



COMMONWEALTH of VIRGINIA

Thelma D. Drake
Director

DEPARTMENT OF RAIL AND PUBLIC TRANSPORTATION
600 EAST MAIN STREET, SUITE 2102
RICHMOND, VA 23219

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VIRGINIA RELAY CENTER
1-800-828-1120 (TDD)

Contract for General Communications and Marketing Consultant Services

Contract Number 505-14-CC0001

THIS CONTRACT for General Communications and Marketing Consultant Services is entered into this 30th day of July, 2013 by CRT/tanaka, LLC, (the "Contractor"), and Commonwealth of Virginia, Department of Rail and Public Transportation, (the "Department" or "Purchasing Agency").

WHEREAS, on April 24, 2013, in keeping with the Virginia Public Procurement Act, §§ 2.2-4300 *et seq.* of the *Code of Virginia* (the "Act"), the Department issued Request for Proposal number 505-13-RR0002 (the "RFP") seeking competitive negotiation for General Communications and Marketing Consultant Services; and

WHEREAS, on May 20, 2013, the Contractor submitted a proposal (the "Proposal"), which is hereto attached and marked as Exhibit B; and

WHEREAS, after consideration and evaluation of all the proposals pursuant to the Act, the Department has determined that a contract should be awarded to the Contractor.

NOW THEREFORE, in consideration of mutual covenants, promises and agreements herein contained, and other good and valuable consideration, the sufficiency of which is hereby acknowledged, the parties agree as follows:

1. **SCOPE OF WORK:** The Contractor shall provide the services to the Department as set forth in the following:
 - a. The RFP, which is hereto attached, marked as Exhibit A, and made a part of this document:
 - b. The Proposal, which is hereto attached, marked as Exhibit B and made a part of this document, and the negotiated modifications to the proposal dated July 18, 2013, which is hereto attached, marked as Exhibit C, and made a part of this document.

The Smartest Distance Between Two Points
www.drpt.virginia.gov

2. **TERM.** The term of this contract shall be for a period of three years, renewable for up to two successive one-year periods.

3. **CERTIFICATION REGARDING LOBBYING:** The Contractor hereby certifies that it is in compliance with 49 C.F.R. pt. 20, Certification Regarding Lobbying.

4. **NOTICE TO PROCEED:** No work shall be done by the Contractor prior to receipt of written notice to proceed in the form of an eVA Task Order from the Department Contract Manager. The Department will not be responsible for payment for work done in advance of such notice.

5. **ADDITIONAL TERMS:** This will be a Requirements contract with fixed labor rates. The consideration for Task Orders will be paid on a fixed billable rate basis using fully loaded hourly bill rates as shown in the attachment. The fully loaded hourly bill rates will remain constant for the first three years of the contract. Fees for specific task assignments shall be in accordance with the Price/Cost Chart included in the Final Price Schedule for the approved individuals assigned to the task. Task Orders may be issued on a fixed price or time and materials basis. All Task Orders will have a maximum cost.

IN TESTIMONY THEREOF, the parties have caused this contract to be executed, each by its duly authorized officers, all as of the day, month, and year first written.

CRT/TANAKA, LLC

DEPARTMENT OF RAIL AND
PUBLIC TRANSPORTATION

By:  By: 
Name: Michael D. Whitlow Ashley Nusbaum
Title: Executive Vice President Financial Compliance and
Procurement Analyst
Date: July 31, 2013 Date: July 31, 2013

REQUEST FOR PROPOSAL

505-13-RR0002

General Communications and Marketing Consultant Services Contract

There will be an optional pre-proposal conference for this solicitation.

May 6, 2013 at 10:00 a.m.

Vendor Registration: In order to receive an award, the firm must be a registered vendor with eVA.

Note: This public body does not discriminate against faith based organizations in accordance with the *Code of Virginia*, § 2.2-4343.1 or against an offeror because of race, religion, color, sex, national origin, age, disability, or any other basis prohibited by state law.



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Request for Proposal (RFP) Cover Sheet

RFP #: **505-13-RR0002**

Issue Date: **April 24, 2013**

Title: **General Communications and Marketing Consultant Services Contract**

Commodity Code: **91522 – Communications and Marketing Services
91826 – Communications: Public Relations Consulting
91876 – Marketing Consulting
96153 – Marketing Services (Incl. Distribution, Research, Sales Promotion)**

Issuing Agency: **Commonwealth of Virginia
Department of Rail and Public Transportation
600 East Main Street, Suite 2102
Richmond, VA 23219**

Initial Period of Contract: **Three years from date of award**

Proposals Will be received until: **May 20, 2013
4:00 p.m.**

All inquiries must be directed in writing to: **Ashley Nusbaum, Procurement Officer
ashley.nusbaum@drpt.virginia.gov**

No proposal will be accepted after the closing date and time unless the closing date and time is modified by written addendum. Proposals must be sealed and mailed or hand delivered to the appropriate delivery address identified above.

In compliance with this RFP and all conditions imposed in this RFP, the undersigned firm offers and agrees to furnish the services in accordance with the attached signed proposal or as mutually agreed upon by subsequent negotiation, and hereby certifies that all information provided below and in any schedule attached hereto is true, correct, and complete.

Name and Address of Firm:

	Date
	Signature in Ink
	Printed or Typed Name of Above
FEI/FIN Number	Phone
E-mail	Fax

Note: An Optional Pre-Proposal Conference will be held on May 6, 2013 at 10:00 a.m. See Section VIII for more information.

Small Businesses, Women-Owned Businesses, and Minority-Owned Businesses are encouraged to participate.

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REQUEST FOR PROPOSAL

General Communications and Marketing Consultant Services Contract

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General Communications and Marketing Consultant (GCMC) Services Contract

I. PURPOSE

The Department of Rail and Public Transportation (DRPT), an agency of the Commonwealth of Virginia, is issuing this Request for Proposal (RFP) to solicit sealed proposals for the purchase of consultant services related to DRPT's marketing and communications needs. **It is the intent of DRPT to award to multiple qualified firms.**

II. CONTRACT AMOUNT AND TERM

The initial contract term shall be for a period of three years, renewable for up to two successive one-year periods. The compensation of this contract is estimated to be \$5,000,000 (to be divided among qualified firms). The effective date of the contract will be determined at time of award.

III. BACKGROUND

DRPT's communications and marketing activities promote transportation choices in Virginia, provide for public participation and feedback regarding the agency's activities, and communicate on the results achieved through investments in rail, transit and congestion management programs.

General activities include the development and execution of DRPT's internal and external communication strategies; public participation opportunities; the production of informative public events, materials and resources; the coordination of local/regional transportation and congestion management plans; conducting employer and community outreach for major transportation initiatives; marketing for commuter services; and the promotion of transportation choices to encourage the use of transit, carpooling, telework, freight and passenger rail services in Virginia.

IV. STATEMENT OF NEEDS

The following functions to be provided relate to communication programs, projects and initiatives. The contractor shall furnish all labor, materials, etc. Services will be provided for DRPT's offices in Virginia and may cover any market in Virginia. Travel may be required for specific projects/events.

A. Marketing Program

- a.** Manage and/or expand marketing activities for programs operated by DRPT including but not limited to, Amtrak Virginia, Telework!VA and Try Transit Week. Activities may include the follow.
 - (i)** Campaign development
 - (ii)** Marketing and media planning
 - (iii)** Public relations, outreach and marketing support
 - (iv)** Develop and produce creative advertising
 - (v)** Brand management
 - (vi)** Develop partnerships, sponsorships and co-branding opportunities
 - (vii)** Recommend and provide support services for e-mail and web-based marketing
 - (viii)** Develop and implement educational strategies
 - (ix)** Maintain website updates
 - (x)** Develop and procure collateral materials
 - (xi)** Event planning
 - (xii)** Provide ongoing evaluation on effectiveness of marketing activities.

B. DRPT Study and Report Production

- a. Design, draft copy for and manage the production of DRPT reports and publications including, but not limited to, the Annual Report, DRPT Business Plan, official reports, newsletters, brochures and fact sheets.
- b. Design and develop website content and materials for DRPT websites.
- c. Update DRPT's graphic standards, including potential updates to the color palette, fonts and templates for presentations, reports, display panels and other materials.
- d. Develop mailing lists and maintain contact lists for DRPT customers and stakeholder groups identified to receive DRPT publications.
- e. Other activities, as determined by DRPT.

C. DRPT Communication Initiatives

- a. Conduct appropriate communications research, planning and development activities to support DRPT internal and external communication strategies.
- b. Identify and profile stakeholders and target audiences.
- c. Implement communication strategies as appropriate, including:
 - (i) Advertising
 - (ii) Creative Development and Branding
 - (iii) Community and Public Relations Programs
 - (iv) Public and Stakeholder Involvement/Outreach Programs
 - (v) Sales Promotion and Special Event Activities
 - (vi) Target Market/Community Outreach Programs
 - (vii) Training/Technical Assistance Programs
 - (viii) Marketing Research
- d. Develop communication plans for specific projects, including detailed timetables, public relations and outreach actions, and suggested media placement options, with the ability to provide a full range of communication materials for print, radio, television and internet outlets.
- e. Recommend, negotiate and place announcements in selected media within the program budget.
- f. Develop promotional materials for each outlet and ensure that materials are issued to the appropriate media according to the project timetable.
- g. Propose creative concepts for communication plan themes, draft and final copy, produce photography and video recordings as applicable, and develop the layout for all materials.
- h. Provide ancillary promotional services such as mailings and the creation/maintenance of mailing lists, in addition to the establishment of project hotlines and specialized websites as required.
- i. Provide all associated printing services for communication plan materials.
- j. Provide detailed evaluation of communication plans to highlight the results and effectiveness of each initiative or program.

D. Public Participation Program Support

- a. Provide services to support the implementation of DRPT's annual public participation program for specific projects including, but not limited to:
 - (i) Develop public involvement plans for specific DRPT projects
 - (ii) Reserve space for and arranging the logistics for public meetings
 - (iii) Host and/or provide on-site staff support for public meetings as appropriate
 - (iv) Draft and place advertisements and other relevant public announcements for public meetings
 - (v) Develop handouts, presentations, video, audio and other support materials
 - (vi) Arrange for specialty services such as translators, court reporters and security

(vii) Compile public comments and producing public comment reports

E. DRPT Brand Development

- a. Develop a comprehensive set of graphic standards for DRPT to create a new cohesive and consistent overall presentation of DRPT.
- b. Develop elements including, but are not limited to, DRPT logo, color scheme, font, business card, envelope layout, presentation template, fax coversheet, report template, press release layout, media advisory layout and graphic standards manual.

F. Promotional Items and Display Materials Development and Production

- a. Provide DRPT with the ability to produce a full range of promotional items, to include DRPT logo items for internal and external audiences.
- b. Provide access to catalogues of items to choose from and manage the production process from the development of proofs to the delivery of materials.
- c. Provide access to general graphic design services to develop DRPT maps, posters, exhibit booth panels, signs and other display materials.
- d. Provide access to mapping services to include GIS mapping capability and the ability to produce folded paper maps, wall maps and interactive maps for use on websites. Maps should be formatted to also be used in PowerPoint presentations and reports.
- e. Provide access to printing services for the production of DRPT display materials in a variety of formats and materials including, but not limited to, magnetic display panels, foam core posters, transparencies and vinyl materials.
- f. Provide DRPT with the ability to acquire displays and display furnishings such as tabletop displays and modular booths, in addition to display pedestals, information desks, easels and other relevant display equipment.

G. Media, Public Speaking and Communications Training

- a. Provide access to a full range of media training, public speaking and/or communications training services for DRPT staff to include topics that focus on developing effective communication and presentation skills.
- b. Provide access to trainers for one-day sessions of in-person, specialized media training including specific DRPT message development, strategic preparation tools for interviews, individualized training to meet the needs of each attendee, at least two recorded on-camera interviews for playback and critique per attendee, role playing activities, video examples of interviews and other audio visual support materials to teach effective media relations. This strategy must be tailored to suit DRPT's media relations policy and business needs.
After each media training session, provide a personalized approach and summary document for each attendee with individualized points to help that individual continue to improve after training is complete, as well as a DVD of the recorded interviews.
- c. Provide all materials necessary to carry out the services described above, including all audio visual equipment, camera equipment, lighting, recording and training materials.

V. PROPOSAL PREPARATION AND SUBMISSION REQUIREMENTS

PROPOSED PROCUREMENT SCHEDULE:

Issue Date of RFP	April 24, 2013
Pre-Proposal Conference	May 6, 2013
Deadline for receipt of Proposals	May 20, 2013
Oral Presentations (if needed)	Week of June 3, 2013
Negotiations	Week of June 10, 2013
Proposed Contract Award (Dependant upon timing of oral presentations)	June 28, 2013

GENERAL REQUIREMENTS

1. RFP Response

The Offeror ("Offeror") is the firm submitting the proposal. In order to be considered for selection, Offerors must submit a complete sealed written response to this RFP. One original of each proposal and five copies, each of which are marked "Copy," must be submitted to DRPT in addition to one electronic version on a compact disc (CD).

Proprietary information must be clearly marked as proprietary prior to submittal. If the Offeror wishes to submit a version of the proposal that has proprietary information redacted, the redacted version must be submitted in electronic format on a CD and must redact all proprietary information. Section numbers which are redacted must be identified as follows: Example: Section 3, paragraph B: "Redacted." The Offeror is responsible for ensuring that the redacted version of the proposal is carefully edited, altered, and refined in order to protect and maintain complete confidentiality of protected information.

No other distribution of the written proposal shall be made by the Offeror.

The signed proposal must be returned in an envelope or package, sealed and identified as follows:

From: _____	<u>05/20/13</u>	<u>4:00 p.m.</u>
Name of Offeror	Due Date	Time
_____	<u>505-13-RR0002</u>	
Street or Box Number	RFP No.	
_____	<u>GCMC Services Contract</u>	
City, State, Zip Code	RFP Title	

Name of Procurement Officer **ASHLEY NUSBAUM**

Proposals must be received at the following location by May 20, 2013 at 4:00 p.m.

Ashley Nusbaum
Commonwealth of Virginia
Department of Rail and Public Transportation
600 East Main Street, Suite 2102
Richmond, VA 23219

In addition, the Offeror may be required to make a subsequent oral presentation detailing how the Offeror would approach the specific program objectives outlined in the Statement of Needs.

All inquiries for information must be directed in writing to Ashley Nusbaum, Procurement Officer at ashley.nusbaum@drpt.virginia.gov. No questions will be answered by phone or verbally. All questions must be received by May 13, 2013.

DRPT reserves the right to ask any Offeror to submit information missing from its offer, to clarify its offer, and to submit additional information which DRPT deems desirable, and does not affect quality, quantity, price or delivery.

2. Written Proposal Preparation

- A. Proposals shall be signed by an authorized representative of the Offeror. All information requested must be submitted. Failure to submit all information requested may result in DRPT requiring prompt submission of missing information and/or giving a lowered evaluation of the proposal. Proposals, which are substantially incomplete or lack key information, may be rejected by DRPT at its discretion.
- B. Proposals must be organized in the order in which the requirements are presented in the RFP. All pages of the proposal must be numbered. Each section in the proposal must reference, by requirement section and subsection, the corresponding section of the RFP. It is also helpful to repeat the text of the requirement as it appears in the RFP. If a response covers more than one page, the requirement section and subsection must be repeated at the top of the next page. The proposal must contain a table of contents which cross-references the RFP requirements.

Information which the Offeror desires to present that does not fall within any of the requirements of the RFP must be inserted at an appropriate place or be attached at the end of the proposal and designated as additional material. Proposals that are not organized in this manner risk elimination from consideration if the evaluators are unable to find where the RFP requirements are specifically addressed.

- C. Proposals should be prepared simply and economically, providing straightforward, concise description of capabilities to satisfy the requirements of the RFP. Emphasis should be on completeness and clarity of content. Each copy of the proposal must be in a single volume where practical. Elaborate brochures and other representations beyond that sufficient to present a complete and effective proposal are neither required nor desired. **No proposal, in its entirety, should exceed 100 pages one-sided.**

SPECIFIC PROPOSAL REQUIREMENTS

Proposals must be as thorough and detailed as possible so that DRPT may properly evaluate the Offeror's capabilities to provide the required services. Offerors are required to submit the following items in order for their proposal to be considered complete.

Proposals shall be binding upon the Offeror for 120 days following the proposal due date. If the proposal is not withdrawn at that time, it remains in effect until an award is made or the solicitation is canceled. Every effort will be made by DRPT to provide status information during the selection process.

RFP Cover Sheet – The RFP Cover Sheet which is page three of this RFP shall be completely filled out and signed as required.

State Corporation Commission (SCC) Identification Number – See Attachment B - Special Terms and Conditions for the SCC Identification Number reporting requirement.

Tab 1 Understanding of Work and Plan for Providing Services – The Offeror must provide a detailed description of its understanding of the services to be provided with descriptions of the approach and procedures employed on similar projects elsewhere. The Offeror must describe the process it will follow to respond to a specific purchase order request from DRPT. The Offeror must also describe the management procedures it will follow to oversee work by its personnel and work by subcontractors on multiple purchase orders simultaneously.

Tab 2 Experience and Qualifications – The Offeror must describe the skills and qualifications it has available to perform the various types of tasks described in the Statement of Needs. The key personnel who could be assigned to these various tasks must be identified. The Offeror must demonstrate that it has sufficient personnel with the various types of skills needed to staff the purchase orders when needed. The Offeror shall provide all of the following information concerning its company, subcontractor and personnel qualifications.

- A. A detailed statement indicating the organizational structure under which the firm proposes to conduct business. If more than one firm is involved in this project, state the type of arrangement between the firms and the percentage of work to be performed by each.
- B. A list of the key personnel including subcontractors who could be assigned to the various tasks identified. Give the relevant experience record of each and include resumes and any certifications.
- C. A list of references to include name, address, telephone number, email address, project, and dollar amount of project.
- D. A Certificate of Insurance with at least the minimum amount of coverage cited in the Insurance clause in Attachment A - Required General Terms and Conditions of the RFP.

Tab 3 Virginia Department of Minority Business Enterprise (DMBE) Small Businesses, Women-Owned Businesses, and Minority-Owned Businesses (SWAM) Participation – The Offeror shall indicate the percentage of DMBE SWAM participation and specify the types of work to be performed by DMBE SWAM subcontractors. In order to be considered for the selection of this RFP, the Offeror must include Attachment C - Small Business Subcontracting Plan in each copy of the proposal.

- A. If the Offeror on the contract is a DMBE-certified small business, the Offeror shall indicate such in Section A of Attachment C. This shall include DMBE-certified women-owned and minority-owned businesses that meet the small business definition and have received the DMBE small-business certification.
- B. If the Offeror is not a DMBE-certified small business, the Offeror is required to identify the portions of the contract the Offeror plans to subcontract to DMBE-certified small business by completing and returning Section B of Attachment C.

All DMBE SWAM Offerors or subcontractors must be certified with DMBE. If the Offeror or subcontractor is not certified, they must demonstrate that they are eligible to be certified, and must receive such certification prior to the solicitation due date. DMBE can be contacted at (804) 786-5560.

The DMBE SWAM goal for this contract is 15 percent. If the prime Offeror is DMBE SWAM certified, they will receive full credit for planned involvement.

Tab 4 Contact Person – The primary Offeror must identify the name, telephone number and e-mail address for the contact person who will be responsible for coordinating the efforts and personnel of all parties and/or subcontractor involved in the proposal.

Tab 5 Staffing and Pricing Plan – Offerors shall identify all staff positions by person and **actual** hourly rates (base rate, overhead and profit listed separately along with the total rate) in Attachment D - Price Schedule for the seven potential services described in the Statement of Needs, and listed pursuant to Tab 2 to be fully loaded with all direct salaries and general overhead. Rates cannot be based on a cost plus percentage of cost per §2.2-4331, Code of Virginia. Final pricing/rates will be addressed in the negotiation phase. Transportation costs, travel, and per diem rates must not be included in determining the fixed billable hourly rates. Proposals must provide for a diversity of team members and hourly rates, given the varied nature of the potential work assignments under this contract.

VI. EVALUATION AND AWARD CRITERIA

A. EVALUATION CRITERIA - Multiple Offerors will be qualified and selected by DRPT’s Selection Committee as a GCMC based on the following weighted criteria:

<u>FOR SERVICES</u>	<u>POINT VALUE</u>
1. Qualifications and experience of Offeror staff to be assigned to perform the services	50 points
2. Commitment to DMBE SWAM Utilization	20 points
3. Specific plans or methodology to be used to perform services	15 points
4. Price	15 points
Total Points	100 points

B AWARD TO MULTIPLE OFFERORS - DRPT reserves the right to make multiple awards as a result of this solicitation. Selection shall be made of multiple Offerors deemed to be fully qualified and best suited among those submitting proposals on the basis of the evaluation criteria included in the RFP. Negotiations shall be conducted with the Offerors selected. After negotiations have been conducted with each Offeror selected, the agency shall select the Offerors, which, in its opinion, have made the best proposal and shall award the contract to those Offerors. Should DRPT determine in writing and in its sole discretion that only one Offeror is fully qualified, or that one Offeror is clearly more highly qualified than the others under consideration, a contract may be negotiated and awarded to that Offeror.

C. AWARD DOCUMENTS AND CANCELLATION - The award document will be a contract incorporating by reference all the requirements, terms and conditions of the solicitation and of the Offeror’s proposal as negotiated. In the event there is a conflict between the Offeror’s proposal and the requirements, terms, and conditions of the solicitation, the requirements, terms, and conditions of the solicitation shall apply.

DRPT may cancel this RFP or reject proposals at any time prior to an award and is not required to furnish a statement of the reasons why a particular proposal was not deemed to be the most advantageous. (*Code of Virginia* § 2.2-4359(D).)

D. DELAYS IN AWARD: Delays in award of a contract beyond the anticipated starting date may result in a change in the contract period indicated in the solicitation. If this situation occurs, DRPT reserves the right to award a contract covering the period equal to or less than the initial term indicated in the solicitation.

VII. REPORTING AND DELIVERY REQUIREMENTS

A. TASK ORDERS - Work associated with this contract must be conducted within an approved task order for which a purchase order will be issued and authorized by the DRPT Procurement Officer. No work is authorized to begin until a purchase order has been issued through eVA. The Offeror and DRPT are expected to negotiate the scope, budget, schedule and deliverables for each task and the manner in which payment will be made. The payment method must be agreed to and documented within the task order. The Offeror is fully expected to strictly adhere to the mutually agreed upon levels of effort and costs and complete the scope of work within the agreed upon budget and schedule. The Offeror will not be compensated for unauthorized work performed outside the approved scope of work.

- a. Fully loaded fixed hourly rates proposed and accepted via the Offeror's initial response to the RFP and included in any negotiated Offeror responses may be used in individual task orders; however, the total quantity of hours, the job category, and the related project work plans for any work efforts may be subject to negotiations.
- b. To provide the most flexibility in work assignments, task orders may be issued as fixed price task orders or time and materials (fixed billable hourly rates) task orders. Task orders may have a combination of attributes listed above.
- c. Fixed price task order project work plans approved by DRPT, a task order may be required to specify the maximum hours allowed by job category.
- d. Reimbursement for travel (mileage, meals or lodging) and non-salary direct costs are not allowed, unless approved in writing, in advance, as part of a task order. In those cases where travel allowance and non-salary direct costs are authorized, reimbursement shall be in accordance with the Commonwealth's Travel Guidelines in effect at the time of travel. The Travel Guidelines can be found on the Virginia Department of Accounts website at: http://www.doa.virginia.gov/Admin_Services/CAPP/CAPP_Topics/20335-2011.pdf.

B. TASK ORDER SCHEDULE - The Offeror is required to develop a detailed task schedule as part of the task order. Once task order activities have been defined at the time of task order initiation, their relationships shall be identified, start and end dates set, and budget controls established. At the sole discretion of DRPT, the task order completion date may be extended past the originally agreed upon completion date. Extension requests must be sent to the DRPT Procurement Officer and Program Manager no later than 30 days before the original completion date.

C. PROGRESS REPORTS – Offerors must meet all due dates on all tasks assigned. To provide feedback to DRPT concerning this requirement, the Offeror shall submit monthly progress reports providing detailed information on the status of the work effort on each of the various project tasks. The progress reports shall include total authorized funds and expended funds to date. It shall summarize all work efforts in the reporting period including personnel and hourly utilization. It shall also discuss any anticipated difficulties and proposed resolution.

D. SWAM AND OTHER REPORTING REQUIREMENTS – See Attachment B - Special Terms and Conditions for additional reporting requirements.

Quarterly Reporting Schedule

QUARTER	REPORTING PERIOD	DATE DUE TO PROCUREMENT OFFICER*
1 st	July 1 – September 30	October 15
2 nd	October 1 – December 31	January 15
3 rd	January 1 – March 31	April 15
4 th	April 1 – June 30	July 15

*Next business day if 15th of the month is a weekend or holiday

E. MEETINGS AND REVIEWS - DRPT may hold an initial conference with the Offeror at a place and time selected by DRPT for the purpose of reviewing the Offeror’s schedules, procedures, methods, and to clarify any ambiguities that may then exist. The Offeror’s Principal Officer and others requested by DRPT shall attend the conference. DRPT may request additional reviews during the contract period to evaluate vendor performance and provide feedback.

VIII. OPTIONAL PRE-PROPOSAL CONFERENCE - An optional pre-proposal conference will be held on **May 6, 2013 at 10:00 a.m.** at the State Corporation Commission (SCC), 1300 E. Main Street, 2nd Floor Courtroom “A” Richmond, Virginia 23219. The purpose of this conference is to allow potential Offerors an opportunity to present questions and obtain clarification relative to any facet of this solicitation. The telephone number for directions to the conference location is 804-786-4440.

While attendance at this pre-proposal conference is not required in order to submit a response to this solicitation, attendance is strongly recommended.

Each firm should bring a copy of the solicitation. Any changes resulting from this conference will be issued as a written addendum to the RFP.

IX. ATTACHMENTS

Attachment A - Required General Terms and Conditions (**Do not return with proposal**)

Attachment B - Special Terms and Conditions (**Do not return with proposal**)

Attachment C - Department of Minority Business Enterprise (DMBE) Small Business Subcontracting Plan (**Return with proposal**)

Attachment D - Price Schedule (**Return with proposal**)

Attachment E - Quarterly SWAM Report (**Do not return with proposal**)

Attachment F - Agencies Funded by DRPT (**Do not return with proposal**)

Attachment G - Report of Orders Received From Additional Users (**Do not return with proposal**)

Attachment H - Disadvantaged Business Enterprises (DBE) Subcontractor Report (**Return with proposal**)

Attachment I - State Corporation Commission Form (**Return with proposal**)

X. REQUIRED GENERAL TERMS AND CONDITIONS - Please see Attachment A - Required General Terms and Conditions.

XI. SPECIAL TERMS AND CONDITIONS - Please see Attachment B - Special Terms and Conditions.

Attachment A

REQUIRED GENERAL TERMS AND CONDITIONS

1. VENDORS MANUAL: This solicitation is subject to the provisions of the Commonwealth of Virginia's *Vendors Manual* and any changes or revisions thereto, which are hereby incorporated into this contract in their entirety. The procedure for filing contractual claims is in section 7.19 of the *Vendors Manual*. A copy of the manual is normally available for review at the purchasing office and is accessible on the Internet at www.eva.virginia.gov under Vendors Manual on the vendors tab.

2. APPLICABLE LAWS AND COURTS: This solicitation and any resulting contract shall be governed in all respects by the laws of the Commonwealth of Virginia and any litigation concerning it shall be brought in the courts of the Commonwealth. The agency and the Offeror are encouraged to resolve any issues in controversy arising from the award of the contract or any contractual dispute using Alternative Dispute Resolution (ADR) procedures (*Code of Virginia*, § 2.2-4366). ADR procedures are described in Chapter 9 of the *Vendors Manual*. The Offeror shall comply with applicable federal, state and local laws, rules and regulations.

3. ANTI-DISCRIMINATION: By submitting their proposals, Offerors certify to the Commonwealth that they will conform to the provisions of the Federal Civil Rights Act of 1964, as amended, as well as the Virginia Fair Employment Contracting Act of 1975, as amended, where applicable, the Virginians With Disabilities Act, the Americans with Disabilities Act and § 2.2-4311 of the Virginia Public Procurement Act (VPPA). If the award is made to a faith-based organization, the organization shall not discriminate against any recipient of goods, services, or disbursements made pursuant to the contract on the basis of the recipient's religion, religious belief, refusal to participate in a religious practice, or on the basis of race, age, color, gender or national origin and shall be subject to the same rules as other organizations that contract with public bodies to account for the use of the funds provided. However, if the faith-based organization segregates public funds into separate accounts, only the accounts and programs funded with public funds shall be subject to audit by the public body (*Code of Virginia* § 2.2-4343.1(E)).

In every contract over \$10,000 the provisions in A and B below apply:

A. During the performance of this contract, the Offeror agrees as follows:

1. The Offeror will not discriminate against any employee or applicant for employment because of race, religion, color, sex, national origin, age, disability, or any other basis prohibited by state law relating to discrimination in employment, except where there is a bona-fide occupational qualification reasonably necessary to the normal operation of the Offeror. The Offeror agrees to post in conspicuous places, available to employees and applicants for employment, notices setting forth the provisions of this nondiscrimination clause.
2. The Offeror, in all solicitations or advertisements for employees placed by or on behalf of the Offeror, will state that such Offeror is an equal opportunity employer.
3. Notices, advertisements and solicitations placed in accordance with federal law, rule or regulation shall be deemed sufficient for the purpose of meeting these requirements.

B. The Offeror will include the provisions of A. above in every subcontract or purchase order over \$10,000 so that the provisions will be binding upon each subcontractor or vendor.

4. ETHICS IN PUBLIC CONTRACTING: By submitting their proposals, Offerors certify their proposals are made without collusion or fraud and they have not offered or received any kickbacks or inducements from any other Offeror, supplier, manufacturer or subcontractor in connection with their proposal, and they have not conferred on any public employee having official responsibility for this procurement transaction any payment, loan, subscription, advance, deposit of money, services or anything of more than nominal value, present or promised, unless consideration of substantially equal or greater value was exchanged.

5. IMMIGRATION REFORM AND CONTROL ACT OF 1986: By entering into a written contract with the Department of Rail and Public Transportation (DRPT), the Offeror certifies that the Offeror does not, and shall not during the performance of the contract for goods and services in the Commonwealth, knowingly employ an unauthorized alien as defined in the Federal Immigration Reform and Control Act of 1986.

6. DEBARMENT STATUS: By submitting their proposals, Offerors certify that they are not currently debarred by the Commonwealth of Virginia from submitting proposals on contracts for the type of services covered by this solicitation, nor are they an agent of any person or entity that is currently so debarred.

7. ANTITRUST: By entering into a contract, the Offeror conveys, sells, assigns, and transfers to the Commonwealth of Virginia all rights, title and interest in and to all causes of the action it may now or hereafter acquire under the antitrust laws of the United States and the Commonwealth of Virginia, relating to the particular services purchased or acquired by the Commonwealth of Virginia under said contract.

8. MANDATORY USE OF STATE FORM AND TERMS AND CONDITIONS: Failure to submit a proposal on the official state form provided for that purpose may be a cause for rejection of the proposal. Modification of or additions to the General Terms and Conditions of the solicitation may be cause for rejection of the proposal; however, DRPT reserves the right to decide, on a case by case basis, in its sole discretion, whether or not to reject such a proposal.

9. CLARIFICATION OF TERMS: If any prospective Offeror has questions about the specifications or other solicitation documents, the prospective Offeror must contact the DRPT Procurement Officer whose name appears on the face of the solicitation no later than five working days before the due date. Any revisions to the solicitation will be made only by addendum issued by the DRPT Procurement Officer.

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10. PAYMENT:

A. To Prime Offeror:

1. Invoices for items ordered, delivered and accepted by DRPT shall be submitted monthly by the Offeror directly to the payment address shown on the purchase order. All invoices shall show the DRPT contract number, eVA purchase request number; social security number (for individual Offerors) or the federal employer identification number (for proprietorships, partnerships, and corporations), a detailed list of any products delivered, and all applicable tasks for which payment is being requested.

2. Payment will be made (in accordance with the Virginia Prompt Payment Act) within 30 days after receipt of valid invoice and verification of satisfactory goods received and/or completion of work. Any payment terms requiring payment in less than 30 days will be regarded as requiring payment 30 days after invoice or delivery, whichever occurs last. This shall not affect offers of discounts for payment in less than 30 days. Final invoices shall be submitted within 90 days after the end date of the task order. As negotiated within the contract, payments may be reduced for retainage until the satisfactory completion of each task.

3. All goods or services provided under this contract or purchase order, that are to be paid for with public funds, shall be billed by the Offeror at the contract price, regardless of which public agency is being billed.

4. The following shall be deemed to be the date of payment: the date of postmark in all cases where payment is made by mail, or the date of offset when offset proceedings have been instituted as authorized under the Virginia Debt Collection Act.

5. Unreasonable Charges – Under certain emergency procurements and for most time and material purchases, final job costs cannot be accurately determined at the time orders are placed. In such cases, Offerors should be put on notice that final payment in full is contingent on a determination of reasonableness with respect to all invoiced charges. Charges which appear to be unreasonable will be researched and challenged, and that portion of the invoice held in abeyance until a settlement can be reached. Upon determining that invoiced charges are not reasonable, DRPT shall promptly notify the Offeror, in writing, as to those charges which it considers unreasonable and the basis for the determination. An Offeror may not institute legal action unless a settlement cannot be reached within 30 days of notification. The provisions of this section do not relieve an agency of its prompt payment obligations with respect to those charges which are not in dispute (*Code of Virginia*, § 2.2-4363).

B. To Subcontractors:

1. An Offeror awarded a contract under this solicitation is hereby obligated:

- a. To pay subcontractors within seven days of the Offeror's receipt of payment from DRPT for the proportionate share of the payment received for work performed by the subcontractors under the contract; or
- b. To notify DRPT and the subcontractors, in writing, of the Offeror's intention to withhold payment and the reason.

2. The Offeror is obligated to pay subcontractors interest at the rate of one percent per month (unless otherwise provided under the terms of the contract) on all amounts owed by the Offeror that remain unpaid seven days following receipt of payment from DRPT, except for amounts withheld as stated

in (b) above. The date of mailing of any payment by U.S. Mail is deemed to be the payment date to the addressee. These provisions apply to each subcontractor performing under the primary contract. An Offeror's obligation to pay an interest charge to a subcontractor may not be construed to be an obligation of DRPT.

3. Each prime Offeror who wins an award in which provision of a SWAM procurement plan is a condition of award, shall deliver to DRPT, on or before request for final payment, evidence and certification of compliance (subject only to insubstantial shortfalls and to shortfalls arising from subcontractor default) with the SWAM procurement plan. Final payment under the contract in question may be withheld until such certification is delivered and, if necessary, confirmed by DRPT or other appropriate penalties may be assessed in lieu of withholding such payment.
4. DRPT encourages Offerors and subcontractors to accept electronic and credit card payments.

11. PRECEDENCE OF TERMS: Paragraphs 1-10 of these General Terms and Conditions shall apply in all instances. In the event there is a conflict between any of the other General Terms and Conditions and any Special Terms and Conditions in this solicitation, the Special Terms and Conditions shall apply.

12. QUALIFICATIONS OF OFFERORS: DRPT may make such reasonable investigations as deemed proper and necessary to determine the ability of the Offeror to perform the services, and the Offeror shall furnish to DRPT all such information and data for this purpose as may be requested. DRPT reserves the right to inspect the Offeror's physical facilities prior to award to satisfy questions regarding the Offeror's capabilities. DRPT further reserves the right to reject any proposal if the evidence submitted by, or investigations of, such Offeror fails to satisfy DRPT that such Offeror is properly qualified to carry out the obligations of the contract and to provide the services contemplated therein.

13. TESTING AND INSPECTION: DRPT reserves the right to conduct any test/inspection it may deem advisable to assure goods and services conform to the specifications.

14. ASSIGNMENT OF CONTRACT: A contract shall not be assignable by the Offeror in whole or in part without the written consent of DRPT.

15. CHANGES TO THE CONTRACT: Changes can be made to the contract in any one of the following ways:

- A. The parties may agree in writing to modify the scope of the contract. An increase or decrease in the price of the contract resulting from such modification shall be agreed to by the parties as a part of their written agreement to modify the scope of the contract.
- B. DRPT may order changes within the general scope of the contract at any time by written notice to the Offeror. Changes within the scope of the contract include, but are not limited to, things such as services to be performed, the method of packing or shipment and the place of delivery or installation. The Offeror shall comply with the notice upon receipt. The Offeror shall be compensated for any additional costs incurred as the result of such order and shall give DRPT a credit for any savings. Said compensation shall be determined by one of the following methods:
 1. By mutual agreement between the parties in writing; or
 2. By agreeing upon a unit price or using a unit price set forth in the contract, if the work to be done can be expressed in units, and the Offeror accounts for the number of units of work performed, subject to DRPT's right to audit the Offeror's records and/or to determine the correct number of units independently; or

3. By ordering the Offeror to proceed with the work and to keep a record of all costs incurred and savings realized. A markup for overhead and profit may be allowed if provided by the contract. The same markup shall be used for determining a decrease in price as the result of savings realized. The Offeror shall present DRPT with all vouchers and records of expenses incurred and savings realized. DRPT shall have the right to audit the records of the Offeror as it deems necessary to determine costs or savings. Any claim for an adjustment in price under this provision must be asserted by written notice to DRPT within 30 days from the date of receipt of the written order from DRPT. If the parties fail to agree on an amount of adjustment, the question of an increase or decrease in the contract price or time for performance shall be resolved in accordance with the procedures for resolving disputes provided by the Disputes Clause of this contract or, if there is none, in accordance with the disputes provisions of the Commonwealth of Virginia's *Vendors Manual*. Neither the existence of a claim or a dispute resolution process, litigation or any other provision of this contract shall excuse the Offeror from promptly complying with the changes ordered by DRPT with the performance of the contract generally.

16. DEFAULT: In case of failure to deliver goods or services in accordance with the contract terms and conditions, DRPT, after due oral or written notice, may procure them from other sources and hold the Offeror responsible for any resulting additional purchase and administrative costs. This remedy shall be in addition to any other remedies which DRPT may have.

17. INSURANCE: By signing and submitting a proposal under this solicitation, the Offeror certifies that if awarded the contract, it will have the following insurance coverage at the time the contract is awarded. The Offeror further certifies that the Offeror and any subcontractor will maintain this insurance coverage during the entire term of the contract and that all insurance coverage will be provided by insurance companies authorized to sell insurance in Virginia by the Virginia State Corporation Commission.

MINIMUM INSURANCE COVERAGES AND LIMITS REQUIRED:

- A. Worker's Compensation: Statutory requirements and benefits. Coverage is compulsory for employers of three or more employees, to include the employer. Offerors who fail to notify DRPT of increases in the number of employees that change their workers' compensation requirements under the *Code of Virginia* during the course of the contract shall be in noncompliance with the contract.
- B. Employer's Liability: \$100,000.
- C. Commercial General Liability: \$1,000,000 per occurrence. Commercial General Liability is to include bodily injury and property damage, personal injury and advertising injury, products and completed operations coverage. The Commonwealth of Virginia must be named as an additional insured and so endorsed on the policy.
- D. Automobile Liability - \$1,000,000 per occurrence. (Only used if motor vehicle is to be used in the contract.)

18. ANNOUNCEMENT OF AWARD: Upon the award or the announcement of the decision to award a contract as a result of this solicitation, DRPT will publicly post such notice on the Department of General Services/Department of Purchases and Supply (DGS/DPS) eVA Virginia Business Opportunities (VBO) website (www.eva.virginia.gov) and the DRPT website (www.drpt.virginia.gov) for a minimum of 10 days.

19. DRUG-FREE WORKPLACE: During the performance of this contract, the Offeror agrees to (i) provide a drug-free workplace for the Offeror's employees; (ii) post in conspicuous places, available to employees and applicants for employment, a statement notifying employees that the unlawful manufacture, sale, distribution, dispensation, possession, or use of a controlled substance or marijuana is prohibited in the Offeror's workplace and specifying the actions that will be taken against employees for violations of such prohibition; (iii) state in

all solicitations or advertisements for employees placed by or on behalf of the Offeror that the Offeror maintains a drug-free workplace; and (iv) include the provisions of the foregoing clauses in every subcontract or purchase order of over \$10,000, so that the provisions will be binding upon each Subcontractor or vendor.

For the purposes of this section, “drug-free workplace” means a site for the performance of work done in connection with a specific contract awarded to an Offeror, the employees of whom are prohibited from engaging in the unlawful manufacture, sale, distribution, dispensation, possession or use of any controlled substance or marijuana during the performance of the contract.

20. NON-DISCRIMINATION OF OFFERORS: An Offeror, or Offeror shall not be discriminated against in the solicitation or award of this contract because of race, religion, color, sex, national origin, age, disability, faith-based organizational status, any other basis prohibited by state law relating to discrimination in employment or because the Offeror employs ex-offenders unless DRPT has made a written determination that employing ex-offenders on the specific contract is not in its best interest. If the award of this contract is made to a faith-based organization and an individual, who applies for or receives goods, services, or disbursements provided pursuant to this contract objects to the religious character of the faith-based organization from which the individual receives or would receive goods, services, or disbursements, the public body shall offer the individual, within a reasonable period of time after the date of his objection, access to equivalent goods, services, or disbursements from an alternative provider.

21. eVA Business-To-Government Vendor Registration: The eVA Internet electronic procurement solution, website portal www.eVA.virginia.gov streamlines and automates government purchasing activities in the Commonwealth. The eVA portal is the gateway for vendors to conduct business with state agencies and public bodies. All vendors desiring to provide goods and/or services to DRPT shall participate in the eVA Internet e-procurement solution either through the eVA Basic Vendor Registration Service or eVA Premium Vendor Registration Service. All Offerors must register in eVA and pay the Vendor Transaction Fees specified below; failure to register will result in the proposal being rejected.

Effective July 1, 2011, vendor registration and registration-renewal fees have been discontinued. Registration options are as follows:

- a. eVA Basic Vendor Registration Service: eVA Basic Vendor Registration Service includes electronic order receipt, vendor catalog posting, on-line registration, electronic bidding, and the ability to research historical procurement data available in the eVA purchase transaction data warehouse.
- b. eVA Premium Vendor Registration Service: eVA Premium Vendor Registration Service includes all benefits of the eVA Basic Vendor Registration Service plus automatic email or fax notification of solicitations and amendments.

Vendor transaction fees are determined by the date the original purchase order is issued and are as follows:

- a. For orders issued prior to August 16, 2006, the Vendor Transaction Fee is one percent, capped at a maximum of \$500 per order,
- b. For orders issued August 16, 2006 through June 30, 2011, the Vendor Transaction Fee is:
 - (i) DMBE-certified Small Businesses: one percent, capped at \$500 per order.
 - (ii) Businesses that are not DMBE-certified Small Businesses: one percent capped at \$1,500 per order.
- c. For orders issued July 1, 2011 through June 30, 2013, the Vendor Transaction Fee is:
 - (i) DMBE-certified Small Businesses: 0.75 percent, capped at \$500 per order.

- (ii) Businesses that are not DMBE-certified Small Businesses: 0.75 percent, capped at \$1,500 per order.
- d. For orders issued July 1, 2013 and after, the Vendor Transaction Fee is:
 - (i) DMBE-certified Small Businesses: one percent, capped at \$500 per order.
 - (ii) Businesses that are not DMBE-certified Small Businesses: one percent, capped at \$1,500 per order.

The specified vendor transaction fee will be invoiced, by the Commonwealth of Virginia Department of General Services, approximately 30 days after the corresponding purchase order is issued and payable 30 days after the invoice date. Any adjustments (increases/decreases) will be handled through purchase order changes.

22. AVAILABILITY OF FUNDS: It is understood and agreed between the parties herein that the agency shall be bound hereunder only to the extent of the funds available or which may hereafter become available for the purpose of this agreement.

23. SET-ASIDES: This solicitation is set-aside for DMBE-certified small business participation only when designated “SET-ASIDE FOR SMALL BUSINESSES” in the solicitation. DMBE certified small businesses are those businesses that hold current small business certification from DMBE. This shall not exclude DMBE-certified women- and minority-owned businesses when they have received DMBE small business certification. For purposes of award, Offerors shall be deemed small businesses if and only if they are certified as such by DMBE on the due date for receipt of proposals.

24. OFFER PRICE CURRENCY: Unless stated otherwise in the solicitation, Offerors shall state offer prices in US dollars.

25. AUTHORIZATION TO CONDUCT BUSINESS IN THE COMMONWEALTH: An Offeror organized as a stock or nonstock corporation, limited liability company, business trust, or limited partnership or registered as a registered limited liability partnership shall be authorized to transact business in the Commonwealth as a domestic or foreign business entity if so required by Title 13.1 or Title 50 of the *Code of Virginia* or as otherwise required by law. Any business entity described above that enters into a contract with a public body pursuant to the Virginia Public Procurement Act shall not allow its existence to lapse or its certificate of authority or registration to transact business in the Commonwealth, if so required under Title 13.1 or Title 50, to be revoked or cancelled at any time during the term of the contract. A public body may void any contract with a business entity if the business entity fails to remain in compliance with the provisions of this section.

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ATTACHMENT B

SPECIAL TERMS AND CONDITIONS

1. CHANGES TO THE RATES ON THE PRICE SCHEDULE: Rates may be revised by mutual agreement of the Department of Rail and Public Transportation (DRPT) and the Offeror 60 days prior to the renewal periods starting date. If DRPT elects to exercise the option to revise rates for the two one-year renewal periods the contract prices for the increase shall not exceed the contract prices stated for the third year of the original contract increased/decreased by more than the percentage increase/decrease of the Services Category of the CPI-W section of the Consumer Price Index of the United States Bureau of Labor Statistics for the latest 12 months for which statistics are available. The Offeror shall convey in writing its request to raise/lower prices to DRPT no later than 60 days prior to the renewal periods starting date. Applications for price increases shall be substantiated in writing with the request. DRPT shall have sole discretion in its decision to allow price increases.

2. RENEWAL OF CONTRACT: This contract may be renewed upon written agreement of both parties for two successive one-year periods, under the terms of the current contract, at approximately 60 days prior to the expiration.

3. CANCELLATION OF CONTRACT: DRPT reserves the right to cancel and terminate any resulting contract, in part or in whole, without penalty, upon 60 days written notice to the Offeror. After the initial three-year contract period, the resulting contract may be terminated by either party, without penalty, upon 60 days written notice to the other party. Any contract cancellation notice shall not relieve the Offeror of the obligation to deliver any outstanding orders issued prior to the effective date of cancellation.

4. AUDIT: The Offeror shall retain all books, records, and other documents relative to this contract for five years after final payment, or until audited by the Commonwealth of Virginia, whichever is sooner. DRPT, its authorized agents, and/or state auditors shall have full access to and the right to examine any of said materials during said period.

5. KEY PERSONNEL/SUBCONTRACTOR: People identified in terms of this RFP as “key personnel” who will work on the service contract, must continue to work on this contract for its duration so long as they continue to be employed by the Offeror unless removed from work on the contract with the consent of DRPT. DRPT reserves the right to approve any personnel or subcontractor proposed for the work described in this RFP and/or any subsequent purchase order resulting from this RFP. DRPT will provide written justification to the Offeror when approval is not granted. DRPT will provide the Offeror with copies of all written approvals.

6. PRIME OFFEROR RESPONSIBILITIES FOR SUBCONTRACTS: No portion of the work shall be subcontracted with a subcontractor not already included on the contract without a prior request from the Offeror and written consent of the DRPT Procurement Officer. In the event that the Offeror desires to subcontract some part of the work specified herein, the Offeror shall furnish the Procurement Officer and Program Manager with the names, qualifications and experience of their proposed subcontractors. The Offeror shall, however, remain fully liable and responsible for the work to be done by its subcontractors and shall assure compliance with all requirements of the contract.

7. ADDITIONAL USERS OF CONTRACT: This procurement is being conducted on behalf of all agencies/facilities within the Transportation Secretariat and on behalf of grantees of DRPT who are listed on Attachment F – Agencies Funded by DRPT. Grantees may be added or deleted at anytime during the period of the contract only by written contract modification issued by DRPT. Such modification shall name the specific grantee added or deleted and the effective date. The Offeror shall not honor an order citing the resulting contract unless the ordering entity has been added by written contract modification.

8. REPORT OF ORDERS RECEIVED FROM ADDITIONAL USERS: The Offeror shall provide Attachment G - Report of Orders Received from Additional Users to DRPT quarterly. This report shall reflect orders received from additional users on the contract for the respective quarter. The Offeror must remit the report within 15 days after the end of each quarterly calendar reporting period even if there was no activity.

9. SMALL BUSINESS SUBCONTRACTING PLAN AND EVIDENCE OF COMPLIANCE:

Each prime Offeror who wins an award in which provision of a small business subcontracting plan is a condition of the award, shall deliver to DRPT on a quarterly basis, evidence of compliance (subject only to insubstantial shortfalls and to shortfalls arising from subcontractor default) with the small business subcontracting plan. The Offeror shall use Attachment E - Quarterly SWAM Report or other form approved by DRPT to report amounts paid to SWAM businesses on a quarterly basis as well as paid to date. Said attachment or other approved form shall be submitted by the 15th of the month for the prior month to Ashley Nusbaum, Procurement Officer, at ashley.nusbaum@drpt.virginia.gov. When such business has been subcontracted to these firms and upon completion of the contract, the Offeror agrees to furnish the purchasing office at a minimum the following information: name of firm with the DMBE certification number, phone number, total dollar amount subcontracted, category type (small, women-owned, or minority-owned), and type of product or service provided. Payment may be withheld until compliance with the plan is received and confirmed by the agency or institution. DRPT reserves the right to pursue other appropriate remedies to include, but not be limited to, termination for default.

10. DISADVANTAGED BUSINESS ENTERPRISES (DBE) SUBCONTRACTOR REPORT: The Offeror shall provide to DRPT quarterly Attachment H - DBE Subcontractor Report. This report shall reflect DBE related information on subcontractors utilized on the contract. The Offeror must remit the report within 15 days after the end of each quarterly calendar reporting period.

11. APPROPRIATE LICENSURE, CERTIFICATIONS, AND/OR CREDENTIALS: The Offeror must submit copies of appropriate licensure, certifications, and/or credentials subsequently upon award and as requested by DRPT.

12. CLAIMS: The Offeror shall be responsible for all damage and expense to person or property caused by its negligent activities including, without limitation, those which it chooses to deliver through its subcontractors, agents or employees, in connection with the services required under this Agreement. Further, it is expressly understood that the Offeror shall defend and hold harmless the Commonwealth of Virginia, DRPT, its officers, agents, employees and any other authorized users from and against any and all damages, claims, suits, judgments, expenses, actions, and costs of every name and description caused by any negligent act or omission in the performance by the Offeror, including, without limitation, those which it chooses to deliver through its subcontractors, agents or employees, of the services under this Agreement.

13. CONTRACTUAL CLAIMS AND DISPUTES: Contractual claims arising after final payment shall be governed by § 2.2-4363(A) of the *Code of Virginia*. Claims shall be submitted to the Director of DRPT who will render a decision within 30 days. Contractual disputes arising during the course of performance shall be submitted to the CFO of DRPT who will make a decision in 30 working days, which will be final. Vendors will not be precluded from filing a claim at the conclusion of performance as a result of the decision made during the course of contract performance.

14. ADVERTISEMENT: In the event a contract is awarded for supplies, equipment, or services resulting from this proposal, no indication of such sales or services to DRPT will be used in product literature. The Offeror shall not state in any of its advertising or product literature that DRPT has purchased or uses any of its products or services, and the Offeror shall not include DRPT in any client list in advertising and promotional materials.

15. INTELLECTUAL PROPERTY RIGHTS: DRPT shall have exclusive rights to all data and intellectual property generated in the course of the project. Intellectual property includes all inventions subject to the United States (U.S.) Patent System. This shall be inclusive but not limited to, new processes, materials, compounds and chemicals, and all creations subject to the U.S. Copyright Act of 1976, as amended, including but not limited to printed material, software, drawings, blueprints, and compilations such as electronic databases. Furthermore, DRPT shall have all rights, title, and interest in or to any invention reduced to practice pursuant to a resulting contract. Proposals shall recognize the requirements of public sector agencies and of public policy generally, including the Freedom of Information Act, State statutes and agency rules on release of public records, and data confidentiality.

All copyright material created pursuant to this contract shall be considered work made for hire and shall belong exclusively to DRPT. Neither DRPT, nor the Offeror intends that any copyright material created pursuant to the contract, together with any other copyright material with which it may be combined or used, be a “joint work” under the copyright laws. In the case that either in whole or part of any such copyright material not be deemed work made for hire, or is deemed a joint work, then Offeror agrees to assign and does hereby irrevocably assign its copyright interest therein to DRPT. DRPT may reasonably request documents required for the purpose of acknowledging or implementing such assignment.

The Offeror warrants that no individual, other than regular employees and subcontractors of the Offeror, DRPT regular employees, agents, or assigns or additional users, while working within the scope of their employment or contracted duty, shall participate in the creation of any intellectual property pursuant to the contract. If this situation should arise, such individual and his or her employer, if any, must agree in writing to assign the intellectual property rights, as described herein, for work performed under this contract to DRPT either directly or through the Offeror.

DRPT shall have all rights, title and interest in or to any invention reduced to practice pursuant to this contract. The Offeror shall not patent any invention conceived in the course of performing this contract. The Offeror hereby agrees that, notwithstanding anything else in this contract, in the event of any breach of this contract by DRPT, the remedies of the Offeror shall not include any right to rescind or otherwise revoke or invalidate the provisions of this section. Similarly, no termination of this contract by DRPT shall have the effect of rescinding the provisions of this section.

DRPT is only entitled to the intellectual property rights for deliverables and associated documentation produced by the Offeror for which DRPT has fully paid the Offeror as the contract is completed or as the contract is terminated for any reason.

Copyright or pre-existing work of the Offeror shall remain the property of the Offeror. The Offeror grants to DRPT a perpetual, royalty-free, irrevocable, worldwide, non-exclusive license to use such pre-existing work in connection with exercising the rights of ownership granted to DRPT pursuant to this section.

Notwithstanding anything herein to the contrary, DRPT acknowledges that as part of the Offeror’s provision of services hereunder, the Offeror may license third-party software or acquire proprietary works of authorship (collectively referred to as “products”), which have been developed by third parties. DRPT must approve the third-party license agreements and the acquisition of these third-party products prior to their use by the Offeror and DRPT agrees that these products will remain the sole property of the third party.

The Offeror shall grant DRPT license to use all software developed by the Offeror under this contract in other applications within Virginia as DRPT sees fit. Should the Offeror desire to re-use software developed under this contract for other projects (both DRPT contracts and others), DRPT must be notified in writing 60 days prior to such use. Furthermore, DRPT shall be justly compensated for the re-use of such software.

Compensation shall be negotiated and agreed upon prior to DRPT releasing software rights. Typically, DRPT prefers increased software capabilities and/or functionality instead of monetary compensation.

16. PATENT RIGHTS: If any invention, improvement or discovery of the Offeror or any of its subcontractors is conceived or first actually reduced to practice in the course of or under this project which invention, improvement or discovery may be patentable under the Patent Laws of the United States of America or any foreign country, the Offeror shall immediately notify DRPT and provide a detailed report. The rights and responsibilities of the Offeror, its subcontractors, and DRPT with respect to such invention will be determined in accordance with applicable Federal laws, regulations, policies, and waivers thereof.

17. PROTECTION OF PERSONS AND PROPERTY:

- A. The Offeror expressly undertakes, both directly and through its subcontractors, to take every precaution at all times for the protection of persons and property which may come on the building site or be affected by the Offeror's operation in connection with the work.
- B. The Offeror shall be solely responsible for initiating, maintaining, and supervising all safety precautions and programs in connection with the work.
- C. The provisions of all rules and regulations governing safety as adopted by the Safety Codes Commission of the Commonwealth of Virginia, issued by the Department of Labor and Industry under Title 40.1 of the *Code of Virginia* shall apply to all work under this contract.
- D. The Offeror shall continuously maintain adequate protection of all work from damage and shall protect the owner's property from injury or loss arising in connection with this contract. The Offeror should make good any such damage, injury, or loss, except such as may be directly due to errors in the contract documents or caused by agents or employees of the owner. The Offeror shall adequately protect adjacent property to prevent any damage to it or loss of use and enjoyment by its owners. The Offeror shall provide and maintain all passageways, guard fences, lights, and other facilities for protection required by public authorities, local conditions, any of the contract documents or erected for the fulfillment of his obligations for the protection of persons and property.
- E. In an emergency affecting the safety or life of persons or of the work, or of the adjoining property, the Offeror, without special instruction or authorization from the owner, shall act, at its discretion, to prevent such threatened loss or injury. Also, should the Offeror, to prevent threatened loss or injury, be instructed or authorized to act by the owner, the Offeror shall so act immediately, without appeal. Any additional compensation or extension of time claimed by the Offeror on account of any emergency work shall be determined as provided by Attachment A – Required General Terms and Conditions.

18. MANNER OF CONDUCTING WORK AT JOB SITE: All work shall be performed according to the industry standards and to the complete satisfaction of DRPT.

- A. The Offeror shall be responsible for the conduct of all personnel while at the job site. All personnel involved with the work shall obey all rules and regulations of DRPT.
- B. Sexual harassment of any employee, DRPT or Offeror, will not be tolerated and is to be reported immediately to the DRPT Program Manager.

All work to be conducted by the Offeror in any facility shall be coordinated in advance with the DRPT Program Manager. If applicable, the Offeror shall coordinate his/her work efforts with other existing

Offeror/agency work efforts through the DRPT Program Manager. All Offeror work shall take place on non-holiday weekdays between the hours of 8:00 A.M. and 5:00 P.M, unless otherwise approved by the DRPT Program Manager.

19. POLICY OF EQUAL EMPLOYMENT: DRPT is an equal opportunity/affirmative action employer. DRPT encourages all vendors to establish and maintain a policy to ensure equal opportunity employment.

20. STATE CORPORATION COMMISSION IDENTIFICATION NUMBER: Pursuant to Code of Virginia, § 2.2-4311.2(B), an offeror organized or authorized to transact business in the Commonwealth pursuant to Title 13.1 or Title 50 is required to include in its proposal the identification number issued to it by the State Corporation Commission (SCC). Any offeror that is not required to be authorized to transact business in the Commonwealth as a foreign business entity under Title 13.1 or Title 50 or as otherwise required by law is required to include in its proposal a statement describing why the offeror is not required to be so authorized. Indicate the above information Attachment I – SCC Form. Offeror agrees that the process by which compliance with Titles 13.1 and 50 is checked during the solicitation stage (including without limitation Attachment I - SCC Form) is streamlined and not definitive, and the Commonwealth’s use and acceptance of such form, or its acceptance of Offeror’s statement describing why the Offeror was not legally required to be authorized to transact business in the Commonwealth, shall not be conclusive of the issue and shall not be relied upon by the Offeror as demonstrating compliance.

21. CONTINUITY OF SERVICES:

A. The Offeror recognizes that the services under this contract are vital to DRPT and must be continued without interruption and that, upon contract expiration, a successor, either DRPT or another contractor, may continue them. The Offeror agrees:

- a. To exercise its best efforts and cooperation to effect an orderly and efficient transition to a successor;
- b. To make all DRPT owned facilities, equipment, and data available to any successor at an appropriate time prior to the expiration of the contract to facilitate transition to successor; and
- c. That the DRPT Procurement Officer shall have final authority to resolve disputes related to the transition of the contract from the Offeror to its successor.

B. The Offeror shall, upon written notice from the Procurement Officer, furnish phase-in/phase-out services for up to 90 days after this contract expires and shall negotiate in good faith a plan with the successor to execute the phase-in/phase-out services. This plan shall be subject to the Procurement Officer’s approval.

C. The Offeror shall be reimbursed for all reasonable, pre-approved phase-in/phase-out costs (i.e., costs incurred within the agreed period after contract expiration that result from phase-in, phase-out operations) and a fee (profit) not to exceed a pro rata portion of the fee (profit) under this contract. All phase-in/phase-out work fees must be approved by the Procurement Officer in writing prior to commencement of said work.

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ATTACHMENT C

**DEPARTMENT OF MINORITY BUSINESS ENTERPRISE (DMBE)
SMALL BUSINESS SUBCONTRACTING PLAN**

All small businesses must be certified by the Commonwealth of Virginia, Department of Minority Business Enterprise (DMBE) to participate in the SWAM program. Certification applications are available through DMBE online at www.dmbv.virginia.gov (Customer Service).

Definitions

“Small business” means a business, independently owned and controlled by one or more individuals who are U.S. citizens or legal resident aliens, and together with affiliates, has 250 or fewer employees, or average annual gross receipts of \$10 million or less averaged over the previous three years. One or more of the individual owners shall control both the management and daily business operations of the small business.

(Code of Virginia, § 2.2-4310)

“Women-owned business” means a business that is at least 51% owned by one or more women who are U.S. citizens or legal resident aliens, or in the case of a corporation, partnership, or limited liability company or other entity, at least 51% of the equity ownership interest is owned by one or more women who are U.S. citizens or legal resident aliens, and both the management and daily business operations are controlled by one or more women.

(Code of Virginia, § 2.2-4310)

“Minority-owned business” means a business that is at least 51% owned by one or more minority individuals who are U.S. citizens or legal resident aliens, or in the case of a corporation, partnership, or limited liability company or other entity, at least 51% of the equity ownership interest in the corporation, partnership, or limited liability company or other entity is owned by one or more minority individuals who are U.S. citizens or legal resident aliens, and both the management and daily business operations are controlled by one or more minority individuals.

(Code of Virginia, § 2.2-4310)

Offeror Name: _____

Preparer Name: _____ **Date:** _____

Instructions

A. If the Offeror is certified by DMBE as a small business, complete only Section A of this form. This shall not exclude DMBE-certified women-owned and minority-owned If the Offeror is certified by DMBE as a small business, complete only Section A of this form. This shall not exclude DMBE-certified women-owned and minority-owned businesses when they have received DMBE small business certification.

B. If the Offeror is not a DMBE-certified small business, complete Section B of this form. For the offer to be considered and the offeror to be declared responsive, the offeror shall identify the portions of the contract that will be subcontracted to DMBE-certified small business in Section B.

Section A

If the Offeror is certified by DMBE, the Offeror is certified as a (check only one below):

_____ Small Business

_____ Small and Women-owned Business

_____ Small and Minority-owned Business

Certification Number: _____ Certification Date: _____

Section B

Populate the table below to show the firm's plans for utilization of DMBE-certified small businesses in the performance of this contract. This shall include DMBE-certified women-owned and DMBE-certified minority-owned businesses that meet the small business definition and have received the DMBE small business certification. Include plans to utilize small businesses as part of joint ventures, partnerships, subcontractors, suppliers, etc.

B. Plans for Utilization of DMBE-Certified Small Businesses for this Procurement

Small Business Name & Address DMBE Certificate #	Status if Small Business is also: Women (W), Minority (M)	Contact Person, Telephone & Email	Type of Goods and/or Services	Planned Involvement During Initial Period of the Contract	Planned Contract Dollars During Initial Period of the Contract
Totals \$					

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ATTACHMENT F

Agencies Funded by DRPT

A Grace Place Adult Care Center
Accomack Northampton TDC
Adult Care Service
Adult Day Care of Martinsville and Henry Counties
Alexandria Transit
American Emergency Vehicles
American Red Cross
Appalachian Agency for Senior Citizens
ARC of Greater Prince William
Arc of the Virginia Peninsula
Arlington County
Bay Aging, Inc.
Bedford County
Beth Shalom Home
Blacksburg Transit
Blue Ridge Opportunity Services
Bon Secours Senior Health
Bristol Virginia Transit
Buchanan County Transportation
CAPUP
Central Shenandoah Planning District Commission
Central Virginia Area Agency on Aging, Inc.
Chesapeake Service Systems
Chesterfield Community Services Board
Chesterfield County
City of Alexandria
City of Bristol, Tennessee
City of Charlottesville
City of Danville
City of Fairfax
City of Falls Church
City of Fredericksburg
City of Harrisonburg
City of Kingsport
City of Lynchburg
City of Martinsville
City of Radford
City of Richmond
City of Staunton
City of Virginia Beach
City of Williamsburg
Community Association for Rural Transportation, Inc.
Community Transportation Association of Virginia
Crater District Area Agency On Aging /FGP
Crater Planning District Commission
Crossroads Community Services
Cumberland County
Daily Planet Health Care for Homeless
Danville City Parks and Recreation Department
Danville-Pittsylvania Community Services
Dickenson County Transportation
Northern Virginia Regional Commission
PARC Workshop, Inc.
Peninsula Agency on Aging
Petersburg Area Transit
District III Public Transit
Dulles Area Transportation Association
Eastern Shore Community Services Board
ECHO.INC
ElderHomes Corporation
ESAAA/CAA
Essex County
Fairfax County
Farmville Area Bus
Friendship Industries, Inc.
George Washington Regional Commission
Giles Health & Family Center
Gloucester County
Goochland Fellowship and Family Service
Goodwill Industries of the Valleys
Grafton School, Inc.
Greater Lynchburg Transit Company
Greater Richmond Transit Company
Greater Roanoke Transit Company
Greene County
Greensville Adult Activity Services
Hampton Roads Planning District Commission
Hampton-Newport News Community Services Board
Hanover Community Services
Henrico Area MH/MR Services
Historic Triangle Senior Center
Hope House Foundation
Hopewell Redevelopment and Housing Authority
Intelligent Transportation Society of Virginia
James City County
JAUNT, Inc.
Jewish Community Center of Northern Virginia
Junction Center for Independent Living
Lake Country Area Agency on Aging
Loudoun County
Lynchburg Community Action Group, Inc.
Metropolitan Washington Airports Authority
Metropolitan Washington Council of Governments
Middle Peninsula Planning District Commission
Middle Peninsula-Northern Neck CSB
Montgomery County
Mount Rogers Community Services Board
Mountain Empire Older Citizens
New River Valley Community Services Board
New River Valley Planning District Commission
New River Valley Senior Services - Pulaski Area Transit
Northern Neck Planning District Commission
Northern Shenandoah Valley Regional Commission
Northern Virginia Transportation Commission
Northwestern Community Services Board
NuRide, Inc.
Sussex-Greensville-Emporia Adult Activity Services
Tazewell County
The Arc of Central Virginia
The Arc of Greater Prince William

Piedmont Community Services Board	The Arc of Harrisonburg/Rockingham
Pleasant View, Inc.	Thomas Jefferson Planning District Commission
Portco, Inc.	Town of Altavista
Potomac and Rappahannock Transportation Commission	Town of Ashland
Prince William County	Town of Blackstone
Quin Rivers Agency for Community Action, Inc.	Town of Bluefield - Graham Transit
Rappahannock Area Agency on Aging	Town of Chincoteague
Rappahannock Area Community Services Board	Town of Haymarket
Rappahannock-Rapidan Area Agency on Aging	Town of Herndon
Rappahannock-Rapidan Community Services Board	Town of Kenbridge
Rappahannock-Rapidan Planning District Commission	Town of Orange
Resort Area Transportation Management Association	Town of Purcellville
Richmond Area ARC	Town of South Hill
Richmond Community Action Program	Town of Victoria
Richmond Planning District Commission	Town of Warrenton
Richmond Redevelopment and Housing Authority	Town of West Point
Richmond Residential Services	Transportation District Commission of Hampton Roads
Ridefinders	Tyson's Transportation Association, Inc.
Roanoke County	UHSTS, Inc. - RADAR
Roanoke Valley-Alleghany Regional Commission	Valley Program for Aging Services, Inc.
Rockbridge Area Community Services Board	Vector Industries, Inc.
Rockbridge Area Occupational Center, Inc.	Virginia Port Authority
Rockbridge Area Transportation System, Inc.	Virginia Rail Policy Institute
Rockbridge County	Virginia Regional Transportation Association
Rockingham County	Virginia Transit Association
Russell County Public Transportation	Virginias Region 2000 Local Government Council
Senior Services of Southeastern Virginia	West Piedmont Planning District Commission
Shenandoah Area Agency on Aging, Inc.	Western Tidewater Community Services Board
Shen-Paco Industries, Inc.	Williamsburg Area Transit Authority
Southern Area Agency on Aging	Winchester Transit
Southside Community Services Board	Wise County
St. Joseph's Villa	Washington Metropolitan Area Transit Authority
Stepping Stones, Inc.	Washington Metropolitan Area Transit Commission
STEPS, Inc.	

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ATTACHMENT H

Disadvantaged Business Enterprises (DBE) Subcontractor Report

DBE SUBCONTRACTOR REPORT												
PRIME CONTRACTOR NAME												
PRIME CONTRACTOR TAX ID												
CONTACT NAME												
TITLE/POSITION												
CONTRACTOR ADDRESS												
CONTRACTOR PHONE NUMBER												
EMAIL												
PROJECT TITLE												
DBE AWARD/COMMITMENT												
PAYMENTS TO SUBCONTRACTORS												
MONTH/YEAR	DBE SUBCONTRACTOR NAME	DBE SUBCONTRACT TAX ID	DBE EVA#	DBE CONTRACT #	Black American	Hispanic American	Native American	Subcont. Asian American	Asian-Pacific American	Non-Minority Women	Other	Total DBE Payments
												-
												-
												-
												-
												-
												-
												-
												-
												-
												-
												-
												-
												-
												-
												-
DBE SUBCONTRACTOR TOTALS												-

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ATTACHMENT I

State Corporation Commission Form

Virginia State Corporation Commission (SCC) registration information. The Offeror:

- is a corporation or other business entity with the following SCC identification number: _____ **-OR-**
- is not a corporation, limited liability company, limited partnership, registered limited liability partnership, or business trust **-OR-**
- is an out-of-state business entity that does not regularly and continuously maintain as part of its ordinary and customary business any employees, agents, offices, facilities, or inventories in Virginia (not counting any employees or agents in Virginia who merely solicit orders that require acceptance outside Virginia before they become contracts, and not counting any incidental presence of the Offeror in Virginia that is needed in order to assemble, maintain, and repair goods in accordance with the contracts by which such goods were sold and shipped into Virginia from Offeror's out-of-state location) **-OR-**
- is an out-of-state business entity that is including with this proposal an opinion of legal counsel which accurately and completely discloses the undersigned Offeror's current contacts with Virginia and describes why those contacts do not constitute the transaction of business in Virginia within the meaning of § 13.1-757 or other similar provisions in Titles 13.1 or 50 of the Code of Virginia.

****NOTE**** >> Check the following box if the firm has not completed any of the foregoing options but currently have pending before the SCC an application for authority to transact business in the Commonwealth of Virginia and wish to be considered for a waiver to allow the firm to submit the SCC identification number after the due date for proposals (the Commonwealth reserves the right to determine in its sole discretion whether to allow such waiver):



Request for Proposal (RFP) Cover Sheet

RFP #: **505-13-RR0002**

Issue Date: **April 24, 2013**

Title: **General Communications and Marketing Consultant Services Contract**

Commodity Code: **91522 – Communications and Marketing Services
91826 – Communications: Public Relations Consulting
91876 – Marketing Consulting
96153 – Marketing Services (Incl. Distribution, Research, Sales Promotion)**

Issuing Agency: **Commonwealth of Virginia
Department of Rail and Public Transportation
600 East Main Street, Suite 2102
Richmond, VA 23219**

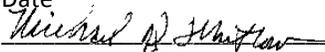
Initial Period of Contract: **Three years from date of award**

Proposals Will be received until: **May 20, 2013
4:00 p.m.**

All inquiries must be directed in writing to: **Ashley Nusbaum, Procurement Officer
ashley.nusbaum@drpt.virginia.gov**

No proposal will be accepted after the closing date and time unless the closing date and time is modified by written addendum. Proposals must be sealed and mailed or hand delivered to the appropriate delivery address identified above.

In compliance with this RFP and all conditions imposed in this RFP, the undersigned firm offers and agrees to furnish the services in accordance with the attached signed proposal or as mutually agreed upon by subsequent negotiation, and hereby certifies that all information provided below and in any schedule attached hereto is true, correct, and complete.

Name and Address of Firm:	<u>May 20, 2013</u>
<u>CRT/tanaka, LLC</u>	Date
<u>101 West Commerce Road</u>	
<u>Richmond, VA 23224</u>	Signature in Ink
<u>74-3150792</u>	Michael Whitlow, APR
FEI/FIN Number	Printed or Typed Name of Above
mwhitlow@crt-tanaka.com	<u>804.675.8152</u>
E-mail	Phone
	<u>804.675.8183</u>
	Fax

Note: An Optional Pre-Proposal Conference will be held on May 6, 2013 at 10:00 a.m. See Section VIII for more information.

Small Businesses, Women-Owned Businesses, and Minority-Owned Businesses are encouraged to participate.

State Corporation Commission (SCC) Identification Number: S164128-3



COMMONWEALTH of VIRGINIA

Thelma D. Drake
Director

DEPARTMENT OF RAIL AND PUBLIC TRANSPORTATION
600 EAST MAIN STREET, SUITE 2102
RICHMOND, VA 23219

(804) 786-4440
FAX (804) 225 3752
VIRGINIA RELAY CENTER
1-800-828-1120 (TDD)

May 15, 2013

ADDENDUM NO. 2 TO ALL OFFERORS:

Reference – Request for Proposals:	505-13-RR0002
Commodity:	91522 Communications and Marketing Services 91826 Communications: Public Relations Consulting 91876 Marketing Consulting 96153 Marketing Services (Incl. Distribution, Research, Sales Promotion)
Dated: April 24, 2013	
For Delivery To:	Department of Rail and Public Transportation, Agencies/Facilities within the Transportation Secretariat and Grantees of DRPT
Proposal Due:	May 20, 2013
Pre-proposal Conference:	May 6, 2013

Below is hereby changed to read:

1. Reference Page 14, IX. Attachments: Attachment H – Disadvantaged Business Enterprises (DBE) Subcontractor Report (Do not return with proposal).

Clarification Questions

See attached responses to all questions received after May 6, 2013.

All other information will remain the same.

Note: A signed acknowledgment of this addendum must be received at the location indicated on the RFP either prior to the proposal due date and hour or attached to your proposal. Signature on this addendum does not substitute for your signature on the original proposal document. The original proposal document must be signed.

Regards,
Ashley Nusbaum
Contract Officer
Phone: 804-786-2890

CRT/tanaka, LLC

Name of Firm

Michael D. Whitlow

Signature/Title

Signature/Title

May 20, 2013

Date

Attachment

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TAB 1—UNDERSTANDING OF WORK AND PLAN FOR PROVIDING SERVICES

The Offeror must provide a detailed description of its understanding of the services to be provided with descriptions of the approach and procedures employed on similar projects elsewhere. The Offeror must describe the process it will follow to respond to a specific purchase order request from DRPT. The Offeror must also describe the management procedures it will follow to oversee work by its personnel and work by subcontractors on multiple purchase orders simultaneously.

CRT/tanaka has reviewed the Statement of Needs in Section IV of #505-13-RR0002 (General Communications and Marketing Consultant Services Contract), and offers the following response:

A. MARKETING PROGRAM

- a. *Manage and/or expand marketing activities for programs operated by DRPT including but not limited to, Amtrak Virginia, Telework!VA and Try Transit Week. Activities may include the following.*
 - i. *Campaign development*
 - ii. *Marketing and media planning*
 - iii. *Public relations, outreach and marketing support*
 - iv. *Develop and produce creative advertising*
 - v. *Brand management*
 - vi. *Develop partnerships, sponsorships and co-branding opportunities*
 - vii. *Recommend and provide support services for e-mail and web-based marketing*
 - viii. *Develop and implement educational strategies*
 - ix. *Maintain website updates*
 - x. *Develop and procure collateral materials*
 - xi. *Event planning*
 - xii. *Provide ongoing evaluation on effectiveness of marketing activities.*

At CRT/tanaka, we have more experience crafting effective public education programs than perhaps any other firm in Virginia. And in each case, we find successful marketing programs operate at the intersection of public interest and self-interest.

The key to success in any public education program is to understand the attitudes of the public we’re seeking to influence and to use that knowledge to encourage shifts in perceptions and behavior.

In our initial assessment of the marketplace, we see significant opportunities to align public transportation with issues the public cares deeply about and with their own self-interest, to inspire greater understanding of the advantages of rail, leading to a shift in transportation patterns.

Winning over the commuter is the greatest challenge, but to do this, we must also help to align the interests of member organizations. A particular strength is our ability to unite groups of partners to come together for common purposes, exactly what the DRPT needs to accomplish with its member entities. Our team has an unmatched record for helping to fuel strong alliances and partnerships. We have:

- Brought together multiple Virginia universities and manufacturing partners through our work with the Commonwealth Center for Advanced Manufacturing (CCAM).
- Linked Virginia universities and logistics companies through our efforts in the formation of the Commonwealth Center for Advanced Logistics Systems (CCALS) brand.
- Connected Virginia agricultural producers through our innovative work on the **Virginia’s Finest** program.

A.a.

- Formed an alliance of competing radio broadcasters on behalf of the **National Association of Broadcasters**, resulting in the reinvigoration of the radio industry.
- Organized communications for a diverse set of partners involved in **Housing Virginia**, a broad-based, statewide partnership of public and private organizations and committed individuals who believe all Virginians should have access to high quality, affordable housing in suitable neighborhoods.
- Managed the brand of **Virginiaforever** across a wide variety of state and national partners with interest in environmental protection.
- Provided a focal point for the communications efforts for the alliance of Community Colleges that make up the **Virginia Community College System**.

Following is an outline of how we will go about addressing the marketing programs for Amtrak Virginia, Telework!VA, Try Transit Week and other programs not specified in DRPT's RFP.

i. Campaign Development

The most effective marketing campaigns are built on sound research, insightful strategy and careful planning. Invariably, when marketing campaigns fail, the failure results from a lack of understanding about audience attitudes and communications needs. For this reason, the most important work of a campaign is to start it off on the right foot. At CRT/tanaka, we have developed a process that has proven to be effective for some of the most respected organizations in the United States. We call it **Intrinsic BrandingSM**.

Our proprietary Intrinsic Branding process identifies those factors that the public cares most about – in the world at large and in their everyday world. We learn about what they know and don't know, what they care about, how they spend their time, what they value most, where they get their information, who's opinion they trust and what it will take to change their minds and alter their behaviors.

It is this approach to gaining a deeper, more truthful understanding of consumers and their behaviors that underlies our track record as public communicators. And, this is the approach we will take to succeed in the goals laid out by DRPT.

All of the marketing activities you have asked us to address can be crafted around this strategic approach. This process has been used with such wide-ranging organizations as **National Public Radio**, the **Council of Better Business Bureaus**, **Girl Scouts of the USA**, **Satmetrix**, the **Virginia Community College System**, the **National Association of Broadcasters**, **Partnership at DrugFree.org** and many other organizations.

In our experience, we can build more relevant communications, delivered through more efficient media channels to the most receptive audience segments, by following a disciplined strategic approach. This method integrates elements, such as campaign development, media/audience targeting, public relations, advertising, partnering, branding/brand management, as well as a wide array of tactical considerations for our clients. The result is cohesion rather than chaos – a simple, clear and research-driven program that amplifies your voice and moves the public to action.

ii. Marketing and Media Planning

While our Intrinsic Branding approach delivers more meaningful messages to the public, it also has significant internal value. The process is rooted in efficiency, ensuring that every dollar spent to communicate with the public is built on a research-proven strategy.

In the world of marketing communications, the majority of most budgets are spent on creative work, production and media placement. Yet in most cases, these activities are built on subjective assumptions about what will work, rather than on objective understanding. At CRT/tanaka, we have never accepted the notion that “50 percent of advertising dollars are wasted.” We can show you how to make every investment more successful.

At CRT/tanaka, like most of our competitors, we partner with independent media planning firms who can aggregate spending and leverage investment. We have strong relationships with a number of Virginia-based firms, and we will partner with one or more to make the most effective recommendations. In addition to these partnerships, we have access to powerful databases like Simmons, Mintel and Iconoculture, allowing us to monitor and act on shifts in public opinion or breaking developments in transportation.

iii. Public relations, outreach and marketing support

As the largest, independent public relations firm in Virginia, and one of the largest in the U.S., CRT/tanaka has longstanding relationships with the most valuable media outlets. This allows immediate access to the most important communications outlets in print, broadcast and digital media for consumer and trade media.

Given the DRPT’s need to communicate frequently with the public in key transportation markets and to unite a broad ranging group of entities with one clear and effective set of messages, there is no tool more powerful and more economically efficient than public relations.

With offices in Richmond, Norfolk and Northern Virginia, we have unparalleled coverage throughout the Commonwealth and the ability to connect with the reporters and editors that shape public opinion.

iv. Develop and Produce Creative Advertising

Hospitals and health systems, food and beverage associations, government agencies, college and universities, and technology and manufacturing corporations – all have turned to CRT/tanaka for its expertise in developing and producing creative advertising. CRT/tanaka has a proven track record of creating award-winning ads that make an emotional connection with target audiences. Our advertising capabilities span across all channels: print, television, radio, online and out-of-home. We handle all aspects of advertising strategy and development in-house through our Digital and Creative Design department, which has produced numerous statewide integrated campaigns in key markets, including Northern Virginia, Hampton Roads and Richmond. In addition to our in-house team, we frequently partner with outside copywriters and producers to develop creative concepts and scripts based on the campaign messages and brand strategy, as well as production houses to produce TV and radio spots.

A.a.iv.

CREATIVE ADVERTISING

Wines from Rioja, Spain

**LEADING LADY
STAR CHEF
BEAST OWNER
PERFECTIONIST
RIOJA LOVER
PURE GENIUS**

VIBRANT RIOJA

Photographed by Mark T. East for Vibrant Rioja. Naomi Foxberg, one of Food & Wine Magazine's Best New Chefs of 2010, 2012 James Beard nominee for Best Chef NorthWest, and owner of Beast in Portland, Oregon, is known for her attention to detail, serving impeccable food paired with the best wine. Her choice for many of her creations are wines from Rioja, the best food pairing wines on earth, because genius loves company. Visit vibrantrioja.com and learn why Rioja is pure genius.

**LOCAL ADVOCATE
RISING STAR CHEF
NOAH'S OWNER
PERFECTIONIST
RIOJA LOVER
PURE GENIUS**

VIBRANT RIOJA

Photographed by Mark T. East for Vibrant Rioja. Noah Schwartz, one of the culinary world's rising stars, and owner of Noah's on Long Island's East End, is a stickler for details, serving only organic, locally grown and harvested food paired with the best wine. His choice for many of his creations are wines from Rioja, the best food pairing wines on earth — pure genius for their complementary nature. Visit vibrantrioja.com to learn more.

Children's Hospital of Richmond at VCU

Travel takes the Belmonte family to distant locations.

*Working Family in Peru
3,240 miles*

*Vacation in Mexico
2,100 miles*

*Adventure walks in Honduras
1,560 miles*

But they stayed in Richmond when Santiago needed specialized care.

CHILDREN'S
HOSPITAL OF RICHMOND AT VCU

When Paula went into labor early, the Belmonte family needed help for both Paula and Santiago. They found the best care right here in Richmond. Read more about Paula and Santiago at advancingchildrenshealth.com/Santiago.

Longwood University

YOU'LL GET KICKED OUT OF CLASS. GUARANTEED!

You will get kicked out of class at Longwood University — and your parents will be proud. An internship, research project or study abroad excursion is a graduation requirement. Real world experience before the real world — a guaranteed advantage. Discover more at WhyLongwood.com.

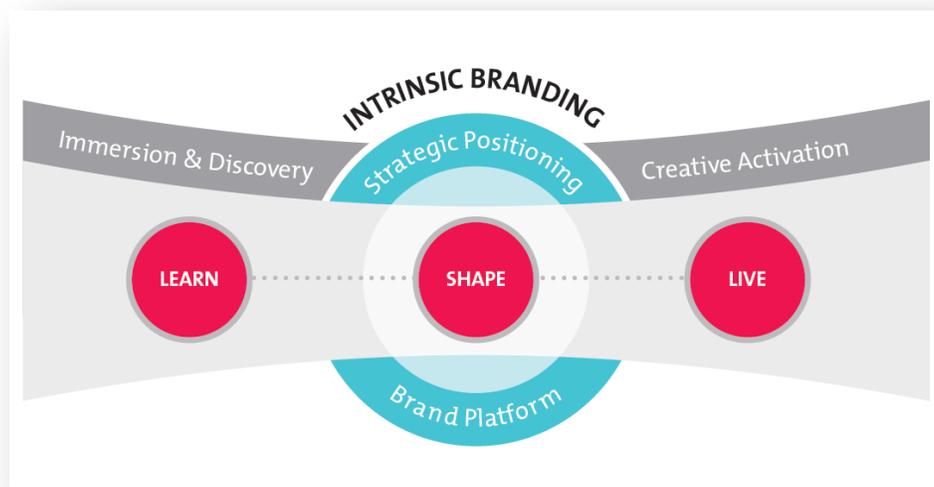
Discover the power in you!

LONGWOOD UNIVERSITY

WhyLongwood.com
800.281.4677
admission@longwood.edu

v. Brand Management

Once the strategy is in motion, assiduous brand management, both at the DRPT level and with member programs, will ensure the growth and enhancement of the reputations of all brands involved. At CRT/tanaka, we have a vast Brand Management team led by Kelly O’Keefe, CRT/tanaka chief creative officer and founder of the VCU Brandcenter, who has trained brand managers at organizations like **Capital One, Johnson & Johnson, Nike, LEGO, AT&T** and **Altria**. Our team has acted as Brand Management advisers to global companies like **Walmart, Barnes & Noble College, GE** and **ESPN**, and to more than a dozen public entities throughout Virginia. Our Intrinsic Branding approach aligns values and behaviors with messaging through a process that takes into account the people that matter most to your brand.



Intrinsic Branding has three phases:

1. Learn (Generally 10-12 weeks)

The Learn phase is a comprehensive intelligence gathering operation that uses qualitative research to understand the perceptions, opinions and experiences of internal and external audiences critical to the success of the program. At this stage, we will combine primary research of commuters at all ages and levels of activity, with a deep review into trends and attitudes affecting transportation. We will identify optimal targets, key influencers and relevant messages, and craft a clear research report that will review the best approaches to generating support and ridership.

2. Shape (Generally 6 - 8 weeks)

The Shape phase results in research-backed brand positioning, recommendations for aligning the experience and a messaging platform. Taken together, the resulting “Brand Platform” becomes the bedrock foundation of all brand and marketing communications.

- **Brand Platform:** The brand platform identifies brand attributes, key messages and audiences, tone of voice, etc. The materials will include the following tools:
 - **Brand Position:** A brief description of the primary brand value, which clarifies direction and guides messaging.

A.a.v.

- **Commuter Experience Drivers:** These are simple guidelines to help member organizations align the experience they deliver to the commuter. They are focused on behavior, not messaging.
- **Central Message:** A clear statement of the emotional and rational attributes of the brand and its value to commuters and the community.
- **Primary Story Lines:** These are clear guides to messaging and describe different themes that are important to commuters. These include different messages for different audiences. Each message is calibrated to change perceptions and behavior resulting in increased ridership.
- **Creative Expression:** These are tonal guidelines that help communicators understand the most effective way to engage key audiences. They might include directions to communicate with warmth, professionalism, humor or authority. They focus more on the message voice than on its content.

3. Live (Ongoing)

The Live phase provides the tools needed to bring the message to life. In this phase, we will work as a part of your team, to shape and implement communications strategies and to design every aspect of the commuter experience. In partnership with DRPT leadership, we would manage all brand efforts including:

- Brand experience design
- Public relations
- Advertising
- Marketing materials
- Website
- Social media
- Rider communications
- Crisis management

vi. Develop partnerships, sponsorships and co-branding opportunities

When planned strategically and executed properly, partnerships, sponsorships and co-branding opportunities can build and reinforce awareness, cultivate and strengthen relationships, and communicate and/or reinforce key messages in an engaging, captivating way.

To be truly effective, these opportunities must be selected, evaluated and activated carefully, which likely means making difficult decisions about what DRPT does – or doesn't do. A carefully designed sponsorship/partnership engagement strategy begins with a thorough understanding of each potential sponsor or partner's goals and objectives, and considers how those goals and objectives align with those of DRPT.



A.a.vi.

At CRT/tanaka, we have created a simple, streamlined approach to evaluating and maximizing partnership, sponsorship and co-branding opportunities. In evaluating potential opportunities, we will first **DEFINE** how they will help achieve the overall objective of generating awareness for and increasing usage of public transportation. From there, we will **IDENTIFY** the target audience, the term of commitment, the marketing and branding opportunities it offers, and the resources necessary to activate the partnership, sponsorship or co-branding opportunity effectively. If the opportunity proves worthy, we will move to the **MAXIMIZE** phase, during which time we will develop and execute an integrated activation plan. Lastly, we will **EVALUATE** all programs against stated objectives to measure impact and return.

CRT/tanaka's model has proven to be effective on large scales for clients, such as **Sprint** and its sponsorship of sports' largest sponsorship, the **NASCAR Sprint Cup Series**; partnership engagement programs for clients such as **Shell Oil Company** and its **EnergyForward** campaign; and co-branding programs for the international celebration of the **100th anniversary of the Wright brothers' first flight**, which included well-known brands such as **Ford Motor Company** and **Coca-Cola**. We will apply the same strategic selection, creative activation and flawless execution to DRPT sponsorships, partnerships and co-branding efforts.

vii. Recommend and provide support services for email and web-based marketing

CRT/tanaka has a fully integrated digital communications team with experience designing and programming comprehensive digital strategies that go well beyond website development. Our team has extensive experience auditing the most effective digital channels to create strategies for email, social media, online video, online advertising, mobile marketing, paid search advertising, search engine optimization, blogs and other content sites, and other means of online engagement.

We go beyond the buzz to identify and build solutions that deliver audiences, change minds and encourage behavior. We also understand that when it comes to digital campaigns, creating a community of existing riders is as important as engaging new riders.

Our long association with one of the leading customer experience measurement organizations has placed CRT/tanaka in a unique vantage point with regard to public transportation. Each year, our client Satmetrix delivers data on three critically important audiences for key industry segments. **Promoters** are loyal enthusiasts who will keep buying and refer others, fueling growth. **Passives** are satisfied but unenthusiastic customers who are vulnerable to competitive offerings. **Detractors** are unhappy customers who can damage your programs and impede growth through negative word-of-mouth.

Research in public transportation points increasingly to the importance of "choice riders," who are at least comfortable in a multi-modal world, but we're up against some powerful forces. One in four Americans knows nothing about public transportation in their neighborhood, one in three Americans has never used public transportation in their lives, and only one in two Americans can claim complete familiarity with the local public transportation network (Wirthlin Worldwide and FJCandN, 2000).

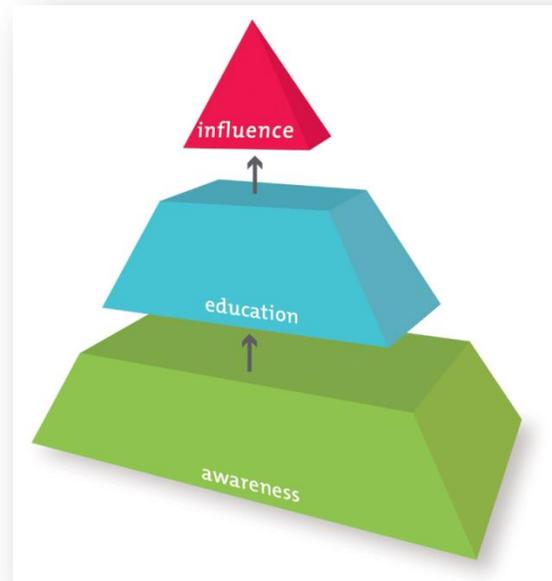
viii. Develop and implement educational strategies

CRT/tanaka has a proprietary, proven model for success in public awareness campaigns. Our **Awareness, Education and Influence (AEI)** model helps organizations achieve a positive outcome for communications challenges that depend on educating specific populations about important issues and/or influencing the perceptions of the public, opinion leaders, elected officials and other organizations.

The agency’s work in this area has earned several national and regional awards, including the *PRWeek* Public Affairs Campaign of the Year and the Public Relations Society of America (PRSA) Silver Anvils, the highest honor given in the PR industry, and PRSA Bronze Anvils for tactical execution.

The strategy behind the AEI model is to leverage the combined power of public relations, marketing and advertising to affect change. The most effective way to do this is to enlist the support of third-party allies. The AEI model’s approach is to:

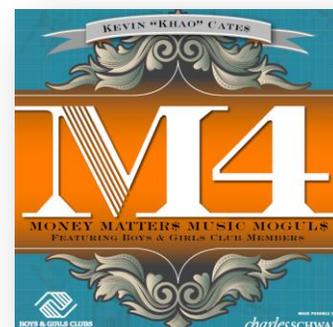
- Make our target audiences aware of the issue (inform).
- Educate them about its implications and their choices (inspire).
- Then move to influence their opinions and change their behaviors. In the case of DRPT, utilize more public transportation (engage).



Our experience developing educational strategies is broad and includes issues as diverse as domestic violence, childhood obesity, financial literacy, heart disease among minority audiences, early childhood education and affordable housing. We know that educating the public today is as much an art, as it is a science. In an era when we are barraged 24/7 with tweets, texts and even traditional media grabbing their piece of the 24-hour news cycle, getting anyone’s attention is challenging. There are no cookie cutter solutions; no off-the-shelf or one-size-fits all programs. Our solutions are based on the consumers we are trying to reach, prevailing trends and unique requirements – and sometime constraints – of a client’s assignment. Here’s a snapshot of some of our educational campaigns.

Money Matters Music Mogul Contest

CRT/tanaka married hip-hop and financial literacy to create the **Money Matters Music Mogul Contest**. Designed for the **Charles Schwab Foundation** and its non-profit partner the **Boys & Girls Clubs of America**, our solution was to evoke the universal language of music and challenge teens to write original song lyrics about tackling personal money issues for a chance to win the opportunity of a lifetime: having award-winning hip-hop producer Kevin “Khao” Cates professionally produce the winning song as a music video.



A.a.viii.

Women’s Heart Advantage

VHA Inc. and Yale’s School of Medicine at Yale-New Haven Hospital, called on CRT/tanaka to launch a new program to help change women’s attitudes and behavior regarding heart attacks. CRT/tanaka orchestrated a major regional media push that kicked-off The Women’s Heart Advantage with a news conference at Yale-New Haven featuring hospital physicians, VHA and the American Heart Association. The campaign received widespread coverage by state newspapers and television stations. Medical outlets such as *AHA News* and *Cardiology Today* dedicated space to the campaign. And, more importantly, physicians in the market took notice and credited the campaign with improving their efforts to speak to women about the symptoms of heart attacks.



Big Brothers Big Sisters-Virginia Alliance

Big Brothers Big Sisters (BBBS) provides children facing adversity with caring mentors who offer individual guidance and support. An alliance of nine BBBS agencies in Virginia received a grant from the Department of Health and Human Services to implement a statewide Mentoring Children of Prisoners (MCP) program. In 2011, BBBS hired CRT/tanaka for an integrated campaign to increase awareness of BBBS and the need for MCP mentors. Campaign elements included advertising, media relations, social media engagement and a toolkit of resources for use with current/potential Big Brothers and Sisters, partner organizations, community events and in other outreach efforts. CRT/tanaka also provided training sessions for agencies on PR/marketing planning, media relations, social media and other relevant areas. Despite federal funding cuts reducing the program from three year to one year, the campaign resulted in almost 200 new MCP matches, an 86 percent increase in volunteer inquiries and the training and resources to support the BBBS mission for years to come.

What if every child was personally encouraged to fulfill his or her true potential?

What if you knew your actions could impact children's lives, for the better, forever?

What if every dollar you donated had more than a \$3 benefit to our community?

What would our community look like?

bigINFLUENCE

SPOTLIGHT:

Mentoring Children of Prisoners

Big Brothers Big Sisters works with children facing adversity, which takes many different forms. Children of incarcerated parents deal with extra stresses and stigmas. Isolation, increased poverty and feelings of shame. Without guidance and support from other adults, this can lead to behavioral and school performance issues. Entering into a one-to-one mentoring relationship helps prevent these issues, so matching the 1.7 million children of prisoners in the U.S. with Big is a priority for Big Brothers Big Sisters.

Children whose parents are incarcerated are no different than other children – they just want someone to look up to who will care about them and support them. There are no special requirements to be a Big for a child whose parent is incarcerated, and like other Big-Little matches, parental approval is required, so the Little's family will know about and support the match.

The Newport News Police Department partnership with NASA, The Virginia Air and Space Center, Big Brothers Big Sisters and the Newcome Park Elementary after-school program has been very positive. Not only do the students get exposed to math and science through a variety of fun and exciting hands-on activities, they also learn skills that will help them become good citizens and good citizens. It's very important that the Newport News Police Department continue to have positive interactions with our goals to strengthen our relationships and trust in the community. This partnership has certainly provided us with the opportunity to accomplish these goals in a safe and caring environment.

—Chief James Fox, Newport News Police Department

I live with my grandma and others, so it's really fun knowing that when I want to do something, need's going to come and we're going to do something about it. I usually ask my what I want. He always has good ideas, and he always has the answers when I ask him stuff. Need's never told me that something is too hard for me. Without him, my life would be really boring.

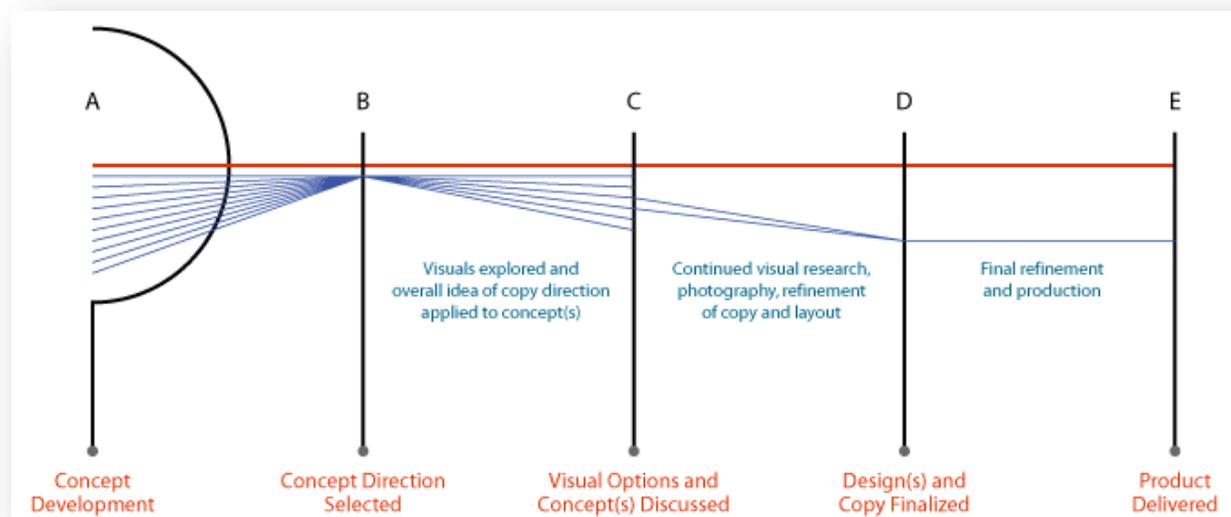
—Dawid, 11 year-old Little Brother in a Big Sister match

ix. Maintain website updates

For some clients, CRT/tanaka establishes a maintenance contract that provides a specified number of hours each month for website maintenance and updates. However, most of CRT/tanaka’s websites are built using a content management system that allows our clients to perform routine maintenance and make necessary updates to their websites quickly and easily.

x. Develop and procure collateral materials

CRT/tanaka’s in-house, full-service Creative Design/Digital Practice focuses on creating smart, innovative collateral materials that deliver results. Our department’s approach to each project is based on CRT/tanaka’s proprietary **DesignTrak** model. This process affords an efficiency of time and budget while creating an end result that meets strategic objectives with a professional design solution.



CRT/tanaka prides itself on working in concert with our clients on creative designs. There are several points during the process where CRT/tanaka and the client meet to discuss creative concepts, refine them and make any needed revisions before the final product is produced. This process ensures the needed involvement of the client through the design process and ensures custom work. We have found that this process achieves excellent results, saves time and money, and makes the design process an enjoyable one for our clients.

The process includes the following steps:

- **Concept Development** – This is where CRT/tanaka focuses on developing the creative brief for the project, which will include goals, objectives, metrics and a schedule for delivering the final product. The focus is wide during the early stages of the creative process. During this stage, thumbnails and sketches are discussed with account service and the client.
- **Concept Direction Selected** – Promising ideas from the Creative Development phase are tightened and then discussed with account service and the client. After the concept direction is selected, visuals are explored and the overall idea of the copy direction is applied to the concepts.

A.a.x.

- **Visual Options and Concept(s) Discussed** – One or two roughs become comps and are discussed with account service and the client. These ideas are measured against the objectives and goals established at the beginning of the process. During this phase, there is continued visual research for graphics or photography, as well as any refinement of the copy and layout.
- **Design(s) and Copy Finalized** – At this stage, the design project is finalized in all its versions (color, black & white, reverse, etc.). The client reviews the material and gives final approval at this stage.
- **Project Delivered** – The final material is sent into production and delivered to the client.

xi. Event planning

From small group gatherings to national sales meetings to large-scale international events, CRT/tanaka’s team of expert event planners think through every detail to plan and execute creative, engaging events. Our team develops the event concept, and then works tirelessly to make the event memorable from start to finish. Capabilities include, but are not limited to:

- Logistics and vendor coordination, including securing necessary permits
- Invitation design and list development
- Design of on-site materials, including backdrops and props
- Coordination with participating people and/or groups
- Writing speaking remarks
- Media relations
- On-site staffing



As a result, clients have turned to CRT/tanaka to do everything from planning the grand opening of a local movie theater to hosting hundreds of international media and thousands of tourists for a 100th anniversary re-enactment of the Wright brothers’ historic first flight on the sands of Kill Devil Hills, N.C. DRPT can be assured that we’ll provide the same careful planning and flawless execution to its events. (For more information about CRT/tanaka’s event planning capabilities, see DRPT Communications Initiatives, Section C.c.v.).

xii. Provide ongoing evaluation on effectiveness of marketing activities

Program progress and outcomes can be measured in several ways. The most meaningful are **outcome measurements** against program objectives. CRT/tanaka will apply an objective, outcome-based measurement process to marketing activities for DRPT and leverage results for continuous improvement. During the planning process, we will work with DRPT to establish evaluation standards against which programs can be measured.

A.a.xii.

For example, possible outcome metrics for DRPT could include social media mentions, website traffic, search rankings, changes in awareness and opinions based on benchmark surveys, and other quantitative tools. But the ultimate measurement for us is shifted commuter behavior, so we will review travel trends on a monthly basis to ensure there is a strong link between marketing activities and action. CRT/tanaka will provide DRPT with regular updates, measurement, analysis and reporting against marketing activities. We will compile regular reports based on your needs (weekly, monthly, quarterly, annual) that include the metrics that are important to DRPT and in an agreed-upon format. From charts to spreadsheets, graphs to clip synopses, we will gather and represent the information you need to see in order to best communicate it to DRPT’s stakeholders.

Another evaluation method is **activity measurements**, which are designed to identify key program phases and elements that need to be accomplished along the project timeline. Typically these measurements will identify a specific activity, date and budget, and the schedule for executing, against which the progress and outcomes will be evaluated. Methods of activity reporting and measurement – and there are many different options – will be based on DRPT’s particular needs.

B. DRPT STUDY AND REPORT PRODUCTION

- a. *Design, draft copy for and manage the production of DRPT reports and publications including, but not limited to, the Annual Report, DRPT Business Plan, official reports, newsletters, brochures and fact sheets.*
- b. *Design and develop website content and materials for DRPT websites.*
- c. *Update DRPT’s graphic standards, including potential updates to the color palette, fonts and templates for presentations, reports, display panels and other materials.*
- d. *Develop mailing lists and maintain contact lists for DRPT customers and stakeholder groups identified to receive DRPT publications.*
- e. *Other activities, as determined by DRPT.*

For nearly 20 years, CRT/tanaka has drafted, designed and delivered award-winning collateral that achieve the results clients seek, as well as eye-catching and inventive websites. Collateral materials and websites that we produce adhere to the strict brand guidelines, color palette, fonts and templates our clients present to us – or that we develop for them through brand/campaign development exercises. This ensures that all materials, such as annual reports, display panels, newsletters, brochures, fact sheets and other collateral materials, present a consistent look and feel that reinforce core brand attributes.

And, of course, our definition of collateral has evolved with the communications evolution over the past decade to include social media and mobile applications, responsive website design, online content, email campaigns, e-newsletters and other digital communications.

Our business is managing contacts and the communications they receive, so maintaining lists of customers and stakeholder groups for DRPT outreach – and then making connections with appropriate online or offline materials – is standard operating procedure.

Also standard with CRT/tanaka is our collaborative design process, **DesignTrak**. CRT/tanaka prides itself on working in concert with our clients on creative designs. With client input at every stage of the process, DesignTrak delivers great work as efficiently and cost-effectively as possible. (See section A.a.x. for a greater explanation of DesignTrak.).



B.a.,b.,c.,d.,e.

American Physical Therapy Association

www.MoveForwardPT.com

Move Forward.
Physical Therapy Brings Motion to Life

Physical Therapy

- improves mobility and motion
- reduces pain without medication, in most cases
- helps patients avoid surgery, in many cases

88% of physical therapy patients say the care they received was beneficial in helping them return to normal activity, increasing their range of motion and relieving their pain.

Why a Physical Therapist?

Physical therapists are your perfect partners in health. They are experts in the way the body moves. As highly educated health care professionals, physical therapists help you maintain mobility and quality of life without surgery or prescription medication, in many cases.

Physical therapists can get you moving and enjoying life again, using scientifically-based treatment techniques that focus on restoring function, reducing pain, and preventing injury.

A physical therapist, in collaboration with you and your physician, will work to help you achieve a healthy, active lifestyle and can help you manage your health over the long term.

APTA

What Can You Expect from a Physical Therapist?

Because physical therapists are required to have a graduate degree – either a master’s degree or clinical doctorate – and pass national and state licensure examinations before being allowed to practice, you can expect the best professional care.

Most insurance plans cover physical therapist services. On your first visit, your physical therapist will spend a significant amount of time evaluating your pain and determining when and why it occurs. She or he may also work with your physician to develop the best plan of care for you – one that will get you moving again and deliver long-term results.

Physical therapists understand that pain is personal, so you will always receive a treatment plan tailored to your individual needs. You are the most important member of your own health care team and you have the freedom to choose your own physical therapist. Please insist your physical therapy be provided only by a licensed physical therapist.

Some of the Conditions Treated by Physical Therapists:

- Arthritis
- Back pain
- Balancing
- Burns
- Carpal Tunnel Syndrome
- Children’s Motor Development and Function
- Chronic Obstructive Pulmonary Disease (COPD)
- Diseases
- Fitness Programs
- Fractures
- Hand Injuries
- Headaches
- Incontinence
- Lymphedema
- Osteoporosis
- Pelvic Pain
- Sports Injuries
- Stroke
- Traumatic Brain Injury

www.MoveForwardPT.com

Improve Mobility & Motion

> Avoid Surgery

In many cases, physical therapists can help patients avoid costly and often painful surgery. For instance, studies¹ reveal that patients receiving physical therapy for neck pain were less likely to seek additional medical care.

> Eliminate Pain Without Medication

In many cases, your physical therapist will find a way to make life easier for you without the need for pain medication. For instance, the American Heart Association (AHA) urged doctors to change their approach to prescribing pain relievers for patients at risk of heart disease and to begin with physical therapy and other non-pharmacological treatments.²

Move forward with your physical therapist!

APTA Consumer Survey, October 2007
Hicks, M. et al., The Effectiveness of Manual Physical Therapy and Exercise for Mechanical Neck Pain, A Randomized Clinical Trial, Spine, October 2004
American Heart Association, Use of Nonpharmacological Antithrombotic Drugs: An Update for Clinicians, Circulation, March 2007

Longwood University

Longwood is not insular; the drive to build and shape community leaders takes place within and without the walls of campus.

CHIEFLY FOUNDED BY FIGURES such as Longwood’s Center for Communication, Literacy and Learning (CLCLL) reach out to address needs within the community. The CLCLL provides diagnostic and tutoring services to children and adults in Central Virginia in the areas of reading, mathematics, science, social studies and other disciplines as well as organizational skills. It also provides speech and language therapy, parent support, parent training and parent teacher meetings.

Ultimately, the services of the CLCLL better equip residents of Central Virginia to obtain a high school diploma and improve their chances for success in college and in the workforce. Additionally, the clinical experience offered by the CLCLL help to alleviate the learning shortage of speech and language pathologists in the region.

Students, of course, play a role in the success of the CLCLL as well graduate and undergraduate Communication Sciences and Disorders students serve as tutors and provide clinical support under the guidance of licensed and nationally certified faculty and clinical supervisors. Through their participation, students make a valuable contribution to the Hanover community and enrich their education with hands-on experience.

None of this would be possible without the support of gifts and grants from corporations and foundations such as the Richard & Caroline Gwynne Memorial Trust, established by Elizabeth Gwynne Jeffrey in memory of her parents. The Trust’s \$250,000 grant subsidizes the startup costs of the CLCLL and assisted in bringing it to fruition.

“The Center provides the community with much-needed services and solutions with available expertise. We are excited to receive a considerable level of support,” said Dr. Lisa Down-deGee, Director of the CLCLL. “Gifts of all sizes – from the Gwynne Memorial Trust gift to clinical equipment and supplies donated by corporations – are critical to our continued success. We are so grateful to the foundations and corporations that make our work possible.”

Their work will allow you to begin to see Longwood’s impact on a much larger scale and more from an external point of view. The work we do will be responsible for the success of our students because we are the first with the social capital to bring them to us. We are proud to be a part of the community and we are committed to its success and well-being. Steve Perley, ’93

LONGWOOD UNIVERSITY

Unleashing the Power of Leadership

By Day, the Longwood University Faculty, Staff, and students do their best to make the most of our beautiful campus. By Night, the Longwood University Faculty, Staff, and students do their best to make the most of our beautiful campus.

New Partners in Communication Sciences and Disorders (CSDS)

Longwood’s degree program in communication sciences and disorders celebrated its third birthday last month with a special celebration. The program is a partnership between Longwood University and the University of North Carolina at Charlotte. The program is a partnership between Longwood University and the University of North Carolina at Charlotte. The program is a partnership between Longwood University and the University of North Carolina at Charlotte.

John A. and Susan M. Moore, Distinguished Science Scholar

The John A. and Susan M. Moore Distinguished Science Scholar Award was established in honor of the program’s third birthday. The award is presented annually to the faculty member who is judged to have made the most significant contribution to the program in the past year. The award is presented annually to the faculty member who is judged to have made the most significant contribution to the program in the past year. The award is presented annually to the faculty member who is judged to have made the most significant contribution to the program in the past year.

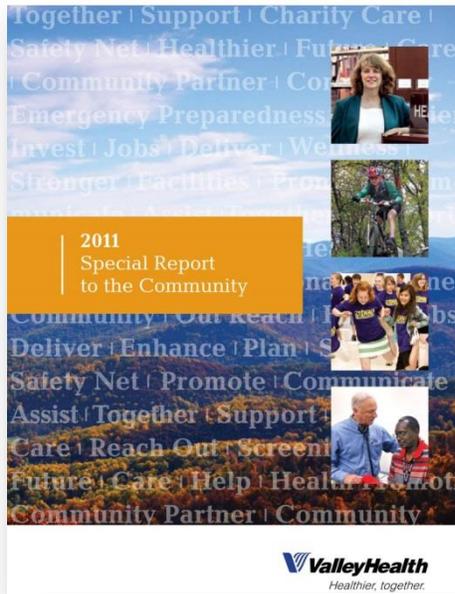
19



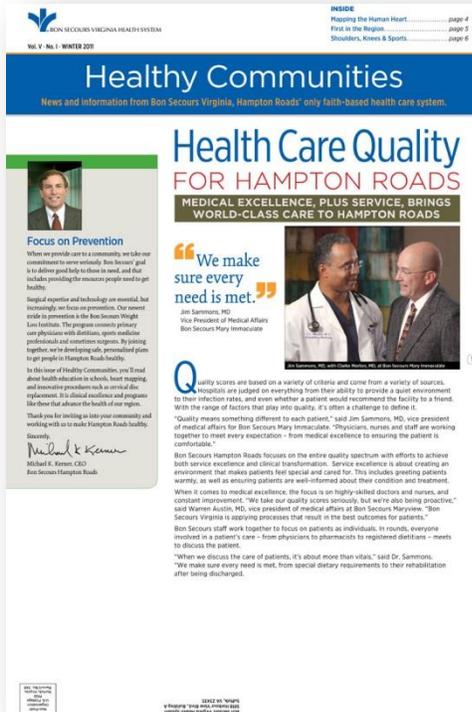
B.a.,b.,c.,d.,e.

NEWSLETTERS/REPORTS

Valley Health



Bon Secours Health System



WEBSITES

Council for Responsible Nutrition



U.S. Highbush Blueberry Council



C. DRPT COMMUNICATIONS INITIATIVES

- a. *Conduct appropriate communications research, planning and development activities to support DRPT internal and external communication strategies.*
- b. *Identify and profile stakeholders and target audiences.*
- c. *Implement communications strategies as appropriate, including:*
 - i. *Advertising*
 - ii. *Creative Development and Branding*
 - iii. *Community and Public Relations Programs*
 - iv. *Public and Stakeholder Involvement/Outreach Programs*
 - v. *Sales Promotion and Special Event Activities*
 - vi. *Target Market/Community Outreach Programs*
 - vii. *Training/Technical Assistance Programs*
 - viii. *Marketing Research*
- d. *Develop communication plans for specific projects, including detailed timetables, public relations and outreach actions, and suggested media placement options, with the ability to provide a full range of communication materials for print, radio, television and internet outlets.*
- e. *Recommend, negotiate and place announcements in selected media within the program budget.*
- f. *Develop promotional materials for each outlet and ensure that materials are issued to the appropriate media according to the project timetable.*
- g. *Propose creative concepts for communication plan themes, draft and final copy, produce photography and video recordings as applicable, and develop the layout for all materials.*
- h. *Provide ancillary promotional services such as mailings and the creation/maintenance of mailing lists, in addition to the establishment of project hotlines and specialized websites as required.*
- i. *Provide all associated printing services for communication plan materials.*
- j. *Provide detailed evaluation of communication plans to highlight the results and effectiveness of each initiative or program.*

As a full-service PR, marketing and advertising agency, CRT/tanaka is fully capable of performing all of the communications initiatives requested. Following is an outline of how we would approach the various components of the communications initiatives for DRPT.

a. Conduct appropriate communications research, planning and development activities to support DRPT internal and external communication strategies.

Communications research, planning and development activities will be conducted using CRT/tanaka's proprietary **Intrinsic Branding Process**, which we have outlined in Marketing Programs, Section A.a.v.

b. Identify and profile stakeholders and target audiences.

Initial directional thoughts on benchmarking research conducted by CRT/tanaka, along with existing DRPT research, will help establish information about DRPT's target audiences and how best to customize our messaging. In the absence of research at this time, it is helpful to look at different consumer life-stages to understand how we may address them.

C.b.

	Major Influences	Characteristics	Key Descriptor
Matures (1900-1945)	<ul style="list-style-type: none"> • Great Depression • Roaring '20s • WWI and II • Korean War • GI Bill 	<ul style="list-style-type: none"> • Patriotic, loyal • “Waste not – want not” • Faith in institutions • One company career • Military influenced • Top-down approach 	Loyal
Baby Boomers (1946-1960)	<ul style="list-style-type: none"> • Suburbia • TV • Vietnam, Watergate • Protests, Human Rights and Women’s Movements • Drugs, Sex & Rock ‘n Roll 	<ul style="list-style-type: none"> • Idealistic • Competitive • Question Authority 	Optimistic
Generation X (1961-1980)	<ul style="list-style-type: none"> • Sesame Street, MTV • Game Boy • PC • Divorce-rate tripled • Latch-key kids 	<ul style="list-style-type: none"> • Eclectic • Resourceful • Self-reliant • Distrustful of institutions • Highly adaptive to change & technology 	Skeptical
Millennials (1981-2000)	<ul style="list-style-type: none"> • Expanded technology • Natural disasters • Violence, gangs • Diversity • Coddled by parents 	<ul style="list-style-type: none"> • Globally concerned • Realistic • Cyber-savvy • Suffer “ADD” • “Remote control kids” 	Realists

Source: Brown University

c. Implement communications strategies as appropriate, including:

- i. Advertising
- ii. Creative Development and Branding
- iii. Community and Public Relations Programs
- iv. Public and Stakeholder Involvement/Outreach Programs
- v. Sales Promotion and Special Event Activities
- vi. Target Market/Community Outreach Programs
- vii. Training/Technical Assistance Programs
- viii. Marketing Research

Communications isn’t a two-way street – it’s an entire transit system running in all directions at all times. At CRT/tanaka, we determine the most effective and efficient mix of advertising, public relations and direct marketing that appeals to the right target audience at the right time. Regardless of format and channel, our end goal is to inspire consumers and engage them in the process of change, rather than throwing out information and hoping they act on it.

C.c.

For DRPT, we will field a team well-versed in brand development, advertising, research, media relations, social media, web design and development, grassroots outreach and education, graphic design, media strategy and media buying. We understand the Commonwealth of Virginia and its residents and have the resources to truly engage them, creating change in hard-to-reach segments and delivering insights and strategy focused on Virginia, by Virginians.

We also know most Virginians are aware of the opportunities to utilize and support all aspects of public transportation. However, there is a big difference between being aware and actually changing behavior. Your multi-year campaign is about changing behaviors, and we have a process for making that happen. Our multi-year, integrated marketing campaign will be rooted in consumer research that will help create an environment conducive to increasing desired outcomes by specific targeted audiences. From the research, we will create key themes, relevant messages and compelling, creative strategies across all channels designed to capture consumers’ attention and drive them to take steps that collectively will lead to meaningful change. Following is a sample of tactical elements that may be derived from the communications strategies.

i. Advertising

For an overview of CRT/tanaka’s advertising capabilities, see Marketing Programs, Section A.a.iv.

ii. Creative Development & Branding

For an overview of CRT/tanaka’s creative development and branding capabilities, see Marketing Programs, Section A.a.v.

iii. Community and Public Relations Programs

CRT/tanaka has developed a wide range of public relations campaigns – many for Virginia state agencies – that combine issues advocacy and public education. Our public education experience includes award-winning work for the **Virginia Department of Social Services (Smart Beginnings)**, the **Virginia Racing Commission**, **Virginia Housing Development Authority (VHDA)**, **Bon Secours Health System**, **Housing Virginia**, the **Virginia Municipal League** and the **Virginia Business Higher Education Council**.

With offices in Richmond, Northern Virginia and Norfolk, CRT/tanaka has extensive media relations experience that spans the Commonwealth. Through our work with a wide range of organizations and businesses, including state agencies, we have established solid relationships with the key business and consumer editors, reporters and bloggers the DRPT campaign needs to reach and leverage. We also have the social media expertise and experience that will play a crucial role in creating word of mouth and changing behavior. (See Appendix I for case studies demonstrating CRT/tanaka’s expertise with community and public relations programs).

Today, the spheres of media influence differ among various target audiences. For older Boomers and Matures, traditional media outlets in their local area continue to play a major role. For the larger, younger population (i.e. Millennials, Gen Xers), online news outlets, bloggers and social media platforms have become the main source of information and share thoughts/ideas. And, for businesses, professional associations of which they are members remain important news sources.

C.c.iii.

As a result, our integrated media relations will target and capitalize on mainstream media (print, TV, radio and online), business publications (e.g. *Virginia Business*, *Inside Business Hampton Roads*), partner organization communication platforms, as well as online blogs, communities and networks such as Facebook, Twitter and LinkedIn.

A key media relations strategy will be to humanize the initiative by creating profiles, as well as encouraging the public to share their own stories, that celebrate how everyday consumers and businesses in their local areas have used public transportation. By connecting public transportation on a personal level, it will create the necessary relevancy and legitimacy required to encourage others to change their behaviors. Further, it will provide traditional media with the local feature angles they desire and create a groundswell of peer-to-peer communications (i.e., word of mouth) online.

With these strategies in mind, we will incorporate a wide range of tactics to drive target audiences to the DRPT website for information and real-life profile stories. The site will serve as a one-stop resource that engages and motivates media, individuals and businesses to share information with their readers, viewers, listeners, friends and peers.

Media Relations

Before the campaign is launched, we will develop a social, multimedia newsroom on the DRPT website. This type of newsroom is open, dynamic and encourages bi-directional communications and information sharing among consumers and media. Visitors to the site are able to add content (tips, articles, personal “how-to” videos, etc.) easily, as well as pull content placed by DRPT, and republish it in their respective media outlets and/or social networks.

The benefits of developing a social, multimedia newsroom are many. First, the rich nature of the content and sharing capabilities will motivate the public to participate and share information in other networks. Second, traditional media are more likely to use the newsroom because of the element of human interest content that they can easily format and cover. Lastly, it increases the chances to improve DRPT’s search optimization rankings on Google, Yahoo! and other search engines.

The features of the site will include:

- **RSS Feeds** – Enables media and the public to easily subscribe to and automatically receive timely and relevant information when it is posted, such as an e-newsletter and “DRPT” alerts.
- **Video** – Enables TV media to use as footage/b-roll for stories and segments and the public to share on online networks.
- **Audio/Podcast** – Enables broadcast radio media to use as sound bites and story segments and the public to share in online networks.
- **Photo Gallery** – Provides print and online outlets with visuals for their articles/posts.
- **Social Bookmarking** – Where visitors can tag, email or add news and information to social media bookmarking sites, such as Technorati, digg, and del.icio.us.
- **e-Media Kit** – Where visitors can access, copy and paste research, facts and other background information for their stories and online posts.
- **News Releases** – Will keep the media and bloggers abreast of the latest news and announcements about the DRPT campaign.

C.c.iii.

In addition to the newsroom, other media relations tactics used to distribute information and real-life stories will include:

- **Media and Influencer Relations** – Throughout the campaign, CRT/tanaka will work closely with key consumer and business media throughout the Commonwealth, providing them with relevant and compelling information on which to report. In addition, we also will monitor, comment on and share information with influential Virginia-based social networks (Twitter, Facebook, LinkedIn, etc.) and lifestyle bloggers/Tweeters to drive significant online conversation and traffic.
- **Print and Multimedia News Release (MNR)** – There will be multiple opportunities to make announcements and generate news coverage (e.g. partnership announcements, survey/research results, individual profiles/case studies, etc.). When the news is significant, we will issue it in multimedia news releases (MNR) formats, which include video, audio, photographs, etc. MNRs are an important resource for the media and social media users, because they allow them to deliver or share news easily across a variety of channels and formats.
- **Op-eds and Letters to Editors** – To help establish DRPT as the credible third-party voice, we recommend building an ambassador program of influential community members around the state to contribute op-eds and letters to editors to targeted publications. We will draft many of these communications materials and assign them to ambassadors for dissemination, recruit other contributors and set up a schedule that complements key initiatives.
- **Matte Releases** – Increasingly, rural newspapers and weekly publications don't have the resources to report on every issue they would like to cover in their papers. As a result, we will develop a series of matte releases, which are 500-750 word feature stories for newspapers to publish "as is." This is an ideal way to ensure that the campaign is reaching less-populated areas of the Commonwealth.
- **News Conferences** – News conferences can be very impactful if they involve the right presenters, engaging visuals and are part of a major announcement. During the campaign, there will be several opportunities that meet this criteria (i.e. campaign launch) and can be streamed live online in the DRPT newsroom. When there are major announcements that are significant, yet would not attract in-person media attendance, such as survey results, new partnerships and other campaign milestones, we will use multimedia tools (i.e. video and podcasts) for the media and the public to access, report on and share.
- **Media Meet Ups/Editorial Board Meetings** – Annually, we will coordinate media tour events in key regions. Business, consumer/feature reporters, broadcast media and key influencers (i.e. bloggers, Twitter users, etc.) in each area will be invited to a half-day meeting that will include background information and updates about the campaign, key research and surveys, announcements of future events/programs and examples/best practices of consumers and businesses in their respective areas that have made changes. To coincide with these events, we will visit editorial boards at key newspapers in each region.
- **PSAs/Value-Adds** – Our team's experience in using PSAs as part of a public education strategy has shown that when campaigns involve media purchases, it is difficult to achieve high quality placement of PSAs. We have achieved far better outcomes for our clients by negotiating a public service value-add in our media buy negotiations. Therefore, we plan to address PSAs as part of the DRPT campaign by extending the broadcast media buy for our agency-produced spots.

C.c.iii.

Social Media

Our social marketing team knows how to lay the groundwork for effective social media community seeding and development. An effective social media effort will ensure that there is a lot of peer-to-peer activity executed among consumers talking to one another about changing transportation behaviors. The foundation of our social media strategy will be content – repackaging existing content and creating new content that is educational, inspiring and dynamic for your targeted audiences. Not only will such content allow DRPT to rise above the noise, but it will position your initiative as the trusted source of information for media, a trusted website by search engines and the trusted partner for the public. In essence, DRPT will become the industry “source” and expert that will elevate its brand and fuel changed behavior.

Process: Our content development efforts will involve two primary processes:

1. **Creation** – CRT/tanaka will develop content by leveraging experts, organization-generated content and content deriving from secondary sources. The process we will put in place to ensure we are driving content on a regular basis will include the following structure:
 - **Managing editor**, who will identify relevant and compelling content based on marketplace trends and needs, set the editorial strategy and calendar and contribute content regularly on social media.
 - **Two content creators**, who will develop content on a consistent and regular basis.
 - **Social media experts**, who will curate and share online educational content created by influencers.
2. **Curation** – We will aggregate relevant content across the web and share it across DRPT’s media platforms. This rapid sharing of educational content developed by everyday people, influencers and experts will increase understanding of the benefits of public transportation.

Delivery: The types of content we will develop and repurpose for media relations efforts (see below) and other sales and marketing platforms may include eBooks, infographics, animated videos, quick surveys, expert insights, blog posts, etc.

When engaged, we will quickly develop a quarterly editorial calendar (see example below) that will provide our collective teams with a roadmap that is aligned with DRPT’s objectives.

C.c.iii.

THEME	Quarter	Q1		
	Month	October	November	December
	Quarterly Theme			
	Newsworthy Theme			
	Capability Focus			
	Product Focus			
	Consulting Focus			
CONTENT	PR Releases			
	Byline Articles			
	Case Studies			
	eBooks			
	Infographics			
	Surveys			
	Industry Conferences			
	Cost Spotlight Videos			
	Snap "How To" Videos			
	Awards			
DELIVERY	Blog			
	Webinars			
	Media Relations			
	Social Media			

iv. Public & Stakeholder Involvement/Outreach Programs

CRT/tanaka has extensive experience creating strategic partnerships for our clients. We understand that good partnerships involve collaboration, communications and a commitment to leverage individual strengths to achieve mutual goals. Partnerships also must make sense, so it is important to select partners with which the arrangement is logical and offers maximum efficiency with minimum expense. For DRPT, CRT/tanaka will:

- Identify strategic partners that offer maximum efficiency and the broadest reach to the program’s target audiences, as well as those hard-to-reach populations such as the elderly and disabled, and non-English speaking and low-income families.
- Develop partnerships with those identified federal, state, municipal, business and non-governmental organizations to leverage existing distribution channels and resources, co-brand materials, provide educational materials and highlight appropriate additional resources.
- Explore opportunities to leverage existing DRPT and other partnerships.

Partners will be identified based on the reach each provides to DRPT’s target audiences, as well as their ability to implement and sustain an appropriate and efficient relationship.

C.c.iv.

We will break out our proposed partnerships based on audience: residential, business/industrial, state agencies, municipalities and schools. (For more information about CRT/tanaka’s sponsorship/partnership capabilities, see the Marketing Program section A.a.vi.).

v. Sales Promotions & Special Events

CRT/tanaka has extensive experience transforming the message into fun, exciting and relevant formats that compel target audiences to alter behaviors as desired. With in-house creative design capabilities, we will easily and efficiently be able to produce sales promotional materials, brochures, interactive event materials and other education materials needed for the campaign.

Guided by research, we will create collateral materials and information in the formats in which Virginians want to receive them. In addition, CRT/tanaka delivers distinctively and flawlessly executed special events both regionally and on a national scale. For instance, we created town hall forums to educate citizens on the benefits of a peaking power plant in Northern Virginia.

We used similar approaches with our work with the **Virginia Racing Commission** to educate Virginians about the importance of the equine industry to our economy.

To celebrate the “Centennial of Flight,” commemorating the **100th anniversary of the Wright brothers’ first powered flight**, CRT/tanaka built a national coalition and a campaign based on media relations, partnerships and special events. CRT/tanaka kicked off the 12-month celebration with a national event at the National Air and Space Museum in Washington, D.C., on Dec. 17, 2002, on behalf of our client, the U.S. Centennial of Flight Commission.

In addition to events, we will be able to provide creative ideas and design for exhibits and information booths that will be an important tool for reaching large numbers of Virginia residents and business owners. The key to successful exhibits/booths is making them attention-grabbing and interactive. Once guests are at the exhibit, hands-on activities that are fun will teach them surprising information and keep them engaged.

Our planning process for special event development and implementation includes:

Phase I Conceiving, developing and implementing the range of special events and sponsorships require a special skill set, which CRT/tanaka has. Our approach to special events involves first determining whether an event or series of events is truly necessary, taking into consideration the expense and risks associated with staging something on a specific date and time that may be impacted by situations outside our control.

We then embark on program development, but only if an event is absolutely necessary and sufficient budget is available to accomplish what a client is seeking.

Phase II The next step is for CRT/tanaka to present the client with two to three concepts for a special event/series that is designed to achieve the desired objectives and can be accommodated within the identified budget.

C.c.v.

CRT/tanaka will then ask the client to critique each concept, selecting the one in which they are most interested. We will then try to determine any concerns they have about the selected concept, so we can address these in refining the idea.

Phase III

CRT/tanaka will then submit a detailed plan, budget and timeline for executing the agreed-upon special event concept. In this detailed plan, we also will determine, with the client, metrics for success of each objective so we can evaluate results of the initiative.

vi. Target Market/Community Outreach Programs

Community outreach is the backbone of our team’s AEI (Awareness, Education and Influence) public education/community outreach planning model. We have years of experience in conducting extensive community outreach programs across the state.

Through our work with **AMERIGROUP Corporation**, we developed partnerships with key Hispanic organizations to help the company grow its membership in key markets. We have successfully conducted Hispanic media campaigns for **Avocados from Mexico**, **Girl Scouts of the USA** and the **U.S. Highbush Blueberry Council (USHBC)**, using a wide variety of traditional and social media tactics.



For **Bon Secours Health System**, we have used grassroots outreach to engage African Americans in Richmond and Hampton Roads in programs designed to change behavior related to health issues prevalent in the African-American community, such as high blood pressure, heart disease and diabetes. And for the **Virginia Department of Social Services**, we launched “Smart Beginnings,” a program that focused on outreach to parents and business leaders to increase access to early childhood education across the Commonwealth.

Simply put, we know how to make grassroots outreach work, and consider it to be one of the most important tools in our arsenal. While many Virginians will be relatively easy to reach through traditional communications methods, there are groups that require special outreach efforts because of physical, language or opportunity barriers. These groups include low-income populations, the elderly, non-English speaking populations, some rural communities and the hearing and visually impaired.



C.c.vi.

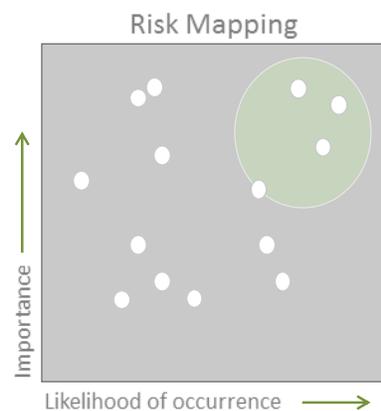
It’s important to understand these hard-to-reach audiences deeply before designing communications programs for them. We will determine what these groups value, what motivates them and who influences their decisions, as well as where and how they get their information, and mesh this information with overall cultural trends to determine the best ways to reach each group. Additionally, we will identify opinion-leaders/influencers within each audience group and engage them as “public transportation ambassadors” to help change opinions and behaviors. We know many of these audiences already, and will use our experience to reach them, along any propriety campaign research we may conduct and existing research tools, such as Simmons, Mintel and Iconoculture.

Working with government agencies, community-based organizations, nonprofit organizations and consumer groups provides an excellent opportunity to reach some of these audiences, while enjoying efficiencies and economies of scale. CRT/tanaka will identify strategic partners that are best-suited to help meet DRPT goals. There are many organizations from which to choose, but not all will be able or suitable partners. We have found that the key to developing successful strategic alliances is selecting organizations with specific characteristics, including:

- Well-developed databases and tools to reach their audiences.
- Proven track record of successful alliances/partnerships with other organizations.
- Seen as credible and trust-worthy by their target audiences.
- Have similar goals or equal motivation for the partnership.

vii. Training/Technical Assistance Programs

CRT/tanaka has extensive experience helping clients assess risks to reputation or marketing objectives and then responding to such threats. An important aspect of this training is the work we do with clients to assess the *importance* and *likelihood* of risks, whether that be within the financial realm, as with our training with the **Global Executives Institute of The Conference Board** or in the many other aspects of daily organizational life for consumer products, business-to-business product/service, nonprofit or governmental entities.



Our work in this non-communications arena helps clients place emphasis in scenario planning and training on the most vital challenges they face with their stakeholders. As is the case with DRPT, we are often used by our clients to provide technical assistance to their regional and even international divisions, departments and other organizations. We have developed and conducted training and technical assistance throughout the United States, Canada, Asia-Pacific and South American, as well as via the web.

Our extensive experience with safety training in the chemical industry for clients, such as **Albemarle Corporation** has provided us with an appreciation of key safety principles, many of which are pertinent to the safety programs in the transportation arena.

C.c.vii.

We developed a strategic planning program for the **U.S. Highbush Blueberry Council**, organizing and providing a two-day seminar for approximately 60 participants on an innovative approach to strategy, which was based on our Intrinsic Branding process. (See an overview of Intrinsic Branding in Marketing Programs, Section A.a.v.).

When **Virginia Commonwealth University** launched a new brand campaign in 2012, CRT/tanaka was called upon to provide two days of training to the university's entire public affairs, marketing and creative services team on how to interpret and implement the new brand across all VCU communications channels.

We've provided training and follow-up technical assistance to clients for social media and search engine marketing and have provided sales training for such clients as **C.B. Fleet** and **Barnes and Noble College**. We also recently provided sponsorship/partnership development training for **TIAA-CREF** and continue to respond to dozens of other clients who depend upon our experience to provide not only communications training but other training and assistance based on our best practices knowledge and the research and development conducted by our teams.

Finally, our extensive category experience in areas of critical importance to public transportation is an important value that CRT/tanaka can provide DRPT. Our team has consulted in healthcare, energy, education, recreation, economic development, freight rail, local taxing and improvement districts, and a wide variety of other areas that provide insight into the challenges you face.

viii. Market Research

We recommend both qualitative and quantitative market research for strategy and campaign development. We believe it is important to establish a solid foundation of knowledge and insight to ensure success from the start of the effort. We also will maximize all available secondary resources to develop hypotheses for evaluation in primary research phases.

Qualitative

A select number of in-person 90-minute focus groups will be conducted among public transportation users and non-users. We will explore consumer awareness, perceptions, barriers, travel patterns, decision-making process and influencers. We will recruit a representative mix of regions, ages, gender, education, ethnicities and travel patterns.

In addition, we will explore the possibility of a 30-day online ethnography (discussion board) that can be conducted with 20-30 Virginians to track and monitor daily travel activities, awareness, habits, challenges/barriers and monitor progress. This will allow for real-time, in-the-moment insights and gain a deeper view of daily travel. Respondents will be required to log on one to two times daily and complete a journal entry, respond to a question and/or complete a task.

C.c.viii.

Quantitative

We also will explore a segmentation study to measure individual sets of attitudes, behaviors, preferences or demographic profiles. In brief, the DRPT segmentation study will reveal why some individuals make a commitment to use public transportation and become more informed, while others have difficulty, are simply indifferent or are non-believers.

In addition, we will consider the possibility of an online study among a randomly selected sample of Virginia homeowners that parallels the sample design for the tracking research. With the knowledge of the market research we will gain an insightful and quantitative basis for developing more effective communications and programs.

- d. Develop communications plans for specific projects, including detailed timetables, public relations and outreach actions, and suggested media placement options, with the ability to provide a full range of communications materials for print, radio, television and Internet outlets.**

We have experience across the board. Our statewide campaigns have used numerous mediums, including broadcast and print advertising, media relations, public service announcements, out-of-home advertising, collateral materials, direct mail, grassroots communications, web-based communications and viral marketing.

See Appendix III for a Sample Work Plan. Please note that the key to a successful campaign is sound strategy based on solid research. Because the research needed to develop a successful program has not yet been conducted, our sample work plan will be developed to reflect the understanding gained through research.

- e. Recommend, negotiate and place announcements in selected media within the program budget.**

At CRT/tanaka, like most of our competitors, we partner with independent media planning firms who can aggregate spending and leverage investment. We have strong relationships with a number of Virginia-based firms, and we will partner with one or more to make the most effective recommendations.

- f. Develop promotional materials for each outlet and ensure that materials are issued to the appropriate media according to the project timetable.**

With offices in Richmond, Northern Virginia and Hampton Roads, CRT/tanaka will be able to disseminate key promotional materials easily to media outlets, as well as at events and with the help of organizations located within all regions of the Commonwealth. We also will seek partnerships as a mechanism to further disseminate materials using their existing distribution systems.

- g. Propose creative concepts for communications plan themes, draft and final copy, produce photography and video recordings as applicable, and develop the layout for all materials.**

To develop creative concepts for communications plan themes, CRT/tanaka will utilize our Intrinsic Branding Planning Model. (See Marketing Program, Section A.a.i. for an overview of Intrinsic Branding).

C.g.

CRT/tanaka’s in-house Digital/Creative Design team – under the leadership of **CRT/tanaka’s Chief Creative Office Kelly O’Keefe** – will develop the layout for all materials, as well as oversee the production of copy, photography and video. To design creative material, CRT/tanaka will utilize its DesignTrak creative design model. (See Marketing Program, Section A.a.x. for an overview of DesignTrak).

h. Provide ancillary promotional services such as mailings and the creation/maintenance of mailing lists, in addition to the establishment of project hotlines and specialized websites as required.

Coordination of ancillary promotional services, such as mailings and the creation and maintenance of mailing lists will be handled by CRT/tanaka’s in-house production manager **Maliya Rooney**. With nearly 20 years of experience in the industry and a degree in public relations from Virginia Commonwealth University, Maliya has worked with ad agencies, printers, freelancers and vendors of all types fostering relationships and gaining knowledge of best practices when it comes to sourcing, managing projects and problem solving, including direct mail campaigns. (See Tab 2, B. for Maliya’s resume). CRT/tanaka’s Digital/Creative Design team is adept at developing specialized websites for various clients, particularly “dark sites” for clients to be activated during crises. The agency also has the mechanisms and technical expertise available to establish project hotlines for clients, particularly during crisis situations.

i. Provide all associated printing services for communications plan materials.

Printing services for communications plan materials will be coordinated by **Maliya Rooney**, CRT/tanaka’s in-house production manager. (See Tab 2, B. for Maliya’s resume).

j. Provide detailed evaluation of communications plans to highlight the results and effectiveness of each initiative or program.

See Marketing Programs, Section A.a.xii. for an overview of CRT/tanaka’s capabilities to provide detailed evaluation of communications plans.

D. PUBLIC PARTICIPATION PROGRAM SUPPORT

- a. *Provide services to support the implementation of DRPT’s annual public participation program for specific projects including, but not limited to:*
 - i. *Develop public involvement plans for specific DRPT projects.*
 - ii. *Reserve space for and arranging the logistics for public meetings.*
 - iii. *Host and/or provide on-site staff support for public meetings as appropriate.*
 - iv. *Draft and place advertisements and other relevant public announcements for public meetings.*
 - v. *Develop handouts, presentations, video, audio and other support materials.*
 - vi. *Arrange for specialty services such as translators, court reporters and security.*
 - vii. *Compile public comments and producing public comment reports.*

CRT/tanaka has extensive experience planning public programs, coordinating logistics and developing supporting materials for a range of different topics and clients, including **Old Dominion Electric Cooperative, Dominion, Shell Oil** and others.

D.a.i, ii., iii., iv., v., vi., vii.

We will work with DRPT to develop plans for specific projects and are well-suited to handle all program needs, including reserving space, coordinating with vendors, arranging for specialty services, providing on-site staffing and compiling public comments and reports. Additionally, as a full-service agency, CRT/tanaka is able to write, design and place advertisements and other public announcements related to the program. CRT/tanaka’s design team will be in integral part of the overall account team and will be instrumental in creating handouts, presentations, video, audio and other support materials.

E. DRPT BRAND DEVELOPMENT

- a. *Develop a comprehensive set of graphic standards for DRPT to create a new cohesive and consistent overall presentation of DRPT.*
- b. *Develop elements including, but are not limited to, DRPT logo, color scheme, font, business card, envelope layout, presentation template, fax coversheet, report template, press release layout, media advisory layout and graphic standards manual.*

CRT/tanaka’s in-house Digital/Creative Design team – under the leadership of **CRT/tanaka’s Chief Creative Office Kelly O’Keefe** – will develop a comprehensive set of graphic standards for DRPT and develop campaign elements, including DRPT logo, color scheme, font, business card, envelope layout, presentation template, fax cover sheet, report template, press release layout, media advisory layout and graphic standards manual. To design creative material, CRT/tanaka will utilize its DesignTrak creative design model. (See Marketing Program, Section A.a.x. for an overview of DesignTrak).

**GRAPHICS STANDARDS MANUAL
COUNCIL OF BETTER BUSINESS BUREAUS**



**STATIONERY PACKET DESIGN
ARTS FUND**



F. PROMOTIONAL ITEMS AND DISPLAY MATERIALS DEVELOPMENT AND PRODUCTION

- a. *Provide DRPT with the ability to produce a full range of promotional items, to include DRPT logo items for internal and external audiences.*
- b. *Provide access to catalogues of items to choose from and manage the production process from the development of proofs to the delivery of materials.*
- c. *Provide access to general graphic design services to develop DRPT maps, posters, exhibit booth panels, signs and other display materials.*
- d. *Provide access to mapping services to include GIS mapping capability and the ability to produce folded paper maps, wall maps and interactive maps for use on websites. Maps should be formatted also to be used in PowerPoint presentations and reports.*
- e. *Provide access to printing services for the production of DRPT display materials in a variety of formats and materials including, but not limited to, magnetic display panels, foam core posters, transparencies and vinyl materials.*
- f. *Provide DRPT with the ability to acquire displays and display furnishings such as tabletop display and modular booths, in addition to display pedestals, information desks, easels and other relevant display equipment.*

Promotional Items/Display Materials

CRT/tanaka's digital/creative design team provides innovative solutions to our clients seeking promotional items and display materials. We deliver innovation in this category in the same way we deliver outstanding communications programs, with the client's goals in mind first. When developing promotional items and display materials, we take into account our clients' communications goals, target audiences and venues where the promotional materials and displays will be used, and when. The result is promotional items that are brand-consistent, stand-out, relevant and effective.

Development/Production

The development and production of promotional items and display materials will be managed by **Maliya Rooney**, CRT/tanaka's in-house production manager. She also will provide DRPT with access to catalogues of promotional items for review. (See Tab 2, B. for Maliya's resume).

Mapping Services

With nearly 20 years in the marketing communications business, CRT/tanaka has access to mapping services through a variety of vendors that include [GIS mapping capability](#). These vendors have the ability to produce folded paper maps, wall maps (from small to very large), digital maps (for presentation slides) and online interactive maps.



F.a.,b.,c.,d.,e.,f.

PROMOTIONAL ITEMS

WINES FROM RIOJA (SPAIN)



TRADE BOOTH DISPLAY

BARNES & NOBLE COLLEGE



POP-UP DISPLAY

AVOCADOS FROM MEXICO



TRADE BOOTH DISPLAY

TRIDIUM, INC.



G. MEDIA, PUBLIC SPEAKING AND COMMUNICATIONS TRAINING

- a. Provide access to a full range of media training, public speaking and/or communications training services for DRPT staff to include topics that focus on developing effective communication and presentation skills.
- b. Provide access to trainers for one-day sessions of in-person, specialized media training including specific DRPT message development, strategic preparation tools for interviews, individualized training to meet the needs of each attendee, at least two recorded on-camera interviews for playback and critique per attendee, role playing activities, video examples of interviews and other audio visual support materials to teach effective media relations. This strategy must be tailored to suit DRPT’s media relations policy and business needs.
- c. After each media training session, provide a personalized approach and summary document for each attendee with individualized points to help that individual continue to improve after training is complete, as well as a DVD of the recorded interviews.
- d. Provide all materials necessary to carry out the services described above, including all audio visual equipment, camera equipment, lighting, recording and training materials.

CRT/tanaka is experienced in meeting the requirements of this section of the RFP, and includes an Emmy-award-winning broadcast journalist, veteran trainers from the chemical and healthcare industry and other professionals in support of this service offering to DRPT.

MEDIA TRAINING CAPABILITIES

CRT/tanaka’s media training unit is composed of two award-winning former TV reporters, each with more than 10 years of PR experience, and others experienced in the art of both traditional and new media. We conduct both half and full day media training workshops tailored to each client’s specific needs. These workshops feature on-camera mock interviews that are taped by a professional camera crew. We have conducted media training for organizations that include **Altria, Brinks, Girl Scouts of the USA, Ingredion (formerly Corn Products International), Sentara Healthcare, CarMax, Ford Motor Company, Better Business Bureau and Capital One**, to name just a few.



No organization or business is immune to a potential media crisis. The purpose of CRT/tanaka’s media training is to prepare company executives and spokespersons so they can minimize the effects of a crisis and take full advantage of media opportunities. Over the past several years, our media training team has trained hundreds of executives across the country. As a result, we have helped these individuals:

- Learn how to control an interview and tell their story.
- Answer tough questions while making their point.
- Overcome nervousness and face the lights and cameras with poise and confidence.
- Develop newsworthy quotes and sound bites.
- Understand the different requirements of electronic and print media.
- Develop effective relationships with the media.
- Learn the secrets to good phone interviews, live interviews and crisis interviews.
- Look and sound like seasoned spokespersons.

G.a.,b.,c.,d.

For years, minimal preparation, little training and sporadic testing have characterized the behavior of many organizations in this vitally important area. It may be tempting to assume that post-9/11 thinking has resulted in an increased focus on crisis preparedness, training, testing and response best practices. However, it is clear that many organizations have not adequately anticipated the enormous challenge – or the value – of implementing these activities. A significant number of executives see such activities as costs of doing business rather than investments in managing and improving corporate reputations.

CRT/tanaka has worked across many industries ranging from pharmaceutical and government to chemicals and manufacturing. With 20+ years of work with many *Fortune 500* companies, we have developed a comprehensive and tested approach to managing a wide variety of crises. Our services range from helping organizations identify executive training needs for presentation and interviews to providing feet on the ground during an actual crisis.

In addition, we have specifically attuned our practice to key developments identified by The Business Roundtable in its post-9/11 best practices study and by others, engaging in reviews and updates to our approach as we learn from events and new research. Our industry groups, including the Council of Public Relations Firms and Lumin Collaborative, which is our own five-member independent public relations firm collaborative, also provide extensive support for the sharing of best practices, including group training led by specific content experts. Our recent engagement by a large engineering firm will add additional transportation experience to our background (see employee biographies).

We find that our training discipline, developed primarily for crisis counseling, is now being used by our clients for sales training, team and individual presentation skills development and interview techniques.

Methodology Example (Crisis/Media Scenario Training)

The foundation of our methodology is built on the premise of frequent and consistent communication to target audiences based on a timeline that enables the client to control the situation as much as possible. No matter what, the communication process will begin immediately – the question is to whom, when, how and how frequently. The steps for that process include the following:

1. **Analysis of the Situation/Potential Scenarios:** Fact finding and research begins with the goal of developing enough information to start the communication process. We work with our clients to surface all potential issues identified in their risk management process. In organizations that do not have highly developed risk management processes, we work directly to identify and rank likely scenarios and their potential for negative impact on the organization. We use qualitative research as our primary vehicle (interviews by our team with key stakeholders), but we also can commission quantitative research. Through this phase, we aggressively monitor social media channels, as well as traditional outlets to determine the possible paths of issues. This includes a thorough look at identified and potential emergent issues. Based on the research and analysis, we offer our clients different positions to consider and to act upon based on the facts of the case. This step includes in-person or phone discussions with senior leaders and other key stakeholders.

G.a.,b.,c.,d.

2. **Message Development and Spokesperson Training:** Once we have an understanding of the issues at hand, we immediately develop anticipated questions, a complete key message track and identify all possible spokespersons. We provide training to those spokespersons to ensure their ability to stay on message – no matter the question.
Training includes:
 - Understanding the needs of the media and other audiences during a crisis.
 - How to control interviews.
 - How to use your key messages to handle any question.
 - How to handle Q&A in front of difficult audiences.
 - Controlling the flow of information during a crisis.

3. **Crisis Response Plan Development:** While the analysis is in full swing and communication to select audiences is underway, we begin the process of developing a longer-term communication strategy and plan that will carry the team into the coming days/months. This could include face-to-face meetings with key stakeholders, community leader meetings, utilizing third party supporters, using social media tools and even advertising. The tactical approach is based solely on the overarching strategy, the issues at hand, the resources available and the timing.

4. **Scenario training:** Once the basics are established in our client’s organization, we turn our attention to preparedness. We have helped clients in this process by identifying and training quick response teams for a variety of issues, but our most called-upon service is our table-top scenario training. While we also do full-scale mock-situation drills in real time for our clients, the table-top drills can be directed at a wide variety of scenarios and with different teams to create a suitable level of realism, while still preserving client budgets. We have delivered these programs via the web as a method of increasing efficiencies and still maintaining client readiness.

5. **Monitoring and Re-evaluation:** From the moment a crisis develops, we monitor the events and the reaction of our key audiences to ensure we can get ahead of the key issues. This often includes monitoring the media, having one-on-one meetings with key targets, monitoring online communities and obtaining “rumor mill” updates. We then carefully analyze that information to determine if changes are needed to the response plan or messaging. We also assist clients in monitoring for any emergent issues in order to update our scenarios.

6. **Restoring Lost Reputation:** While the initial crisis may have passed, the damage inflicted on the organization often remains. CRT/tanaka works with our clients to develop a longer term communication plan designed to restore lost credibility and build stronger community advocates and “brand champions.” CRT/tanaka’s role in this phase is primarily the development of the strategic plan with implementation support as necessary.

Offeror must also describe the management procedures it will follow to oversee work by its personnel and work by subcontractors on multiple purchase orders simultaneously.

CRT/tanaka is very well positioned to assist DRPT in creating an efficient and seamless process to oversee the work in any and all of the categories of the RFP, right down to the specific purchase order request. Our management procedures address extreme client focus and flawless execution. Our first step, the client onboarding process, is formalized and directed at not only the important aspects of the scope of work, but on reporting, data access, preferred communications process and intervals and other client requests and requirements. Following this onboarding process, we develop detailed project descriptions that address the scope, matching purchase order or other requirements.

We typically establish an internal website for key engagements to assist our account team with its efforts to exhibit extreme client focus. This site includes not only the complete client and agency contact list and other administrative aspects of account service, but a detailed task list; links to industry information, social media and other feeds from the client; wikis for development of team knowledge around nomenclature and other client – or industry – specific knowledge; shared documents; and a “parking lot” for ideas developed for the account that by agreement will require further assessment.

We incorporate internal process to assure quality, including prospective, control and client-identified quality processes. We further support quality and best practice efforts by monthly training, extensive sharing internally and the collaboration on our top-25 public relations industry blog, The Buzz Bin (www.crttbuzbin.com).

Best-in-class services are further supported by monitoring and follow up processes. We actively monitor and share HARO (Help a Reporter Out) and ProfNet media relations opportunities, for instance, and our processes to monitor media (new and traditional) share of voice, sentiment, content and other metrics of success actively support our staff knowledge and services of firms, such as Radian6 (aggregator).

Each year, we trace customer experience and relate it to a score that rolls up into individual performance reviews, placing a high premium on delivery of best practices and best-in-class services for each individual on your team. We also track these scores in account reviews by our board to ensure focus on continual improvement. Our strategic advisers and other senior managers periodically conduct periodical check-ins with client management and are charged with reporting client progress or any issues to our Board of Managers during formal client reviews and monthly meetings.

Our staff time by project and to third-party charges by project are reported monthly. We also use simple spreadsheet reports to track budget line items and report performance against budget to our clients.

We can provide real-time access to staff resource planning as we select and assign our team members to your tasks, creating a forward-looking view of the task with hours related to budget. With regards to time entry, which generates fees to you based on staff level assigned, we are able to set a service standard that is approaching “real time” through requirements of the team assigned to DRPT. Aggregate staff time by project, total staff time for you as a client, time by individual and all notes would be available for your review, either via posting to a SharePoint portal with secure access or via email.

In the case of third-party payments by us on your behalf, we do have some accelerated reporting capability in cases where we actively manage data entry at your request.

A.-G.

Since many, if not most third-party charges are pre-approved, our clients do not typically require real-time reporting of such expenses. For staff expense (travel, etc.), we also can report in a way that will make the data available within 24-48 hours of the activity (end of the travel period, etc.).

For media relations activities, we most often report in a weekly or monthly form, but also can use SharePoint portals to report activity and results as achieved in our task sheets for the media contact program. This data can be reported by project and sub-project. In some cases, we work with clients to create quantitative and qualitative research to establish baselines and to test performance against metrics. In most cases on online qualitative research, such as QualBoards, we are able to allow our clients to figuratively “look over the shoulder” of our professional moderators as they develop the raw data.

In some instances of quantitative research, we also are prepared to offer raw data as developed (with a reminder that analysis, cross-tabs, etc. deliver additional value to the process). In new and traditional media tracking, we often compile reporting in daily roundups that can be accelerated to deliver “clips” as they are identified. While some media attention should prompt immediate distribution (as we do in our crisis monitoring services), we most often provide some analysis of the daily, weekly or monthly media coverage of our clients and their industries, including share of voice, sentiment, content analysis and other services to client management.

We’ve also been engaged to support public affairs activities with active monitoring of the legislative or executive branch process during hearings or debates on client issues. Using our technology, we are able to provide secure access to such information as it develops. Finally, we engage client audiences in less formal activities via social media, such as TweetChats and other online virtual meetings. While the conversation developed in this manner is not in our information systems, the social network also can be useful to management during high-profile events or in times of special focus on safety or other key messages. Of course, the information from such hosted events (and from other non-hosted, but similar events) is always available real-time.

TAB 2—EXPERIENCE AND QUALIFICATIONS

The Offeror must describe the skills and qualifications it has available to perform the various types of tasks described in the Statement of Needs. The key personnel who could be assigned to these various tasks must be identified. The Offeror must demonstrate that it has sufficient personnel with the various types of skills needed to staff the purchase orders when needed. The Offeror shall provide all of the following information concerning its company, subcontractor and personnel qualifications.

A: A detailed statement indicating the organizational structure under which the firm proposes to conduct business. If more than one firm is involved in this project, state the type of arrangement between the firms and the percentage of work to be performed by each.

CRT/tanaka intends to provide all of the services outlined by the Virginia Department of Rail and Public Transportation in its RFP. At this time, we do not intend to engage subcontractors. CRT/tanaka is an independently owned public relations, marketing and advertising agency headquartered in Richmond, with other Virginia offices in Alexandria and Norfolk, Va., as well as offices in New York and Los Angeles.

B: A list of the key personnel including subcontractors who could be assigned to the various tasks identified. Give the relevant experience record of each and include resumes and any certifications.

STRATEGIC COUNSEL

MICHAEL WHITLOW, APR

*Executive Vice President/
Corporate Practice Director*

As executive vice president at CRT/tanaka, Michael is responsible for leading the firm’s Corporate Practice. Previously, he was the vice president of investor relations and held two other officer positions on the global leadership team of Albemarle Corporation (NTSE: ALB), a specialty chemical manufacturer, heading external affairs and Americas sales and global accounts.



While at CRT/tanaka, Michael has provided strategic counsel for clients including Schering-Plough Pharmaceuticals, BISSELL Homecare, Council of Better Business Bureaus, U.S.Highbush Blueberry Council, Shell Oil and many others.

Michael has guided communications activities on a wide range of corporate and strategic issues. He has been responsible for merger and acquisition, spin-off, divestiture and initial public offering and secondary offering communications of public companies, including work with the NASDAQ, NYSE and the FTSE exchanges. He also has driven results as the chief sales officer at Albemarle, achieving consistent revenue performance improvements in the \$1 billion+ business. He is a leader of CRT/tanaka’s branding process and has extensive experience in B2B and consumer marketing, as well as corporate responsibility and other categories of his practice’s service offering.

He has served as a public company’s primary contact with Wall Street, developing significant new purchases among one-percent owner prospects and adding new sell-side analysts.

B.

Prior to his 15-year stint in the corporate world, Michael was with Lawler Ballard Public Relations as an officer specializing in corporate accounts and leader of a regional office. He also served as director of communications for the Virginia Group offices of Coopers & Lybrand, now PwC.

Michael earned his Bachelor of Science degree in mass communications at Virginia Commonwealth University, and he has served as an adjunct faculty member at Virginia Commonwealth and at the University of Richmond. He also has completed executive education programs in chemistry at Duke University and in finance at the Darden Graduate School of Business of the University of Virginia. He is Accredited in Public Relations (APR) from the Public Relations Society of America.

KELLY O'KEEFE

Chief Creative Officer

Kelly has been a branding innovator for more than 25 years, and now serves as CRT/tanaka's chief creative officer.



He is a founding board member and professor at the Virginia Commonwealth University Brandcenter, the number one graduate advertising program in the country, according to *Creativity* magazine and the first winner of the American Association of Advertising Agencies' O'Toole Award for the Best Advertising School, a title it still holds.

Kelly is an entrepreneur known for pioneering work in digital marketing, brand strategy and creativity.

He has been named Ad Person of the Year and Entrepreneur of the Year, while *Adweek* named his firm Agency of the Year. He has been a strategic brand adviser to clients like GE, ESPN, Walmart, UPS Freight, Sesame Street and The Home Depot, as well as three governors and several divisions of the U.S. government.

In addition to helping found the VCU Brandcenter, Kelly was a founding board member of the Virginia Council of CEO's and the Ad: Tech conference. Kelly is currently a board member of the Future of Advertising Project at the University of Pennsylvania Wharton School of Business, the Richmond Future Think Tank, the Crenshaw Initiative, Maymont, RVA Creates and Make-A-Wish Virginia. He is a past board member of the September 11 Victims Relief Fund, the FIRST Robotics Regional Competition, the Southern Technology Council, the Boys & Girls Clubs and several corporations.

Kelly has been a keynote speaker at branding and business conferences across the globe. His commentary has been featured in dozens of media outlets, including CNN, Fox News, MSNBC, PBS, *The New York Times*, *The Wall Street Journal*, *USA Today*, *BusinessWeek*, *Time*, *The Washington Post* and the *Los Angeles Times*. He is completing a textbook on branding for Pearson Higher Education.

Kelly earned a bachelor of fine arts degree in art and design from The Cooper Union for the Advancement of Science and Art.

B.

ACCOUNT MANAGEMENT

CHRISTIAN MUNSON

Associate Vice President

Christian is an associate vice president in CRT/tanaka’s Corporate Practice and will serve as the account lead for DRPT. With more than 20 years of journalism, corporate communications, public relations and government affairs experience, Christian leads some of the practice area’s largest accounts with a sharp focus on research-based brand development and execution, content creation and provocative written communications. He currently provides account supervision for HNTB, a Kansas City-based construction and architectural company, which is trying to increase its presence in Virginia.



His work has been recognized by *PRWeek*, the Public Relations Society of America, the Council for the Advancement and Support of Education, and other industry and trade groups.

Christian sharpened his communications skills covering technology in the nation’s capital for the *Washington Business Journal*. His marketing career includes corporate communications, brand development and media relations for global companies, universities, nonprofits, startups, economic development projects and the Virginia Governor’s Office.

Christian graduated *cum laude* from James Madison University, and while he was still under 40, he was named one of Richmond’s “Top 40 Under 40.” He serves on the board for Big Brothers Big Sisters of Greater Richmond and the Tri-Cities, mentors at Blackwell Elementary School and is a contributor to CRT/tanaka’s award-winning PR, marketing, branding and social media blog – the Buzz Bin (www.crttbuzzbin.com).

MEDIA RELATIONS/SOCIAL MEDIA

BRIAN ELLIS

*Executive Vice President/
Director, Media/Crisis Training Consultancy*

Brian is a 23-year veteran of CRT/tanaka and serves as the director of the agency’s media/crisis training consultancy. For more than a decade, Brian has coached corporate executives to become more effective communicators and presenters. He has been invited to speak at numerous national and local conferences on a variety of topics including dealing with the media in trying times, driving internal communications during mergers and acquisitions and strategic marketing.



B.

Clients facing major crises have often tapped into Brian’s media expertise. As a former journalist, he has offered a unique perspective on how the media operates during a crisis to such clients as Girl Scouts of the USA, Pfizer, Ford Motor Company, Atkins Corporation, The Federal Reserve Bank of Richmond, McNeil Specialty Pharmaceuticals, C.B. Fleet, Performance Food Group and Abbott Laboratories. Brian’s media training students are no strangers to national network programs, such as ABC’s “Nightly News,” ABC’s “20/20,” NBC’s “Today Show,” “CBS This Morning,” MSNBC and CNN.

Prior to joining CRT/tanaka, Brian worked for 10 years as an Emmy Award-winning television news reporter, anchor and producer. In addition to assignments in Augusta, Ga., Richmond, Va. and Tampa, Fla. for local network affiliates, he also contributed to national networks like CNN, CBS and ABC.

Brian is one of the founders of CRT/tanaka and is a member of the executive management team of the company. He earned a bachelor’s degree in broadcast journalism from the University of Florida.

ELIZA WINSTON

Assistant Account Executive

Statewide Media Relations/Social Media Outreach

Eliza works on several accounts for CRT/tanaka, specializing in clients with complex technical products in software, finance, education and consumer goods. She has worked on content creation, including ebooks and bylined articles to educate and engage consumers on clients’ products and services.



An expert media pitcher, Eliza lends her media relations expertise to several clients, including the Virginia Commonwealth University Health System and Longwood University. She recently pitched media for Longwood University that gained international attention with more than 50 news outlets reporting on the story, including nine international outlets.

Previously, Eliza worked as a reporter for the *Martinsville Bulletin*. That experience in navigating the newsroom gave her added insight when pitching stories for clients.

Before she was a reporter, Eliza earned a bachelor’s degree from the Cooper Union, where she interned in the design and public relations departments of fashion retailers, such as the Earnest Sewn denim company. Eliza also earned a master’s degree in strategic public relations from Virginia Commonwealth University.

B.

RACHAEL SEDA

Account Executive

Hampton Roads Media Relations/Social Media Outreach

As an account executive in CRT/tanaka’s Norfolk office, Rachael specializes in developing creative, strategic and result-driven communications across a broad range of emerging platforms and tools. Well-versed in traditional public relations, Rachael particularly enjoys navigating the challenges of the evolving digital space and is inspired by the opportunities social media and new technology present for clients and communicators. An avid blogger, Rachael is a regular contributor to a number of industry blogs including the agency’s [Buzz Bin](#), Razoo’s [Inspiring Generosity](#) and the [Waxing UnLyrical](#) blog.



Rachael brings a diverse set of skills and experience to the table. She complements her traditional and digital public relations strengths with her graphic design, video production and editing, and web platform skills. Rachael has played an integral role in designing, planning and implementing successful communications strategies for a variety of campaigns, and her work has been featured in Mashable’s [7 Twitter Marketing Campaigns to Learn From](#).

Prior to joining CRT/tanaka, Rachael managed social media and digital strategy for the American Society of Appraisers. She also worked at Shonali Burke Consulting, where she conducted media and outreach services for local and national social media campaigns. Rachael started her career at the Community Anti-Drug Coalitions of America, where she gained valuable experience in online marketing and communications, as part of the National Coalition Institute’s Dissemination and Coalition Relations department.

Rachael earned a bachelor’s degree from James Madison University, where she had dual majors in media arts and design and communications, which included specialization in health communications and digital video/broadcast journalism.

KELSEY MOHRING

Assistant Account Executive

Northern Virginia Media Relations/Social Media Outreach

Kelsey serves as an assistant account executive in CRT/tanaka’s Alexandria office, where she executes day-to-day public relations activities for a variety of clients, including Air New Zealand, ZeroWater, Wilsonart, Dominion Digital, Bridgestone and the Hass Avocado Board. Her specialties include media relations, identifying industry influencers, writing pitches and news releases, social media auditing and overseeing and managing social channels on behalf of clients. She also has worked on content creation, including an eBook for the Partnership at Drugfree.org’s Medicine Abuse Project. During the same campaign, Kelsey also gained experience in blogger and Twitter outreach, securing tweets from Larry King and Maria Shriver in support of the Project.



B.

Prior to CRT/tanaka, Kelsey served as public affairs assistant at the James Madison University Office of Public Affairs in Harrisonburg, Va., where she was responsible for writing articles published on the university’s website and magazine. Kelsey also created and maintained the school’s Pinterest account and escorted media for coverage of various school events. Prior to her position with JMU, Kelsey held an internship with Community Health Network in Indianapolis, Ind. Working under the director of media relations, she updated the organization’s media contact list and helped organize a news conference to announce the Network’s acquisition of another hospital. Kelsey also assisted in the maintenance and evaluation of the Network’s Facebook page.

Kelsey graduated from James Madison University with a bachelor’s degree in communications studies with a concentration in public relations, and a minor in Spanish. She served as director of events for her school’s chapter of the Public Relations Student Society of America.

COMMUNITY RELATIONS/OUTREACH/EVENTS

JULIE MCCRACKEN

Associate Vice President

As an associate vice president, Julie leads the development and execution of integrated marketing and public relations campaigns, including strategic planning, public education and awareness, national and local media relations, corporate social responsibility, and sponsorship and event marketing.



A member of CRT/tanaka’s Corporate Practice, Julie’s recent work includes managing B2B, B2C, internal engagement, corporate responsibility and sponsorship initiatives for clients, such as Barnes & Noble College and TIAA-CREF.

Prior to joining the agency’s Corporate Practice, Julie spent several years with CRT/tanaka’s Consumer group, where she managed public relations efforts for Sprint Nextel’s title sponsorship of racing’s premier series, the NASCAR Sprint Cup Series. During the program’s initial two years, Julie was responsible for overseeing media relations, new product launches, consumer promotions, special events, employee engagement and community programs.

Prior to her work with Sprint Nextel, Julie served the U.S. Centennial of Flight Commission, coordinating events and conducting media outreach to create national and international awareness for the 100th anniversary of the Wright brothers’ first powered flight. The yearlong celebration culminated with a reenactment flight in Kitty Hawk, N.C., that attracted more than 800 media representatives from around the world.

Julie’s event marketing experience includes working with Advil and its sponsorship of the Advil Western Open, the PGA’s tour stop in Chicago. As part of Team Advil, Julie developed a unique, weeklong hospitality program to entertain customers and enhance brand loyalty.

B.

In 2003, Julie was one of five finalists for *PRWeek's* "Young PR Professional of the Year." During her time at CRT/tanaka, her work has garnered the agency numerous national and local awards.

Julie graduated with a bachelor's degree in speech communications from James Madison University in Harrisonburg, Va.

JEFF WILSON, APR

Associate Vice President

Jeff is an associate vice president at CRT/tanaka, working with the agency's Corporate and Health Practices. Jeff has specific expertise in community relations, grassroots marketing, issues management, public awareness campaigns and higher education. Currently, Jeff is providing issues management expertise to VCU Health System.



Jeff managed CRT/tanaka's community relations campaign for Housing Virginia, a statewide non-profit organization dedicated to increasing awareness about the need for more affordable housing in Virginia. For its work with Housing Virginia, CRT/tanaka earned a Silver Anvil from the Public Relations Society of America (PRSA), the highest honor given in the PR industry.

For Bon Secours Virginia Health System, Jeff helped the hospital system secure state approval for a 130-bed hospital – St. Francis Medical Center – in Chesterfield County, Va., despite stiff competition from a national competitor. CRT/tanaka's work with Bon Secours earned a PRSA Bronze Anvil (issues advertising) and a PRSA Health Academy Innovation Award (community relations and public affairs management). Also for Bon Secours, Jeff developed and implemented a community relations and grassroots marketing campaign called *Let's Walk Together*, specifically reaching out to the African-American community and other hard-to-reach populations, educating them about the causes of heart disease and helping them make changes in behavior to lower the risk factors.

Other honors Jeff has received for his work include a Gold Quill for media relations from the International Association of Business Communicators (IABC) and a *PRWeek* Award for Technology Campaign of the Year, both for Tridium (now a part of Honeywell), a framework, software and services company that helps users of embedded devices harness the power of the Internet and the latest technologies.

Previously, Jeff worked as a public information coordinator in the Office of Marketing and Media Relations at the University of South Carolina. He also worked as a city government and minority/urban affairs reporter for *The Greenville News*, in Greenville, S.C. Along with covering local government and minority affairs, Jeff wrote articles about education, crime and state politics.

When he was still under 40, Jeff was recognized as a "2008 Top 40 Under 40 in PR" by *PRWeek* magazine. In 2007, he was named one of Richmond's "Top 40 Under 40" by *Style Magazine* for his career achievements and community service.

B.

Jeff earned a bachelor’s degree in journalism from the University of South Carolina and a master’s degree in communications from the University of Georgia. He is the immediate past president for PRSA Richmond and also serves on the boards for the Virginia Mentoring Partnership and the Black History Museum and Cultural Center of Virginia. He also is Accredited in Public Relations (APR) from PRSA. He also is a contributor to CRT/tanaka’s award-winning blog, the Buzz Bin (www.crttbuzzbin.com).

ALEXSIS RODGERS

Assistant Account Executive

Alexis specializes in public awareness and community engagement campaigns, targeting clients’ audiences through thoughtful planning and strategic outreach. She is passionate about reaching diverse audiences and motivating them to act in support of clients through crafting persuasive communications, engaging in one-on-one conversations and coordinating events.



As a community organizer for President Barack Obama’s re-election campaign, Alexis built a grassroots network of volunteers in West Henrico County, Va., by communicating the organization’s strategy and delivering compelling calls to action. Training her volunteers on the campaign’s key messages prepared them for interviews with local and national media, including NBC’s “Today Show” and the *Washington Post*. She was nominated for the New Organizing Institute’s Most Valuable Organizer award for her “Get out the Vote” effort that increased voter turnout in precincts by as much as 24 percent.

Alexis carefully monitors Virginia legislation and reports influential activity for the government relations efforts of CRT/tanaka clients, including Teach for America and *Virginiaforever*. Communications that she developed on behalf of *Virginiaforever* to state decision-makers helped secure millions of dollars for important water quality improvement and land conservation programs.

She excels in event planning, research, written communications and outreach that have made her an invaluable part of grassroots efforts that support CRT/tanaka clients. She assisted with media and community outreach for Children’s Hospital of Richmond at VCU in support of its second birthday celebration, successfully securing local media mentions and engaging community members to support the hospital. She also serves as the day-to-day contact for HTNB, a Kansas City-based construction and architectural company, which is trying to increase its presence in Virginia.

Alexis earned a bachelor’s degree in mass communications and Spanish from Virginia Commonwealth University.

B.

CREATIVE DESIGN/DEVELOPMENT

AL DAVIS

Vice President, Creative Services

As CRT/tanaka’s vice president of creative services, Al is responsible for overseeing all design work for the agency. He has a depth of experience in advertising campaigns, collateral materials, annual reports, direct mail, logo and identity programs, as well as web design.



Al has helped develop numerous branding and image campaigns for several of CRT/tanaka’s clients, including Longwood University, the University of Virginia Athletic Department, Bon Secours Health Systems, the Council of Better Business Bureaus, ITT Industries, Sprint Nextel and Cheyenne Regional Medical Center.

Before joining CRT/tanaka, Al operated his own graphics design business in Richmond, Va., for more than 20 years. He has worked with corporations such as AlliedSignal, Signet Bank, Columbia Hospitals, Dominion and numerous small businesses throughout the state. Al also has worked on national brands such as Advil, Mercedes Benz, KitchenAid and Chicago Cutlery.

Al’s work has received numerous awards over the years, many in association with public relations campaigns, including some of the industry’s highest honors such as the PRSA Silver Anvil. He is a graduate of the Richmond Professional Institute (now a part of Virginia Commonwealth University).

MALIYA ROONEY

Production and Traffic Manager

Maliya is our go-to person for creative and interactive projects, managing workflow in CRT/tanaka’s Digital/Creative Design Practice. Handling projects from integrated campaigns (including web, social and print) to sourcing and fulfillment management. Maliya identifies the team or person with the best skills to complete the job.



Maliya also is an expert at locating vendors who perfectly fit the needs of each creative project undertaken at CRT/tanaka. Her responsibilities include estimating, troubleshooting, scheduling, tracking and managing workflow to ensure quality, on-time delivery and budget adherence.

With nearly 20 years of experience in the industry and a degree in public relations from Virginia Commonwealth University, Maliya has worked with ad agencies, printers, freelancers and vendors of all types fostering relationships and gaining knowledge of best practices when it comes to sourcing, managing projects and problem solving.

B.

ERIN HURLEY-BROWN

Art Director

At CRT/tanaka, Erin is dedicated to building creative strategies and delivering success for her clients. With her background in illustration and design, Erin brings a broad range of talents to the agency. Her work includes everything from creative concepting and strategy to designing marketing collateral and identity systems, and she has extensive experience with interactive campaigns and websites.



Erin has provided creative support to clients such as the VCU School of Mass Communications for its redesigned website, Mirage Studios (Teenage Mutant Ninja Turtles 25th anniversary website), Bow Tie Cinemas for the launch of Movieland at Boulevard Square, the Federation of Quebec Maple Syrup Producers for website design, Air New Zealand and Sprint Nextel for various web campaigns.

Prior to joining CRT/tanaka, Erin worked as an art director for Oliver Creative. She also served as an adjunct faculty member at her alma mater, Virginia Commonwealth University, where she taught a variety of multimedia courses within the communications arts department. During her time as an instructor, Erin also served as a faculty adviser for the department and assisted with the redesign of the department’s new online brand identity. Erin currently serves as a lecturer for VCU, where she speaks about the importance of leaving a creative impact and discovering a fulfilling career.

Erin also enjoys an accomplished career as an illustrator, in which she has served many other clients including Mitsubishi, Quiznos Subs, the American Heart Association, the Girl Scouts of the USA, the American Bar Association, VCU Health System, Virginia Commonwealth University and Thomas Jefferson Planning District. In addition, Erin has been involved with a number of non-profit organizations such as the National Alopecia Areata Foundation, The Society of Children’s Book Writers and Illustrators, the Graphic Artist Guild, The Richmond Illustrators Club, The Richmond Ad Club and the Children’s Hospital of Richmond at VCU.

REBECCA DURKIN

Art Director

Rebecca brings a wide array of sensibilities to the design process as an art director for CRT/tanaka for the past six years. With more than 15 years of design experience, she has art directed many projects including multifaceted websites, social media campaigns and a variety of print-oriented materials. Rebecca’s work has been recognized with numerous awards. Her vision and direction have resulted in the success of many projects for clients such as Altria, The American Physical Therapy Association (APTA), Avocados from Mexico, The Council for Responsible Nutrition, Del Monte, Fleet Laboratories, Longwood University and Virginia Commonwealth University (VCU).



B.

Rebecca is a graduate of the State University of New York - Oneonta, where she received a bachelor's degree in fine art. She also has an associate's degree from the Fashion Institute of Technology in advertising design.

DAVE HESS

Senior Web Developer

As CRT/tanaka's senior web developer, Dave is responsible for leading and implementing the agency's web development initiatives. His expertise includes computer programming in various web-based languages, website and database design with a focus on content management systems and project management. Dave has a particular knack for finding creative solutions to the many challenges that present themselves in the online world. Dave has worked on numerous web projects for several of CRT/tanaka's clients, including VCU Health System, Longwood University, Mirage Studios (Teenage Mutant Ninja Turtles), Cheyenne Regional Medical Center and Hirschler Fleischer Attorneys at Law.



Before joining CRT/tanaka, Dave was the senior developer for Oliver Creative. It was there that he first collaborated with CRT/tanaka to build the "Life...supplemented" website for the Council of Responsible Nutrition, which won a Mercury award for the best health website of 2007. Prior to joining Oliver Creative, Dave was the lead developer for Media General's Interactive Media Division for nearly nine years.

As one of the pioneers of Media General's online initiatives, Dave helped take the division from a small, four-person staff and a hand full of fledgling sites to a multi-million dollar operation supporting more than 60 media websites.

In addition, he developed applications in the areas of classified advertising, automated content feeds and syndication, and content normalization. Other projects included a restaurant guide, online games and polls, an NCAA tournament site with real-time scores and updates, video newscasts, hurricane and weather sites, and sites dealing with real-time election results.

Dave's career in the online world began as a designer for the *Richmond Times-Dispatch* in 1998. In addition to design and content management work for the newspaper site, he also did work for clients such as Conte's Bicycles, C.P. Dean and Capital Oil, as well as creative work and banner advertisements for various clients.

Dave is an accomplished drummer who spent some time studying at Berklee College of Music in Boston, Mass., and also studied at James Madison University.

B.

DAVID MCNAMARA

Junior Web Developer

David is a part of CRT/tanaka’s Digital/Creative Design team as a junior web developer. His role is to implement the agency’s web development initiatives. David is proficient in visual design and computer programming, with a focus for back-end website development, using a variety of web technologies, especially emerging technologies such as mobile and touch devices. His concentration is on creating usability solutions for efficiently managing online content for users.



Previously, David served as a web application developer for Media General in its digital media division for five years after majoring in computer science at Virginia Commonwealth University. During his time at Media General, he worked with development projects to provide functionality for more than 60 media websites. He created applications for handling online classified ads and flexible ways for sites to export their ads to web aggregators, such as Oodle.com and Zillow.com. In addition, he customized and managed the weather applications serving web weather pages for more than 30 property sites. He also developed an enterprise application that provided an intuitive interface for sites to automatically process their content for their websites, such as newspaper articles and photos.

David’s curiosity about technology was provoked early on as a child, watching his father work as a programmer for NASA. David began creating websites on a volunteer basis for Richmond area churches and student organizations. As a student at VCU, one of David’s early projects focused on a new redesign for a website for the master’s program within the Department of Art Education.

He recently earned an MBA degree from Virginia Commonwealth University.

JASON POULOS

Graphic Designer/Web Developer/SEO

With a background in graphic design as well as experience in web development and search engine optimization (SEO), Jason brings a unique blend of assets to CRT/tanaka’s Interactive Practice. His recent work includes online solutions for clients such as Air New Zealand, American Physical Therapy Association (APTA), Mirage Studios (Teenage Mutant Ninja Turtles) and The Federation of Quebec Maple Syrup Producers.



As a graphic designer at CRT/tanaka, Jason handles a variety of projects ranging from design strategy and concepting to print collateral and websites. He also is skilled in animation and visual effects, using motion graphics to enhance user experiences.

B.

Jason is skilled as both a web developer and graphic designer. His knowledge of Flash, HTML and CSS development is complemented by an increased understanding of PHP and JavaScript functionality, enabling Jason to not only design websites and interactive solutions, but build them on the back-end, as well. Prior to joining CRT/tanaka, Jason worked as a graphic designer at Oliver Creative, where he performed a variety of design tasks for clients such as Sprint Nextel and New World Associates. He began his career in graphic design at the early age of 15, at the Chicago-based General American Transportation Corporation. He has worked on display graphics for the Virginia State Library and assisted in the permanent exhibition design of the Outer Banks Center for Wildlife Education located in Corolla, N.C.

Jason graduated from Virginia Commonwealth University with a BFA degree in communications arts and design. During his time at VCU, he participated in the American Institute of Graphic Artists' student chapter and had an interactive type animation published in Professor Matt Woolman's book, Type in Motion 2.

C: A list of references to include name, address, telephone number, email address, project, and dollar amount of project.

***NOTE:** *Because of confidentiality agreements, CRT/tanaka does not divulge client budget information.*

MARK MANASCO

*President and Executive Director
Commonwealth Center for Advanced Logistics Systems
4300 Crossings Boulevard
Prince George, VA 23875
804.415.1532
mark.manasco@ccals.com*

Project: Branding, public relations and marketing

ANNE BUCKLEY

*Director, Communications and Public Relations
Virginia Commonwealth University/
VCU Health System
Founders Hall
827 West Franklin Street
P.O. Box 842041
Richmond, Virginia 23284
804.828.6052
albuckley@vcu.edu*

Project: PR outreach and staff training related to a new brand identity for VCU and PR for VCU Health System

STEVE COX

*Vice President, Public Relations –
Corporate Communications
Sodexo, Inc.
9801 Washingtonian Boulevard
Suite 635
Gaithersburg, MD 20278
301.987.4445
Stephen.Cox@sodexo.com*

Project: CRT/tanaka developed and implemented a branding campaign for the Council of Business Bureaus (BBB) when Steve Cox served as its CEO

D: A Certificate of Insurance with at least the minimum amount of coverage cited to the Insurance clause in Attachment A – Required General Terms and Conditions of the RFP.

Please see Appendix I.

TAB 3 – VIRGINIA DEPARTMENT OF MINORITY BUSINESS ENTERPRISE (DMBE) SMALL BUSINESSES, WOMEN-OWNED BUSINESSES, AND MINORITY-OWNED BUSINESSES (SWAM) PARTICIPATION

The Offeror shall indicate the percentage of DMBE SWAM participation and specify the types of work to be performed by DMBE SWAM subcontractors. In order to be considered for the selection of this RFP, the Offeror must include Attachment C—Small Business Subcontracting Plan in each copy of the proposal.

A: If the Offeror on the contract is a DMBE-certified small business, the Offeror shall indicate such in Section A of Attachment C. This shall include DMBE-certified women-owned and minority-owned businesses that meet the small business definition and have received the DMBE small business certification.

CRT/tanaka is certified as a small business by the Virginia Department of Minority Business Enterprise (DMBE) as Carter Ryley Thomas, Inc. (d.b.a. CRT/tanaka, LLC) – certification number 684527.

B: If the Offeror is not a DMBE-certified small business, the Offeror is required to identify the portions of the contract the Offeror plans to subcontract to DMBE-certified small business by completing and returning Section B of Attachment C.

N/A

TAB 4 – CONTACT PERSON

The primary Offeror must identify the name, telephone number and email address for the contact person who will be responsible for coordinating the efforts and personnel of all parties and/or subcontractor involved in the proposal.

Michael Whitlow, APR

Executive Vice President

CRT/tanaka

101 West Commerce Road

Richmond, VA 23224

P: 804.675.8175

F: 804.675.8183

mwhitlow@crt-tanaka.com

TAB 5 – STAFFING AND PRICING PLAN

Offerors shall identify all staff positions by person and actual hourly rates (base rate, overhead and profit listed separately along with the total rate) in Attachment D—Price Schedule for the seven potential services described in the Statement of Needs, and listed pursuant to Tab 2 to be fully loaded with all direct salaries and general overhead. Rates cannot be based on a cost plus percentage of cost per §2.2-4331, Code of Virginia. Final pricing/rates will be addressed in the negotiation phase. Transportation costs, travel, and per diem rates must not be included in determining the fixed billable hourly rates. Proposals must provide for a diversity of team members and hourly rates, given the varied nature of the potential work assignments under this contract.

Labor Category & Name	Direct Actual Hourly Rate	Overhead Rate	Profit	Total Fixed Rate
Support Staff				85
Account Coordinator				115
Assistant Account Executive				115
Account Executive				140
Senior Account Executive				160
Graphic Designer				160
Senior Graphic Designer				175
Media Designer				175
Senior Media Designer				195
Web Developer				195
Senior Web Developer				210
Production Manager				160
Account Supervisor				180
Director Social Media				180
Associate Vice President				195
Vice President				210
Vice President-Creative				210
Senior Vice President				235
Executive Vice President				260
President				290
Chairman/CEO				315
Chief Creative Officer				340

Note: Each of the Labor Categories corresponds to the title of a named member of the DRPT team in the CRT/tanaka (Tab 2: Section B.)

Attachment H-I



ATTACHMENT H – DISADVANTAGED BUSINESS (DBE) SUBCONTRACTOR REPORT

The DBE Subcontractor Report will be completed by CRT/tanaka as task orders are issued. Inclusion here is to comply with the requirements of DRPT’s RFP.

ATTACHMENT H
Disadvantaged Business Enterprises (DBE) Subcontractor Report

DBE SUBCONTRACTOR REPORT		PAYMENTS TO SUBCONTRACTORS												
PRIME CONTRACTOR NAME	PRIME CONTRACTOR TAX ID	DBE SUBCONTRACTOR NAME	DBE SUBCONTRACTOR TAX ID	DBE EVA#	DBE CONTRACT #	Black American	Hispanic American	Native American	Asian American	Subcont. Asian American	Asian Pacific American	Non-Minority Women	Other	Total DBE Payments
CONTACT NAME														
TITLE/POSITION														
CONTRACTOR ADDRESS														
CONTRACTOR PHONE NUMBER														
EMAIL														
PROJECT TITLE														
DBE AWARD/COMMITMENT														
MONTH/YEAR														
DBE SUBCONTRACTOR TOTALS														

ATTACHMENT I

State Corporation Commission Form

Virginia State Corporation Commission (SCC) registration information. The Offeror:

is a corporation or other business entity with the following SCC identification number: S164128-3 -
OR-

is not a corporation, limited liability company, limited partnership, registered limited liability partnership, or business trust **-OR-**

is an out-of-state business entity that does not regularly and continuously maintain as part of its ordinary and customary business any employees, agents, offices, facilities, or inventories in Virginia (not counting any employees or agents in Virginia who merely solicit orders that require acceptance outside Virginia before they become contracts, and not counting any incidental presence of the Offeror in Virginia that is needed in order to assemble, maintain, and repair goods in accordance with the contracts by which such goods were sold and shipped into Virginia from Offeror's out-of-state location) **-OR-**

is an out-of-state business entity that is including with this proposal an opinion of legal counsel which accurately and completely discloses the undersigned Offeror's current contacts with Virginia and describes why those contacts do not constitute the transaction of business in Virginia within the meaning of § 13.1-757 or other similar provisions in Titles 13.1 or 50 of the Code of Virginia.

****NOTE**** >> Check the following box if the firm has not completed any of the foregoing options but currently have pending before the SCC an application for authority to transact business in the Commonwealth of Virginia and wish to be considered for a waiver to allow the firm to submit the SCC identification number after the due date for proposals (the Commonwealth reserves the right to determine in its sole discretion whether to allow such waiver):

APPENDICES I - III



APPENDIX I – CERTIFICATE OF LIABILITY INSURANCE



CERTIFICATE OF LIABILITY INSURANCE

157016

DATE (MM/DD/YYYY)
3/15/2013

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

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

PRODUCER Commercial Lines - (248) 353-5800 Wells Fargo Insurance Services USA, Inc. 4000 Town Center, Suite 800 Southfield, MI 48075	CONTACT NAME: PHONE (A/C, No, Ext): E-MAIL ADDRESS: FAX (A/C, No):
INSURED CRT/Tanaka, LLC 101 West Commerce Road Richmond, VA 23224	INSURER(S) AFFORDING COVERAGE INSURER A: XL Specialty Insurance Company INSURER B: INSURER C: INSURER D: INSURER E: INSURER F:
NAIC # 37885	

COVERAGES **CERTIFICATE NUMBER:** 5738156 **REVISION NUMBER:** See below

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

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	GENERAL LIABILITY <input type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GENL AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC					EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NOW-OWNED AUTOS					COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$					EACH OCCURRENCE \$ AGGREGATE \$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	RWC6200306	01/01/13	01/01/14	<input checked="" type="checkbox"/> WC STATUTORY LIMITS <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000

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

CERTIFICATE HOLDER Evidence of Coverage	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE
---	--

APPENDIX II – CASE STUDIES

Following are CRT/tanaka case studies that represent work similar to the assignments outlined by DRPT in its RFP.

VIRGINIA DEPARTMENT OF SOCIAL SERVICES EARLY CHILDHOOD EDUCATION CAMPAIGN

Challenge

Research has shown that ages 0-5 are the most critical times for brain development and learning for children. Because many of Virginia’s children are entering kindergarten not “ready to learn,” the Virginia Department of Social Services (VDSS), in conjunction with Gov. Mark Warner’s Communications Office, wanted to develop and implement a public awareness campaign about the importance of early childhood education and turned to CRT/tanaka for strategic counsel and implementation. VDSS not only wanted to focus on the public and parents with preschool-age children, the agency also wanted to reach business leaders and demonstrate the impact that early learning programs have on the economy.



Solution

CRT/tanaka reviewed the overwhelming amount of secondary research that exists about the benefits of early childhood development programs. The agency also reviewed what other states were doing to address the funding for early childhood education programs. CRT/tanaka also conducted focus groups and in-depth interviews with senior-level business leaders at some of Virginia’s leader corporations to gauge their understanding about the issue.

Based on research results, the team developed a “**Smart Beginnings**” campaign that included media relations, event planning, collateral material development, website design and copywriting. A key component of the campaign was Gov. Mark Warner’s Early Childhood Education Summit, which brought together public and private sector leaders to address the economic benefits of investing in school readiness programs and promote early learning initiatives in Virginia. CRT/tanaka worked with VDSS to develop a take-away for the Summit, an Employer’s Toolkit CD, which outlined ways in which Virginia’s business leaders could invest in early childhood education by making changes within their places of employment.

CRT/tanaka also worked with VDSS and the Governor’s Office to announce the formation of Virginia’s Early Learning Council, a group of Virginia’s leading business and education leaders who came together to address the early learning issue in the state.

Results

CRT/tanaka assisted the Council in developing a report released to Gov. Warner on suggestions to improve the state of early learning in Virginia. The project culminated with CRT/tanaka working with VDSS and the Governor’s Office to host a statewide news conference announcing the Governor’s response to the Virginia Early Learning Council Report – an Early Childhood Education Foundation, supported by both public and private donors, and the Smart Beginnings website – www.smartbeginnings.org.

APPENDIX II – CASE STUDIES

In 2006, Virginia’s new Governor, Tim Kaine, created the Governor’s Council on Early Childhood Education Initiatives to help stimulate public and private support for early childhood programs. CRT/tanaka was a founder member of this council’s board. For its efforts, CRT/tanaka and VDSS earned a Silver Anvil from the Public Relations Society of America (PRSA), the highest honor given by the PR industry.

LONGWOOD UNIVERSITY
BRANDING CAMPAIGN/DISCOVER THE POWER IN YOU

Challenge

In the fiercely competitive college admissions market, Virginia’s Longwood University felt increasing pressure to raise awareness and increase enrollment among prospective students. Failure to do so meant missing revenue goals and stalling momentum generated by new academic and athletic initiatives. Longwood tapped CRT/tanaka to develop a new image/identity to help the university better connect with prospective college students in Virginia.



Solution

CRT/tanaka’s brand strategy began with intensive research designed to engage critical university stakeholders. Research efforts included:

- 24 focus groups across Virginia with prospective students, Longwood alumni, faculty, staff and athletes.
- Telephone and online surveys with prospective students and parents, Longwood alumni and current Longwood students.
- One-on-one interviews with Longwood faculty, staff, coaches, community influencers and state legislators.

Research findings anchored development of the Longwood marketing campaign. Our chosen campaign theme, **“Discover the Power in You,”** emerged naturally from the research, reflecting the strengths and opportunities research showed Longwood to have. CRT/tanaka developed and executed a strategic plan primarily focused on increasing enrollment among Virginia students who want what Longwood has to offer: small campus/rural town setting, great faculty dedicated to teaching students, the opportunity for real-world experience before graduation and a growing community.

Activities have included development of new admissions materials; highly targeted radio, print, online and cable television advertising; media relations; and internal and external brand roll-out activities. Other programs include admissions website copywriting and video production; electronic newsletters to guidance counselors and prospective students; production of campus events and admissions office “road shows,” and development and launch of a new athletics logo.

APPENDIX II – CASE STUDIES

Results

- 350 percent increase in the total number of students who applied to Longwood for early admission since launching the brand in 2005 (versus 2004)
- Record student enrollments and largest freshman class in university’s history, three years in a row
- 200 percent increase in the number of unique visitors to the Longwood microsite, www.whylongwood.com, in October 2005
- 2007 PRSA Silver Anvil Award of Excellence for “Discover the Power in You” campaign
- 2007 Virginia PR Award for brochure design
- 2007 Council for Advancement and Support of Education (CASE) award for admissions materials
- 2008 Hampton Roads Addy Award for cable TV spots

COUNCIL OF BETTER BUSINESS BUREAUS REVITALIZING THE BBB BRAND

Challenge

In 2006, the Council of Better Business Bureau (BBB) and its 130 local bureaus across North America engaged CRT/tanaka to revitalize its 95-year-old brand and better position the organization as the “go-to” source on marketplace trust for both businesses and consumers. Businesses join BBB for the purpose of marketing their

affiliation to consumers, and consumers use the organization to research and identify trustworthy businesses to hire. Therefore, the challenge was to develop a brand that would be relevant to businesses but that also would attract consumers to seek out trustworthy businesses through BBB.



Solution

Beginning in May 2006, CRT/tanaka analyzed volumes of research to understand more clearly consumer and business perceptions and attitudes regarding the BBB. CRT/tanaka performed a brand equity analysis, uncovering key findings that drove the strategic direction for positioning BBB as a standards-based organization versus a trade/membership organization. Research indicated that there was little understanding that businesses must go through a detailed review process and contractually agree to abide by a set of ethical standards in order to market their affiliation with BBB. As a result, we changed the Seal program from “BBB Member” to “BBB Accredited Business” and built a comprehensive brand platform, which included:

- Value propositions
- Brand essence
- Naming architecture
- Personality and tone of voice
- Key messaging map
- Graphic identity
- Tagline

APPENDIX II – CASE STUDIES

Results

- In September 2006, CRT/tanaka presented the new brand platform at the BBB’s annual assembly in Vancouver, British Columbia, Canada, to more than 200 attendees with an overwhelmingly positive response.
- In October 2007, CRT/tanaka worked with the BBB to create and launch the organization’s new brand identity externally, which has resulted in significant media coverage, including a lengthy article in *The New York Times*, as well as coverage in *U.S. News and World Report* (online) and *Inc.* magazine (online).
- The BBB’s new brand also has been featured in numerous daily newspapers across North America and in *PRWeek* magazine, the public relations industry’s leading trade publication.

WINES FROM RIOJA, SPAIN

BRING AN OLD-WORLD BRAND TO LIFE WITH A NEW CONSUMER

Challenge

Wines from Rioja is a partnership between the governing body for wines from the region of Rioja, Spain (the Consejo Regulador de la Denominación de Origen Calificada Rioja) and Wines From Spain, under the auspices of the Spanish Institute for Foreign Trade (ICEX). The goal of the partnership is to introduce the extraordinary wines of Rioja to American wine lovers, both to those with a new interest in wine and to experienced wine drinkers. At the same time, the partnership wants to introduce Americans to the region of Rioja, its scenic beauty, welcoming people, extraordinary architecture and wonderful cuisine.

To introduce and contemporize the old World Wine region of Rioja, Spain, to a new generation of U.S. consumers, specifically Gen-X and Gen-Y in urban wine-consuming markets through a multi-pronged integrated branding campaign, Wines from Rioja turned to CRT/tanaka.



Agency research showed a convergence of psychographic and cultural changes in the U.S. marketplace that offered both challenges and opportunities for Wines from Rioja to increase market share among this younger demographic influential:

- A cluttered marketplace with more than 8,000 wine brands currently sold in the U.S.
- An undeveloped wine market with mixed socio-cultural signals about consumption dating back to the Prohibition era of the 1930s and a lack of a traditional wine culture in the U.S.
- Fragmented wine consumption patterns across many regions, driven by urban markets in California and New York.
- Well-funded national marketing/advertising campaigns from New World wine regions, such as Australia, Chile and Argentina.

APPENDIX II – CASE STUDIES

An agency audit of 25 food, lifestyle and wine editors also revealed that few editors knew much about the region of Rioja and its wines. A survey of 175 consumers in 2005 also revealed that 75 percent knew nothing about Rioja wines.

Original campaign objectives were:

- Reposition Rioja from a beverage brand to an attainable luxury lifestyle brand by showing the vibrancy of the region, the lifestyle and the culture to emotionally connect it with the target audience.
- By connecting the region’s imagery, history, traditions, cuisine and wine to the needs of the target audiences, create a passion for this real, yet undiscovered place.

Solution

To bring Vibrant Rioja to the Gen-X and Y audience, CRT/tanaka developed an integrated branding campaign using a fashion-forward new logotype of red stripes (representing the styles of red wines), that reached them at each point of contact, specifically focusing on their digital lifestyle and using online media elements supported by traditional marketing components, including:

- Online advertising and other online reach, such as webzines, websites, emailers, podcasts and blogs
- A dedicated vibrantrioja.com website
- Out-of-home and print advertising through sponsorships of influential art/cultural events
- Direct mail, point of purchase and premium/collateral material

Teaser pieces featured strong visuals/graphics that reinforced the message about the vibrancy of the region. The creative juxtaposed the non-Rioja lifestyle as bland and monochromatic and the Rioja lifestyle as passionate and vibrant. Because CRT/tanaka also needed to reach traditional editorial media and maintain trade support from distributors, importers, restaurants, chefs and sommeliers, the agency coupled the creative elements with:

- Strategic food/wine alliances
- Traditional editorial media outreach
- On- and off-premise retailing activities

The online components also were tied to event sponsorships that brought the Vibrant Rioja lifestyle to the target audience and influencers, including:

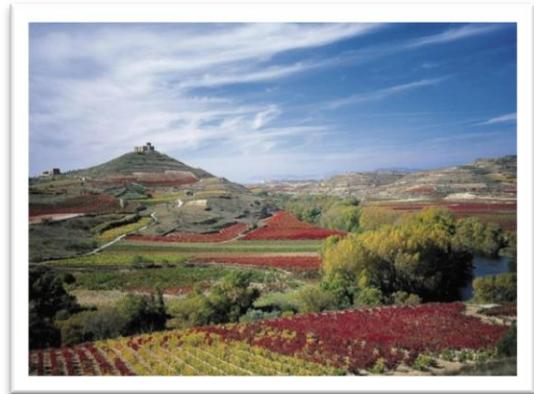
- GenArt national culture tour
- DailyCandy’s book launch party
- Aspen Food & Wine Classic’s VIP Access House
- Mercedes-Benz Fashion Week in New York
- Food Network Host Dave Lieberman’s book launch party
- The Gabarron Institute’s June PS 1 Opening Event
- Cervantes Institute’s Annual Summer Party

APPENDIX II – CASE STUDIES

In addition to reaching consumers through interactive, online media and events, the multi-channel effort included:

- Public relations
- Food/wine event sponsorships
- In-market retailing events
- Trade support

Over the past six years, the campaign has evolved from “awareness” to “awareness and sales-generation.” Through our years of research gathered from working with Rioja, we came to realize that grape varietal is the key deciding factor for consumers when purchasing wines (60.7 percent cited this). We also knew that wine trades say the Tempranillo varietal distinguishes Rioja from other wine regions and influences consumer wine-buying decisions; however, only 12 percent of trade respondents mention Tempranillo when asked by consumers about Rioja wines.



Additionally, we found that younger generation wine drinkers are fueling industry growth. In 2010, Millennials (Gen Y) led the increase in wine consumption (+34 percent compared to 2009), followed by Gen X (+28 percent). More than half of Millennial and Gen X core wine drinkers prefer to source wine information online and a large percentage of Millennials regularly engage with social media. Wine events (49.5 percent), trial and error (46.4 percent), magazines (28.9 percent), wine reviews in newspapers and magazines (28.9 percent), websites, blogs and social media (22.3 percent) are preferred ways consumers like to learn about wine.

Based on our research and heightened competition from other wine brands/wine regions, our 2011 Vibrant Rioja campaign involved an expanded trade program; an increase in wine tasting events and promotions for trade and consumers; a more robust social media effort; and stronger communications of the “Rioja Tempranillo” message (in addition to ongoing campaign messages about Rioja as a producer of consistently superior wines through unparalleled quality control, which offers tremendous value, style, diversity and food-friendliness).

Revised campaign objectives were:

- Enhance awareness and perception of Rioja wines among wine-drinking consumers and the wine trade. **Measurable Goal #1:** Increase awareness and improve perception.
- Facilitate on- and off-premise programs and promotions to increase shipments of Rioja wines. **Measurable Goal #2:** Increase on-/off-premise promotions by 15 percent. Support increase in shipments of at least 8 percent.
- Generate greater traditional and social media coverage of Rioja wines to reach target trade and consumer audiences, particularly Millennials and Gen X. **Measurable Goal #3:** Achieve a 20 percent increase in traditional media coverage and a 200 percent increase in social media coverage.

APPENDIX II – CASE STUDIES

Our targets included wine-interested consumers, particularly Millennials and Gen X who represent the “next generation of wine drinkers and who are still forging brand loyalties.” Additionally, we targeted the trade: off-premise (large, multi-state chain retailers and independent wine shops) and on-premise (sommeliers, wine buyers and corporate, multi-concept restaurant chains).

To accomplish our objectives, we expanded the Vibrant Rioja Trade Program to cover additional markets and to include support through PR, social media, advertising, retail promotions and sponsorships. We engaged in strategic partnerships to increase awareness of Rioja wines in social media and online communities of wine-savvy consumers to reach a younger audience.

Results

Initial campaign results:

- The Rioja Exporters Association reported a 31.6 percent increase in Rioja wine exports after the first year of the campaign in 2006.
- In early 2008, *Wine Enthusiast* magazine named Rioja “Wine Region of the Year.”

Most recent campaign results:

- More than 58 percent of consumers were more aware of Rioja wines.
- Trade contacts were up 32 percent with more than 1,300 promotional activities in 2011. Last year, there were 108 new Rioja wine customers/distributors (90 in 2010) and U.S. shipments increased 11 percent.
- In social media, there were 4,805 stories generated vs. 3,543 in 2010 for a 36 percent increase. Facebook fans increased 1,200 percent, and Twitter followers increased 222 percent.

THE PARTNERSHIP AT DRUGFREE.ORG

THE MEDICINE ABUSE PROJECT

Challenge

The Partnership at Drugfree.org is a national leader in the effort to reduce drug use and drinking among teens and is well-known for creating the “This is your brain on drugs” campaign in the 1980s. Because one in six teens has used a prescription drug (when a doctor had not prescribed it for them) in order to get high or change their mood, and most have gotten it from family or friends, the non-profit organization planned a new campaign focused on teen medicine abuse. The Partnership at Drugfree.org turned to CRT/tanaka to help it elevate the issue during a weeklong campaign launch for the multi-year effort.



Solution

CRT/tanaka’s strategy included:

- Generating conversation among influencers in social media to increase awareness and link people to take action.
- Developing a series of virtual and brick-and-mortar events that would allow people to learn more and take a pledge to take action.
- Utilizing proprietary research and spokespeople to generate a steady drumbeat of coverage leading up to, during and following the launch week.

APPENDIX II – CASE STUDIES

Campaign Goal

CRT/tanaka worked with The Partnership at Drugfree.org to create a measurable goal for the campaign to ensure that it was viewed as more than just another awareness campaign. The goal, “Preventing half a million teens from abusing medicine within five years,” demonstrated that the campaign was focused on action and results.

Research

The Partnership at Drugfree.org conducted new proprietary research that showed that teen medicine abuse was far more widespread than parents thought. Using the research, CRT/tanaka created media materials, including an e-book to present the findings and an infographic for social sharing.

Social Media

CRT/tanaka developed the hashtag #endmedicineabuse to allow people to share their own stories and follow the global conversation. Working with The Partnership at Drugfree.org, CRT/tanaka created and gathered assets to inform people about the issue:

- Sample social media posts for The Partnership at Drugfree.org and its partners
- Infographic
- Videos of personal stories
- Link to a pledge to take action

The agency reached out to a variety of influencers to recruit them to join the campaign and share information with their followers through posts on Facebook, Twitter or their blog.

Throughout the week, people interacted with The Medicine Abuse Project through a series of virtual events, including a Twitter chat with iVillage, a live webinar in partnership with A&E Networks, and a Facebook chat with *Celebrity Rehab* host Dr. Drew Pinsky and model Amber Smith.

The virtual events were complemented by brick-and-mortar events, including a live installation at Grand Central Terminal and a Drug Enforcement Administration-sponsored Prescription Drug Take-Back Day, with more than 5,000 locations across the country. The live installation was a compelling digital exhibit featuring giant medicine bottles, personal stories from teens and families affected by medicine abuse and iPad stations to sign the pledge to take action. A media event at the live installation included speeches from New York City Health Commissioner Thomas Farley, actress Melissa Gilbert and President and CEO of The Partnership at Drugfree.org Steve Pasierb.

Traditional Media

CRT/tanaka secured media interviews for spokesperson Melissa Gilbert, Steve Pasierb and families affected by medicine abuse. In addition to national media outreach and a New York media tour, the agency conducted regional outreach in the top 20 markets using local spokespeople from organizations such as the Drug Enforcement Administration, the American College of Emergency Room Physicians and the U.S. Attorney’s Offices.

APPENDIX II – CASE STUDIES

Results

During Phase I of The Medicine Abuse Project, CRT/tanaka garnered the following results:

- Total media impressions: More than 45 million
- Media coverage included:
 - *USA Today*
 - CNN.com
 - DoctorOz.com
 - *Entertainment Tonight*
 - *Access Hollywood Live*
 - More.com
 - 48 regional print and broadcast hits, including WNBC-TV and *The Dallas Morning News*
- Total social media impressions: 41 million
- Total social media mentions: 4,089
- Social media influencers who posted about The Medicine Abuse Project included:
 - Dr. Oz
 - Larry King
 - LIVESTRONG
 - Maria Shriver
 - The Justine Department
 - Andrew Zimmern
- Results from the live installation at Grand Central Terminal:
 - Nearly 5,000 information cards distributed
 - Approximately 700 pledges signed on the day of the event
- More than 4,500 pledges signed at MedicineAbuseProject.org



APPENDIX III – SAMPLE WORK PLAN

Months	YEAR ONE											
	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	
Sample Project Work Plan & Schedule Updated Project Work Plan & Schedule (incorporates research findings)												
Research												
Quantitative												
Benchmark/Tracking Study												
Qualitative												
Exploratory												
Segmentation Study (mindsets and behaviors)												
Creative Concept Research												
Brand												
Research Report												
DRPT Brand Look/Feel/voice												
Messaging & Target Audiences												
Advertising												
Concepting												
Production												
Media												
Planning & Strategy												
Buying												
Running												
Website Development & Maintenance												
CMS Setup												
Site Metrics/Site Map												
HTML Shell/CSS Development												
Site Search												
User Registration System												
Home Page												
Basic Page Template												
News and Articles												
Glossary of Terms												
Tips												
Resources												
508 Compliance												
eNewsletter Signup												
eNewsletter Generator												
Social Media Energy Blog												
Interactive Facility Maps												
Coordination with Other Informational Activities												
Strategy/development and planning												
Research and identify existing partnerships												



APPENDIX III – SAMPLE WORK PLAN

Months	YEAR ONE											
	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	
Research and identify potential partners												
Develop partnership criteria and programs												
Recruit & implement partnerships												
Review/refine partnership criteria and programs												
Review/evaluate existing partnerships												
Monitor effectiveness and messaging												
Information Materials												
Identify existing information and materials needed												
Tailor information currently available												
Develop/produce informational materials (incl. translations)												
Share information with strategic partners												
Maintain inventories of materials												
Media/Public Relations/Grassroots Outreach/Education												
Media Relations Tools												
Social, multimedia newsroom (develop/updates/maintenance)												
Media Meet-ups & Editorial Board Meetings												
Media & Influencer Relations												
Op-eds/Letters to Editors (opportunistic post launch)												
Matte Releases												
PSA & Added Value Tactics (See "Media Running" Above)												
Media Relations Programs/Elements												
Campaign Launch												
Elviate Existing Programs/Campaigns (also TBD by fixed dates)												
Strategic Partnerships & Grassroots												
Everyday Opportunities												
Seasonal Opportunities												
Research/Surveys/Trends												
Public Relations Programs/Elements												
Research and identify appropriate regional events/activities												
Develop interactive exhibit/booth												
Exhibit at cultural festivals, fairs, other events												
Revisions/adjustments to venues and exhibits												



APPENDIX III – SAMPLE WORK PLAN

Months	YEAR ONE											
	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	
Grassroots Outreach Programs/Elements												
Strategy development/planning												
Development of strategic partnerships												
Focus on targeted audiences												
Focus on low-income communities												
Focus on non-English speaking communities												
Focus on hearing-impaired												
Focus on visually impaired												
Education Programs/Elements												
Outreach to statewide agencies and organizations												
Develop informational materials												
Future Consumer Education and Outreach Plan												
Review benchmarking research												
Develop plan for year 2 and 3												

**Below Is Required Information That Was Missing from
Proposal But Submitted Prior To Evaluation**



COMMONWEALTH of VIRGINIA

Thelma D. Drake
Director

DEPARTMENT OF RAIL AND PUBLIC TRANSPORTATION
600 EAST MAIN STREET, SUITE 2102
RICHMOND, VA 23219

(804) 786-4440
FAX (804) 225 3752
VIRGINIA RELAY CENTER
1-800-828-1120 (TDD)

May 8, 2013

ADDENDUM NO. 1 TO ALL OFFERORS:

Reference – Request for Proposals: 505-13-RR0002
 Commodity: 91522 – Communications Marketing Services
 91826 - Communications – Public Relations Consulting
 91876 – Marketing Consulting
 96153 – Marketing Services (Incl. Distribution, Research, Sales Promotions, etc.)
 Dated: May 8, 2013
 For Delivery To: Department of Rail and Public Transportation, Agencies/Facilities within the Transportation Secretariat
 Proposal Due: May 20, 2013
 Pre-proposal Conference: May 6, 2013

Clarification Questions

See attached responses to all questions received on or before May 6, 2013.

All other information will remain the same.

Note: A signed acknowledgment of this addendum must be received at the location indicated on the RFP either prior to the proposal due date and hour or attached to your proposal. Signature on this addendum does not substitute for your signature on the original proposal document. The original proposal document must be signed.

Regards,

Ashley Nusbaum
Contract Officer
Phone: 804-786-2890

CRT/tanaka, LLC

Name of Firm

Michael D. Whitlaw
Signature/Title

June 3, 2013

Date

Attachment

May 8, 2013

RFP 505-13-RR0002 General Communications and Marketing Consultant Services

Clarification Responses

1. Do Offerors need to register or sign-up for the pre-proposal conference? **Answer:** No.
2. Is the solicitation set-aside for small businesses? **Answer:** No
3. Do Offerors need to be registered with the State Corporation Commission to be considered for the contract? **Answer:** Yes. Refer to Special Term 20 on page 27 of the RFP.
4. Page 33, Attachment D, requests very detailed hourly information on our staff and we are concerned that this information will be publicly available via FOIA. Can you provide assurance that the information on Attachment D (except for the role and total fixed rate) will not be disclosed? **Answer:** The Offeror is responsible for redacting proprietary information as stated on page 9 of the RFP.
5. Is this a new contract? If not, who is the incumbent? **Answer:** This is a new contract. There is no incumbent.
6. In the Statement of Needs, you outline services that you are seeking in items A-G. Can Offerors select from the list of services and submit just for the areas of expertise that they offer or are you seeking a firm that can provide all services listed under A-G? **Answer:** We are looking for an Offeror that can provide all services listed in A-G. The Offeror needs to show the ability to provide the services listed in A-G and may offer Sub-contractors in order to meet the requirements.
7. Do you allow for or pay commissions on advertising? **Answer:** No.
8. Are there incumbents? **Answer:** There are no incumbents.
9. The scope is large much like an IDIQ. Are you looking for a price quote with the proposal? **Answer:** Price requirements are located on page 12 under Tab 5 of the RFP.
10. Is there preference where the work is located? **Answer:** No.
11. Are you requiring a lot of transportation marketing experience or are you looking for a firm with experience building awareness? **Answer:** Transportation marketing experience is not required.
12. If you do not have transportation marketing experience, will you be precluded from advancing in the evaluation process? **Answer:** No.

13. Will you be issuing a multi-vendor contract? **Answer:** It is our intent to award to multiple vendors.
14. The portion of the DRPT website that is devoted to Telework VA is down. Will it be up during the proposal development process? **Answer:** It is possible as it is under construction now.
15. What percentage of the work is required to be SWAM certified? **Answer:** 15%.
16. Is there reciprocity with DMBE? **Answer:** No.
17. Is there a limit on multiple awards? **Answer:** No.
18. When will the first Task Order be placed? **Answer:** It is our intent to issue a Task Order shortly after the contract is executed.
19. How long has DRPT used the DRPT logo and tag line? **Answer:** 2007.
20. Do you pay up front for media buys? **Answer:** No; however, we can pay in less than 30 days if necessary.
21. Are the website updates content and creative only or do they include technical capabilities? **Answer:** There is the possibility for both. Potential websites include Amtrak VA, DRPT, Telework VA, and Try Transit.
22. Will the Task Orders be Time and Materials or Firm Fixed Price? **Answer:** They can be Time and Materials or Firm Fixed Price. Each Task Order will be evaluated on a case by case basis.
23. Will Offerors that are awarded the contract be competing for Task Orders? **Answer:** Yes, there is the potential for competition.
24. Is there a minimum amount for a Task Order when Offerors will not compete? **Answer:** Yes, at the agency's discretion.
25. Is the contract value \$5 million over 3 years or 3 + 2 years? **Answer:** It is 3 + 2 years. This is an estimate. No volume of business is guaranteed.
26. Does the price schedule that you are asking for include sub-contractors? **Answer:** Yes.
27. Do you want samples of work submitted with the RFP? And are DVD's okay? **Answer:** The proposal is limited to 100 pages.

28. How do Grantees utilize the contract? Will they issue Task Orders against it? **Answer:** Grantees will be able to issue Task Orders to Offerors on the contract without going through DPRT. Offerors will have to report quarterly activity to DRPT using Attachment G.
29. Can an Offeror respond as a Prime and a Sub-contractor on another proposal? **Answer:** Yes.
30. What are the top 3-4 markets in Virginia? **Answer:** Task Orders will define the market. For the purpose of this proposal, the market is the Commonwealth of Virginia.
31. Is the Virginia State Corporation Commission registration required? **Answer:** Yes, the SCC form must be included in the proposal.
32. In addition to event planning, will there be a need to staff events? **Answer:** It is possible and would be included in the Task Order if necessary.
33. On Page 8.F, there is a reference to GIS mapping. Please describe this requirement. **Answer:** DRPT updates its rail maps on a regular basis. GIS more accurately represents the updates.
34. Are you seeking the SCC form for just the Prime or for Sub-Contractors too? **Answer:** Yes for the Prime Offeror, and no for the Sub-Contractor. See *Code of Virginia*, § 2.2-4311.2.
35. Is there an advantage for a Grantee to use this contract? **Answer:** Yes, because the initial procurement will be completed by the state.
36. Regarding pricing on Page 12, VDOT has issued exceptions to Cost Plus contracts in the past. Would DRPT be open to exceptions? **Answer:** Pursuant to the *Code of Virginia* §2.2-4331, rates cannot be based on cost plus a percentage of cost.
37. Do you have an idea of what you want? **Answer:** The RFP describes the requirements.
38. Who is doing advertising now for DRPT? **Answer:** DRPT is working with Pulsar Advertising through another entity's contract.
39. Is funding subject to General Assembly appropriation? **Answer:** Yes.
40. Are you seeking a plan and methodology for each section (A-G) or an overall plan and methodology of how our firm would conduct the work? **Answer:** We are seeking an overall plan and methodology for how your firm would respond to the various Task Orders that may result from the Communications and Marketing contract.

41. Would we be updating or creating graphics from scratch? **Answer:** There is potential for both.
42. There is mention of a need for Public Meeting Support. Does this overlap with other existing contracts? **Answer:** Yes, Public Meeting Support could overlap with other existing contracts that provide similar services.
43. On Page 7.C, the reference to research is vague and open. What types of research has been conducted in the past and what types are you anticipating? **Answer:** The research needed is intentionally general at this point in time. The comparison of trains is one potential example of research that may be needed.
44. What are the goals that you are trying to achieve? **Answer:** The Task Orders will determine goals and objectives.
45. Please describe the process of “negotiating with selected Offerors”. What is considered? **Answer:** A short list of Offerors may be selected based on the RFP responses. Then, DRPT will contact such Offerors to negotiate the contracts.
46. Would DRPT pay directly to the media? **Answer:** No.
47. In Price Schedule Attachment D for services, are you looking for set prices? **Answer:** Yes. See the instructions for Tab 5 on page 12 of the RFP.
48. If we are a DMBE certified Prime, do we receive the full 20 evaluation points? Can we leave out a Sub-Contractor plan? **Answer:** Yes, DMBE small certified Primes will receive the full 20 points. All Offerors must turn in Attachment C. DMBE small certified Primes must fill out Section A of Attachment C.
49. When will you post the answers to these questions? **Answer:** We should post these by the close of business on May 7, 2013.
50. On reports regarding content development, will DRPT provide content or will the contractor create content from scratch? **Answer:** There is potential for both.
51. Will attendees be posted tomorrow? **Answer:** Yes, we should post these by the end of business on May 7, 2013.
52. Will attendees receive an email showing where and when the addenda and attendee list are posted? **Answer:** It will be posted to the DRPT website and to eVA. The addenda need to be signed and included with your proposal.
53. Are addenda included in the 100 page requirement? **Answer:** No, not at this time.
54. Is there a cut off for emailed questions? **Answer:** Yes, May 13, 2013.

55. Is there a possibility the proposal deadline will be extended? **Answer:** No, not at this time.
56. Will you issue 1 or more addenda? **Answer:** We should issue one on May 7, 2013 that includes questions through this pre-proposal conference. Then, we will issue additional addenda for emailed questions that we receive between the end of this pre-proposal conference and May 13th.
57. Are you looking for one vendor to cover everything you have listed in the RFP? The RFP covers a wide range of services so I was wondering what the main goal was. **Answer:** The intent is to award contracts to Offerors that can provide the services listed. Offerors are encouraged to work with Sub-contractors on services that Prime Offerors cannot fulfill.



TAB 5 – STAFFING AND PRICING PLAN

Offerors shall identify all staff positions by person and actual hourly rates (base rate, overhead and profit listed separately along with the total rate) in Attachment D—Price Schedule for the seven potential services described in the Statement of Needs, and listed pursuant to Tab 2 to be fully loaded with all direct salaries and general overhead. Rates cannot be based on a cost plus percentage of cost per §2.2-4331, Code of Virginia. Final pricing/rates will be addressed in the negotiation phase. Transportation costs, travel, and per diem rates must not be included in determining the fixed billable hourly rates. Proposals must provide for a diversity of team members and hourly rates, given the varied nature of the potential work assignments under this contract.

Labor Category & Name	Direct Actual Hourly Rate	Overhead Rate	Profit	Total Fixed Rate
				85
Support Staff				
				115
Account Coordinator				
				115
Assistant Account Executive				
				140
Account Executive				
				160
Senior Account Executive				
				160
Graphic Designer/Art Director				
				175
Senior Graphic Designer				
				195
Junior Web Developer				
				210
Senior Web Developer				
				160
Production Manager				
				180
Account Supervisor				
				195
Associate Vice President				
				210
Vice President				
				210
Vice President-Creative				
				235
Senior Vice President				
				260
Executive Vice President				
				290
President				
				315
Chairman/CEO				
				340
Chief Creative Officer				



COMMONWEALTH of VIRGINIA

Thelma D. Drake
Director

DEPARTMENT OF RAIL AND PUBLIC TRANSPORTATION
600 EAST MAIN STREET, SUITE 2102
RICHMOND, VA 23219

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VIRGINIA RELAY CENTER
1-800-828-1120 (TDD)

July 18, 2013

Mr. Michael Whitlow
CRT/tanaka, LLC
101 West Commerce Road
Richmond, Virginia 23224

Dear Mr. Whitlow:

Please find outlined below a summary of the contract terms negotiated between the Department of Rail and Public Transportation (DRPT) and CRT/tanaka for RFP 505-13-RR0002 Contract for General Communications and Marketing Consultant Services.

- No work will begin on a task order until a purchase order has been issued through eVA. The issuance date of the eVA purchase order will serve as the Notice To Proceed.
- Invoices will be submitted no more frequently than once a month and within 90 calendar days from the date an expense has occurred.
- Invoices for task orders issued will be submitted within 90 days of the end date of the task order. After 90 days, task orders will be closed.
- Purchase Order Deobligation and Closing Forms will be signed and returned to DRPT within seven business days after receipt from a DRPT Program Manager.
- Weekly email status updates on all DRPT task orders will be sent to the assigned Program Manager.
- Annex 3-J Certification of Compliance with Prohibition of Political Contributions and Gifts During the Procurement Process was signed and returned to DRPT.
- An updated pricing schedule was submitted lowering the overhead and profit percentages for CRT/tanaka listed in the proposal. CRT/tanaka agreed to lock in the rates without rate increases for the first two years of the contract.
- If requested, CRT/tanaka will staff certain special events with interns / lower level staff for tasks that may include disbursing marketing materials. CRT/tanaka will

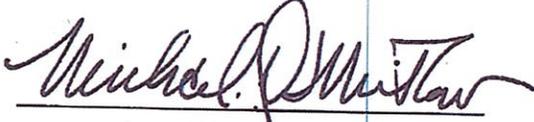
The Smartest Distance Between Two Points
www.drpt.virginia.gov

invoice DRPT a total fixed hourly rate under \$50 for these services as agreed upon on a case by case basis in the task order.

- Throughout the term of this Contract, if CRT/tanaka offers any of the services available under this Contract at a lower price, or offers more services for the same price to a State agency or higher education institution in Virginia, CRT/tanaka agrees to make the same offer available to DRPT for this Contract. Accordingly, within 10 days, CRT/tanaka shall notify DRPT of the offer, and if DRPT, at its sole option, wishes to accept it, the parties will amend this Contract to reflect the accepted offer.

Please acknowledge acceptance by CRT/tanaka of the negotiated terms by signing below and returning to Ashley Nusbaum at ashley.nusbaum@drpt.virginia.gov. Should you have any questions, please contact me at the email address above or call 804-786-2890

CRT/TANAKA



Signature

Michael D. Whitlow

Printed Name

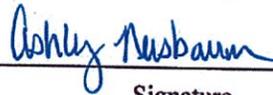
Executive Vice President

Title

July 19, 2013

Date

**DEPARTMENT OF RAIL AND
PUBLIC TRANSPORTATION**



Signature

Ashley Nusbaum
Financial Compliance and
Procurement Analyst

7/19/13

Date

Annex 3-J
**CERTIFICATION OF COMPLIANCE
WITH PROHIBITION OF POLITICAL CONTRIBUTIONS AND GIFTS DURING THE
PROCUREMENT PROCESS**

For contracts with a stated or expected value of \$5 million or more except those awarded as the result of competitive sealed bidding

I, Michael D. Whitlow, a representative of CRT/Hanaka, LLC,
Please Print Name Name of Offeror

am submitting a proposal to the Department of Rail and Public Transportation in response to 505-13-RR0002 - Contract for General Marketing and Communications Consultant Services, a solicitation where stated or expected contract value is \$5 million or more which is being solicited by a method of procurement other than competitive sealed bidding as defined in § 2.2-4301 of the *Code of Virginia*.

I hereby certify the following statements to be true with respect to the provisions of §2.2-4376.1 of the *Code of Virginia*. I further state that I have the authority to make the following representation on behalf of myself and the business entity:

1. The offeror shall not knowingly provide a contribution, gift, or other item with a value greater than \$50 or make an express or implied promise to make such a contribution or gift to the Governor, his political action committee, or the Governor's Secretaries, if the Secretary is responsible to the Governor for an agency with jurisdiction over the matters at issue, during the period between the submission of the proposal and the award of the contract.
2. No individual who is an officer or director of the offeror, shall knowingly provide a contribution, gift, or other item with a value greater than \$50 or make an express or implied promise to make such a contribution or gift to the Governor, his political action committee, or the Governor's Secretaries, if the Secretary is responsible to the Governor for an agency with jurisdiction over the matters at issue, during the period between the submission of the proposal and the award of the contract.
3. I understand that any person who violates § 2.2-4376.1 of the *Code of Virginia* shall be subject to a civil penalty of \$500 or up to two times the amount of the contribution or gift, whichever is greater.

Michael D. Whitlow
Signature

Executive Vice President
Title

July 3, 2013
Date

CRT/Tanaka	DRPT Proposed				Overhead % Profit %	GSA
	Actual	Overhead	Profit	Fixed		
Support Staff				80.90		
Support Staff				80.90		
Account Coordinator				46.36		
Account Coordinator				46.36		
Assistant Account Executive				90.30		
Assistant Account Executive				90.30		
Assistant Account Executive				90.30		
Account Executive				125.52		
Senior Account Executive				147.47		
Graphic Design/Art Director				142.68		
Graphic Design/Art Director				142.68		
Graphic Design/Art Director				142.68		
Senior Graphic Designer				149.81		
Media Design				184.67		
Senior Media Designer				203.13		
Junior Web Developer				176.17		
Senior Web Developer				210.66		
Production Manager				156.06		
Account Supervisor				170.55		
Director Social Media				190.00		
Associate Vice President				184.60		
Associate Vice President				184.60		
Associate Vice President				184.60		
Vice President				243.93		
Vice President - Creative				227.18		
Senior Vice President				295.43		
Executive Vice President				318.75		
Executive Vice President				318.75		
President				354.45		
Chairman/CEO				415.05		
Chief Creative Officer				410.26		