just for them. The e-Newsletter's design will be consistent with the brand of the website and include active links. The links allow us to "push" content out in an effort to "pull" users back to the website (thus, being more proactive with our content, instead of waiting for users to return on their own).

Through this function, we can facilitate the building of an interactive community via viral marketing by incorporating "Forward To a Friend" capability within every site.

(2) User Support/Promotions

The Arnold Agency will provide a cost effective channel in providing 24/7/365 support for users of the site by informing them of web pages that provide resources for support in the domain of preventing or quitting tobacco use. These web pages will be organized by groups of users: parents, teens and existing smokers that would like to quit.

We will facilitate the building of an interactive community with a Bulletin Board System (BBS). The BBS can be public or private (i.e. within a "Members Only" area; through this we can provide an information link to an online smoking cessation program).

(3) Market Research

Market research is a very important element needed to gather relevant user data to chart trends and measure effectiveness of campaigns. This will be accomplished by linking to the smoking cessation program mentioned above, then having a referral program in place in which the Team is able to gather the cessation success rates of website users that linked from the website to the online cessation program. Such data will provide the levels of success in reporting back to the DHHR.

Data can also be gathered by building a voluminous repository of resources, then allowing the user to personalize the website (e.g. the "My Yahoo" concept). Personalization will allow the user to customize which links appear in the Homepage based upon whether or not the user is a parent, teen, smoker trying to quit, etc. Therefore, during the personalization process, we can gather any sort of relevant statistics on the user (e.g. age, years smoking, etc.).

Additionally, by identifying which group the user belongs to, we can change the design of the site. For instance, a teen user would see a design with vibrant colors and hip graphics, while a parent would see a more traditional design.

We will provide an online game that tests the user's knowledge of smoking-related statistics. The user's answers can be stored into a report with other users' answers. This

would gather data on users' existing knowledge of smoking-related hazards while simultaneously educating the user by providing the answers to the game's questions.

(4) Content Syndication

It is possible to automatically syndicate content from various news sources (e.g. magazines and newspapers) called news feeds. Content syndication provides a portal for articles, links, studies, etc. written by a variety of sources that pertain to the anti-tobacco initiative. This should include categorization of topics and perhaps a site search in facilitating the finding of pertinent resources within three mouse clicks by the website user.

Research Program

The key to this group is audience participation. The YET must be involved as well as a true youth advisory council made up of teens and young adults from around the state. This advisory council can meet on-line once a quarter in a virtual environment that allows for sharing of ideas, feedback from the front lines of the movement, and detailed concept testing where the participants see ads come together online and help design them.

For public relations events and promotions, we intend to have surveyors on site, polling participant and spectators. These "exit polling" surveys will give our team immediate feedback on the overall impact of the event, provide a forum for recommendations, and open a dialogue for potential new recruits in our movement.

Grassroots Outreach

GolinHarris has made direct youth involvement in the process of designing solutions one of the cornerstones of all our youth marketing programs. We use a peer-to-peer model to reach a wide spectrum of young people in the various target audiences. The purpose of this approach is both to reinforce campaign messages for those who have received them through other formats (media, advertising, online, etc.) and to bring the messages to youth who somehow were not reached in these other ways due to demographic, geographic, or other circumstances. This outreach includes smokers and former smokers, youth involved in various prevention activities and groups, those involved with community activities, and the general youth population. This form of outreach will be led by youth who take action in ways that appeal to their own interests and talents.

In addition to grassroots outreach, we also utilize a "grasstops" approach, which will encompass outreach to youth advocates and leaders. The audience will include regional health leaders, as the current campaign does, but will expand to include teachers, counselors, youth group advisers, employees of DHHR and community-level programs that serve the target audience, and employers with youth workforces.

In terms of outcomes, grassroots outreach in service of the Youth Prevention campaign will have two major goals: Youth taking action; and Youth spreading the campaign messages far and wide. Commotions will continue, but we will make them more effective with several improvements. First, we will tie the commotions into our media and public relations efforts. Second, we will encourage commotions around core issues that the youth will decide. Third, we will build commotions into other programs so that they are beginnings of a comprehensive effort, as opposed to ends to grab attention. Finally, we will build media advocacy into the process more than it currently is.

Public Relations

GolinHarris is a leading public relations agency. Together, with The Arnold Agency, our PR arsenal is full of ideas that succeed both in making a good story and in "delivering the goods" in terms of behavior change and/or policy change. We will execute a top-notch public relations campaign to position RAZE to grow into a leading youth movement, and to achieve DTP's goals. We have generated millions and millions of media impressions of stories furthering tobacco prevention goals, and we have contacts within the media nationally, and within West Virginia to be successful here.

As youth will take the lead in this campaign, there will be countless possibilities for media coverage, and we will be aggressive in seeking and securing it. We will negotiate added value deals when purchasing paid media. We will scour the state for examples of teens leading the fight against tobacco, and will feature them prominently in the press.

In addition to standard public relations, such as issuing statements in support of or in reaction to various issue-related current events, our PR plan is very tightly tied to the Media Advocacy ideas explained in the next section. In keeping with "Lead. Don't Follow." teens, both rank and file and leaders of the movement, will have a chance to work on media around initiatives of their own making. We will recruit and train a squad of teen spokespeople from all over the state to represent RAZE in the press. Teens will have an opportunity to pitch stories to the media and to develop press materials.

Youth involvement

We know from experience that teens need to be able to make decisions about their movement and be in control, but they need the help, support and guidance from adults who are working in the field. We believe the adults working in schools, local coalitions, community groups, and ethnic programs will be in a perfect position to help with this. Our team will engage in ongoing outreach to these organizations in a two-pronged effort, with an immediate focus on recruiting youth and adult attendees for regional trainings, and follow-up outreach to support events and initiatives planned by youth at these regional events.

Training youth to take on leadership roles and make key decisions, linking youth from communities all over the state, and encouraging a peer-to-peer system of recruitment and training will impact the problem from a fresh angle. The results of youth leadership will be reflected in all aspects of the campaign: A genuine youth voice will be insured in the tone and style of the campaign. Most materials and messages will be crafted in consultation with real members of the target audience. The audience will be encouraged to think independently and make informed decisions about tobacco use. This will help them feel more strongly about their decisions, and more likely to stick with it. Youth will be encouraged to apply the best social marketing tactics to engage, entertain and inspire their peers.

Creative Strategy

The creative work done for RAZE in the past did a good job. As we discovered very quickly in our focus groups with youth from across the state, however, times have changed. If we want to keep up with youth, we've got to stay ahead of the curve.

As detailed in the research and grassroots sections of the core strategy, tweens, teens and young adults will be heavily involved in the development of our creative work. We've included examples here to demonstrate our strategic thinking and capabilities, but we

would prefer that the majority of our creative ideas comes from actual members of the RAZE and the target market. In fact, the “Cigarettes – Toxic Recall” concept idea shown in storyboard and print format in the following pages, comes directly from one of the young adults in our focus group.

The RAZE creative pieces throughout the next several pages illustrate a strategy full of rich textures, real people and straightforward themes, copy and graphics. The driving principles behind our RAZE creative include the use of:

- Up-close, in-your-face photos of youth – cropped tight and packed with attitude to show the peer-to-peer angle of our communication
- A tone that’s honest, straightforward and respectful
- Real West Virginia youth
- Actual Commotions in advertising
- Photos, textures and accents indicative of West Virginia youth culture – from the polished city centers, to the modular suburbs, to the gritty rural areas

Creative Executions

From television and radio to print, interactive multi-media and promotional displays, our creative will use real West Virginia teens, tight shots, interchangeable backgrounds and textures to build interest and continuity within the campaign. Shot quickly and inexpensively around the state, we can build a portfolio of cohesive and flexible imagery and talent to maximize production budgets and keep talent fees to a minimum. Throughout the life of the campaign, we will mix and match people, places, things and textures to achieve a variety of looks, feels, tones and style to talk more directly to each subset and communicate our messages most effectively.

This approach also provides a visual framework that keeps the overall RAZE brand consistent. Using real West Virginia youth and young adults will give our kids the opportunity to custom make and “star” in ads, gain ownership in the ideas and add authenticity to the campaign – while working within an established, consistent style.

The tone for our Youth Prevention (RAZE) campaign is factual, specific, issue-focused, empowering and communicated peer-to-peer. These kids want to make up their own minds. It’s our job to catch their attention, be relevant to their lives and give them the tools to make informed choices. We will communicate through this group through a variety of media including: TV; Radio; Print; Outdoor/Billboards; Web; Gear; Car Promo; Direct Mail/Collateral; Fact Sheets; Brochures; Promotional Displays.

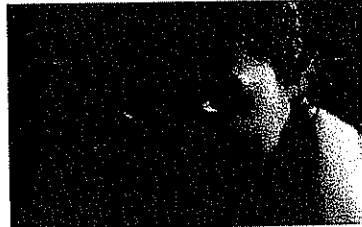
To illustrate the core creative strategy, a selection of sample creative work follows.

Youth Prevention (RAZE): TV Spot (:30) "The Facts - I'm Not Stupid"
Target: Youth (11-14)



SFX: Music and appropriate ambient sound to accent visuals; Mix of kids speaking to camera and voiceover from kids:

We're not stupid.



I'm not stupid.



You're not stupid.



We know tobacco's bad for you.



But did you know that one in five West Virginians will die from tobacco use?



That's one in five - dead.

So who's it gonna be?



Visual: One fades out

This guy?



Visual: One flickers, fades out

That girl?



Him or her? Maybe even one of your friends?



It doesn't have to be this way. It's up to you.



And like I said, we're not stupid.



VO: *Get involved. Get the facts. And get it here.*

Youth Prevention (RAZE): Print Ad / Flyer / Poster "The Facts - I'm Not Stupid"
Target: Youth (11-14)

Everybody knows tobacco's bad.

But did you know that
1 in 5 West Virginians
will die from using it?

Face the facts:

- **1 in 5** - DEAD.
- **20%** of people - DEAD.
- **1/5** of the state - DEAD.
- **362,070** people - DEAD.

Thanks to all the deadly, addictive chemicals in tobacco, 4,200 people will die this year. And next year. And the year after that.

It doesn't have to be this way.
And like I said, we're not stupid.



Get involved. Get the facts. And get it here.

1-866-wv teens razewv.com

Youth Prevention (RAZE): TV Spot (:30) "Cigarettes – Toxic Recall"
Target: Youth (15-18)



SFX: Audio and video clips from local news shows with static blurbs in between the cuts almost as if it's one long sentence:

This just in...



an important health announcement...



there's a massive recall on cigarettes



Visual: Footage from RAZE "Recall Commotion"...

...containing arsenic, lighter fluid, cyanide...



Visual: kids in convenience stores

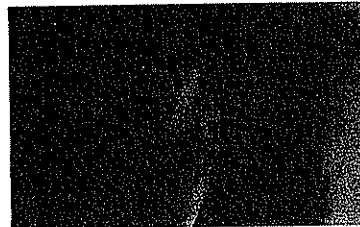
radioactive materials that are potentially fatal...



People are outraged,

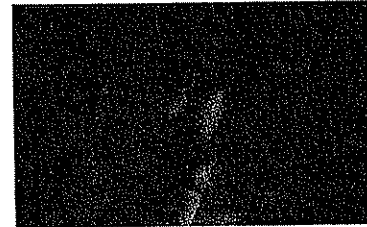


demanding an explanation...



SFX: Abrupt stop... sound of audio track slurring to a stop; video feed stops... jumpy... rolls a bit

...about how these products



(Close up of teen (15-18) comes onto screen)

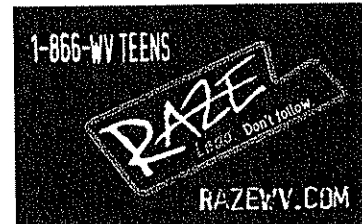
got into stores



Yeah. There is no recall. All that poison is supposed to be in cigarettes. Always has been. And, it's perfectly legal.



Wanna do something about that?



VO: Get involved. Get the facts. And get it here.

Youth Prevention (RAZE): Print Ad / Flyer / Poster "Cigarettes - Toxic Recall"
Target: Youth (15-18)

MASSIVE RECALL ON CIGARETTES

We staged a massive recall on cigarettes.
We stormed convenience stores, gas stations
and malls - everywhere they sell tobacco.

It caused a commotion all right. But it didn't
make tobacco any safer. Check out the facts:

Cigarettes contain over 4,000 harmful
chemicals, including:

- ARSENIC - LIGHTER FLUID - CYANIDE
- RADIOACTIVE MATERIALS

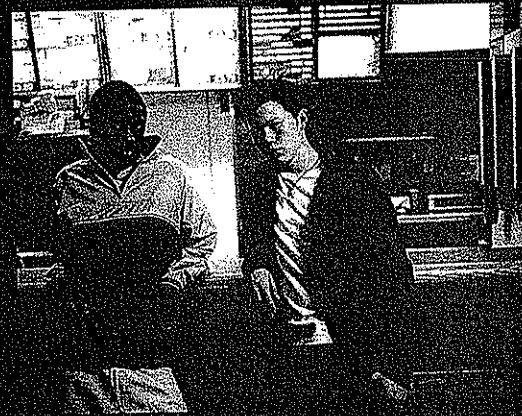
More than 400 are poisonous.
And over 50 cause cancer.

Wanna do something about that?



Get involved. Get the facts. And get it here.

1-866-wv teens razewv.com



Commotion

Youth Prevention (RAZE): Print Ad / Flyer / Poster "Addiction & Control"
 Target: Young Adults / College (18-24) – Skews Female

You wanted it. Now you got it. Don't give it away to tobacco.



I know what you're thinking. You're stressed. With so much going on, you're hungry for a little release.

Think a smoke will help? Before you try it, think about what you're getting into. If you're going to light up, addiction will follow. Cigarettes are specially made to get you hooked.

Don't believe me? Just ask any smoker on campus if they smoke. I bet you hear a lot of this...

No, I don't smoke. Not all the time. I only do it:

"When I'm stressed" "During finals"
"When I'm drinking" "Every once in a while"
"After I eat" "Before a big test"
"When I'm bored" "At football games"
"When I'm with friends who smoke"
"In my car when I'm driving"

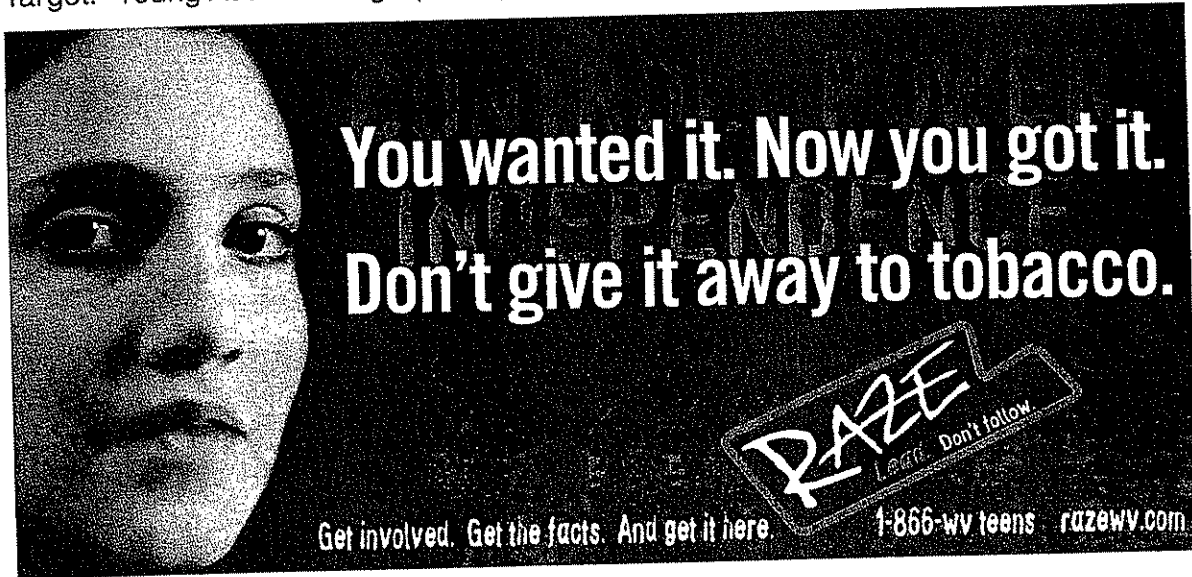
After a while, you'll have hundreds of reasons to do it. So don't kid yourself. It's addiction. And there's no control, power or independence when you're hooked. That's a lot to give up for a little release.



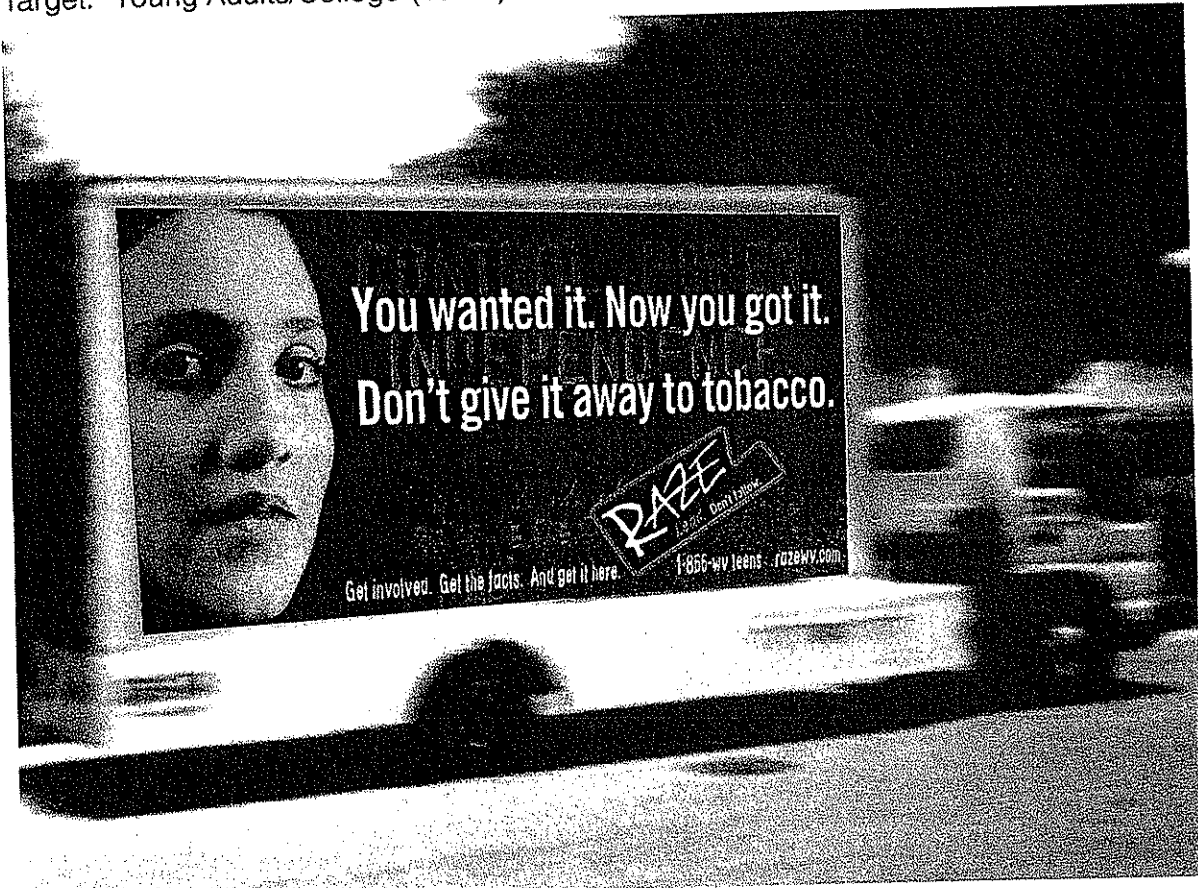
Get involved. Get the facts. And get it here.

1-866-wv-teens razewv.com

Youth Prevention (RAZE): Outdoor / Billboard "Addiction & Control"
Target: Young Adults/College (18-24) – Skews Female



Youth Prevention (RAZE): Mobile Media "Addiction & Control"
Target: Young Adults/College (18-24) – Skews Female



Youth Prevention (RAZE): Print Ad / Flyer / Poster "Don't Be a Loser"
 Target: Youth (11-14)

My mom fought lung cancer —



and lost.

My mom smoked.

Not a lot. But she did it every day for 20 years.

She talked about quitting a lot.

Until about two years ago. That's when she found out she had lung cancer.

She quit smoking. But it was too late. She lost. So did our whole family.

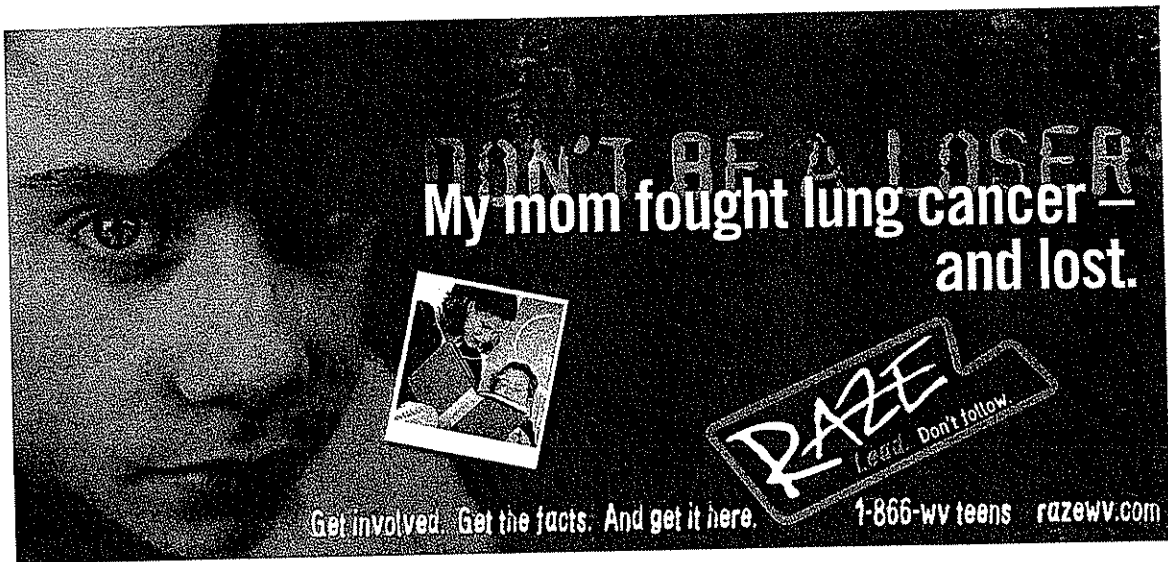
Don't be a loser.



Get involved. Get the facts. And get it here.

1-866-wv-teens razewv.com

Youth Prevention (RAZE): Outdoor / Billboard *"Don't Be a Loser"*
Target: Youth (11-14)

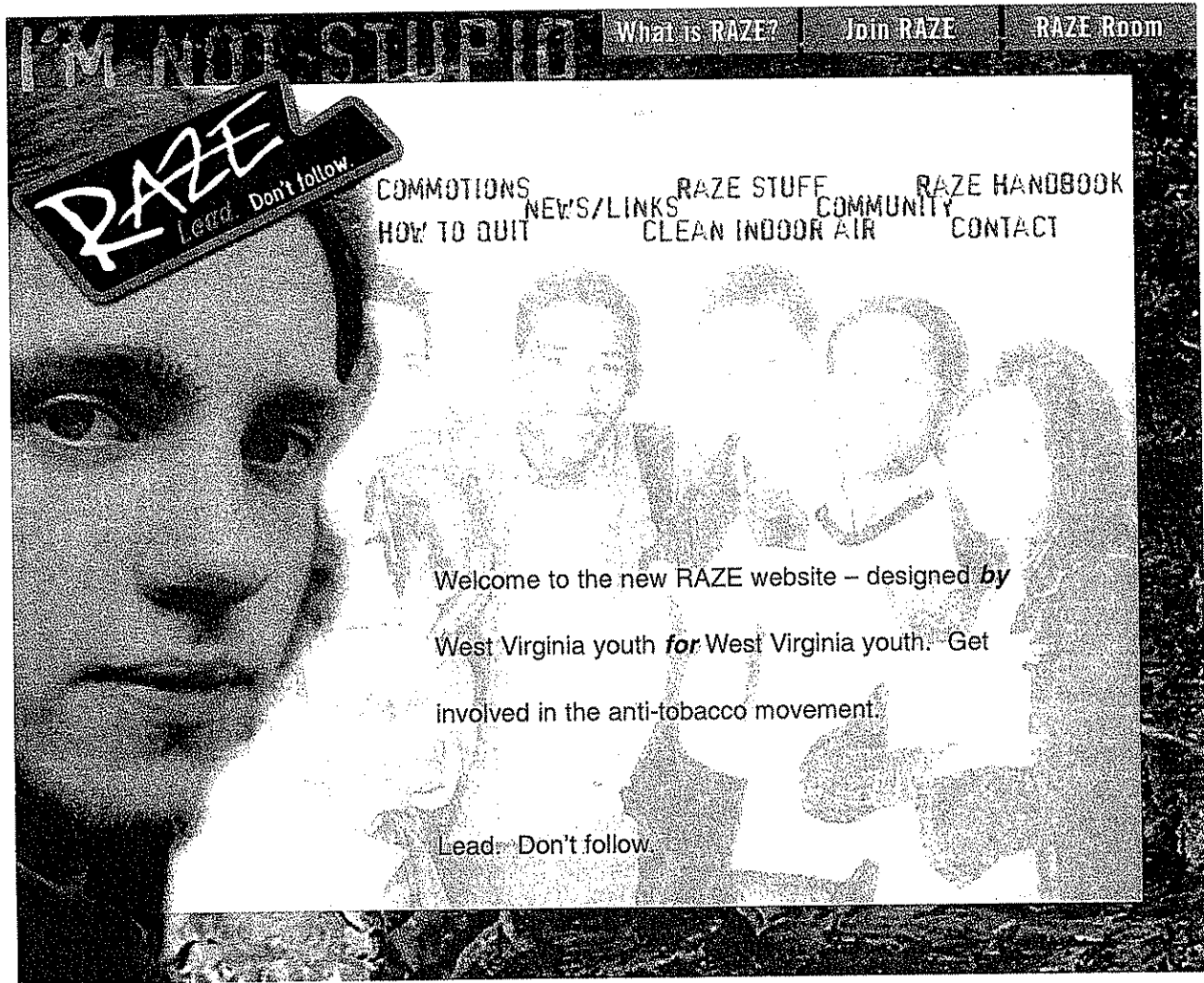


DON'T BE A LOSER
My mom fought lung cancer —
and lost.

RAZE (can't) Don't follow.

Get involved. Get the facts. And get it here. 1-866-wv teens razewv.com

Youth Prevention (RAZE): Website Homepage Redesign



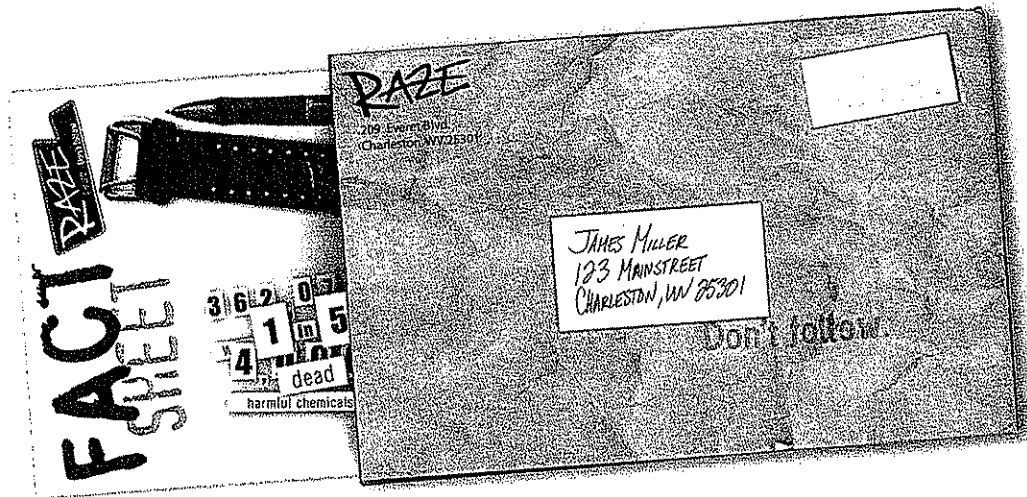
RATIONALE –

It's time for West Virginia's RAZE program to demand attention and take the lead. With a dramatic re-design inspired by our youth, we can earn media exposure and promote the new look, feel and style. To maximize budget dollars, we recommend keeping the site's basic structure – with the addition of informational links to Clean Indoor Air and Cessation facts, news, stats and tips.

Youth Prevention (RAZE): Website "RAZE Stuff" Pages



Youth Prevention (RAZE): Activist Kit
Direct Mail



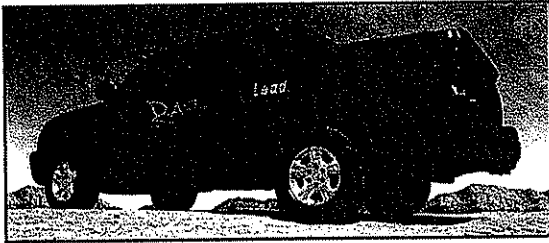
RATIONALE -

New RAZE members, community events, Commotions and giveaways. These are just a few of the ways we'll use the RAZE Activist Kit/Direct Mail Piece to get information and inspiration to youth across the state.

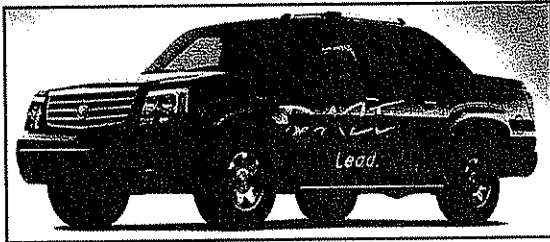
The packaging – a padded envelope – will contain a brochure, fact sheet and some RAZE Gear to get people interested and involved in the movement. Some new Gear ideas include: wrist bands, pens, magnetic keywords and letters so kids can post their own anti-tobacco messages on lockers and refrigerators everywhere. It's an effective, yet inexpensive way to get our message into the hands of the people who can spread it.

The new RAZE look, feel and style will be reflected on everything inside the Kit. And with all the room inside, we could easily expand the content to use it as a "basic training" packet for RAZE Key Messages, Commotion schedules, mentor contacts, media advocacy, and more at RAZE summits across the state.

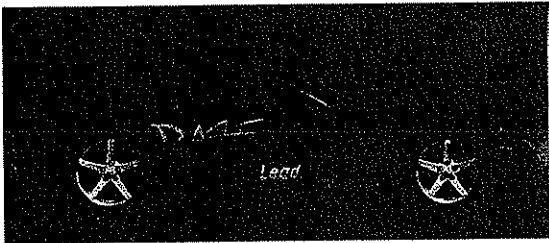
Youth Prevention (RAZE): Custom Car Tuner Kit Promotional Display



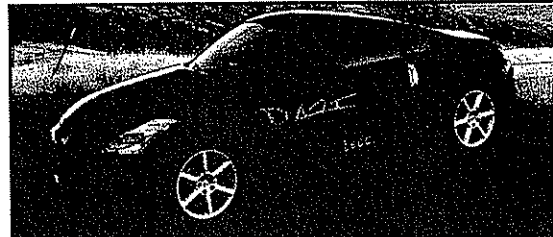
Chevy Avalanche



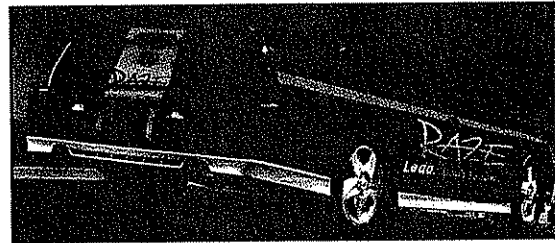
Cadillac Truck



Chevy Corvette



Nissan 350Z



Chevy Monte Carlo

RATIONALE —

In the past, RAZE has paid to lease one car for use at events across the state. But that was then. This is now.

Our strategy centers on acknowledging and respecting the individualism of our target audiences. And since what's "cool" varies in different parts of the state, The Arnold Agency / Golin Harris Change Team has a customized idea to get attention.

With the popularization of custom-car reality shows, we have a promotional plan that's geared up to stretch your budget and connect more effectively with kids. We'll put together a "RAZE Custom Tuner Car Kit" with various sizes of vinyl

cling graphics, magnetic accents, and a few hardware pieces like roll bars and custom grills indicative of the new look and feel of RAZE.

When it's time to plan a summit in a certain area, we'll work with local RAZE members to select the car or truck they want to customize. From Nissan Zs to Chevy trucks, we'll partner with local dealerships or use our longstanding client relationship with Enterprise Rent-a-Car to get a car donated for the duration of the event.

An adult team will work with the RAZE members to customize the car. When it's over, we'll strip the gear off, return the car unscathed and move on to the next location.

Partnerships

American Legacy Foundation Project 2030 is a national program that places high school and college interns at health organizations and communications and advertising agencies working on tobacco control issues. The interns work on agency work supporting the Foundation's goal of creating a world where young people reject tobacco and anyone can quit. They also work together on a shared national project each semester. GolinHarris administers this program, and could potentially seek Legacy's permission to expand it to bring an intern to The Arnold Agency each semester. This would help build capacity in the state, and bring attention to West Virginia's efforts, as 2030 interns sometimes present research at conferences and summits.

Legacy Co-op Program provides a way to extend DHHR's paid media budget in the same way the CDC's Media Resource Center does. We may be able to help West Virginia benefit from this program. Worksite prevention initiatives and support through current Arnold Agency and Change clients, such as Subway and McDonald's. Worksite prevention initiatives and support at large West Virginia employers.

Clean Indoor Air Campaign Theme: Lead. Don't Follow.

West Virginia's counties have already had a great deal of success in passing clean air ordinances. All but four counties have some sort of regulation. This means that the battle for clean indoor air in the state takes on a different feel. Raze youth and their advocates must act to strengthen existing laws, enforce them, and protect them from repeal or tobacco industry attempts at pre-emption at the state level. Grassroots mobilizing is the backbone of the Clean Indoor Air phase of the campaign, because the struggle to end exposure to environmental tobacco smoke (ETS) is often fought in individual jurisdictions, and sometimes even door-to-door. Our plan is to focus on reducing exposure to ETS in businesses, public places, and homes.

Research

CIA Specific Research Program

This program is unique in that our messages are directed not at the user of tobacco products, but those that are affected. Focus groups and online surveys will be used to determine the effectiveness of how our messages are being relayed from our target audiences to smokers, businesses and civic leaders. This program also has the added complexity that smoking bans and other clean air programs are thought to have an impact on businesses in our communities. Polling of the business community will allow us to craft messages that deliver our initiative in an un-threatening way.

Grassroots Outreach/Youth Involvement/Public Relations

As stated above, grassroots will be the centerpiece of this campaign. We will present the facts to young Raze supporters statewide, and they will be charged with improving or maintaining clean indoor air policies in their communities.

Our campaign will take a positive approach, rewarding those who adhere to clean indoor air policies, and demonstrating the benefits to those who do not. This turns a basic argument about these ordinances on its ear. The tobacco industry and its paid lobbyists in several industries (like restaurants and resorts) wants business leaders to believe that clean indoor air is bad for their bottom line. Our outreach campaign and all supporting earned and paid media will prove that the opposite is true. We don't just think so, we know so. Data from California, Delaware, and New York City show that restaurant business

stayed largely the same or actually increased in the months after those places passed 100% clean indoor air laws.

We will organize initiatives and media support in favor of smokefree establishments that do a great job at enforcement. This will show others that there are rewards for protecting the health of your customers and your workforce. Youth-led smokefree dine-ins at select restaurants that do not enforce clean indoor air policies. On a selected day, RAZE teens will "occupy" the entire smoking section of a target restaurant, and order meals, eat, and tip well. For the time they are there, the establishment will experience what it is like to have a clean indoor air policy. This initiative is a great media event, and would culminate with the youth meeting the managers to ask that they consider going smokefree, even for only one day a week to start. Success stories will of course be rewarded.

A RAZE seal of approval to be presented by teens to establishments (including homes) in recognition of the success of their policies. We will oversee production of **several local and regional smokefree dining guides**, which will be researched and written by young RAZE members. These will be available in print and online. RAZE members will be encouraged to distribute them widely in places like schools, music shops and restaurants (listed in them) that they frequent, and at RAZE events and other youth events.

Our PR strategy will be to support the numerous youth-led initiatives that will be executed under the grassroots initiatives. The general message brings clean indoor air to the individual level. For example: You the power change the way things are; and you have the power to enforce smokefree policies.

Creative Strategy

The creative arm of this campaign will be designed to remind non-smokers that every time they (or someone they love) walk through someone else's cigarette smoke – their health is being violated. This audience, in general, already has an adverse opinion of tobacco use. What we need to achieve with this audience is to empower them with information and determination – and spur them into action against secondhand smoke.

Another important objective for this program is one of support. Our efforts and executions must support the grassroots and outreach efforts by providing a visual forum that target audience members can relate to and feel a part of. They'll see our Key and supportive messages on television, hear them on the radio, read them in print and follow the latest news online.

Following the creative principles set forth in the Youth Prevention (RAZE) campaign, we will again use techniques to add to the authenticity and peer-to-peer tone to communicate the overall messages. We'll work with real West Virginians to develop ideas and use real people whenever possible. As this campaign grows in visibility and popularity, we will show them they're part of something bigger, something more important – something that could potentially influence and affect the health and well being of thousands of people across the state.

We will communicate with this group through a variety of media including: TV; Radio; Print; Outdoor/Billboards; Web; Direct Mail/Collateral; Fact Sheets; Brochures; Promotional Displays.

To illustrate the core creative strategy, a selection of sample creative work follows.

Clean Indoor Air (CIA): TV Spot (:30) **"Protect Your Children"**
 Target: Adults – Focus on Parents



SFX: Dramatic music under; sound effects as appropriate

Visual: An innocent looking little girl opens a cabinet, takes a container of cleaner out,



opens the lid and prepares to taste it; label comes into focus and reads "ammonia"



Visual: The little girl grabs a box filled with white powder, pulls it under her nose, looks into it. The box label comes into focus; it reads "rat poison – arsenic"; she coughs



Visual: Transition Scene: A white cloud of powder puffs up out of the jar into the little girl's face as the smoke clears



Visual: The same little girl is walking with her mom right as he blows a huge puff of cigarette...smoke;



the words "arsenic", "naphthalene", "ammonia" appear.

VO: *You'd do everything*



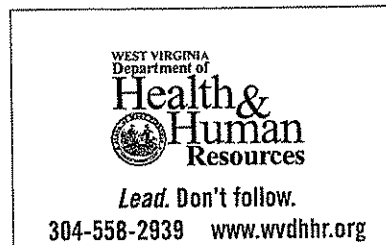
you could to protect her from all these things, wouldn't you?



Visual: The little girl coughs. The mom looks annoyed, but says nothing. They continue walking hand-in-hand.



VO: *Secondhand smoke causes at least 38,000 deaths every year – and over one million illnesses in children.*



And there is something you can do. There's a lot, actually. Take action. And lead, don't follow.

Get involved. Get the facts. And get it here.

Clean Indoor Air (CIA): Print Ad "Secondhand Smoke Kills Business"
 Target: Adults – Business Owners, Decision Makers, HR Personnel

HIGH RISK. IN A
 HAZARDOUS ENVIRONMENT
 YOU'RE RESPONSIBLE. LIKE A BUSINESS OWNER.

Secondhand smoke doesn't discriminate.

It kills people – and it can kill your business, too.

West Virginians are well aware of the dangers of secondhand smoke. It causes lung cancer, heart disease and chronic lung problems including bronchitis and asthma. It also kills 38,000 people every year.

As more and more non-smokers become chronically ill and die from prolonged repeated exposure to cigarette smoke, more business owners are taking notice – and doing something to keep their workplaces clean.

Creating a smoke-free workplace is healthy for your employees. It's healthy for your customers. And it's healthy for your business.

Make it your business to take action now.

For more information, call
 304-558-2939

Lead. Don't follow.

WEST VIRGINIA
 Department of
**Health &
 Human
 Resources**



www.dhhr.org

Partnerships

Both The Arnold Agency and GH Change feature rosters of clients that would be an excellent match with Raze's efforts here. Cross-promotional and added value opportunities are many. Youth will seek local retail partners to feature in the guide, and to make the guide available.

Cessation Campaign Theme: Lead. Don't Follow.

In 2004 Change has worked with The American Legacy Foundation on several groundbreaking initiatives in the realm of tobacco cessation. Circle of Friends, the Bob Quits and Mary Quits advertising and public relations campaigns, and our work on a Washington, DC quit line are detailed in the work experience section of this proposal. Through these experiences, two major ideas emerged: most tobacco users already want to quit, and while a number of available approaches can be effective, having the support of people in your life can be the difference between successfully quitting and not. In fact, a 2000 study by the US Center for Disease Control showed that 70% of smokers want to quit, and 41% have actually tried to quit. Also, a Department of Health and Human Services concluded that across all genders, ages, and social factors, having personal help makes a person 50% more likely to successfully quit using tobacco.

These ideas will be guiding principles of our approach to the cessation piece of the campaign. Our creative materials, public relations efforts, and peer-to-peer efforts will move away from the current themes of asking users to quit. The messages will shift to become more empathetic, and will acknowledge that most tobacco users want to quit, and many have tried and failed. Smokers and non-smokers alike will be encouraged to offer different forms of social support to those who want to quit, and we will efficiently manage the budget by making use of the many very good cessation resources already available to people.

Research

Marketing under this program asks the most difficult thing from our target audiences – for them to quit using tobacco. For this reason, we strongly recommend detailed intercept and online polling of subsets of this audience. Targets such as pregnant women and users of smokeless tobacco must be singled out and truly put under the microscope of research to find the key to their cessation. We will also make a rich list of all national, local, regional, and statewide quit resources available to West Virginians.

Grassroots Outreach/Youth Involvement/Public Relations

We will create a supporter-training event where people can become good "buddies" to people who need their support. We will train youth to be good advocates for cessation by talking about the benefits of cessation that everyone feels (not just the person quitting). We will adopt a positive, empowering tone for all cessation messages and be available to people needing support. We will also develop a volunteer corps of RAZE youth who want to offer support to people trying to quit. We will get the word out that anyone can be a volunteer, though we will especially seek to recruit young former smokers into the corps. To protect our youth people, buddy matches will only be made with people who sign up together and know each other.

Our Team will secure feature stories on the ways that social support has helped people quit using tobacco. We will gain coverage on feature activities people engage in to support others trying to quit. And we will earn feature stories on the success stories of the quit partnerships and volunteers.

Creative Strategy

When you're addicted to tobacco, it's extremely difficult to quit – even if you want to. One of the most important things the creative elements of the Cessation campaign can do is provide real reasons to either “quit now” (in the case of pregnancy, for example) or it can provide facts, tips and support to give people the tools they need to be successful in their efforts.

We need to inspire them – challenge them – to take control of their lives and their bodies back. Then we need to extend a supportive hand to lead them to the tools they'll need to be successful and set a positive example. Again, we're asking these folks to lead, not follow.

We will continue to build our overall look and feel off the tone established by RAZE, and we will communicate with this group through a variety of media including: TV; Radio; Print; Outdoor/Billboards; Web; Direct Mail/Collateral; Fact Sheets; Brochures; Promotional Displays.

To illustrate the core creative strategy, a selection of sample creative work follows.

Cessation: Print Ad / Flyer / Poster "I Don't Date Guys Who Dip"
 Target: Youth (15-18) – influence females to pressure males to quit

I don't date guys who dip.



YOU'RE NOT

It's disgusting.

For all the guys out there that might want to ask me out, you better pay attention to this message. Me – and all my friends – don't want anything to do with guys who dip or chew.

It's not cool. It stinks. It's filthy. It makes your teeth brown and your breath stink. Not to mention those nasty cups of brown spit sitting around stinking everything up.

There's no way I'd date a guy who dips. Not now. Not ever.

So if you dip or chew and you want to ask me out, call this number before you call mine.

1-877-966-Y NOT QUIT
 (1-877-966-8784)

Lead. Don't follow.

WEST VIRGINIA
 Department of
**Health &
 Human
 Resources**



www.dhhr.org

Cessation: Outdoor / Billboard **"I Don't Date Guys Who Dip"**
Target: Youth (15-18) – influence females to pressure males to quit

I don't date guys who dip.

It's disgusting.

Lead. Don't follow.

WEST VIRGINIA
Department of
**Health &
Human
Resources**

www.dhhr.org 1-877-966-Y NOT QUIT (1-877-966-8784)

Cessation: Print Ad / Flyer / Poster *"It's Time to Stop"*
 Target: Youth (15-18) – Female, African American, High Risk

You grew up fast. Now it's time to stop.

Smoking during pregnancy will hurt your baby. When you smoke, it keeps your baby from getting enough oxygen. And that can lead to a variety of health problems, including:

- Stillbirths
- Newborn deaths
- Miscarriages
- Sudden Infant Death Syndrome (SIDS)
- Low birth-weight
- Withdraw-like symptoms
- Pre-term labor
- Complications

If you quit during your first trimester, your baby has a much better chance of being strong and healthy. And you have a much better chance of being around to watch them grow up.

If you're ready to quit, we can help you do it.

1-877-966-Y NOT QUIT
 (1-877-966-8784)

Lead. Don't follow.

WEST VIRGINIA
 Department of
**Health &
 Human
 Resources**



www.dhhr.org

Partnerships

We will seek out organizations that offer effective quit resources or advice, and steer West Virginians to them for help, such as the National DHHS quitline and American Legacy Foundation's Circle of Friends. We will seek out a large in-state employer to implement a worksite cessation support program, with the possibility of expanding to other employers.

Components for Implementing and Monitoring Strategy

Our team is well positioned to execute this plan. Here is an explanation of our abilities and approaches to implementing the plan and ensuring its success.

- Product development – Advertising products and supporting materials will be physically produced in the Charleston office of The Arnold Agency.
- Managing price – Throughout this proposal we outline several strategies for managing price. They include negotiating added value when purchasing advertising time/space and producing smaller, more effective youth training events.
- Placement of messages – The Arnold Agency will negotiate on behalf of the DHHR for the best available cost and placement of the messages.
- Promotional Ideas – We will use our many anti-tobacco resources and work with the DHHR to develop and execute teen-engaging promotional ideas.
- Partnerships – GH Change has access to the client roster of GolinHarris, a top ten public relations agency. This, coupled with our relationships throughout the tobacco prevention field, will provide numerous partnership opportunities for Raze.
- Evaluation plan – Working closely with our research vendor, Lake, Snell, Perry, & Associates, evaluation will be integrated into the plan seamlessly.

3.2.2.15 Strategies of 2003-2008 WV Tobacco Prevention Strategic Plan

A) Develop Communications and Media Strategies

Tobacco is the leading cause of preventable death. People know this; and yet over 2200 kids in the United States become regular smokers every day. Why? Because tobacco marketers have found a way to cement the image of tobacco as a rite of passage that "everyone" tries at some point. This sneaky promotional tactic works because it speaks to feelings of gaining independence and an identity precisely at a time in life when those feelings are growing within young people.

Our communications and media strategy will emulate the one described above in order to achieve DTP's goals as laid out in the 2003-2008 Strategic Plan. For each of the four goals, we will research the target audience, with a particular focus on lifestyle and psychographic information. In developing our messages and strategies, the process will be informed by our findings, and we will include members of the target audience throughout the process.

We understand the barriers and triggers to behavior change, and we will be sure to craft messages that speak to the audience's growing need for independence and control. Our messages will not conflict with the target audience's emotional triggers; rather, they will speak directly to those triggers by presenting alternative ways to gain independence.

B) Concept Testing

In accordance with the specifications of this RFP, The Arnold Agency/GolinHarris Change TeamSM conducted message concept testing. This consisted of qualitative research using focus groups and qualitative messages to present key message concepts to members of the target audiences to gain feedback. Working with two different focus groups – one composed of 12-14 year old females, the other of 19-24 year old males and females – our

Team gathered original qualitative data from members of the target audience from throughout the state.

Our groups were well informed about tobacco and anti-tobacco messaging in general. And they tended to confuse anti-tobacco campaigns from adjacent states, specifically Ohio. **Unfortunately, no one in either session was able to demonstrate any unaided recall of RAZE advertising.** When existing RAZE work was shown, however, several people remembered. One of the most groundbreaking discoveries that came from our original research was a very negative reaction to the idea or concept of “Big Tobacco” and/or “Big Tobacco Lies.”

By an overwhelming majority, our groups felt like “Big Tobacco” was a very outdated idea. We got responses such as, “We already know that.” “We’re not stupid.” and “Yeah, yeah... Big Tobacco... everyone knows that... tell me something I don’t know... something I can use.” As we detailed in our Key Messages section, we have built a message platform tailored to address the needs of the youth we’ve involved in research and message creation. RAZE has an unbelievable opportunity to listen to its target market and advance our messaging and strategy to the next level. We need to move West Virginia to the leading edge of the anti-tobacco movement. Our target audience is ready – so let’s go.

3.2.2.16 Vendor to Develop Various Materials

In the course of the campaign, we will develop many different advertising, public relations, and marketing products and services for DHHR. Generally, we will follow a process of research, planning, first draft (to be approved by DHHR), audience testing, edits, and post-campaign evaluation. This process will ensure we are delivering the best and most effective campaign materials. During the initial research phase, we will always seek to save funds by combing through the database of advertisements at the CDC Media Campaign Resource Center. If we identify an appropriate ad, we will test and refine the ad (as permitted) for our purposes.

3.2.2.17 Vendor will Utilize Implementation Methods

Our Team is composed of experienced professionals. Our goal is to help our clients achieve their goals above all else. The RFP lays out DHHR’s preferred process for implementing the program. Below is our acknowledgement of this preferred process, which includes proposed enhancements:

1. Produce creative materials, advertising, supporting items, and plans
2. Gain approval from stakeholders at DHHR, the Youth Empowerment Team, and others identified by DHHR
3. Implement the campaigns
4. Evaluate the effectiveness of the campaign, execution and our own performance, where applicable
5. Make any necessary changes and incorporate improvements when possible

3.2.2.18 Vendor will Provide Independent Evaluation

We are committed to achieving DTP’s goals in a cost-effective way, and we are also always seeking to improve our own performance in providing advertising, public relations, and marketing services. To this end, we will build independent evaluation into the process in a way that makes use of the best benchmark data at the beginning of the campaign and collects the same type of data at the end of the contract period to make comparisons in awareness, attitudes, and behavior change. When appropriate we will distribute pre- and

post-evaluation forms to participants in trainings and other events we produce, and we will report findings to DTP, and incorporate suggestions into our future offerings.

3.2.2.19 Vendor will Maintain and Update RAZE Website

If awarded this contract, we will continue the RAZE website, while adding enhancements to increase its effectiveness in supporting the movement and providing a point of entry for large numbers of the target audience. We will add new content, design, and interactive elements pending input from youth movement leaders. Push and pull strategies, along with other viral mechanisms will be evaluated for optimal results.

3.2.2.20 Vendor will Share DTP Approved Work Plans

Our Team favors a work plan approach to managing multi-faceted projects such as RAZE. Once we begin working with DTP we will develop a comprehensive plan for the first six months of the contract period, and we will arrange a schedule of meetings and conference calls between our Team and our DTP contacts. One of the first priorities will be to get the work plan approved by DTP, and develop a regular schedule for progress reports and updating the work plan. We will share each updated plan and progress report with all members of the Youth Empowerment Team.

4.1.5.1 Specific Agency Offerings in Market Research & Evaluation

A: Proposal specific market research and evaluation

To show what The Arnold Agency/GolinHarris Change TeamSM can offer specifically to this proposal in the area of market research and evaluation, we have divided the Team's and Lake Snell Perry and Associates (LSPA), our dedicated research partner's relevant experience into the following three sections: Experience in West Virginia, Experience Among Children and Teens and Experience on Healthcare/Tobacco/Smoking and Behavior Issues.

Experience in West Virginia – The Arnold Agency has designed and implemented the results of market surveys throughout West Virginia for 15 years. Projects include: business development research for Steptoe and Johnson, statewide phone surveys for The West Virginia Forestry Association, concept testing for OSO Sweet Onions, secret shopper, focus groups and phone surveys for Cellular One.

LSPA has extensive experience conducting research in the state including: Statewide surveys for Governor Wise's successful Gubernatorial campaign, in-depth research into healthcare options for children and teens and survey work on video poker and Appalachian heritage.

Experience among Children and Teens – LSPA is also one of the leading experts when it comes to children's issues and interviewing children and teens. Their research on teens is extensive, both in the range of issues and geographic areas they have explored. Their work includes: Conducting research among children aged 10 to 17 to gauge their interest in after school programs for Afterschool Alliance; For Children Now, they conducted a variety of research projects with adolescents and teens including looking at their views of race and the media, the influence media sources play in their lives, and communication between parents and children on sensitive topics; research among young women ages 19 to 25 for the Pro-Choice Education Project; For the Youth Vote Coalition they conducted extensive research among 18 to 24 year olds on voter participation; and conducted civic engagement and participation studies for the Study Circles Foundation.

Experience in Healthcare/Tobacco/Smoking Issues – Healthcare marketing and public relations has been a specialty for The Arnold Agency since our beginning. We have conducted numerous full-scale research studies for hospitals around the region including: Patient satisfaction surveys and attribute testing for the West Virginia Health Care Association; Media Testing and specialty evaluation for Thomas Memorial Hospital and WVU Hospitals; Top of mind awareness testing and attribute testing for Our Lady of Bellefonte Hospital.

LSPA has conducted a number of studies on smoking and other behavioral prevention efforts including: Research for the American Lung Association around the proposed tobacco settlement; studies on the use of the tobacco settlement money in a number of states; focus groups among teenagers to talk about smoking and the influence of the media on their decisions of whether or not to smoke for US News and World Report; research for Work Shifts around smoking in the workplace and steps to take in bargaining negotiations about smoking cessation programs and other programs; research for the American Medical Association on binge drinking and underage drinking; and research around the issue of childhood obesity for the Kaiser Family Foundation.

The purpose of listing the in-depth credentials above is to illustrate the depth of research experience and talent our Team can focus on DHHR initiatives. No other agency or strategic alliance can come close to the precedent setting market research work that our team has conducted in West Virginia, towards youth and teens and in healthcare and tobacco related issues. The Arnold Agency/GolinHarris Change TeamSM offers DHHR the ability to become a part of the leading research currently being done in these fields – Lead. Don't follow.

B: Pre-testing Recommendations and Process

The first pre-testing step in this project would be to very accurately define the individual audiences and target markets that we want to reach. This can be done primarily through existing secondary research, but it is the crucial first step. This research phase allows our targets to define the best methods for reaching them through factors such as: exact numbers of people using and exposed to tobacco in all of its forms; socioeconomic breakdown of each of these tobacco audiences; demographic profiles of each of the audiences and geographic distribution of each subset of the audiences listed above.

Once the audiences have been specifically defined, we would recommend concept testing and media testing to: identify anomalies in defined media consumption habits with each core audience; hone the specific creative message, copy and art; test public relations strategies and concepts; and determine perception variations in the Appalachian culture of national and regional messages.

Parallel to the primary concept testing above, we will be poring through existing secondary research on each of the defined audiences to develop a profile of their media habits and other important factors. This step unites all pre-testing work. We will have defined our audiences and developed messages that have the desired impact. Now we will know exactly how to deliver those messages.

C: Post-testing Recommendations and Process

Post testing begins the moment the individual campaigns and initiatives are launched. Public relations events and promotions will be monitored by "exit polling" type intercepts where individuals are asked their thoughts and attitudes towards the events that they just

attended or witnessed. This allows for near immediate improvements to be made for the next series of events and promotions.

The success of our messages can also be tested through a series of advertising recall and top of mind awareness (TOMA) studies throughout the year. We recommend studies at a minimum of six and nine months into the project that would use phone surveys, with key socioeconomic and demographic subsets, to measure the effectiveness of our campaign. Using this technique, we will be able to pinpoint which elements of our messages are registering with our target audiences and which messages may need more reinforcement or redirection.

Finally, the true measure of our campaign will be the impact on tobacco use and exposure throughout our state. Mechanisms appear to be in place from DHHR, HSC, EOCU, the Legacy Foundation, CDC, Tobacco Free Kids and others to monitor this progress. However, if subsets of our defined audiences are not to be sampled in this research, primary research may be necessary to determine the impact of our efforts.

4.1.5.2 Agency's Experience with Specific Cultural & Language Groups

The Arnold Agency has been agency of record for OSO Sweet Onions, an onion grown in the Andes Mountains of Chile for nearly 15 years. Some of our earliest work for OSO included the research of South American customs and symbolism to bring to life the uniqueness and rich tapestry of this product. This work has come full circle as we have target marketed to southern Florida markets with very high Hispanic populations and worked in translating collateral material for marketing efforts in South America and Europe.

As the agency for WISDOM Media Group, an international television and radio network, The Arnold Agency was involved in various scenarios requiring the distribution of programming in domestic and global markets. As a result, we helped to facilitate the translation of the programming content, as well as the marketing and distribution materials, into formats for assimilation in the international arena.

Finally, The Arnold Agency worked with the City of Charleston in an effort to recruit minority officers for the police force and fire department. For this effort, we used a mix of paid media and public relations channels statistically focused on Charleston's minority populations.

Tobacco specific cultural and language experience

To raise awareness about how the tobacco industry targets minorities, members of GolinHarris worked with the Indiana Tobacco Prevention and Cessation (ITPC) program to forge an historic partnership with Indiana Black Expo (IBE). Indiana Black Expo was founded in 1970 and hosts workshops and expositions that play a vital role in addressing the issues that reflect the needs and aspirations of African-Americans. What made this partnership a truly historic event is that for many years, tobacco companies have maintained a special relationship with many well-known black organizations, including IBE.

They worked closely with ITPC and IBE to host special educational sessions and advocacy projects for Indiana Black Expo's Summer Leadership Conference for African American youth and adults.

In 2004, GolinHarris began working with the city of Phoenix's Office of Arts and Culture on behalf of Americans for the Arts to inform the Spanish speaking population about opportunities to participate in and enjoy the arts in the Phoenix metro area. Their responsibilities included public relations and media outreach to Spanish language radio and newspapers highlighting special events of interest to Hispanics. The team also developed media materials in English and Spanish.

In Nebraska, a state very similar to West Virginia demographically (about 1.7 million residents, 92% white, non-Hispanic, large rural population), they planned and produced a statewide youth event to bring 200 teens together to launch Nebraska's tobacco prevention youth movement, No Limits. In late 2002, GolinHarris met the client's goal of reaching large numbers of minorities. Attendance at the summit was about 50% minority populations! The team developed relationships that continue to this day with ethnic community organizations and networks representing the Asian community, African Americans, Sudanese immigrants, and several American Indian tribes.

In addition, our research partner, Lake Snell Perry and Associates, conducted research for the Summit Fund of Washington, among African American, Latino, and white adolescents and teens in Washington, D.C. for a teen pregnancy campaign. They have also conducted research in a variety of languages including Spanish, Cantonese, and Vietnamese.

4.1.5.3 Work with Bureau for Public Health's HSC & WVU Prevention Research Unit EOCU

The Bureau for Public Health's HSC is a tremendous research tool. This agency's work in analyzing vital records information will aid in filling a void in available data from other secondary sources such as the US Census. Our Team plans to use HSC as a monitor of population estimates between census periods and, more importantly, a barometer of the health and behavior of various West Virginia populations. Specific HSC information on behavioral prevalence and tobacco use during pregnancy at the county level will be used to help focus precise messages and public relations events in areas where the message is most needed.

HSC's work will allow the Team to evaluate the effectiveness of our program by providing behavior and tobacco use information by specific audiences in defined geographic areas. This data will be used to alter message or message delivery based on how well the program is being received in a given area or within a specific group of people. Readjustments to the campaign based on this data could include: Increased focus of county or city level media and events to target problem populations; redirection of paid media to reach audiences that appear to be anomalies; and alteration of creative executions to highlight and showcase specific cultural and minority populations.

WVU's EOCU mission is to ensure efficient, effective and accountable utilization of funding for efforts to reduce tobacco use prevalence in West Virginia. The EOCU's role is to act as an independent third party to verify that all work under this and other anti-tobacco efforts are being done to a high quality standard and follow "CDC Best Practices" guidelines.

Our Team will utilize EOCU as a partner to establish evaluation models and procedures for evaluating the overall goals and objectives of this campaign. From their standardized research criteria to the YRBS questionnaire, EOCU will be the constant in DHHR's anti-

tobacco program that verifies all data from independent research sources. We will utilize EOCU to provide consultation on all research, review all completed work, and disseminate all relevant information to the proper audiences.

This work will allow the Team to evaluate the effectiveness of our initiatives by making certain that evaluation models are of the highest standard. Additionally, EOCU will be used as a conduit to other anti-tobacco movements that allows for peer evaluation of activities and programs. EOCU driven adjustments to the campaign could include: incorporation of common evaluation techniques and practices to ensure that there are no disparities in data collected; as well as focusing of communications efforts into areas recognized by EOCU so that each dollar spent can be categorized, measured and assigned a return on investment.

4.1.5.4 Vendor will Explore & Utilize Existing Work from CDC Media Resource Center
As standard practice, The Arnold Agency/Golin Harris Change TeamSM will thoroughly explore, examine and utilize in the capacity that best suits the goals, objectives and budgets of the DHHR's program initiatives existing creative – particularly from the CDC Media Resource Center. Because the CDC site is organized in such a way that makes it easy to search, our Team will incorporate its exploration into our creative development processes and procedures. **In addition, as we produce original work that's specifically tailored using real West Virginians, it will be our goal to add our RAZE, CIA and Cessation work to the national CDC site.** This will not only provide earned media opportunities for our campaigns, it will give West Virginia national recognition in the anti-tobacco movement. We'll be recognized as leaders – by one of the foremost authorities in the world.

4.1.5.5 Agency's Experience in Researching & Developing Strategies for Youth
4.1.5.6 How Vendor will Involve Youth in Decision-making Roles

Section II: Strategic/Creativity

B) Youth Empowerment and Experience

- 4.1.5.5 Agency's Experience in Researching & Developing Strategies for Youth
- 4.1.5.6 How Vendor will Involve Youth in Decision-making Roles

Section II: Strategic/Creativity

B) Youth Empowerment and Experience

4.1.5.5 Agency's Experience in Researching & Developing Strategies for Youth

A main reason that our Team is a leader in presenting compelling health and behavior information to young people is our understanding of the complex youth audience. To remain at the front of the pack, we go to great lengths to keep current on youth attitudes, preferences and trends. This approach means we invest a lot of energy into primary research, literature review, interaction with our various target audiences (sometimes including hiring them for internships), and healthy doses of youth involvement.

In using this approach to develop a perspective on teen tobacco use in West Virginia, we conducted focus groups with older and younger segments of the RAZE target audience. This research helped us delve into the mindset of the teen smoker, and the teen non-smoker. Understanding the motivations of these groups hinges on the relationship between *risk* and *protective* factors that may lead individuals to experiment (or not).

Simply put, teens who have more risk factors than protective factors are more likely to smoke, and those with more protective factors than risk factors are less likely to smoke. Enhancing protective factors through exposing teens to RAZE and getting them meaningfully involved will ultimately reduce their likelihood of starting to smoke, or help them decide to quit. The tricky part is these factors are sometimes unexpected. Here's two things we learned in reviewing current literature on the topic to prepare for this proposal:

- Age makes a difference, but not in the way you might guess – According to the National Center on Addiction and Substance Abuse, the average ages of first use are 12 years for alcohol, 12 ½ years for cigarettes and almost 14 for marijuana.
- The allowance can mean double trouble - Teens with \$25 or more a week in spending money are nearly twice as likely to smoke, drink and use illegal drugs as teens with less spending money.

Our approach will be to gain a thorough understanding of these and other factors, and use them as a message platform. We will develop messages in close coordination with the teen audience, because they are the best judges of what works. As in our other youth empowerment work, message research and development will include focus groups, survey research, mall intercepts, and other research methods.

From the leading efforts in tobacco prevention, to major consumer brands like our clients Subway® and Nintendo®, we have the ability and the capacity to research and develop messages, test them, spread them in effective ways, and measure their success in achieving our clients' goals.

4.1.5.6 How Vendor will Involve Youth in Decision-making Roles

In the fight against tobacco, one simple truth stands out: the tobacco industry's new customers are almost entirely kids and young adults. Even in states with strict tobacco control policies and considerable advertising and marketing restrictions, the tobacco industry has consistently shown a desire and ability to target and recruit new, young smokers. Therefore, to counter the industry's activity, a comprehensive tobacco control program must feature a vibrant youth movement in support of existing programs.

With The Arnold Agency/GolinHarris Change TeamSM approach, youth involvement works hand-in-hand with the other elements of statewide tobacco control efforts. Thoughtful

integration of a youth involvement program can exponentially improve the outcomes of a campaign, because youth involvement delivers a fresh new perspective and capabilities traditional campaigns cannot achieve. Below is our plan for involving youth in important roles at multiple levels of RAZE and other DTP programs.

Leadership – A core group of youth leaders will provide invaluable guidance and feedback in campaign planning. Every campaign of this nature has found a need to have capable, involved youth on the front lines of the issue to serve as guides, ambassadors and spokespeople. These young people are also future leaders of West Virginia, and getting them involved in this issue early will help perpetuate the cause and defend the organization later.

Policy & Advocacy – Youth with the right training can be a very effective force for change. Teens start out as spokespeople and ambassadors for the campaign, but some will evolve to become politically active decision makers and will influence politicians and organizations for progressive tobacco control policy change. If trained and mobilized correctly, they can generate measurable results of how the campaign has affected society, including: working with communities on smoking restrictions in malls, restaurants, airports, and other public places; creating tougher youth access laws and promoting strict enforcement of current laws by recording and publicizing underage sales; or publicizing cessation services to smokers.

Behavioral & Attitudinal Change – Today, smoking is still seen as a rite of passage. The way we will overcome this is to directly attack the images and ideas of smoking that attract teenagers and young adults. Smoking is a simple symbol of young people's struggle to gain control of their own lives. It represents rebellion, seeking independence from parents and authority, being in control of their own bodies by taking risks, commanding respect from others, and fitting in with their peers. The tobacco industry perpetuates these ideas at every opportunity and RAZE must be there to erode those images. Teen involvement is the best way to counter the industry's messages.

Counter-marketing – The tobacco industry has always been effective at using grassroots marketing to reach potential customers directly. Youth-led counter-marketing teams will help undermine the marketing efforts of the tobacco industry by spreading campaign messages in even more creative places with constantly evolving message delivery methods.

Branding & Marketing – As tobacco industry marketing and advertising options become more limited, their response has been to focus more on direct interaction with customers through increased product sampling and brand building on a local level. We will recruit and train real youth to be street marketers to bring campaign messages into this same space. Once trained, we will deploy them strategically to maximize impact with the target audience. Street marketing gets young people out into the world, delivering information about the issue and representing the campaign. The personal connection this kind of interaction provides allows the audience to learn from the people they trust most and want to emulate – their peers. It is low-tech but highly successful in generating loyalty and support for the campaign.

Recruitment & Mobilization – Effective brands know how to manage and grow their customers. Youth at all levels of involvement with RAZE will serve a major recruitment and mobilization role. Tools would include calling trees, text message challenges, buddy programs, and other outreach initiatives. Regions may compete against each other on scores of meeting/event participation, total sign-ups, and other metrics of support. The strength of RAZE will be built in large part upon the reach of the messages and commitment of its target audience. Youth-led recruitment and mobilization initiatives are the best way to gain that strong commitment from large numbers.

Section III: Cost

In accordance with Section 1.9.4.2 of the RFP, our cost portion is included in a sealed, separate envelope labeled "COST."

THE ARNOLD AGENCY
COST - PAGE #1

COST PROPOSAL

A	Description of Vendor Services	All-inclusive hourly price of the Vendor's services
1	Public Relations: Vendor's services to improve the performance of the client's project through personal communication with local groups and media.	\$ 40.00
2	Account Services: Vendor's services to meet with the client for the purpose of establishing and/or reporting of an advertising or public relations plan.	\$ 40.00
3	Radio Advertising: Vendor's services to develop and produce an audio ad presentation suitable for reproduction and distribution to the media.	\$ 40.00
4	Television Development: Vendor's services to develop and produce an audio/video presentation appropriate for reproduction and distribution to the media.	\$ 40.00
5	Print Media Advertising: Vendor's services to develop a visual presentation for reproduction and distribution.	\$ 40.00
6	Billboard Development: Vendor's services for developing an ad appropriate for distribution in the outdoor advertising medium. (Traditional and electronic billboards)	\$ 40.00
7	Program Specific Event Planning: Vendor's services to coordinate and administer the activities of various sub-contractors. (i.e., Hiring a band and renting a facility)	\$ 40.00
8	Survey & Analysis: Vendor's services to perform a survey and analysis services of a target group.	\$ 40.00
9	Evaluation: Vendor's services to determine the effectiveness of a current advertising strategy.	\$ 40.00

Note: "All-inclusive hourly price of the vendor's services" shall include all costs to include all travel and miscellaneous shall be included in the hourly pricing. Vendor shall provide information regarding hourly rate reductions for any minimum number of hours purchased. The estimated hours are for bid purposes only and do not constitute an obligation to purchase.

THE ARNOLD AGENCY
COST - PAGE #2

B. Add-on for Media Buying

All vendors responding to this RFP must provide a percentage of add-on for media buying activities, if the Vendor plans to charge an add-on. This percentage will be multiplied by \$2,000,000. If the Vendor fails to provide an add-on percentage quote, it shall be interpreted to mean that no add-on charge is required and none shall be granted. (The estimated dollar amount for media activities hours are for bid purposes only and so not constitute an obligation to purchase.)

Bidder's Add-on for Media Buying is: 5 % (flat rate)

5 % (flat rate) times \$2,000,000 = Sub Total for Add-on for Media Buying \$ 100,000

C. Add-on for Sub-Contracted Purchases

All Vendors responding to this RFP must provide a percentage of add-on for purchases from sub-contractors. This percentage will be multiplied by \$500,000. If the Vendor fails to provide an add-on percentage quote, it shall be interpreted to mean that no add-on charge is required and none shall be granted. (The estimated dollar amount of sub-contracted purchases are for bid purposes only and do not constitute an obligation to purchase.)

Bidder's Add-on for Sub-Contracted Purchases is: 5 % (flat rate)

5 % (flat rate) times \$500,000 = Sub Total for Add-on for Sub-Contractor Purchases \$ 25,000

LINDA ARNOLD, CEO

NOVEMBER 10, 2004

Bidder's Name/Title

Date

Request for Proposal Number
HHR90023 Advertising Contract

Please Print

Date: July 14, 2008

SIGN IN SHEET

Page 1 of 3

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

FIRM & REPRESENTATIVE NAME	MAILING ADDRESS	TELEPHONE & FAX NUMBERS
Company: Arnold Agency Rep: Chris Chapman Email Address: <u>chcapman@arnoldagency.com</u>	117 Summers Street Charleston, WV 25301	PHONE 304 342 1200 TOLL FREE FAX 304 342 1245
Company: The Arnold Agency Rep: Shannon Simon Email Address: <u>ssimon@arnoldagency.com</u>	117 Summers Street Charleston, WV 25301	PHONE 342-1200 TOLL FREE FAX 342-1285
Company: The Arnold Agency Rep: Scot Drake Email Address: <u>sdrake@arnoldagency.com</u>	117 Summers St Charleston WV 25301	PHONE 342-1200 TOLL FREE FAX 342-1285
Company: Salter & Associates Rep: Ron Salter Email Address: <u>rm@rwsalter.com</u>	417 Grand Park Dr Venus WV 26105	PHONE 304 485-4545 TOLL FREE 888 485-4550 FAX 304-428-2329
Company: Salter & Associates Rep: Bill White Email Address: <u>bill@rwsalter.com</u>	Grand Park Dr Venus, WV	PHONE 304 485 4545 TOLL FREE FAX 304 428 2329

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Page 2 of 3

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FIRM & REPRESENTATIVE NAME MAILING ADDRESS

TELEPHONE & FAX NUMBERS

Company:	Salter & Associates	2508 27th St.	PHONE	304-482-9600
Rep:	Dave Newell	Parabury, WV 26049	TOLL FREE	
Email Address:	newell10@marshall.edu		FAX	
Company:	Mountainside Media	1009 Fifth Ave	PHONE	304-523-6162
Rep:	Jennifer Lancaster / Deborah Hancock	Huntington WV 25701	TOLL FREE	
Email Address:	jennifer@mountainsidemedia.com		FAX	304-523-6155
Company:	Mapple Creative	300 Capitol Street Ste 1310	PHONE	304-342-5970
Rep:	Tanner Westler	Charleston, WV 25301	TOLL FREE	
Email Address:	jim@mapplecreative.com		FAX	342-6973
Company:	RAINMAKER MEDIA	One Union Sq - 202	PHONE	546-1681
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Email Address:	kim@thinkrainmaker.com		FAX	
Company:	The Marahan Group	222 Capital St.	PHONE	343-2800
Rep:	Chad Mertz	Suite 400	TOLL FREE	
Email Address:	cmertz@marahangroup.com	Charleston, WV 25301	FAX	343-2788

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

FIRM & REPRESENTATIVE NAME	MAILING ADDRESS	TELEPHONE & FAX NUMBERS
Company: <u>Stonewall Retail Marketing, Inc</u>	<u>154 1/2 Front Street</u>	PHONE <u>940.373.2334</u>
Rep: <u>Leslie Fasching</u>	<u>Maretta, OH 45750</u>	TOLL FREE
Email Address: <u>lfasching@stonewallgroup.com</u>		FAX <u>740.374.8105</u>
Company: <u>Deborah Hancock, Mountainside</u>	<u>1009 5th Ave</u>	PHONE <u>304 548-5460</u>
Rep: <u>Mountainside Media</u>	<u>Fuchsiger WV 25094</u>	TOLL FREE
Email Address: <u>dhancock@mountainsidemedia.com</u>		FAX <u>304-523-6155</u>
Company: <u>DHHR Purchasing</u>		PHONE <u>304-558-1294</u>
Rep: <u>Susie Teel</u>		TOLL FREE
Email Address: <u>susieteel@wvdhhr.org</u>		FAX <u>304-558-2892</u>
Company: <u>WVDHHR Office of Communications</u>		PHONE
Rep: <u>Marsha Dakisman</u>		TOLL FREE
Email Address: _____		FAX
Company: <u>WVDHHR Bureau for Public Health</u>		PHONE
Rep: <u>TERESA MACE</u>		TOLL FREE
Email Address: <u>*ATTENDANCE VIA CONFERENCE CALL*</u>		FAX

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