

THE TEXAS LOTTERY HAS A BIGGER STORY TO TELL

HERE'S HOW WE PLAN TO DO IT



Response to: RFP 362-18-0002
December 5, 2017 | Advertising Services

theatkinsgroup

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Letter of Transmittal

December 5, 2017

Texas Lottery Commission
 Attention: Angela Zgabay-Zgarba
 Contracts & Procurement Manager
 P.O. Box 16630
 Austin, TX 78761-6630
 RE: Proposal Submitted for RFP No. 362-18-0002

Ms. Zgabay-Zgarba:

Thank you for the opportunity to present our capabilities, experience, creative approach and commitment to provide the services outlined in the RFP for the Texas Lottery Commission (TLC). We are confident you will find our response is the best-value solution for TLC's goals and objectives in procuring the services of a full-service marketing and advertising agency to effectively promote TLC products, and its mission, across the state of Texas.

More specifically, we call attention to the following elements of our team, and our proposal, as a best-value approach:

TEAM TAG FEATURE	TLC BENEFIT
All-Texas Team of Prime and Select Subcontractors	Knowledge, Experience, and Proven success activating and retaining consumers across the full spectrum of TLC's target audience.
Team Diversity: In-depth understanding of Texas as a minority-majority state	TLC benefits from multicultural subject matter expertise, proven successful in understanding and reaching target demographics across the state of Texas.
Significant experience with publicly funded marketing and advertising engagements	Understanding of sensitivity, stringent requirements and the critical need for transparency, accurate reporting, integrity, and honesty in administering taxpayer-funded programs.
Unique, singular experience and proven success in the travel and tourism industry – especially across the state of Texas	Opportunities for cooperative partnerships, cross-promotional campaigns and experiential events – immediate expansion of increased exposure of the TLC brand, products, and mission.
Award-winning Creative	TLC's future success is largely dependant upon reinvigorating and renewing its brand through a comprehensive, effective, and captivating creative approach.

We are Atkins International LLC, doing business as The Atkins Group. With offices in San Antonio and Dallas, our principal place of business and physical address is: 501 Soledad, San Antonio, TX 78205. We are incorporated as a limited liability company in Bexar County in the State of Texas. The following contact is your primary contact for this response:

Ryan Thompson, Partner / VP Growth
Phone: +1 (214) 960-2974
Fax: +1 (214) 382-2653
Email: ryan@theatkinsgroup.com

We agree to your terms put forth in Part 3 of RFP without exception, and this response is valid for 180 days of the RFP submission date.

As President and an Officer of The Atkins Group, I attest that I am legally authorized to sign and bind our organization to the terms and response of this RFP.

Thank you.



Steve Atkins
President
The Atkins Group

Advertising Services / Texas Lottery Commission

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PURCHASING & CONTRACTS

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Executive Summary

Thank you for the opportunity to participate in your agency review process. Within the following pages, The Atkins Group (TAG) describes our firm and our best-in-class partner team, our unprecedented record of success for a half century marketing and advertising here in Texas and across the U.S. (and abroad), our understanding of the State of Texas and the Texas Lottery Commission's requirements, your goals and objectives, and the mission to enhance the brand, to expose it and endear it to a wider audience and more diverse demographic – and, most importantly, to uphold the values and integrity that are so critical to this program.

To that end, we present a comprehensive strategic marketing plan and innovative solutions to meet your unique challenges and opportunities, along with a staffing plan and the qualifications of our individual key personnel on this account team, as well as our approach to working within your budget to bring clear, measurable results across the full spectrum of this program.

Along with our expertise, our unique qualifications and capabilities, and innovative solutions from our award-winning creative team, you will see we also have extensive experience working in the public sector, and within public budget and funding cycles. This is critical for any firm's true capacity to perform to TLC expectations. We understand the challenges of being in the public eye and embrace the role of advocacy to drive change. We are accustomed to the environment of public funding and the need for clear and actionable performance metrics, consistent positive return on investment, and how transparency is key to effectively work with all key stakeholders and partners to drive program success.

Within these pages, you'll find that we will provide services and deliverables that meet all the requirements of your RFP.

Capacity to Carry Out Plans

The Atkins Group is debt-free and maintains a cash reserve of over \$900,000 accessible within 24 hours. In addition to our internal accounting team, we maintain two levels of outside consultation for financial matters.

We are lead by six partners, each represent one or more disciplines within the agency. This structure combined with staff approaching 50 people allows us to scale quickly through the distribution of responsibility among the partners. Our teams are cross trained and adaptive to ensure continuity of services even in the event of unforeseen changes.

We are, in short, fully capable from a resources perspective – financial, infrastructure, and through our extended team – to execute on the full lifecycle of this robust program, and we are fully scalable to meet changing needs and requirements if and when they arise.

Why Us?

The Atkins Group brings to TLC a unique opportunity – to contract with an all-Texas team that has been marketing products and locations across Texas to Texans, for over a half century. Our niche in the travel and tourism market brings TLC a wide range of value-added benefits. There are other firms with large scale retail product marketing experience. There are other firms with award winning creative and other capabilities for leveraging technology to produce actionable data on consumer behaviors, trends, and choices. Any firm worth your time is going to have experience in a range of brand activation, experiential marketing, and a few will showcase a track record of producing high ROI on programs. Fewer still will be able to showcase real-world experience operating within the public sector.

But only The Atkins Group brings you all of these value-added features while proving we can do it right here at home, in our home, in this great state. Our approach is innovative, and it will endear the Texas Lottery in the hearts and minds of all Texans. TLC should be widely known as the premier state lottery and charitable bingo organization in the country, and it is our intent to make that happen. Our team brings a proven track record of building cooperative partnerships around the globe and domestically to further grow our channels and activate new gamers for the TLC products, while generating brand loyalty and a deep respect and affinity for the charitable work TLC does across the state.

We also have decades of in-depth experience working successfully in the public sector, with public funds, and are accustomed to those

requirements. We have an approach here built on innovative and cost-effective campaigns, with inventive and original creative that has storytelling at its core, and we are ready to execute on Day 1.

But that's not all! We acknowledge, embrace, and agree with your emphasis on the importance of understanding Texas as a minority-majority state, and we have built a team around this unique requirement. We live this reality every day – all of our resources, time, and energy are spent staying abreast of what makes Texans tick – knowing and understanding how to better reach this state's rapidly evolving and changing demographic. And we have built a team that is, quite simply, unequalled in its proven success operating in this environment. We will take the Texas Lottery brand into its next evolution, and we'll do so through a program strategy that has a multicultural, multilingual approach at its core. No other firm is as prepared as we are to execute such a strategy, and we are thrilled for the opportunity.

Sections 1, 2, & 3 Acceptance

Per the instructions of our RFP Requirements, we understand, acknowledge and will comply with all requirements of these sections, without exception.

1.7 Proposals Subject to the Texas Public Information Act

1.7.1 The Texas Lottery is subject to the Texas Public Information Act (Act) (TEX. GOV'T CODE ANN., ch. 552). Proposals submitted to the Texas Lottery in response to this RFP are subject (in their entirety) to release by the Texas Lottery as public information. A Proposal, or specific parts thereof, may however, be shown by the Proposer to fall within one or more of the exceptions to disclosure provided in the Act, the State Lottery Act or other applicable law. Marking an entire Proposal as "confidential" or "copyrighted" is unacceptable. If a Proposer believes that parts of its Proposal are confidential under the Act, it should specify the confidential information by marking "Confidential" on each page or by each paragraph containing such information prior to submitting the Proposal to the Texas Lottery. In response to this Section, Proposers shall provide the Texas Lottery with specific and detailed reasons for each item marked "Confidential". Vague and general claims to confidentiality are not acceptable. This detail is necessary so that the Texas Lottery will have sufficient information to provide to the Attorney General of Texas, if a ruling regarding the confidentiality of such information is requested. Failure of a Proposer to respond to such notification may result in the release of all or part of the Proposal as public information. It is the Proposer's obligation to submit briefing to the Attorney General setting forth the basis upon which the requested information should remain confidential. The Attorney General may determine all or part of a Proposal to be public information even though parts of the Proposal were marked "Confidential" by the Proposer.

We acknowledge and understand the requirement for transparency. We have marked our references. tax returns and contract value response

content as confidential. We believe disclosing this information to competitors would give a competitive advantage in demonstrating our proprietary approach to how we structure business contracts and how we price as well as providing a direct connection to the client contacts who negotiated our contracts. Accordingly these areas have been marked confidential on a page by page basis.

4.1 Experience of Proposer

4.1.1 Each Proposer should state why it believes it has the required experience to provide the goods and services required under this RFP. Proposers must demonstrate an understanding of Texas as a minority-majority state as well as the ability to effectively reach and speak to all Texans (ages 18+).

Our History in Texas

Simply put, no other company has the breadth and depth of knowledge about this great state, and the great Texans that populate it. At The Atkins Group (TAG), we have lived and loved, traveled and promoted this unique state across the United States, and around the world, for over five decades. Our expertise is much more than simply "local knowledge." Yes, we have been successfully marketing and advertising to Texans / TLC's target group for nearly a half century. We know what makes Texans tick, because we've built an organization over our history that is logically and functionally aligned to do so. We market and advertise for our clients heavily across the state. We spend our resources and time staying abreast of Texans' spending and buying trends, and what strategies and tactics will prove most effective for activating brands and engineering brand loyalty in the hearts and minds of Texans. Why, and how we've accomplished this is important, and uniquely relevant for TLC.

Our roots are in travel & tourism marketing, and as you will see in the pages that follow, across our team we have created successful advertising campaigns for virtually every major travel destination / major metroplex in the state. Why is that important? To understand how to successfully brand and advertise for these locations, we have immersed ourselves in our state, we have built our research programs around Texas consumers, and we have spent the last half decade building creative campaigns to communicate our clients' stories to the same target audience and demographics of TLC.

We know what it means to be a minority-majority state, because we've lived here, marketed and advertised here as this state has evolved into one. We live here, we work here, we travel here, and furthermore, we spend all our time and research efforts on staying abreast of what reaches Texans most effectively, across all its diverse cultural demographic lines.

To that end, we have assembled an all-Texas team of the best and brightest with the most uniquely suited experience and resources to take the suite of TLC products into its next chapter. Our key personnel and support staff, our partner-subcontractors, our logical and functional alignment of the staff structure with TLC requirements, goals and objectives are all geared to meet all TLC advertising program requirements and exceed TLC expectations. We are confident you will feel the same.

Our Services & Capabilities

We've built our capabilities specifically for the clients we serve. Much more than your typical advertising agency, we focus on the full marketing and advertising lifecycle, starting with exhaustive research and creating target audience profiles that capture the important nuances of consumers that help us better reach, and connect with them in meaningful ways. As such, we have dedicated resources and have built a streamlined, cohesive approach to research centered around producing actionable intel and data on target demographics. This data directly informs the actions of our Experiences group, who focus on creating brand activations and experiential marketing programs. Our Growth team consults on business challenges and product development opportunities. And together, functioning as a synergistic and adaptive group, we bring our clients a wealth of consulting, marketing and technology experience and unique insights into target markets. The Texas Lottery Commission and its products represent, for us, an incredible opportunity to engage our entire team and produce for TLC a new and exciting brand, reaching and connecting with consumers in new ways to generate and sustain brand loyalty, and setting TLC on course for being the preeminent Lottery and Charitable Bingo organization in the country.



Accomplishments

Awards for our work are wonderful to receive, and we humbly take satisfaction when our hard work is recognized. We don't flaunt these, but we want to call attention here specifically to the fact that our award-winning work is centered primarily right here in Texas. Why is that important to note? Because with The Atkins Group and our Partners, TLC benefits from a firm with a proven track record of success reaching and connecting with your target audiences and consumers. Which means, furthermore, we are already well down the path of understanding these consumers. We've researched them, their behaviors and buying patterns, what is important to them and what kinds of creative activations truly engage them.

Here are just a few highlights of our team's prestigious awards.

AWARDS

We recently won a gold HSMAI Adrian Award for Visit Plano. The award recognizes Plano's first-ever, Guided Photo Walk, a digital and social media campaign, designed and implemented by The Atkins Group.



Additionally, with over 13 Addy Awards won in the past 2 years, The American Advertising Federation has recognized The Atkins Group for its creative excellence in the industry.

In March 2017, The Atkins Group brought home nine Addy's and the Best of Show Award for our work with South Padre Island CVB.

SPEAKING & THOUGHT LEADERSHIP

Our partners speak nationally at leading conferences on marketing and tourism topics over 15 times per year. Our partners also sit as directors on 11 boards, including two seats on TTIA, the Texas Travel Industry Association. Additionally, partner Ryan Thompson wrote the critically acclaimed book *Disruption: Destination Marketing in the Post-Advertising Age*, a book on modern marketing for business professionals.

CERTIFIED TOURISM AMBASSADOR PROGRAM

As a commitment to our continued studies and expertise in the travel, hospitality and entertainment category, the entire team underwent Certified Tourism Ambassador certification training. This means our team is nationally certified as tourism ambassadors which only furthers our inspiration on how to impact and create a truly positive visitor experience.

COOPERATIVE PARTNERSHIPS

TLC will certainly benefit from what TAG brings by way of potential cooperative partnerships. We have leveraged our five decades in Texas combined with our extensive influence through several travel industry board memberships to create many significant opportunities for our other clients to build and activate cooperative partnerships and cross-promotional campaigns to reach more, and new consumers. Our research indicates many consumers traveling within Texas to destinations (of which, we represent more than 20) are the same consumers who play the lottery, and we see significant opportunities for co-sponsorship of marketing campaigns and initiatives with TLC. There is, as we've mentioned, a synergistic relationship with the Texas travel industry and TLC's products and mission here in the state, and our team will help build these programs in collaboration with you. We are excited about the possibilities!

Our Team for Texas Lottery - Team TAG

The Atkins Group has assembled an international best-in-class partner team to fulfill the scope of services for the TLC's advertising program. The Atkins Group will serve as the prime contractor and we will subcontract key support to the organizations listed within this response.

The Atkins Group is an award-winning recognized leader in both the San Antonio area and across the State of Texas for B2C/Consumer marketing.



Our team's strongest capabilities not only distinguish us as the agency who understands Texas, we are functionally aligned in every way to TLC goals and objectives, and we bring enhanced capabilities across an even wider range of services to help take the TLC brand, and its suite of products, through to its next evolution.

In short,

- No one knows how to reach the Texas consumer better than us.
- No one knows the uniqueness of Texas better than us.
- No one combines this exclusive talent to accomplish TLC's goals and objectives better than us.

YOUR NEEDS	OUR CAPABILITIES & SERVICES
Strategic planning	Our brand strategy team, led by Steve Atkins, will continually guide strategic planning.
Audience targeting and insights	The TLC account team will be led by Atkins' most senior agency Partner skilled in multi-million dollar account management.
Marketing across all channels (including but not limited to print, TV, radio, digital, online and social media)	Atkins seamless full services combined with digital, and coop programs will create a comprehensive, fully integrated marketing program.
Research	Guided by TAG Account Services, we are partnered with Epiphany Research to create a proprietary and comprehensive targeted research program.
Creative & Design	The Atkins Group's award-winning Creative department will concept and produce game-changing creative that gets results.
Media planning, Media buying and evaluation	The Atkins Group Media department will strategize, plan, and manage an integrated cross-channel campaign, while leveraging our vast network and associated buying power to negotiate preferred rates.
Experiential	We brought a dynamic and proven experiential campaign firm onto the team to focus specifically on strong, effective activation through TLC events.
Production & Trafficking and scheduling	Atkins traffic department, led by two industry veterans, will ensure all production runs smoothly and predictably.
Financial Management and Oversight, Reporting & Tracking	The Atkins Group brings to TLC a mature, robust back office infrastructure, keenly aware of and accustomed to operating within the public sector, fulfilling the most stringent requirements for transparency. TLC can take solace in knowing they have a partner in maintaining their reputation for honesty and integrity.

4.1.2 Each Proposer shall provide descriptions for all engagements of comparable complexity and sensitivity to the requirements of this RFP that have been conducted within the past five (5) years. The descriptions shall be detailed and cover the contracts the Proposer and any subcontractors have had and all experience similar to this Contract, including but not limited to:

- A. Size of contract (including value).**
- B. Reason for contract termination/expiration, if contract is no longer in effect.**
- C. Types of services directly provided by the Proposer and whether the Proposer was the contractor or subcontractor.**
- D. Term and type of contract, including effective dates.**
- E. Any problems encountered.**

4.1.2 Response is Confidential & Proprietary

The descriptions of contracts we provide below represent a wide range of engagements across our team. Most notably, we call attention to the consistency and long-term relationships we've been successful in maintaining. Our clients continue to see value in our services and support, and continue to entrust us with finding the best ways to deliver their brands to Texas consumers and engineer brand loyalty across an ever-changing and ever-widening demographic in our state.

Perhaps the most emblematic of our current engagements is with Visit San Antonio (VSA). Our relationship with this prestigious organization goes back decades, from the early days of the founding of The Atkins Group over 50 years ago, and continues today. It is particularly important that VSA recently chose us for their agency of record, as San Antonio looks to evolve its brand and messaging around their Tri-Centennial celebration, and within the context of a city seeking a new brand for itself. It truly is an historic time for San Antonio, and an historic year, and it speaks volumes about our team's capabilities and understanding of not only modern San Antonio now, but also its rich cultural history, its context within the state Texas, its ever-widening diverse demographic, and what

it takes to capture all of this and communicate it to Texans as well as domestic and international travelers in compelling, inspiring advertising.

It is, in short, a unique challenge and an immense opportunity, and we see potential here for TLC as well. Visit San Antonio is just one of many cooperative partnership opportunities that Team TAG can bring. We mention it here as one of many excellent opportunities for increased exposure and reaching new audiences, in new ways, brought to TLC from our team.

In addition to the VSA work, in the pages that follow you'll see a long-standing, deep relationship with the City of Houston and the Houston Port Authority through our partnership with Gilbreath Communications. You'll see engagements with some of the largest employers in the state – and, notably, through the relationship with H-E-B Foods, an organization employing and marketing to a Latino demographic. You'll see we have brought LatinBrand onto our team, a leader in retail marketing and advertising to the Spanish-speaking population across Texas. You'll see our experiential event partner, CE Group, and how their clients' repeated success with events under the leadership of CE Group illustrates the type of activation TLC is looking for.

The most important thing you'll see? You'll see we know Texas, and we know Texans, because we spend literally all our time and energy on knowing how best to reach them.

The table below summarizes Team TAG members' relevant past performance / contracts, followed by more in-depth descriptions and data on each listed engagement.

CONTRACT NAME	COMPANY	SIZE (VALUE)	CONTRACT DATES
Visit San Antonio	The Atkins Group	\$9,500,000 (annually)	10/2017 - Present
South Padre Island	The Atkins Group	\$2,834,000 (annually)	2007 - Present
Visit Plano	The Atkins Group	\$725,000 (annually)	2011 - Present
Visit Huntington Beach	The Atkins Group	\$550,000 (annually)	2014 - Present
Valero Alamo Bowl	The Atkins Group	\$125,000 (annually, with significant pro bono offset)	1999 - Present
Texas Travel Industry Association (TTIA)	The Atkins Group	\$100,000 (annually, with significant pro bono offset)	2010 - Present
Visit the Woodlands	The Atkins Group	\$4,000,000	9/2014 - 9/2017
City of Houston - Office of Public Safety and Homeland Security / Preparedness	Gilbreath Communications, Inc	\$6,391,138	10/01/2007 - Present
Port of Houston Authority	Gilbreath Communications, Inc	~\$6,000,000 (Over 12 year period, average annual budget was \$488,486)	10/2002 - 01/2015
Houston-Galveston Area Council	Gilbreath Communications, Inc	~\$10,000,000 (Ave. budget per 3-year contract period was \$3,332,045)	2004 - 2014
Workforce Solutions	Gilbreath Communications, Inc.	~\$4,000,000 (Ave budget per 3-year contract period was \$1,348,168)	2000-2016
Shell Oil Company	Gilbreath Communications, Inc.	\$724,190,16	1994 - Present
Prairie View A&M University	Gilbreath Communications, Inc	\$514,753.66	2013 - Present
Corner Store Country Run	CE Group	\$3,298,600	08/2014 - Present
H-E-B 100th	CE Group	\$90,000	11/2014 - 7/2015
San Antonio Convention & Visitors Bureau City of Yellow Roses Tour	CE Group	\$100,000	01/01/2013 - 01/31/2013
ALDI, Inc	LatinBrand	\$750,000	2013 - Present
PepsiCo	LatinBrand	\$2,000,000	2012 - Present
TransNetwork	LatinBrand	\$3,000,000	2014 - Present
Bar-S Foods	LatinBrand	\$1,500,000	2015 - Present
White Wave Foods	LatinBrand	\$1,000,000	2012 - Present

4.1.2.1 Contract Descriptions

Company: The Atkins Group

CLIENT: VISIT SAN ANTONIO (VSA)

Size: \$9.5M Annually (5-Year Contract term Estimated @ \$47.5M)

Term & Duration: 10/1/2017 - Present

TYPES OF SERVICES PROVIDED:

Full Agency of Record including comprehensive brand development and implementation, market research, media planning and buying including print, radio, TV, out of home, newspaper, direct mail; targeted online advertising, including search engine marketing and pay per click, development of cooperative advertising programs, campaign development and production, implementation, reporting and evaluation; Spanish-language marketing material development; website and interactive design; application development; email marketing; social media integration and strategy; public relations outreach and crisis management; account stewardship; and strategic planning and budgeting.

ROLE OF AGENCY:

Prime

PROBLEMS & CHALLENGES:

Although this is a new contract, TAG has been involved with Visit San Antonio in various capacities since the 1970's. The challenge, and the exciting opportunity we face together with VSA currently, is to help San Antonio move into its next, modern identity as a premier Texas Travel Destination. Our role is to both capture the rich, deep cultural history of San Antonio, combined with the very modern, urban core momentum that is alive and well in the heart of the city and to transform the San Antonio brand into one of the most unique and inspiring cities in the U.S.

Company: The Atkins Group**CLIENT: SOUTH PADRE ISLAND CVB****Size: \$2,600,000 annually****Term & Duration: 10 years, active****TYPES OF SERVICES PROVIDED:**

Full Agency of Record including comprehensive brand development and implementation, market research, media planning and buying including print, radio, TV, out of home, newspaper, direct mail; targeted online advertising, including search engine marketing and pay per click, development of cooperative advertising programs, campaign development and production, implementation, reporting and evaluation; Spanish-language marketing material development; website and interactive design; application development; email marketing; social media integration and strategy; public relations outreach and crisis management; account stewardship; and strategic planning and budgeting.

ROLE OF AGENCY:

Prime

PROBLEMS & CHALLENGES:

Creating a distinctive brand was only part of the challenge with South Padre. The island itself is a large barrier reef way down at the tropical tip of Texas. Who knew Texas had an island? Not many people do, and that perception, combined with a stint of low occupancy-producing seasonal time periods, issues of violence in Mexico and weather-related low turnouts, the island was facing difficult economic times. Additionally, South Padre Island's location has always been challenging. It's at the very tip of Texas and the main airport is located about 40 minutes away. Car rental or taxi service is quite a cost addition to a traveler's trip.

We met those challenges head-on, and through a creative campaign aimed at those target travelers and families, we were able to deliver in a big way. The result? The campaign put South Padre back on the map with dozens of new reclaimed accolades like One of America's Most Beautiful Beaches, Best Beach in Texas, Top 10 Winter Beach escapes and Top 10 Best Beaches in the USA. Earned media didn't stop there with 12.6 million impressions in PR efforts alone. Website views surpassed many previous years with 3.2 million website sessions in our fiscal year. The highly targeted social campaigns we executed curated over 82 million impressions alone.

Today, the brand continues to grow in the digital space with new technological advances, content creation and marketing. Our ultra-targeted media plans remain successful year over year with a greater spend and more in-tune targeting and reporting implemented.

Company: The Atkins Group**CLIENT: VISIT PLANO****Size: Approximately \$725,000 annually****Term & Duration: 8 years, active****TYPES OF SERVICES PROVIDED:**

Full Agency of Record including comprehensive brand development and implementation; market research; media planning, buying and negotiations; targeted online advertising, including search engine marketing and pay per click; development of cooperative advertising programs; direct mail and collateral creative development; creative campaign development and production; implementation, reporting and evaluation; website and interactive design; event marketing; email marketing; social media integration and strategy; account stewardship; and strategic planning and budgeting.

ROLE OF AGENCY:

Prime

PROBLEMS & CHALLENGES:

As part of the social strategy developed for Visit Plano, we wanted to explore opportunities to create newer and richer visual content across our digital and social properties, and reimagine what our content could look like. The key for this richer content is it needed to be authentic to resonate with the social community, so we put ourselves to work to implement one of the first Photo Walks in Texas. But, funds were extremely limited for the assignment. Our budget for this project was \$5,000 turnkey. A challenge indeed. We handpicked and invited 6 regionally known bloggers, photographers and online travel influencers and Samsung's Image Blogger of the Year, Nan Palmero, to join us for a one day guided photo walk of our destination. A carefully thought out itinerary was developed so participants got to experience a little of everything that Plano has to offer, from nightlife to sports, to eating at several of Plano's 700 restaurants – all while

photographing each location and learning new photo skills. Nan used his photography expertise to guide the participants on photo composition, shooting angles, lighting, settings and more. Whether the participants shot with the latest camera, or just their smartphone, Nan was able to show them how to get the most out of their camera. This created diversity in the photographs, as each participant has a different point of view, equipment and goals for the walk.

The results? Well, the numbers speak for themselves. Our goal was to get 200 useable photos to use on the web and in social media. Not only did we reach this goal but we surpassed it by generating 500+. Then, by connecting with these blogger/photographers, we were able to gain involvement and build awareness within the blogger community through various posts and blog stories. Here are the results from our social channels and website traffic:

- Facebook: 55 new likes, 125,000 page impressions
- Twitter: 123 new followers, 75 mentions, 25 retweets, 195 link clicks

OVERALL STATS:

- 117 new posts for our hashtag
- 746 new photos
- 165% increase in web visitation

Company: The Atkins Group**CLIENT: VALERO ALAMO BOWL****Size: Approximately \$125,000 annually
(with significant pro-bono offset)****Term & Duration: 19 years, active****TYPES OF SERVICES PROVIDED:**

Comprehensive brand development and implementation; market research; media planning, buying and negotiations; search engine marketing; development of cooperative advertising programs; direct mail and collateral creative development; creative campaign development and production; implementation, reporting and evaluation; website and interactive design; mobile site development; event marketing; app development; email marketing; social media integration and strategy; account stewardship; and strategic planning and budgeting.

ROLE OF AGENCY:

Prime

PROBLEMS & CHALLENGES:

The Valero Alamo Bowl contract has been a glowing success for TAG and for our client. Over the 19 years (and still going!) that we have served as agency of record for the Alamo Bowl, we continue to see increased attendance, and incredible support around the San Antonio community. The overarching challenge with the Alamo Bowl, in the context of NCAA football events, is the Alamo Bowl is not considered a top-tier bowl, so our marketing and advertising efforts (and budget) has necessarily been focused on participating schools and fans, and targeted reach into the San Antonio community. Our creative campaigns have reached across cultural lines, we've gained participation and support (increased each year) from local businesses, and have developed innovative and inspiring cooperative advertising events with several co-sponsors for the event. We expect to continue our work with the Valero Alamo Bowl for many years to come!

Company: The Atkins Group**CLIENT: TEXAS TRAVEL INDUSTRY ASSOCIATION (TTIA)****Size: Approximately \$100,000 annually
(with significant pro-bono offset)****Term & Duration: 7 years, active****TYPES OF SERVICES PROVIDED:**

Comprehensive brand development and implementation; creative campaign development and production; collateral creative development; partnership/sponsorship development; strategic consultation; team involvement and key leadership within TTIA.

ROLE OF AGENCY:

Prime

PROBLEMS & CHALLENGES:

The Texas Travel Industry Association (TTIA) is the single official legislative and advocacy organization for tourism across the entire state of Texas. As the TTIA's agency of record for over seven (7) years now, we are directly involved in TTIA actions. Which is to say, we have and continue to work together with TTIA to heavily influence a wide range of legislative topics – the "Bathroom Bill," e.g., – as well as marketing to travel consumers across Texas. TTIA continues to entrust us with this critical role, and our collective success continues to benefit all parties. Most notably, we are doing the large majority of our work for TTIA pro bono. So, while this doesn't reflect a large dollar value contract, in terms of outcome-based efforts, this is arguably the most significant work we are doing for the state of Texas. TLC will benefit greatly from this unique opportunity to network with members of TTIA (note: our two top executives are TTIA Board Members) and open the doors for a wide range of co-sponsorships and cooperative marketing efforts for TLC and its suite of products.

Company: The Atkins Group**CLIENT: VISIT THE WOODLANDS - HOUSTON, TX****Size: Approximately \$1,000,000 annually****Term & Duration: 4 years, terminated 9/30/2017 through standard contract expiration****TYPES OF SERVICES PROVIDED:**

Comprehensive brand development and implementation; market research; media planning, buying and negotiations; search engine marketing; development of cooperative advertising programs; collateral creative development for meetings/conference market; creative campaign development and production; implementation, reporting and evaluation; website and interactive design; mobile site development; event marketing; app development; public relations; email marketing; social media integration and strategy; account stewardship; and strategic planning and budgeting.

ROLE OF AGENCY:

Prime

PROBLEMS & CHALLENGES:

As full Agency of Record for The Woodlands, Texas, The Atkins Group leads all campaign work activity on behalf of the destination. Our biggest current marketing challenge is one that's affecting many cities and households. The Woodlands is an upscale destination with a heavy emphasis of corporate travel from oil and gas companies headquartered there. With the downward turn in that industry, The Woodlands was challenged with diversifying their corporate traveler market and set out to achieve broader awareness as a meetings and group destination. The agency was tasked with extending the "Come Alive" brand campaign with messaging that would resonate with the meeting planner audience.

Through highly stylized creative and photography of real meetings and groups, we developed a set of meetings specific print ads, collateral

materials and online tools for the sales team to use to solicit and increase group sales leads. While the market remains tough for oil and gas corporate travel, The Woodlands is building more awareness with the group's market recently securing and hosting two new meetings with over 500 attendees each.

Company: The Atkins Group**CLIENT: VISIT HUNTINGTON BEACH (VHB)****Size: Approximately \$550,000 annually****Term & Duration: 3 years, active****TYPES OF SERVICES PROVIDED:**

Comprehensive brand development and implementation; market research; media planning, buying and negotiations; development of cooperative advertising programs; creative campaign development and production; implementation, reporting and evaluation; event marketing; advocacy; account stewardship; and strategic planning and budgeting.

ROLE OF AGENCY:

Prime

PROBLEMS & CHALLENGES:

In August 2015, The Atkins Group pursued, pitched and won the agency of record account for Visit Huntington Beach, the destination marketing organization for the original Surf City USA. The challenge: take the Surf City USA brand to the next level.

OVERALL ADVERTISING STRATEGY

Huntington Beach had experienced significant new product growth and room inventory targeting higher-end leisure visitors and meeting planners for overnight stay. With growth as a catalyst, they wanted to benchmark awareness of the destination and product offering, while testing current perceptions of the brand.

By November, we were in market with a Brand Benchmarking & Research Analysis, and by February, had completed both the quantitative and qualitative assessments.

We gained invaluable insights about our brand and were able to test evolved positioning statements that resonated with our target audiences. The research helped us determine that the vibe and the culture associated with the southern California beach lifestyle was critical to our marketing messages – for reaching leisure as well as business travellers. There was an overwhelming alignment to this particular brand positioning statement:



CREATIVE STRATEGY

Huntington Beach: endless summer, flawless weather, non-stop waves, perfect for surfing or just watching, surrounded by an active community of life enthusiasts. Luxurious? Absolutely, yet we're proud of our unhurried, laid back and welcoming culture. For those looking to find something totally unexpected, we're the hub and soul of SoCal – "Surf City USA".

We were so inspired and creatively charged from the research findings that the next phase of our implementation plan – making the brand come to life – flowed naturally. The challenge now was to develop a cohesive brand that embodied the Huntington Beach culture and lifestyle, drawing implications from the brand perception study and showing how the brand approach and messaging could work for various target audiences and seasonal time periods.

We needed to tell the Surf City USA story in emotionally connective, inspirational and compelling ways. And what we came up with was "The Soul of SoCal" advertising campaign. It was revealed at the 2016 Annual Meeting and was met with rave reviews.

Our full write up on our award-winning work with VHB is included in our case studies submittal in section 8 below.

4.1.3 The Proposer shall state whether or not any of the following have occurred during the last five (5) years:

- A. The Proposer has had a contract terminated, and if so, shall provide full details, including the other party's name, address and telephone number.**

We have not had a contract terminated in any manner in the last five years other than due to normal contract expiration.

- B. The Proposer has been assessed any penalties or liquidated damages under any existing or past contracts and if so, note the reason for and the amount of the penalty or liquidated damages for each incident.**

We have not been assessed any penalties or liquidated damages under existing or current contracts in the last five years.

- C. The Proposer was the subject of (i) any disciplinary action for substandard work and unethical practices or (ii) any order, judgment or decree of any federal or state authority barring, suspending or otherwise limiting the right of the Proposer to engage in any business, practice or activity.**

We have not been subject to any disciplinary action for any reason in the last five years.

- D. The Proposer has been involved in any litigation related to contract performance.**

We have not been involved in any litigation related to contract performance in the last five years.

4.2 Proposer References

4.2.1 The Atkins Group (TAG) References

Confidential and Proprietary

Confidentiality Claimed
§552.104/552.110

4.2.2 Gilbreath Communications References

Confidential and Proprietary

Confidentiality Claimed
§552.104/552.110

4.2.3 LatinBrand References

Confidential and Proprietary

Advertising Services / Texas Lottery Commission

4.2.4 Mediaology References

Confidential and Proprietary

4.2.5 The CE Group References

Confidential and Proprietary

Confidentiality Claimed
§552.104/552.110

4.2.6 Epiphany References

Confidential and Proprietary

Confidentiality Claimed
§552.104/552.110

4.3 Contact Person

The contact person for this proposal and/or the ensuing contract is:

Ryan Thompson

Partner, VP Growth - The Atkins Group

302 N. Market St, Suite 200

Dallas, TX 75202

+1 (214) 960-2974

ryan@theatkinsgroup.com

4.4 Conflict of Interest

4.4.1 The Proposer must disclose any actual, potential or perceived conflict of interest relative to the performance of the requirements of this RFP. The Proposer must disclose any personal or business relationship of (a) itself; (b) any of its principals, officers, directors, investors, owners, partners, and employees (collectively, Proposer Personnel); (c) any spouse, child, brother, sister, or parent residing as a member of the same household in the principal place of residence of any Proposer Personnel; (d) any affiliate; or (e) any Subcontractor with (1) any employee or representative of the Texas Lottery (including the Texas Lottery Executive Director and its commissioners) or (2) the Lottery's vendors with contracts over \$100,000. The list for all Texas Lottery contracts over \$100,000, including major and prime contracts, is regularly updated at the following website link:

[http://www.txlottery.org/export/sites/lottery/About_Us/Doing_Business_with_TLC/Contracts_Over_\\$100x000/](http://www.txlottery.org/export/sites/lottery/About_Us/Doing_Business_with_TLC/Contracts_Over_$100x000/).

Additionally, any such relationship that might be perceived or represented as a conflict must be disclosed. Failure to disclose any such relationship may be a cause for disqualification of a Proposal.

We have no disclosures related to conflict of interest for our organization or our subcontractors.

4.4.2 This is a continuing disclosure requirement. The Proposer shall disclose to the Texas Lottery in writing any actual, potential or perceived conflict of interest, relative to the performance of the requirements of this RFP, prior to Contract Award and for the Successful Proposer after Contract Award, at the time the conflict is identified. Failure to promptly notify the Texas Lottery may be a cause for rejecting the Proposal.

Should any conflicts of interest arise during the term of this RFP process or the term of a resulting contact, The Atkins Group and its subcontractors will notify Texas Lottery Commission in an expedient reasonable manner.

4.5 Financial Soundness

4.5.1 Each Proposer must provide evidence of financial responsibility and stability for performance of the Contract and must demonstrate the ability to finance the project described in its submission.

We submit for review, and as evidence of our financial responsibility and stability for performance of the contract, the financial data contained below.

4.5.2 Each Proposer shall provide evidence of financial responsibility and stability based on any and/or all of the following:

- 1. If the Proposer is the sole source of financial resources, the Proposer must submit financials showing the Proposer's ability to finance the project on its own with current resources;**

We have submitted with our bid all necessary financial data to comply with this requirement.

- 2. If the Proposer is the subsidiary of a parent corporation and the parent corporation is providing financial resources or assurance, the parent corporation must complete Attachment B, and the Proposer must submit financials for both the Proposer and the parent;**

Not applicable. We have submitted with our bid all necessary financial data to comply with Item 1 of this section.

- 3. If the Proposer is a joint venture or a group of affiliated companies, the Proposal must include financials for each member or affiliate of such joint venture or group, as applicable.**

Not applicable. We have submitted with our bid all necessary financial data to comply with Item 1 of this section.

If 1, 2 or 3 applies, then the Proposer shall submit the following documentation with its Proposal:

(a) Copies of audited financial statements and/or complete tax returns for each of the Proposer's (and its parent corporation, if applicable, or joint venture member or affiliate, if applicable) two (2) most recently ended fiscal years; and/or (b) If documentation under (a) is not available, the Proposer shall provide other proof of financial assurance.

We are complying with with item (a) by supplying complete tax returns for Atkins International LLC. dba The Atkins Group for fiscal years 2016 and 2015 as an attachment.

Tax Returns are Confidential and Proprietary

4. If the Proposer is relying on financial resources other than items 1 through 3 above, then the Proposer shall submit the following documentation with its Proposal:

(a) Other proof of financial assurance that is verified by a third party financial institution. Examples of such items are as follows:

i. Unaudited financial statements accompanied by a line of credit from a third party financial institution stating the credit amount and available balance.

ii. Unaudited financial statements accompanied by a bank statement provided by a third party financial institution confirming the Proposer's average bank balance for at least the previous six (6) months.

iii. Any other financial information Proposer would like to be considered.

Not applicable. We have complied with Item 1 above by supplying 2 years of complete tax returns.

4.5.3 If the information in Section 4.5.2 is not available at the time of submission, the Proposer shall provide other proof of financial responsibility acceptable to the Texas Lottery prior to the deadline for submission of Proposals.

Not applicable. We have complied with Item 1 above by supplying 2 years of complete tax returns.

4.5.4 The Texas Lottery reserves the right to require any additional information necessary to determine the financial responsibility and stability of the Proposer.

We agree and accept, and will provide any additional information necessary to validate our financial capacity to perform the services outlined in the contract.

4.5.5 The Proposal must include a certification that the Proposer will notify the Texas Lottery of a change in financial condition during the Contract term and any renewal thereof. If a Proposer experiences a substantial change in its financial condition prior to the award of the Contract, or if the Successful Proposer experiences a substantial change in its financial condition during the term of the Contract or any extension thereof, the Texas Lottery must be notified of the change in writing at the time the change occurs or is identified. Failure to notify the Texas Lottery of such substantial change in financial condition will be sufficient grounds for rejecting the Proposal or terminating the Contract. For the purposes of this section, examples of a substantial change in financial condition are events such as insolvency, bankruptcy or receivership.

We certify through this written statement that should a negative change in financial condition occur during the term of a contract with the Texas Lottery Commission or any renewal thereof, we will notify the TLC of said change in writing at the time of change.

4.6 Background Investigations

4.6.1 Vendor Background Investigation. Under TEX. GOV'T CODE ANN. § 466.103, the Executive Director of the Texas Lottery is prohibited from awarding a contract for goods or services related to lottery operations to a person or legal entity who would not qualify for a sales agent license under the requirements of § 466.155.

The Texas Lottery Commission may initiate investigations into the backgrounds of (a) any Apparent Successful Proposer; (b) any of the Apparent Successful Proposer's officers, directors, investors, owners, partners and other principals, as more particularly described in TEX. GOV'T CODE ANN. § 466.155 (collectively, Apparent Successful Proposer Principals); (c) any of the Apparent Successful Proposer's employees; (d) any of the Apparent Successful Proposer's Subcontractors, or the Subcontractors' officers, directors, investors, owners, partners, principals or employees (collectively, Subcontractor Personnel); or (e) any other associates of the Apparent Successful Proposer it deems appropriate. The Texas Lottery Commission may also request background information for a spouse, child, brother, sister or parent residing as a member of the same household in the principal place of residence of the Apparent Successful Proposer, any Apparent Successful Proposer Principals, or Apparent Successful Proposer employees described above. Such background investigations may include fingerprint identification by the Texas Department of Public Safety and the Federal Bureau of Investigation, and any other law enforcement agency.

The Apparent Successful Proposer shall be obligated to provide such information about any Apparent Successful Proposer Principals, Apparent Successful Proposer employees, and Subcontractor Personnel as the Texas Lottery may prescribe. The Apparent Successful Proposer also agrees that the Texas Lottery may conduct background investigations of such persons. The Texas Lottery may reject a Proposal and/or terminate the Contract based solely upon the Apparent Successful Proposer's failure to provide information to complete a background investigation or the results of these background investigations.

We will comply with any and all background investigation requirements.

4.6.2 Contractually Defined Vendor Principal(s) Background Investigation. The Texas Lottery may initiate background investigations on the Apparent Successful Proposer Principals who will be directly involved in selling or leasing the goods or performing the services that are the subject of this RFP or the Contract. This includes any oversight function performed by such individuals. For purposes of this section and the attachments, these individuals are called “contractually defined vendor principals.”

We understand and will comply with any and all background investigation requirements.

4.6.3 Vendor Employee Background Investigations. The Successful Proposer agrees that, during the term of the Contract and any extension thereof, it shall be obligated to provide such information about any principals, employees, and Subcontractor Personnel as the Texas Lottery may prescribe. The Successful Proposer also agrees that the Texas Lottery may conduct background investigations of such persons.

The Texas Lottery will conduct vendor employee background investigations on any of the Successful Proposer’s principals, employees, and Subcontractor Personnel who meet one or more of the following criteria:

- they perform services that may impact the security and integrity of the core gaming business as determined by the Texas Lottery;
- they provide audit, financial, legal, or compliance services;
- they provide goods and/or services that control or monitor access to lottery premises;
- they have unescorted access to TLC facilities; and/or
- they have direct access to TLC information systems.

We understand and will comply with any and all background investigation requirements.

4.6.4 Apparent Successful Proposer. If requested by the Texas Lottery, the Apparent Successful Proposer may be required to complete and return the following forms within ten (10) Working Days, or as otherwise directed by the Texas Lottery, after the written Announcement of the Apparent Successful Proposer is issued:

- A. Vendor Background Investigation Form (Attachment E).**
- B. Certified List of Vendor Principals Form (Attachment E-1).**
- C. Certified List of Contractually Defined Vendor Principals Form (Attachment E-2).**
- D. Consent to Background Investigation and Release of Personal Information Form (Attachment E-4).** A separate form shall be completed for each vendor principal included on Attachment E-2 Certified List of Contractually Defined Vendor Principals Form and each vendor/Subcontractor employee included on Attachment E-3 Vendor Employee Background Investigation List.
- E. Vendor Employee Background Investigation List (Attachment E-3).**

We understand and will comply with any and all background investigation requirements.

4.7 Disclosure of Interested Parties

4.7.1 Pursuant to Section 2252.908 of the TEX. GOV'T CODE ANN., a governmental entity or state agency may not enter into certain contracts with a business entity unless the business entity submits a disclosure of interested parties (Form 1295) to the governmental entity or state agency at the time the business entity submits the signed contract to the governmental entity or state agency. The Texas Ethics Commission has adopted rules requiring the business entity to file Form 1295 electronically with the Ethics Commission (See <https://www.ethics.state.tx.us/legal/ch46.html>).

We understand and will submit a completed Form 1295 with our signed contract submittal.

4.7.2 If requested by the Texas Lottery, the Apparent Successful Proposer may be required to complete and file the Form 1295 with the Ethics Commission after the written Announcement of the Apparent Successful Proposer is issued and prior to contract execution.

We understand and will comply.

5.0 Historically Underutilized Business (HUB) Participation

TAG has reviewed 34 TAC §§ 20.281 - 20.298, and specifically Rule 20.285, which addresses the specific requirements of Historically Underutilized Business subcontracting plans (HSPs). Our HUB plan complies with all requirements given here and in the RFP and is submitted for your review in an attachment.

6.0 Staffing Requirements

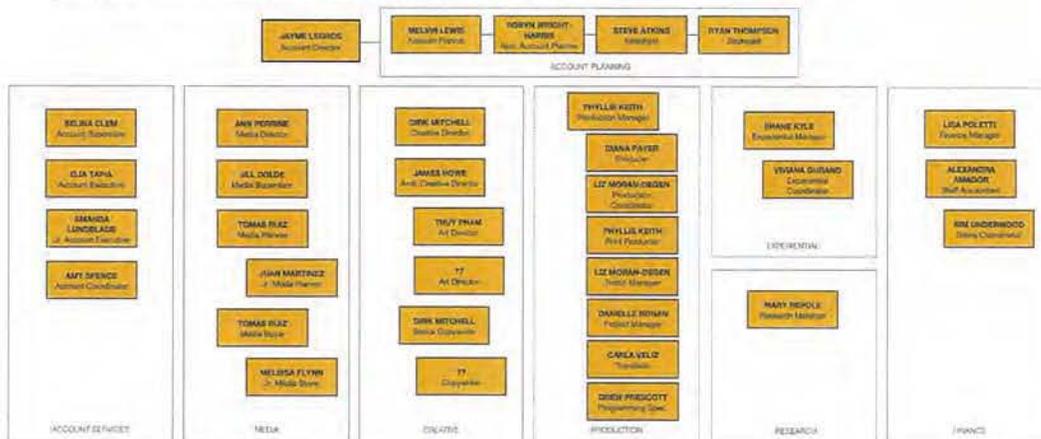
6.1 Ad Agency Staffing

6.1.1 It is crucial that the Successful Proposer and the team assigned to work on the Texas Lottery account demonstrate the experience and skills required to effectively reach and communicate with the diverse population of Texas including expertise marketing retail products across all advertising media and retail placement channels. Proposers shall provide detailed résumés for all personnel who will be assigned to the Texas Lottery account.

We have included resumes for each person in our staffing plan in section 6.3 below.

6.1.2 Proposers must provide an organizational chart which identifies all staff who will support the Texas Lottery account. The organizational chart should include the position titles (e.g., account service, media, creative, support staff, etc.), number of positions, and names of all personnel. The organizational chart should include corporate directors and/or officers who will provide direction or oversight to the Texas Lottery account.

The figure below shows our organizational chart which identifies all staff who will support the TLC account. We have included position titles (e.g., account service, media, creative, support staff, etc.), number of positions, and names of all personnel, as well as identification of our corporate/executive staff who will provide direction and oversight to the TLC account.



6.2 Agency Staff Structure

6.2.1 Proposers must submit an in-depth staffing plan, by department, for the Texas Lottery account. However, the Texas Lottery is not predisposed to any particular staffing model. Proposers are encouraged to propose staffing plans that offer the best value to the Texas Lottery, both in terms of account service and adequate staffing. If a different individual will not be assigned to each position, the Proposer must explain how service levels will be maintained and staffing needs met. This section identifies the staffing positions that have been previously used for the Texas Lottery account.

We acknowledge your historic staffing model and will follow it accordingly as we believe it is appropriate to staff this account.

6.2.2 Proposers must provide a list of personnel to be assigned to the Texas Lottery account and include resumes for all personnel, including name, title and job description. Lists and resumes provided by Proposers must include, at a minimum, information regarding length of time spent doing present duties or related duties; a description of duties; projects accomplished, including scope and name of customer's company; and relevant continuing professional education. If duties were performed for an employer other than the Proposer, the Proposal must indicate that employer's name.

The following sections provide further details of our staffing plan, broken out by department, for the TLC account. We are confident our proposed approach and structure offers the best value to TLC, both in terms of account service and adequate staffing. We are proposing an individual assigned to each position, but additionally, many of our team have years of requisite experience servicing our clients in a number of functional areas. Within individual departments, we cross-train and cross-utilize many of our team members to ensure we have 100% coverage across critical functional areas of our accounts. This approach ensures we maintain staffing and service levels even during surges in workloads and/or any unforeseen staffing vacancies / emergency staffing requirements.

6.2.3 Account Service Staffing

Proposers shall identify the key personnel who will provide direction or oversight to the Texas Lottery account, at a minimum, to include an Account Director. The Proposer must demonstrate that these individuals have the background and experience required to coordinate the Proposer's activities for the Texas Lottery account, including special projects and activities. The Account Director should have a minimum of five (5) years account service experience, the Account Supervisor should have a minimum of three (3) years account service experience, and Account Executives should have a minimum of one (1) year of experience. Account Service staff may include the following:

TITLE	NAME	RELEVANT EXPERIENCE (YEARS)
Account Director	Jayne LeGros	12
Account Supervisor	Selina Clem	6+
Account Executive	Elia Tapia	3+
Junior Account Executive	Amanda Lundblade	4+
Account Coordinator	Amy Spence	3+

6.2.4 Account Planning

Each Proposer must describe the staffing levels and functions of its account planning department, and identify the personnel, including the number of years of experience for each, who will be assigned to the Texas Lottery account. The Account Planner should have a minimum of three (3) years of relevant market analysis experience. Account Planning staff may include the following:

TITLE	NAME	RELEVANT EXPERIENCE (YEARS)
Account Planner	Melvin Lewis	25+
Assistant Account Planner	Robyn Wright-Harris	10+
Strategist, Brand	Steve Atkins	30+
Strategist, Marketing/Digital	Ryan Thompson	25+

6.2.5 Media Staffing

Each Proposer must describe the staffing levels and functions of its media department, and identify the personnel, including the number of years of experience for each, who will be assigned to the Texas Lottery account. The Media Director should have a minimum of five (5) years of relevant media experience and the Media Supervisor should have a minimum of three (3) years of relevant media experience. Media staff may include the following:

TITLE	NAME	RELEVANT EXPERIENCE (YEARS)
Media Director	Ann Perrine	30+
Media Supervisor	Jill Dolde	18+
Media Planner	Tomás Ruiz	10+
Junior Media Planner	Juan Martinez	10+
Media Buyer	Tomás Ruiz	10+
Junior Media Buyer	Melissa Flynn	6+

6.2.6 Creative Staffing

Each Proposer must describe the staffing levels and functions of its creative department, and identify the personnel, including the number of years of experience for each, who will be assigned to the Texas Lottery account. The Creative Director should have a minimum of five (5) years of relevant creative experience. Creative staff may include the following:

TITLE	NAME	RELEVANT EXPERIENCE (YEARS)
Creative Director	Dirk Mitchell	30+
Associate Creative Director	James Howe	30+
Art Director	Thuy Pham	10+
Copywriter	Dirk Mitchell	30+

6.2.7 Production Staffing

Each Proposer must describe the staffing levels and functions of its production department, and identify the personnel, including the number of years of experience for each, who will be assigned to the Texas Lottery account. Production staff may include the following:

TITLE	NAME	RELEVANT EXPERIENCE (YEARS)
Production Manager	Phyllis Keith	15+
Producer	Diana Payer	15+
Production Coordinator	Liz Moran-Degen	27
Print Producer	Phyllis Keith	15+
Traffic Manager	Liz Moran-Degen	27
Project Manager	Danielle Ronan	4
Translator	Carla Veliz	27
Programming Specialist	Drew Prescott	8

6.2.8 Experiential Event Staffing

Each Proposer must describe the staffing levels and functions of its experiential department, and identify the personnel, including the number of years of experience for each, who will be assigned to the Texas Lottery account. The Experiential Manager should have a minimum of three (3) years of relevant experiential event and marketing activation negotiation and deliverable management experience. Experiential staff may include the following:

TITLE	NAME	RELEVANT EXPERIENCE (YEARS)
Experiential Manager	Shane Kyle	9+
Experiential Coordinator	Viviana Durand	4+

6.2.9 Finance Staff

Each Proposer must describe the staffing levels and functions of its finance department, and identify the personnel, including the number of years of experience for each, who will be assigned to the Texas Lottery account. Finance staff may include the following:

TITLE	NAME	RELEVANT EXPERIENCE (YEARS)
Finance Manager	Lisa Poletti	25+
Staff Accountant	Alexandra Amador	4+
Billing Coordinator	Kim Underwood	14+

6.3 Agency Staff Positions

Proposers shall identify all staff who will fill the following positions. If the Proposer plans to subcontract for these services, hourly rates should be included in the cost proposal, Attachment H.

The following pages contain resumes for all personnel assigned to the TLC account, including name, title and job description. Resumes include information regarding length of time spent doing present duties or related duties; a description of duties; projects accomplished, including scope and name of customer's company; and relevant continuing professional education.

6.3.1 Account Services

NAME, TITLE	Jayme LeGros, Partner / Group Account Director (The Atkins Group)
LENGTH OF TIME IN PRESENT ROLE	12 Years
JOB DESCRIPTION / DUTIES	As Partner/Group Account Director, Jayme is responsible for: Oversight of all account service functions, client satisfaction, budget, scope and deliverable management. Jayme began her career in San Francisco working for a full service marketing and design firm on accounts like Hitachi Global Storage Technologies, Enterprise Events Group and Gap. After sharpening her marketing and account planning skills, she left San Fran for San Antonio and The Atkins Group. Luckily for us, she brought her positive attitude and exceptional understanding of the marketing cycle, which eventually landed her at the forefront of our Account Service team.
PROJECTS ACCOMPLISHED	During her 12 years at Atkins, Jayme developed a passion and talent for tourism and leads a number of those industry specific accounts. She is a member of TTLA's Communications Committee and takes any opportunity to hop on a plane and go! Account experience includes Visit Huntington Beach, Plano Convention & Visitors Bureau, South Padre Island Golf Club, Spurs Sports & Entertainment, South Padre Island Convention & Visitors Bureau, Posadas USA, Valley International Airport, Louie's Backyard, Sheraton South Padre Island Hotel and Condominiums, The Gates on Beaver Creek, South Padre Beach Resort, Laredo Convention & Visitors Bureau, SAS Shoes, La Posada Hotel & Suites, Radisson Hotels & Resorts, Jon Hart Design, CPS Energy and South Padre Island BikeFest.
RELEVANT CONTINUING PROFESSIONAL EDUCATION	Certified Tourism Ambassador - Texas
ADDITIONAL PROFESSIONAL HIGHLIGHTS	

NAME, TITLE	Selina Clem, Account Supervisor (The Atkins Group)
LENGTH OF TIME IN PRESENT ROLE	6+ Years
JOB DESCRIPTION / DUTIES	<p>As Account Supervisor, Selina is responsible for: Oversight of assigned account service functions, client satisfaction, budget, scope and deliverable management.</p> <p>Selina Clem currently serves as an Account Supervisor for healthcare industry and marketing clients at The Atkins Group, located in San Antonio, Texas. Selina has more than 15 years of agency experience, guiding and supporting clients to meet their business objectives through market research and assessment, strategic planning and program development. Her experience also includes working for both public sector and nonprofit clients.</p> <p>Specialties include healthcare marketing, service line marketing, marketing communications, client relations, organizational management, strategic plan development and execution, program development, promotional plan development, market research, brand management, marketing automated systems, budget management, and reporting/analytics.</p>
PROJECTS ACCOMPLISHED	<p>Selina serves as Event Chair and Committee Member for CHRISTUS LiveWell Women's Conference, the largest women's health and wellness event in Southeast Texas.</p> <p>Channels: Print, Television, Radio, Video, Digital, PPC, SEM, SEO, CRM and E-CRM.</p> <p>Account experience includes: American Cancer Society, CHRISTUS Health, CHRISTUS Santa Rosa Children's Hospital, CHRISTUS Santa Rosa Health System, CHRISTUS Southeast Texas Health System, CHRISTUS Health Gulf Coast, Health by Design, The San Antonio Orthopaedic Group, Touchstone Communities, Urology San Antonio, Brooks City-Base, CPS Energy, Lyle Larson for Congress, Purple Sage Ranch, San Antonio River Authority, San Antonio Sports Foundation, San Antonio Spurs and Texas State Aquarium.</p>
RELEVANT CONTINUING PROFESSIONAL EDUCATION	Certified Tourism Ambassador - Texas
ADDITIONAL PROFESSIONAL HIGHLIGHTS	

NAME, TITLE	Elia Tapia, Account Supervisor (LatinBrand)
LENGTH OF TIME IN PRESENT ROLE	3+ Years
JOB DESCRIPTION / DUTIES	<p>As Account Supervisor, Elia is responsible for: Oversight of assigned account service functions, client satisfaction, budget, scope and deliverable management.</p> <p>Elia has extensive experience in marketing, advertising, and PR fields. She is well known for her dynamic and outgoing personality. Her career focused on servicing blue-chip and public sector clients.</p> <p>Her skills include effective project management, use of project management tools, and the ability to understand client needs and formulate business solutions to create results.</p>
PROJECTS ACCOMPLISHED	<p>Elia has gained her clients' trust and has been able to grow in a competitive industry.</p> <p>Account experience includes: FUD, TransNetwork, Jim Beam, Lowe's, Major League of Baseball, J.M. Smucker Company, Mondelez International, Kraft Foods, Cargill, ConAgra, Hershey's, Aftermarket Auto Parts Alliance, PepsiCo, Frito Lay, Lucas World, Club America Soccer Academy.</p>
RELEVANT CONTINUING PROFESSIONAL EDUCATION	
ADDITIONAL PROFESSIONAL HIGHLIGHTS	

NAME, TITLE	Amanda Lundblade, Account Executive (The Atkins Group)
LENGTH OF TIME IN PRESENT ROLE	2+ Years
JOB DESCRIPTION / DUTIES	<p>As Account Executive, Amanda is responsible for: Oversight of assigned account service functions, client satisfaction, budget, scope and deliverable management.</p> <p>A seasoned account service professional, Amanda is not a "yes" person. She is a "why" person. Her approach to problem solving for clients is thorough, and she encourages questions to ensure deliverables are always grounded in strategy.</p> <p>Familiar with working across geographic boundaries, Amanda is a people-person who knows how to bring teammates together to achieve a common goal: success for agency clients. She values all opinions brought to the table, and her nearly ten years of experience serving as an account lead well-equips her to both collaborate with and lead multi-faceted creative teams.</p>
PROJECTS ACCOMPLISHED	<p>Prior to joining The Atkins Group, Amanda served as a member of the account service team for USAA at Campbell Ewald, a full-service advertising agency with locations in San Antonio, Detroit, Los Angeles and New York. Before her time at CE, she worked in the Dallas market at The Marketing Arm, a marketing and promotions agency specializing in entertainment, sports, cause, event, and digital marketing.</p> <p>Her time at both agencies well-prepared her to lead the frontline while overseeing projects, armed with an upbeat disposition that puts client, or anyone she meets, at ease.</p> <p>Account experience includes: Frito-Lay, USAA, Visit Plano, Grapevine Parks & Recreation Department, Servitas, Campus Living Villages, Enchantment Group, Schreiner University, University of the Incarnate Word, Family Service Association, and Scantron.</p>
RELEVANT CONTINUING PROFESSIONAL EDUCATION	
ADDITIONAL PROFESSIONAL HIGHLIGHTS	

NAME, TITLE	Amy Spence, Account Executive (The Atkins Group)
LENGTH OF TIME IN PRESENT ROLE	3+ Years
JOB DESCRIPTION / DUTIES	As Account Executive, Amy is responsible for: Oversight of assigned account service functions, client satisfaction, budget, scope and deliverable management.
PROJECTS ACCOMPLISHED	Amy started out her career at The Atkins Group as an intern with a keen interest in all things travel and tourism. Since then she has risen through the ranks to Account Executive and worked on clients such as Visit Huntington Beach, California. Account experience includes: Visit Plano, Visit The Woodlands, Visit Huntington Beach, CPS Energy, University of Incarnate Word, South Padre Island, Schriener University.
RELEVANT CONTINUING PROFESSIONAL EDUCATION	
ADDITIONAL PROFESSIONAL HIGHLIGHTS	

6.3.2 Account Planning

NAME, TITLE	Melvin Lewis, Head of Strategy and New Business Development (Gilbreath Communications)
LENGTH OF TIME IN PRESENT ROLE	2+ Years
JOB DESCRIPTION / DUTIES	As Head of Strategy and New Business Development, Melvin is responsible for: Strategist, Global Branding and Marketing, Digital and E-Commerce Expert, Advertising, Integrated Marketing and Communications, New Product Development and Consumer Research.
PROJECTS ACCOMPLISHED	<p>Melvin Young Lewis has more than 25 years experience as a senior executive, including senior roles as a chief marketing and communications officer, vice president of marketing and brand leadership and vice president and chief of digital strategy and corporate communications he has launched national advertising and marketing campaigns and research initiatives in CPG, QSR, OTC, health care, beauty, automotive, home improvement, entertainment, media/publishing, nutraceuticals and nonprofits for major brands such as Sephora, Children's TYLENOL, Frito Lay, Inc., Walt Disney, TIME magazine and Quaker Oats.</p> <p>Melvin drafted and executed Sephora's first-ever Women of Color (African American, Hispanic and Asian American) national research study, resulting in new consumer segments and digital marketing and acquisitions initiatives and in-store promotions with minority celebrity makeup artists and stylist initiatives.</p> <p>He was awarded a full fellowship and earned his MBA from The Pennsylvania State University and a BBA in marketing from the University of Houston, Main Campus.</p>
RELEVANT CONTINUING PROFESSIONAL EDUCATION	He is a fellow of CORO, New York City's premier executive leadership training program. He is also a former member of several boards.
ADDITIONAL PROFESSIONAL HIGHLIGHTS	

NAME, TITLE	Robyn Wright-Harris, Director of Marketing and Communications (Gilbreath Communications)
LENGTH OF TIME IN PRESENT ROLE	2+ Years
JOB DESCRIPTION / DUTIES	<p>As Director of Marketing and Communications, Robyn Manages an account service team, is a public relations & marketing specialist and experiential marketing.</p> <p>An expert brand marketing strategist, Robyn joined Gilbreath in early 2015 and has more than 10 years' experience working for some of the most prominent and distinguished corporations and marketing agencies in the United States, including Sony, Edelman and Tiffany & Co.</p> <p>At Gilbreath, Robyn has directed campaigns for Shell Oil, the City of Houston, Prairie View A&M University, HGACBuy, the Harris County Emergency Services District (ESD) 48, the Houston Airport System and Workforce Solutions, among others. Robyn developed and managed a suppliers-helping-supplier's experiential marketing campaign for Shell's Supplier Diversity Program, which debuted as Share, Help, Educate, Listen and Learn (SHELL) at a live podcast show during the WBENC 2015 National Conference and Business Fair in Austin, Texas. Shell reported high positive feedback both during and after the live podcast, and WBENC noted almost 3,500 event attendees.</p> <p>Account experience includes: Unilever (AXE, Dove and Dove for Men), Shell, Johnson & Johnson (Shout), Microsoft (Surface 3), The North Face, Ebay, Houston Airport System, Workforce Solutions, Maker's Mark, Pisco Porton, Tequila Avion, Leica Camera, Tiffany & Co., Magic Johnson Master Card, City of Houston, HGAC, Workforce Solutions, Prairie View A&M University, University of Houston Victoria (Katy), Houston Community College, Wal*Mart, Pfizer, Ghirardelli Chocolate and Sony Music Artist.</p>
PROJECTS ACCOMPLISHED	
RELEVANT CONTINUING PROFESSIONAL EDUCATION	
ADDITIONAL PROFESSIONAL HIGHLIGHTS	

NAME, TITLE	Steve Atkins, President & Brand Strategist (The Atkins Group)
LENGTH OF TIME IN PRESENT ROLE	30+ Years
JOB DESCRIPTION / DUTIES	<p>As President & Brand Strategist, Steve is responsible for overseeing agency operations and working directly with clients to develop compelling strategies for brands and companies.</p> <p>Steve combined forces with his father, Chip Atkins, in 1974 and together they built one of the state's preeminent advertising agencies. Today, Steve leads this full-service creative agency that boasts an equally well-known reputation for successful national, regional and local branding campaigns promoting diverse industries such as tourism, beverage, grocery, sports marketing, business-to-business and healthcare.</p> <p>In addition to putting San Antonio on the creative advertising map, other notable accomplishments include: creating innovative solutions for the development of a tourist call center for Mexico's Ministry of Tourism; orchestrating one of the very first customer relationship healthcare marketing platforms; as well as overseeing the development of branding campaigns that competed against and beat top global agencies in national award competitions.</p>
PROJECTS ACCOMPLISHED	<p>Steve is a graduate of Southern Methodist University. Steve's Account Experience includes: Visit Huntington Beach, SAS Shoes, CHRISTUS Santa Rosa, TTIA – Texas Tourism Industry Association, SeaWorld San Antonio, San Antonio Convention & Visitors Bureau, Baptist Hospital System, Spurs Sports & Entertainment, Westin La Cantera Resort, La Posada Hotel & Suites, Plano Convention & Visitors Bureau, Posadas USA, Valero Alamo Bowl, Mazatlan, Mexico Tourism Trust Fund, Ixtapa/ Zihuatanejo, Mexico, Bays of Huatulco, Oaxaca Mexico, Secretariat of Tourism, Mexico (SECTUR), VivaAerobus, Valley International Airport, Laredo Convention & Visitors Bureau, CPS Energy, South Padre Island Convention & Visitors Bureau, Hyatt Regency Hill Country Resort & Spa, H-E-B, Frost Bank and The University of Texas Health Science Center.</p>
RELEVANT CONTINUING PROFESSIONAL EDUCATION	<p>Certified Tourism Ambassador - Texas Former Board Chair, Texas Travel Industry Association</p>
ADDITIONAL PROFESSIONAL HIGHLIGHTS	Active membership to over 10 organizational boards and professional associations.

NAME, TITLE	Ryan Thompson, Partner, VP Growth (The Atkins Group)
LENGTH OF TIME IN PRESENT ROLE	17+ Years
JOB DESCRIPTION / DUTIES	<p>As Partner, VP Growth, Ryan is responsible for: Agency strategy, Digital and Marketing strategy, New business development, Agency marketing.</p> <p>A lifelong entrepreneur, by age 18, Ryan managed the multi-million dollar trade show budget for a leading technology company as it experienced exponential growth. In the disruptive trade show environment, Ryan realized that focusing on total experience was a key to building strong client relationships. His career enjoyed continued success as he rose to the highest marketing position in the company. During this time, Ryan attended the University of Oklahoma and received a bachelor's degree in management and marketing.</p> <p>Then tragedy struck. In 1999, Ryan broke his neck and was very nearly paralyzed. The injury left him unable to move: confined to a hospital bed for months. This idle time and newfound perspective on life provided an opportunity and, in 2000, Ariamedia was born.</p> <p>In just over 10 years, Ariamedia evolved into Aria. What was once primarily a web creation and design firm has evolved into a full-service, digital agency with a focus on the interaction between brand and consumer, and the entire brand-consumer experience.</p> <p>In 2015, Aria was acquired by The Atkins Group. Ryan joined the combined agency as Partner / VP Growth and a member of the leadership team. Ryan has been with the agency for 16 years (first with Aria then with The Atkins Group through acquisition).</p> <p>In 2017, Ryan founded Odyssey, a sister agency to The Atkins Group specializing in storytelling, publishing and amplification.</p> <p>Account experience includes Greater Palm Springs CVB, Visit Huntington Beach, Visit Oceanside, City of Dallas, Corpus Christi CVB, South Padre Island CVB, Experience Arlington, Chickasaw Nation, City of Southlake, City of Sugar Land, Cayuga Hospitality, Dallas Arts District, Denton CVB, Kimbell Art Museum, Sixth Floor at Dealey Plaza, Lubbock CVB, Mesquite CVB, Town of Addison, Travel & Adventure Show, South Padre Island, and many more.</p>
PROJECTS ACCOMPLISHED	
RELEVANT CONTINUING PROFESSIONAL EDUCATION	<p>Certified Tourism Ambassador - Texas</p> <p>Director, Texas Travel Industry Association</p>
ADDITIONAL PROFESSIONAL HIGHLIGHTS	<p>In 2013, Outskirts Press engaged Ryan to publish his first book <i>Disruption: Destination Marketing in the Post-Advertising Age</i>, a book on modern marketing for travel and tourism professionals.</p>

6.3.3 Media Services

NAME, TITLE	Ann Perrine, Partner, VP Paid Channels (The Atkins Group)
LENGTH OF TIME IN PRESENT ROLE	15+ Years
JOB DESCRIPTION / DUTIES	<p>As Partner, VP Paid Channels, Ann is responsible for: Establishing goals and developing media strategies and mentorship and guidance for the media department.</p> <p>Drawing from more than 40 years of experience planning and buying for international, national and local accounts ranging from the San Antonio Convention & Visitors Bureau to General Motors, Ann runs the Media Department like a well-oiled Indy car. With her guidance, our team of pros finds the perfect vehicles to carry the message and ensure all strategic goals are met. Ann starts with a base of quantitative research and overlays that with qualitative lifestyle research to focus messages to those most likely to use our clients' products or services. The result is more exposures and, bottom line, better use of our clients' media dollars. She's also a formidable negotiator when dealing with media reps, Or car salesmen. Ann attended Southwest Texas State University and the University of Texas, Austin.</p>
PROJECTS ACCOMPLISHED	<p>Account experience includes San Antonio Convention and Visitors Bureau, South Padre Island Convention & Visitors Bureau, The Woodlands Convention and Visitors Bureau, Plano Convention and Visitors Bureau, Laredo Convention & Visitors Bureau, Children's Hospital of San Antonio, CHRISTUS Health System, Heart Hospital of Austin, St. David's Health System/Austin, Spurs Sports & Entertainment, AVON, Gerber, Sprint CSG (National) and PCS (Texas Region), The Home Depot, American Airlines, General Motors (Cadillac and Pontiac), Continental Airlines, Norelco, CapitalOne, EchoStar (Dish Network), Polaroid, Hyatt Regency Hill Country Resort, CARQUEST, Cholula Hot Sauce, Whataburger, Fiesta Texas, Builder's Square, Van den Bergh Foods, Albertson's Grocery Stores, Retama Park Raceway, KMOL TV, American Brick, Champions of Stone Oak, The Valero Alamo Bowl, Fletcher's Corny Dogs and the University of Texas Health Science Center.</p>
RELEVANT CONTINUING PROFESSIONAL EDUCATION	Certified Tourism Ambassador - Texas
ADDITIONAL PROFESSIONAL HIGHLIGHTS	

NAME, TITLE	Jill Dolde, Media Channels Supervisor (The Atkins Group)
LENGTH OF TIME IN PRESENT ROLE	5+ Years
JOB DESCRIPTION / DUTIES	<p>As Media Channels Supervisor, Jill is responsible for media strategies and buyer and management for assigned clients.</p> <p>Jill knows how to get the word out to all the right people through all the right channels at exactly the right time. Her knowledge of broadcast, print, outdoor, and digital media is exceptional. For over 18 years, she's been responsible for developing and implementing comprehensive media plans for general market and Hispanic advertising campaigns.</p>
PROJECTS ACCOMPLISHED	<p>Her tools of the trade are a sharp, inquisitive mind, a deep knowledge and understanding of all things media, an affinity for crunching numbers and a "roll-up-the sleeves" work ethic. When it comes to getting your message across loud and clear, you can count on Jill to deliver.</p> <p>Jill has been with The Atkins Group for five years. Her account experience includes CHRISTUS Southeast Texas Health System, CHRISTUS Santa Rosa Health System, University Health System, Gunn Automotive Group, Visit Huntington Beach, Rockport-Fulton Chamber of Commerce, Texas State Aquarium, JW Marriott San Antonio Hill Country Resort & Spa, Frost Bank, Taco Cabana, Koontz McCombs The Broadway and Puerto Rico Federal Affairs Administration "Get out and Vote" campaign.</p>
RELEVANT CONTINUING PROFESSIONAL EDUCATION	Certified Tourism Ambassador - Texas
ADDITIONAL PROFESSIONAL HIGHLIGHTS	

NAME, TITLE	Tomás Ruiz, Principal & Co-Founder (Mediaology)
LENGTH OF TIME IN PRESENT ROLE	3+ Years
JOB DESCRIPTION / DUTIES	As Principal & Co-Founder of Mediaology, Tomás is responsible for leading media strategy and activation for blue-chip companies across diverse categories. Excelling in both media planning and buying disciplines, he is known for guiding his clients with ease through the complex media landscape on a national and local level.
PROJECTS ACCOMPLISHED	<p>Tomás was born and raised on the Southside of San Antonio. After graduating from South San High School, he went on to earn his bachelor's degree in Marketing and International Business from Trinity University. Believing that he would have to move to New York or Chicago to work at a top advertising agency, he soon learned that there are premier advertising agencies in his own backyard. He began his career at Sosa, Bromley, Aguilar & Associates, and worked with the best of the best in the industry.</p> <p>During his tenure, he managed media planning/buying in Mexico. Finally, he developed in-house training programs throughout his career to boost team knowledge and performance.</p> <p>Account experience includes: Medifast, UBER, The Broadway Residences, Brooks City Base, Corner Store Country Run, CASA for Children, Melrose Family Fashions, Texas A&M San Antonio, Rio Grande LNG, American Heart Association San Antonio.</p>
RELEVANT CONTINUING PROFESSIONAL EDUCATION	Extensive knowledge of Nielsen, Arbitron, Simmons, MRI, Scarborough, AdViews, SmartPlus, DDS, Strata, Xpert, Media Tools, Precision Track, Google Analytics, Dashboard Optimization.
ADDITIONAL PROFESSIONAL HIGHLIGHTS	<p>Awards</p> <ul style="list-style-type: none"> – Gold EFFIE Winner (Tecate), 2005 – MillerCoors Multicultural Marketing Program of the Year (Coors Light Mexican League Soccer), 2011 – Best Media Plan using Hispanic Direct Response (Continental Airlines), 2007 – Best Media Plan using Hispanic Radio (Tecate), 2004 – Honorable Mention for Best Integrated Hispanic Media Plan (Coors Light), 2012 – Honorable Mention for Best Media Plan using Hispanic Newspaper (Coors Light), 2012 – Employee Excellence Award (Bromley Communications), 2003

NAME, TITLE	Melissa Flynn Senior Media Channels Planner/Buyer (The Atkins Group)
LENGTH OF TIME IN PRESENT ROLE	6+ Years
JOB DESCRIPTION / DUTIES	<p>As Senior Media Channels Planner/Buyer, Melissa is responsible for: Media planning & buying, developing media strategies, negotiating, analyzing campaigns.</p> <p>Melissa began her career as an intern, where she learned to wear many hats not only in the Account Management department, but also in the PR and Creative departments as well.</p> <p>As a Senior media planner and buyer, Melissa's work has met deadlines across multiple time zones for various city, health, public transit and arts accounts. Now at The Atkins Group, she formulates media plans from development to execution and has experience with planning and buying traditional, non-traditional, and digital media.</p>
PROJECTS ACCOMPLISHED	<p>You can tell she takes pride in her ability to negotiate every buy to obtain the greatest value for her clients. She is also a proud Roadrunner who holds a Bachelors of Business Administration in Marketing degree from the University of Texas at San Antonio.</p> <p>Account experience includes South Padre Island CVB, Cancer Treatments Centers of America, The Woodlands CVB, Plano CVB, VIA Metropolitan Transit, Briscoe Western Art Museum, University Health System, Pre-K 4 SA, and Anne Frank Inspire Academy.</p>
RELEVANT CONTINUING PROFESSIONAL EDUCATION	
ADDITIONAL PROFESSIONAL HIGHLIGHTS	

NAME, TITLE	Juan Martinez, Principal & Co-Founder (Mediaology)
LENGTH OF TIME IN PRESENT ROLE	3+ Years
JOB DESCRIPTION / DUTIES	<p>As Principal & Co-Founder of Mediaology, Juan is responsible for leading media activation and branded content for blue-chip companies across diverse categories.</p> <p>Juan is a media activation and branded content expert with nearly 10 years leading a national and regional media sales/marketing office. With a strong record of 3600 media initiatives made on behalf of advertising agencies/clients, he repeatedly sold customized multimillion dollar media solutions. As a result, he has a deep understanding of the inner workings of major international media companies which leads to advantageous negotiation on behalf of his clients.</p>
PROJECTS ACCOMPLISHED	<p>Originally from Honduras, Juan moved to San Antonio when his father accepted a position at a local geographical survey firm. While his parents have retired in their native Honduras, Juan never left. He went on to attend Incarnate Word University to earn his Marketing degree, and established his Media career here in the city. He feels at home in San Antonio's diverse culture.</p> <p>Juan is fully bilingual and is accustomed to achieving success within a multi-partner environment. He is known for his savvy negotiation skills and creativity to leverage win-win situations for all stakeholders.</p> <p>Account experience includes: MediFast, UBER, The Broadway Residences, Brooks City Base, Corner Store Country Run, CASA for Children, Melrose Family Fashions, Texas A&M San Antonio, Rio Grande LNG, American Heart Association San Antonio.</p>
RELEVANT CONTINUING PROFESSIONAL EDUCATION	<p>Extensive knowledge of media tools: Dealmaker, Strata/Media Exchange, Nielsen/Adviews, Google Analytics, Optimization Dashboards.</p> <p>Some of his key accomplishments are:</p> <ul style="list-style-type: none"> - Closed the largest Network TV deal as well as the largest multi-market Spot TV deal in a leading TV network's history - Created new network sports show to support premier soccer tournaments - Developed new promotional websites to support client initiatives - Recipient of multiple awards and recognitions for exceeding company performance and work standards
ADDITIONAL PROFESSIONAL HIGHLIGHTS	<p>Awards</p> <ul style="list-style-type: none"> - Gold EFFIE Winner (Tecate), 2005 - MillerCoors Multicultural Marketing Program of the Year (Coors Light Mexican League Soccer), 2011 - Best Media Plan using Hispanic Direct Response (Continental Airlines), 2007 - Best Media Plan using Hispanic Radio (Tecate), 2004 - Honorable Mention for Best Integrated Hispanic Media Plan (Coors Light), 2012 - Honorable Mention for Best Media Plan using Hispanic Newspaper (Coors Light), 2012 - Employee Excellence Award (Bromley Communications), 2003

6.3.4 Creative Services

NAME, TITLE	Dirk Mitchell, Partner, VP Creative (The Atkins Group)
LENGTH OF TIME IN PRESENT ROLE	12+ Years
JOB DESCRIPTION / DUTIES	<p>As Partner, VP Creative, Dirk is responsible for leading creative department operations and serves as chief ideator and copywriter.</p> <p>Dirk's expertise go back to his days at UT Austin's vaunted advertising program where he learned the copywriting craft from some of the best. Dirk's real world writing experience began at Leo Burnett in Chicago working on McDonald's, Heinz Ketchup and Dewars. His selling way with words attracted the attention of Bozell & Jacobs in Dallas followed by The Richards Group. From there, it was on to San Antonio's Thompson Agency and Anderson Marketing Group doing award winning creative for Luby's, La Quinta, Diamond Shamrock and The United Way. A VP position at Publicis USA lured him back to Dallas, but he longed for the San Antonio lifestyle. So he returned, family in tow, and today leads the Creative Department at The Atkins Group.</p>
PROJECTS ACCOMPLISHED	<p>Dirk has been with The Atkins Group for 10 years. His account experience includes BMW, PowerBar, Denny's, Sara Lee, Visit Huntington Beach, Garden Ridge, TXU Energy, Nestle, Similac, GlaxoSmithKline, McDonald's, Whataburger, Luby's, La Quinta, American Airlines, Greyhound, Embassy Suites, Dewars, Heinz, Wilson Golf, Columbia Bowling, SeaWorld San Antonio, San Antonio Zoo, Diamond Shamrock, Frost Bank, Westin La Cantera Resort, Valley International Airport, Southwestern Bell, Spurs Sports & Entertainment, United Way, SAS Shoes, Methodist Healthcare System, Valero Alamo Bowl, Baptist Health System, Santa Rosa Health System, H-E-B, Time Warner Cable, VIA Transit, The University of Texas Health Science Center, Plano Convention & Visitors Bureau, South Padre Island Convention & Visitors Bureau and CPS Energy.</p>
RELEVANT CONTINUING PROFESSIONAL EDUCATION	Certified Tourism Ambassador - Texas
ADDITIONAL PROFESSIONAL HIGHLIGHTS	

NAME, TITLE	James Howe, Partner, VP Creative (The Atkins Group)
LENGTH OF TIME IN PRESENT ROLE	12+ Years
JOB DESCRIPTION / DUTIES	<p>As Partner, VP Creative, James is responsible for leading creative department operations and serves as chief visual designer.</p> <p>If a clean desk is the sign of an empty mind, it's obvious James Howe's brain is working overtime. While his desk is perpetually strewn with a myriad of layouts, his mind is anything but a hodgepodge of half-baked ideas. His visual executions are clear, clean and cogent—elegantly simple, yet brilliant in their execution. It's no wonder James is regarded by his peers as one of the top creative thinkers in the market (validated by the 350-plus awards he has garnered over 25 years).</p>
PROJECTS ACCOMPLISHED	<p>James graduated from San Antonio College and parlayed his Advertising Art Degree into a stellar career. Prior to joining The Atkins Group, James lent his leadership and talents to Anderson Advertising and the Thompson Agency. Over the course of an advertising career, James has earned numerous local, regional and national honors for his work. In addition to his position at the Atkins Group, he has served as an adjunct professor at Texas State University in the Department of Communication Design for the last six years.</p> <p>James has been with The Atkins Group for 11 years. His account experience includes Visit Huntington Beach, Albertson's, Baptist Health System, Texas Department of Transportation, Chevron, Colin Medical Instruments, Coca-Cola of San Antonio, Diamond Shamrock, Valero Alamo Bowl, H-E-B, San Antonio Water System, Palmer Drug Abuse Program, Security Service Federal Credit Union, Posadas USA, Spurs Sports & Entertainment, SAS Shoes, Southwestern Bell Mobile, Valley International Airport, Methodist Healthcare System, United Way of San Antonio & Bexar County, Westin La Cantera Resort, South Texas Blood and Tissue Center, Plano Convention & Visitors Bureau, The University of Texas Health Science Center, South Padre Island Convention & Visitors Bureau and CPS Energy.</p>
RELEVANT CONTINUING PROFESSIONAL EDUCATION	Certified Tourism Ambassador—Texas
ADDITIONAL PROFESSIONAL HIGHLIGHTS	

NAME, TITLE	Thuy Pham, Art Director/Designer (The Atkins Group)
LENGTH OF TIME IN PRESENT ROLE	6+ Years
JOB DESCRIPTION / DUTIES	<p>As Art Director & Designer, Thuy is responsible for implementing creative strategies through visual design.</p> <p>Thuy is an enthusiastic Art Director from Austin, TX who brings a fresh, contemporary style. While in school, she completed three design internships including Livestrong Foundation. After she graduated, she worked full time and freelanced at both small and large sized agencies.</p>
PROJECTS ACCOMPLISHED	<p>She has been recognized locally and nationally for her work. Notable achievements include a local NPR affiliate selecting her t-shirt design for their pledge drive and receiving an award of excellence from the international publication, Communication Arts.</p> <p>Account experience includes Asterisk Group, H-E-B Kids' Market, Livestrong Foundation, Murillo Design, TED Talks, Swirl: Creative Collaboration, Goodwill, Clarity Child Guidance Center, Ricos, Taco Cabana, AD2ATX, Oddwood Ales, South Padre Island, The Woodlands, Visit San Antonio, St. Davids, BioMed SA, Visit Plano, CPS Energy, Children's Hospital of San Antonio, Visit Huntington Beach, NatureSweet, Valero Alamo Bowl.</p>
RELEVANT CONTINUING PROFESSIONAL EDUCATION	Certified Tourism Ambassador - Texas
ADDITIONAL PROFESSIONAL HIGHLIGHTS	

6.3.5 Production

NAME, TITLE	Phyllis Keith, Production Manager (The Atkins Group)
LENGTH OF TIME IN PRESENT ROLE	5+ Years
JOB DESCRIPTION / DUTIES	As Production Manager, Phyllis is responsible for Project and Print Production and trafficking jobs through the agency to completion.
PROJECTS ACCOMPLISHED	Phyllis keeps our shop in shape. She is queen of schedules and organization and moves projects through the agency from development to completion. Her eye for detail makes all of our jobs easier. Always ahead of the game, Phyllis has never missed a deadline in her more than 25 years in the business. She's our go-to for workflow and keeping track of budgets. Account experience includes: San Antonio Convention and Visitors Bureau, South Padre Island Convention and Visitors Bureau, Plano Convention and Visitors Bureau, Baptist Hospital System, Children's Hospital of San Antonio, Biomed SA, Spurs Sports and Entertainment, Valero Alamo Bowl, CPS Energy, Hyatt Hill Country Resort & Spa, Sprint, NatureSweet, Texas State Aquarium, Visit San Antonio.
RELEVANT CONTINUING PROFESSIONAL EDUCATION	Certified Tourism Ambassador - Texas
ADDITIONAL PROFESSIONAL HIGHLIGHTS	

NAME, TITLE	Diana Frazier-Payer, Producer (The Atkins Group)
LENGTH OF TIME IN PRESENT ROLE	5+ Years
JOB DESCRIPTION / DUTIES	<p>As Producer, Diana is responsible for video, film and broadcast media production management.</p> <p>Diana Payer brings two decades of experience on both the agency and production sides of the business, and was an early adapter for integrated content. Having started her career on the agency side, Diana learned early on to trust her instincts, and find creative solutions to the challenges of production.</p> <p>While honing her skills for every facet of production and cultivating enduring relationships, she has also earned a reputation for demanding transparency on behalf of clients.</p>
PROJECTS ACCOMPLISHED	<p>In 2012, Diana shifted focus, and set out to learn how things work on the production company side of things.</p> <p>A year and a half later, she opened Motion Content, Inc. She stays involved in the production community, and produces integrated content for agencies and clients.</p> <p>Account experience includes BMW, Texas Lottery, Zales, Sea World of Texas, Pearl Vision, TGIFriday's, TXU, Nestle, Pizza Hut, Christus Health, 7-Eleven, Tabasco, Harrah's Casino, and many more.</p>
RELEVANT CONTINUING PROFESSIONAL EDUCATION	Certified Tourism Ambassador - Texas
ADDITIONAL PROFESSIONAL HIGHLIGHTS	

NAME, TITLE	Liz Moran-Degen, Production Manager (The Atkins Group)
LENGTH OF TIME IN PRESENT ROLE	4+ Years
JOB DESCRIPTION / DUTIES	<p>As Production Manager, Liz is responsible for estimating and preparing production budgets and timelines on collateral and broadcast production projects. She also contracts and negotiates terms with vendors.</p> <p>Liz is a proud San Antonio native and has been in the advertising industry for over 30 years. After graduating from San Antonio College with an Associate's degree in Business, she joined Clear Channel Radio as a sales assistant, and soon after, moved to Anderson Advertising as a media assistant.</p> <p>Later, she started at Atkins Advertising as a business production manager. It was there that she found her passion for production management. Since then, Liz has enjoyed executing creative projects while acting as production manager at agencies such as KGBTexas and The Atkins Group. As of 2017, Liz has completed 4 years at The Atkins Group, where she loves working with community vendors and clients.</p> <p>Account experience includes: CPS Energy, CHRISTUS Southeast Texas Hospital St. Elizabeth, St. Mary and Jasper Memorial, St. David's HealthCare, Heart Hospital of Austin, CHRISTUS Santa Rosa, Children's Hospital of San Antonio, The Woodlands Convention and Visitors Bureau, Goodwill, JW Marriott Hill Country Resort & Spa, San Antonio Police Department, San Antonio River Authority, International Bank of Commerce, GVTC, Time Warner Cable, Visit Huntington Beach and U.S. Army.</p>
PROJECTS ACCOMPLISHED	
RELEVANT CONTINUING PROFESSIONAL EDUCATION	Certified Tourism Ambassador - Texas
ADDITIONAL PROFESSIONAL HIGHLIGHTS	

NAME, TITLE	Danielle Ronan, Project Manager (The Atkins Group)
LENGTH OF TIME IN PRESENT ROLE	1 Year
JOB DESCRIPTION / DUTIES	<p>As Project Manager, Danielle is responsible for planning and executing digital strategies .</p> <p>Danielle graduated from the University of Texas at San Antonio with a degree in Technical Communications and, like most 18 year old college students, wasn't sure what she was looking for in her professional life.</p> <p>Through her coursework, she noticed a gravitation towards creative aspects of communication. She excelled in classes that dealt with digital media, and she developed a passion for creating graphics as well as video production.</p>
PROJECTS ACCOMPLISHED	<p>She took that passion into her first job after graduation at Frost & Sullivan where she created videos, end to end, for large corporations.</p> <p>Danielle enjoyed shooting and editing video but, looking for a position with more responsibility, stepped into the role of account coordinator at Giles-Parscale Inc. She excelled in the position and moved into a producer role at Odyssey Storyworks, a sister organization to The Atkins Group.</p> <p>Account experience includes: Denton CVB, Visit Lubbock, Lubbock EDA, Plano CVB, South Padre Island CVB, Visit San Antonio, and Visit the Woodlands.</p>
RELEVANT CONTINUING PROFESSIONAL EDUCATION	
ADDITIONAL PROFESSIONAL HIGHLIGHTS	

NAME, TITLE	Carla Veliz, Principal (C.Crea)
LENGTH OF TIME IN PRESENT ROLE	20+ Years
JOB DESCRIPTION / DUTIES	<p>As Principal, Carla is responsible for design, writing and culturally relevant translation.</p> <p>A lifelong entrepreneur, by age 12, Carla baked "empanadas" in her grandmother's kitchen in Mexico and sold them across the border in Eagle Pass, at \$2.50 a dozen. With that money, she would buy fabric and make her own clothes. At 13, she changed her baking small business to a hand made printing business.</p> <p>Carla was only fifteen when she won a statewide art competition in Coahuila and was commissioned to create a mural for a local business. Speaking nothing but Spanish, in 1989 she went to the Art Institute of Houston, where over the course of her studies, she taught herself English.</p> <p>She has over 20 years of experience in the Arts, including Hispanic Advertising, broadcast production and graphic design, among others. A multifaceted creative director, Carla's passion for creating works that truly touch the soul is reflected in all she does, from copywriting and art direction, to strategic brainstorming and production. Her warm, collaborative style ingratiates her to account teams and clients alike.</p>
PROJECTS ACCOMPLISHED	<p>Carla launched her career in advertising in Houston in 1990. In 1992, she moved to San Antonio to work for Montemayor & Asociados, where she was promoted to creative director at 22 years of age. She oversaw all creative development and production for national clients including Chrysler Corp. and José Cuervo, Purina, Best Products, CBS Latin-American, as well as numerous other regional clients.</p> <p>Since 1997, Carla has been the founder and creative director of C.Crea Hispanic Advertising. Carla is currently the individual CPS Energy trust handling the complete translation of its new website and internal materials. Another energy client, GVTC, counted on Carla to ensure the integrity of the English language messaging correctly translated into Spanish language website.</p> <p>Carla developed Spanish language web, print, and collateral materials for The Broadway San Antonio Condominiums, and transcreated and produced all the ad campaigns for SAWS, Spohn Health System, and Christus Santa Rosa, South Padre Island and The Woodlands, to name a few. Carla is also particularly proud of her comprehensive work for Shasta Beverages, since the client adopted her idea to create "Señorita Shasta" special events and Shasta CDs of regional Spanish music for giveaways, as well as her work for Verizon Wireless, for whom she was a writer and producer.</p>
RELEVANT CONTINUING PROFESSIONAL EDUCATION	
ADDITIONAL PROFESSIONAL HIGHLIGHTS	

NAME, TITLE	Drew Prescott, Programming Specialist & Project Manager (The Atkins Group)
LENGTH OF TIME IN PRESENT ROLE	2+ Years
JOB DESCRIPTION / DUTIES	As Programming Specialist & Project Manager, Drew is responsible for programming and methodology processes including Agile, Lean, and Traditional Project Manager, Business Analytics and Solutions Architecture.
PROJECTS ACCOMPLISHED	<p>In 2007, Drew found his love for all things digital while working at For Rent Media Solutions as an entry level graphic designer. From that point forward, he vigorously pursued various mediums of technology in progressively challenging roles.</p> <p>Starting in 2013, Drew formalized his approach to executing large programmatic media and digital campaigns, ultimately pursuing deeper and more abstract components of agile project management and technology consulting. The result is a highly tailored and proven technology delivery methodology specifically built for fast moving agencies.</p> <p>Account experience includes: Visit Huntington Beach, South Padre Island CVB, City of Southlake, Denton CVB, Sixth Floor at Dealey Plaza, Lubbock CVB, South Padre Island CVB, Visit The Woodlands CVB, PepsiCo, Frito Lay - Tostitos Cheetos, Doritos, and Lay's CPG Accounts, Huddle House, Tropical Smoothie Cafe QSR Accounts.</p>
RELEVANT CONTINUING PROFESSIONAL EDUCATION	
ADDITIONAL PROFESSIONAL HIGHLIGHTS	

6.3.6 Experiential

NAME, TITLE	Shane Kyle, Creative Services Director (The CE GRoup)
LENGTH OF TIME IN PRESENT ROLE	10+ Years
JOB DESCRIPTION / DUTIES	As Creative Services Director, Shane is responsible for strategy, Storytelling, Graphic Design, Theming, Creative Director.
PROJECTS ACCOMPLISHED	Shane is not only the Director of the Creative Services team, but also our internal event photographer. Capturing every angle at each event and helping clients expand their brand across a wide range of deliverables, he can be considered a man of many hats. One of his largest hats is graphic design, primarily focusing on branding, event identity and signage production. Account experience includes H-E-B Grocery Company, L.P., CST Brands, Inc., Frost Bank, The Cortez Family, City of San Antonio.
RELEVANT CONTINUING PROFESSIONAL EDUCATION	
ADDITIONAL PROFESSIONAL HIGHLIGHTS	

NAME, TITLE	Viviana Durand, Senior Project Manager (The CE Group)
LENGTH OF TIME IN PRESENT ROLE	1 Year
JOB DESCRIPTION / DUTIES	As Senior Project Manager, Viviana is responsible for logistics, attention to detail, event activations, sponsorship management.
PROJECTS ACCOMPLISHED	Having grown up in Mexico and being bilingual in both Spanish and English, Viviana adds a unique element to The CE Group's team. She played an essential role managing logistics in local and national events such as the NCAA Women's Final Four championship fan experience and the Corner Store Country Run 5K fun run series. Viviana combines her passion for events and attention to detail to execute successful projects with notable clients such as the SA Convention's and Visitors Bureau, Pearl, H-E-B, Pape-Dawson Engineers, Andeavor and The DoSeum. Account experience includes H-E-B Grocery Company, L.P., CST Brands, Inc., Pape-Dawson Engineers, The DoSeum, San Antonio Convention and Visitors Bureau, Andeavor (formerly Tesoro), Hemisfair, Hilton Palacio del Rio, NCAA Women's Final Four Fan Experience, La Familia Cortez Restaurants, CPS Energy.
RELEVANT CONTINUING PROFESSIONAL EDUCATION	
ADDITIONAL PROFESSIONAL HIGHLIGHTS	

6.3.7 Finance

NAME, TITLE	Lisa Poletti, Finance Director (The Atkins Group)
LENGTH OF TIME IN PRESENT ROLE	9+ Years
JOB DESCRIPTION / DUTIES	As Finance Director, Lisa is responsible for financial systems and software for advertising agencies, human resource and payroll administration, client and employee profitability and productivity.
PROJECTS ACCOMPLISHED	Lisa enjoys combining her innovative and analytical sides. Her skills include working in creative environments, solving complex accounting problems, improving processes and helping creative folks understand and adopt good accounting practices. Account experience includes Texas Lottery, Sprint, Vanguard Health Systems, IBC Bank, South Padre Island CVB, CHRISTUS Health Systems, The Woodlands CVB, Plano CVB and St. David's Healthcare.
RELEVANT CONTINUING PROFESSIONAL EDUCATION	
ADDITIONAL PROFESSIONAL HIGHLIGHTS	

NAME, TITLE	Alexandra Amador, Controller (The Atkins Group)
LENGTH OF TIME IN PRESENT ROLE	1 Year
JOB DESCRIPTION / DUTIES	As Controller, Alexandra is responsible for Controllershship and accounting-related responsibilities; Human Resources and payroll responsibilities. Alexandra has worked in the accounting field for 27+ years across a variety of industries, such as advertising, media/television, bookkeeping/client write-up services, IT, retail, commercial & residential construction, oil & gas services and chemical manufacturing.
PROJECTS ACCOMPLISHED	In 2014, she obtained a Certified Public Bookkeeper designation, along with several QuickBooks ProAdvisor certifications, all while working full-time and attending college part-time to finalize her Bachelor of Accountancy. In November 2017, Alexandra joined The Atkins Group agency as their new Controller to manage their accounting and human resource functions.
RELEVANT CONTINUING PROFESSIONAL EDUCATION	Certified Public Bookkeeper
ADDITIONAL PROFESSIONAL HIGHLIGHTS	

NAME, TITLE	Kim Underwood, Accounting Coordinator (The Atkins Group)
LENGTH OF TIME IN PRESENT ROLE	2 Years
JOB DESCRIPTION / DUTIES	As Accounting Coordinator, Kim is responsible for Accounts Payable, Accounts Receivable, Data Entry, Payroll Specialist and Notary Public services.
PROJECTS ACCOMPLISHED	<p>Growing up in the small town of Kerrville Texas, Kim knew early on that she wanted to pursue a promising career in Business Marketing and Management. She accepted a volleyball scholarship to The University of Texas San Antonio to begin to fill that dream.</p> <p>Kim worked for Kerrville Telephone Company until it was brought out by A&T, which forced her to move to San Marcos and create a career in Telecommunication for over 10 years with the San Marcos Telephone Company.</p> <p>She was introduced to the agency world and began working for an agency first as a receptionist then, as an accountant.</p>
RELEVANT CONTINUING PROFESSIONAL EDUCATION	Notary Public
ADDITIONAL PROFESSIONAL HIGHLIGHTS	

Position Definitions

Sections 6.1 - 6.3 above provide details on all staff who will fill the following positions. For any positions that are filled by subcontractors, we have included corresponding hourly rates in our cost proposal, Attachment H.

ACCOUNT SERVICE

Account Director – Serves as the brand steward assisting to determine the Texas Lottery's strategic brand objectives, assessing the brand position, and managing the internal team resources to best service the overall Texas Lottery account. Ensures the timely development and execution of plans, campaigns, and projects to assure goals are achieved. Supervises the development of the advertising activities in accordance with the Texas Lottery's objectives and budget limitations. Provides oversight of all account service staff.

Account Supervisor – Initiates planning that will lead to execution of advertising activities. Consults with creative, media, production and experiential staff to be certain Texas Lottery objectives are clearly understood to develop strategic solutions. Supervises Account Executives.

Account Executive – Manages projects from start to finish and develops a strong working rapport to meet the Texas Lottery's needs and goals on every project.

Junior Account Executive – Provides support to the account service team to ensure projects are on strategy, meet deadlines and are within budget.

Account Coordinator – Provides administrative support to the account service team.

ACCOUNT PLANNING

Account Planner – Leverages industry-available research and other information and inputs to bear on accounts in order to bring a greater degree of consumer insight to advertising.

Assistant Account Planner – Responsible for drafting, preparing and executing elements of the account planning process under the guidance and direction of an account planner.

MEDIA

Media Director – Oversees management of all media strategies, planning and buying. Presents media plans, as needed, including objectives, strategic research and demographic analysis. Supervises the development and execution of media plans including digital and social.

Media Supervisor – Responsible for all media activities, including developing the media plan and selecting media to achieve marketing objectives within a predetermined budget. Supervises planners and buyers and serves as Texas Lottery contact.

Media Planner – Implements the process and assists with the management of the strategic and tactical execution of all media channels. Evaluates composition of a wide range of media vehicles to determine which would most effectively reach the intended audience.

Junior Media Planner – Responsible for drafting media recommendations and plans; gathering statistics; and studying demographic data and consumer profiles. May also track and analyze advertising expenditures.

Media Buyer – Negotiates with media sales representatives to buy and place advertising for the Texas Lottery, calculates rates and budgets, and ensures that ads appear as specified. Also responsible for negotiating added-value opportunities.

Junior Media Buyer – Assists the Media Buyer with negotiating media, entering rates and makegoods and following up on invoice discrepancies.

CREATIVE

Creative Director – Oversees all creative projects and staff, and is responsible for the overall quality of work produced by the creative department. Manages creative projects from concept to completion and translates marketing objectives into creative strategies. Leads and directs the creative team in the production of advertising and marketing concepts. Responsible for creative execution across all channels including digital, social and experiential.

Associate Creative Director – Responsible for the preparation and production of advertising and marketing concepts. Establishes and maintains high internal quality by originating creative ideas, managing project timelines, adhering to creative briefs, and ensuring consistency of strategic branding.

Art Director – Develops advertising creative concepts in partnership with Copywriters. Must possess solid understanding of the market dynamics of assigned product(s).

Copywriter – Responsible for original concepts and producing clear, concise and convincing writing with grammatical and material accuracy. Conceives and executes advertising consistent with the agreed strategy.

PRODUCTION

Production Manager – Manages production of a variety of projects. Duties include project planning, workflow management, vendor negotiations, cost control, quality control and logistical coordination.

Producer – Responsible for development and coordination of broadcast, digital and social productions.

Production Coordinator – Provides logistical support to production department. Duties may include tracking and scheduling projects and invoice management.

Print Producer – Manages and oversees logistics of printed marketing materials including point-of-sale, out-of-home, signage, press checks, etc.

Responsible for developing effective and efficient print solutions while controlling cost and ensuring quality control.

Traffic Manager – Coordinates scheduling, processing and trafficking of advertising and other creative projects. Serves as a liaison between outside vendors and agency departments to coordinate efficient and timely creative project processing. Responsible for creating project schedules and job estimates, maintaining records of action and workflow on projects, and routing projects for approval.

Project Manager – Oversees the project from inception to completion, including creation of project schedule, managing resources for deliverables and ensuring adherence to the approval process.

Translator – Provides translation services primarily for Spanish with limited translation requirements for Chinese and potential translation for other languages.

Programming Specialist – Provides programming support to execute against marketing goals including the development of microsites, interactive components, etc.

EXPERIENTIAL

Experiential Manager – Creates and coordinates activities related to the development, negotiation, execution and evaluation of experiential events and marketing activations. Duties may include developing budgets, negotiating events and managing event activation deliverables.

Experiential Coordinator – Assists with coordinating the activities related to the development, execution and evaluation of experiential events and marketing activations. Duties may include acquiring event permits; securing emcees and/or ambassadors, and promotional giveaways; overseeing set-up and tear-down of event location; ensuring availability of proper equipment and supplies; and coordinating activities. May assist in on-site management of event activation deliverables.

FINANCE

Finance Manager – Responsible for ensuring the accuracy of all account transactions and the preparation of all financial reports. Maintains adequate controls of receipts and disbursements.

Staff Accountant – Oversees all billings and accounting functions on the account.

Billing Coordinator – Collects, assembles and processes invoices, estimates and overall accounting documentation.

6.4 Agency Staff Position Changes

As stipulated in the RFP, we will provide the same Account Director and Supervisor for all Texas Lottery projects. Should there be a need to change any position in our organization, we will comply with requirements as stipulated in the RFP.

7.0 Scope of Services

7.1 General Description of Services and Requirements

7.1.1 Full Service Ad Agency

We understand that the role of Advertising Agency requires the functions of a full-service advertising agency, including, but not limited to, branding, creative concepting, production, planning and buying of broadcast, print, digital, social, out-of-home media, experiential event/marketing activations, and translation services. We have a long and award-winning record of providing the full range of services required by TLC, and our team are fully prepared to provide these services on day 1 of contract start, with no interruption to ongoing services.

7.1.2 Texas as Minority-Majority State

The Successful Proposer shall exhibit a thorough understanding of Texas as a minority-majority state and must demonstrate the ability to effectively reach and speak to all adult (ages 18+) Texans.

Multicultural audiences continue to grow in size and influence across the U.S. Our country's increasing multicultural market size, its influence on pop and urban culture, and the immense buying power represented across multicultural demographics require new and innovative approaches to effectively market to and reach these audiences. It is critical for brands and organizations to thoroughly understand what these markets can – and already do – represent to their bottom lines, whether they know it or not. Marketers must understand how to best leverage and integrate multicultural marketing tactics into their overarching strategy to more effectively target, attract and retain these consumers.

In Texas alone, multicultural markets already represent an estimated 57.4% (16 million) of our state's total population and those numbers are projected to continue their exponential growth in both size and buying power. As one of the most populous states and one of several minority-majority states, Texas thus exemplifies this relatively new and exciting

challenge: how do we effectively reach across cultural lines to effectively and consistently attract and retain consumers from our target audience? Furthermore, what strategies and tactics must we integrate into our marketing and advertising plans to generate and maintain brand loyalty?

These are key strategic challenges, and they require an approach, and a team, that is structured to meet them. As a collective team of diverse, local agencies with more than 100 years' experience and success targeting and reaching both multicultural and general market audiences in Texas, we understand these challenges better than anyone. We spend our time developing and executing strategic, practical strategies that optimize resources and maximize true market potential throughout the state of Texas, and TLC will benefit from our long, successful history of doing so. We know all audiences respond differently to certain types of media, creative, and messaging, and we know those triggers are constantly changing. We know an agency's ability to formulate a culturally defined strategic roadmap more critical now than ever before, and that strategy must be adaptive to meet the unique challenges of a rapidly evolving minority-majority state like Texas.

Our team – The Atkins Group, Gilbreath Communications, Inc., and The Latin Brand – bring to TLC a breadth and depth of multicultural, strategic, creative, communications, advertising, integrated marketing, and analytical expertise to innovatively position the TL as the preeminent Lottery and Charitable Bingo agency in the U.S. It is our goal to help reinvigorate and strengthen the TL brand by designing an adaptive and unique advertising program that reaches across our state's widely diverse markets.

Within these challenges lie immense opportunity. To wit, Texas Lottery's primary target audience, adults ages 18-49, and multicultural audiences specifically, represent an enormous branding and financial opportunity for the state. In Texas alone, Hispanics, African American and Asian Americans combined represent over 60 percent (60.3%) of the 18-49 demographic – versus 39.6% for Caucasians. Similarly, within the 25-34 and 35-49 age groups, this minority group represents over 45 percent (45.9%) of the population (contrast that with 31.4% for Caucasians).

Texas' multicultural audiences in reality represent stronger economic potential, with more disposable income than ever before, and these segments in particular are experiencing phenomenal growth in buying power that has exceeded the general population. According to The Selig Center for Economic Growth, Hispanic and African American buying power in Texas ranks only second to California and New York respectively; and, Asian Americans' buying power in Texas ranks third behind California and New York respectively. Combined, all three market segments estimated buying power in Texas is estimated at \$282 billion!

- Hispanic - \$176 billion
- African American - \$72 billion
- Asian American - \$32 billion

Multicultural consumers are trendsetters and tastemakers; they are avid technology, mobile and social media users. We know all this, and this isn't, in and of itself, a new insight. But what is new is the huge and growing influence on trends and buying decisions these multicultural groups represent. As a group, we've realized this, and we've spent our efforts over decades here in Texas researching and exploring new and better ways to connect with our fellow multicultural Texans. And it's working. We are constantly finding new ways to explore cultural insights – ranging from identities, external and environmental factors, languages, understanding how experiences affect behaviors, values, habits and attitudes as well as motivations. As these audiences continue to grow and evolve throughout the state of Texas, the Texas Lottery brand will need to focus on cultural sustainability to remain relevant in the market and appeal to native Texans as well as those moving to Texas who have a high affinity for playing the lottery. We are committed to partnering with the TLC to protect and sustain the TL brand penetration in these market segments while gaining increased share of the projected market growth.

7.1.3 In-House Research Capabilities

Team TAG brings to TLC a robust combination of resources and tools for effective research on our target market, producing actionable intel and data to inform our advertising strategies across the program.

Our Resources

Through our Explorations and Insights Group, TAG brings a dedicated research team focused on understanding the modern consumer and how they interact with media channels and executions. In addition, we have a long-standing strategic partnership with Epiphany Research & Marketing, a San Antonio-based woman-owned business with core capabilities in research and strategy development. Epiphany was founded in 2002 by Mary Repole, who spent 15 years right here at TAG as Vice President of Strategic Planning before founding Epiphany. The Epiphany team conducts qualitative and quantitative research both online and in the field, using cutting-edge, effective research methods strongly influenced by ethnography and the techniques developed by cultural anthropologists and social psychologists.

Epiphany is best known for the innovative, observational, qualitative research they have helped to pioneer in this part of the country. Known in the research world as "ethnography," Mary's team uses techniques developed by cultural anthropologists and social psychologists to dig deeper and gain more insight into customers' real-life experiences with brands than most traditional research companies. By observing and interviewing customers as they are using a product or service, Mary is able to capture the essential truth of the experience—rather than a memory of it after it has occurred. Projective techniques also help consumers imagine what a new product or service might be like, helping clients to gain a better understanding of what will appeal to their target audience.

Mary says when she unearths that essential truth, it's an "aha" moment...an epiphany around which the emotional center of a brand can be built and new product ideas and services can be discovered. Mary also conducts traditional qualitative and quantitative research both online and in the field.

This dedicated team combines the actionable data produced from our research with original proprietary data exclusive to the tourism industry that we will further leverage to bring TLC a unique depth and breadth of research capabilities.

Our Approach & Tools

Media, Strategic Planning, and Account Service work in concert to understand available research to identify key target markets and audiences and discover the consumer insights that tell us who they are, where to reach them and how to connect with them. We overlay that information with our own resources such as Simmons, MRI, and Scarborough to reveal key insights into the consumer's media behavior, competitive spending, and historical data to provide us with the background to make sound media decisions. The analyses provide perspective on elements like:

- Demographics (age, sex, income, education, travel, etc.)
- Product usage (by gender, key age groups, geography, etc.)
- Lifestyle/psychographic information
- Spending patterns
- Spending behavior/attitudinal preferences
- Ethnicities
- Primary purchaser
- Purchasing influencers
- Category trends
- Population clusters and densities
- Media preferences and usage

From this information, we work to build deep personas that identify markets, demographics, psychographics as well as how audiences make the most basic decisions. This is a critical function of our strategic planning, informing all aspects of our marketing campaigns and associated spends.

With audience personas developed and a deep understanding of the beliefs, behaviors and motivations of each, we look to understand consumer preferences and spending trends to activate brand messaging. Channels are where the plan comes to life. The personas are then cross-referenced with media preferences. Utilizing Scarborough, and industry-specific research data, the target audience's media usage patterns are profiled to determine which mediums will be the most effective at reaching the target consumer. This combined data set allows us to plan the most effective channels in order to reach the target in the right place, at the right time.

Following this evaluation, each vehicle within the media elements is profiled, i.e., which programs have the most appeal and which dayparts have the most target viewership, which magazines, circulations best matches the target from a demographic and geographic perspective, what vehicles performed well in the past, and what the trends in those media categories are.

We currently have access to each of these media research and planning tools:

Nielsen: the leading provider of marketing information, audience measurement, and business media products and services. Their core business is measuring network and local TV market and providing ratings data in order to make informed buying decisions about which programs to purchase to reach the target demographic effectively.

Strata: Media buying simplified with integrated television, radio, spot cable, online, outdoor and print planning and buying systems.

Standard Rate and Data Service (SRDS): As the leading provider of media rates and data with comprehensive coverage of traditional media such as magazines, newspapers, television, direct marketing and radio, as well as today's alternative marketing opportunities such as online and out-of-home.

SQAD/Media Market Guide: Contains quarterly projections for spot television, spot radio, newspapers and magazines cost data. The Media Market Guide-Local uses SQAD TV and SQAD Radio CPPs, along with partner sources.

Scarborough Research: Measures the lifestyles, shopping patterns, media behaviors, and demographics of American consumers locally, regionally, and nationally. Scarborough consumer insights are used to develop successful programs that maximize return on marketing and sales investments.

Once we work together and establish clear objectives, we are willing to invest in additional media planning tools like MRI, Simmons and/or Prizm/ Claritas to ensure we have the best research available to exceed the goals and strategies of our media planning efforts.

Additional research methodologies can be conducted as needed to ensure the creative brand campaign and media strategies will resonate with our personas and further develop insights on specific creative messaging. This could include:

- Online Focus Groups
- Qualitative Studies
- Quantitative Studies (through website)
- Brand Lift/Awareness Studies
- Advertising Recall
- A/B Testing

Because our leaders and team are actively engaged in the latest trends and insights, we will be able to consistently bring ideas to infuse our strategic plans with best-in-class tactics that result in positive growth for TLC.

7.2 Advertising Sensitivity

7.2.1 The Texas Lottery is an agency of the State of Texas, and all advertising efforts shall be conducted in a manner commensurate with the dignity and integrity of the State of Texas. Advertising should be consistent with the core values, mission and vision of the Texas Lottery. Further, in accordance with TEX. GOV'T CODE ANN. Sec. 466.110. (PROHIBITED ADVERTISEMENTS), "advertisements or promotions sponsored by the commission or the division for the lottery [must] not be of a nature that unduly influences any person to purchase a lottery ticket or number."

We understand and will comply.

7.2.2 The following stipulations apply to all Texas Lottery advertising. Advertising should not:

1. Unduly influence or over promise the benefits and features of the game or infer that anything other than random chance will result in winning the game via game names, callouts, features or other game elements.
2. Depict or represent a change of lifestyle by presenting any Texas Lottery game as a potential means of relieving any person's financial or personal difficulty by emphasizing wins are a guarantee or substitute for employment.
3. Display guns, alcohol, tobacco, improper attire or imply lewd or indecent language, images or actions.
4. Portray product abuse, excessive play or preoccupation with gambling by glamorizing frequent or excessive play.
5. Imply or portray any illegal activity.
6. Make fun of other's pain, misfortune, impairment, or physique.
7. Degrade the image or status of persons of any ethnic, minority or religious group.
8. Show any form of cruelty and/or abuse of animals.
9. Exploit a person, specific group or economic class.
10. Create the perception that the Texas Lottery has control over where winning tickets are sold and/or purchased.
11. Stereotype Texans.
12. Solicit children.

We understand the stipulations and will comply.

7.3 Advertising Plan

7.3.1 The Texas Lottery will provide the Successful Proposer with a marketing strategy including planned product flights as well as an overall budget. The strategy shall clearly define goals and communication objectives. The Texas Lottery and the Successful Proposer shall meet as needed to review the goals and objectives. The Texas Lottery may modify and/or amend the goals and objectives at any time.

We understand and are prepared to collaborate with TLC on the most effective metrics, goals and objectives for a consistent and high value marketing strategy.

7.3.2 Advertising Plan. The Successful Proposer shall be required to develop an annual advertising plan that is consistent with the Texas Lottery's marketing strategy and must be approved in writing by the Texas Lottery. The Texas Lottery's advertising plan should reach all adult (ages 18+) Texans. Unless otherwise specified by the Texas Lottery, the advertising plan, at a minimum, must include:

1. Allocation of dollars by media and DMA with detailed rationale.
2. Projected production and agency fee costs.
3. Measurable metrics as appropriate for each medium (i.e., impressions, GRPs, etc.).
4. Detailed media flowchart that specifies mediums, market tiers and costs.
5. Experiential event and marketing activation opportunities and any other topics specified by the Texas Lottery.

The advertising plan should be based on the Texas Lottery's fiscal year (FY) (September 1 – August 31). The Successful Proposer shall submit an advertising plan for FY19 no later than four weeks after the Contract execution date, or as specified by the Texas Lottery. Advertising plans will be due annually thereafter no later than May 31 or as specified by the Texas Lottery.

We understand and will comply.

7.4 Budget

7.4.1 The level of anticipated annual Fiscal Year spending will be determined by the Texas Lottery. The budget for Fiscal Years 2018 and 2019 is \$26,633,448 annually. The Successful Proposer shall develop a cost-efficient advertising plan that is responsive to the Texas Lottery's marketing needs.

We understand your budget and the revision stated in your Amendment 5 Q&A and will plan to this number.

7.4.2 The Successful Proposer shall make recommendations for savings wherever possible. The budget will be reviewed as needed and shall be revised as required by the Texas Lottery.

We understand and will make cost-savings recommendations as well as provide negotiated value-add opportunities.

7.4.3 The Successful Proposer shall make no commitment on behalf of the Texas Lottery without prior written approval by the Texas Lottery.

We understand and will comply.

7.5 Reports

The Successful Proposer shall provide the following reports to the Texas Lottery in a format approved or prescribed by the Texas Lottery. The Successful Proposer shall submit reports in accordance with the deadlines below, unless otherwise directed in writing by the Texas Lottery.

We understand and will comply.

7.5.1 The following report is due every Wednesday:

— **Status Report.** This report documents all current media and production jobs, projects, experiential events, reporting, and meetings. Status Report will include: job by product, media, production, status of job, timeline of job, or as prescribed by the Texas Lottery. The report should also include a section for dynamic jackpot billboard maintenance. All timelines shall include a minimum of five (5) Working Days for approval by the Texas Lottery on each stage of each job or project, unless otherwise approved by the Texas Lottery.

We understand and will comply.

7.5.2 The following reports are due by the 10th of each month:

- **The HUB Subcontracting Plan Prime Contractor Progress Assessment Report.** This report documents monthly payments made by the Successful Proposer to subcontractors under the Contract. The report may be due prior to the 10th of the month at the request of Texas Lottery.

We understand and will comply.

- **Approved Expenditure Report.** A summary of all approved expenditures to date for the current fiscal year. The summary shall indicate the total amount available in the budget and the total amount currently committed. The summary also shall include current amounts invoiced, amounts invoiced but not paid, amounts owed for services performed but not invoiced, and current amounts paid, together with spending by media and production type.

We understand and will comply.

7.5.3 The following report is due quarterly:

- **Print Audit.** No more than thirty (30) Days following the end of each calendar year quarter, the Successful Proposer shall submit quarterly print audits. Print audits will include name of publication, (paid or unpaid) circulation, DMA, year established, publication frequency, distribution sites, and publisher information.

We understand and will comply.

7.5.4 The following reports are due on an annual basis:

- **Fiscal Year-End Added Value Report.** The Successful Proposer shall submit a fiscal year-end summary of added value achieved as a result of the previous fiscal year's media buy no later than January 31.

We understand and will comply.

- **Production Inventory Report.** The Successful Proposer shall submit a current inventory report no later than September 30 for all broadcast and digital video production storage. The report shall include the date of inventory, job name, ISCI code and description, or as otherwise prescribed by the Texas Lottery.

We understand and will comply.

7.5.5 The following reports are due prior to each campaign launch as follows:

- **Media Buys.** For each campaign, actual media buys will be required at least three weeks prior to the start of each flight. All media buys must include a summary of planned and purchased goals met and any cost savings achieved. Broadcast and out-of-home shall be reported per DMA.

We understand and will comply.

- **Added Value.** For each campaign, the Successful Proposer shall provide an added value placement report in accordance with section 7.7.5. Reports will be required at least three weeks prior to the start of each flight.

We understand and will comply.

7.5.6 The following report is due ninety (90) Days after campaign completion as follows:

- **Post Buy Report.** No more than ninety (90) Days following the end of the campaign flight, the Successful Proposer shall provide the Texas Lottery with a post-buy report indicating whether the planned measurable metrics of each buy were achieved within budget. If the broadcast and out-of-home goals were not achieved, the report shall contain a make-good report where bonus was issued.

We understand and will comply.

7.5.7 The following report is due forty-five (45) Days after each experiential activation completion as follows:

- **Post Experiential Report.** This report provides a recap of each experiential activation as prescribed by the Texas Lottery.

We understand and will comply.

7.5.8 At its sole discretion and with thirty (30) days' advance written notice to the Successful Proposer, the Texas Lottery may change the due dates of any required reports listed above. Failure to provide any reports as required (including in accordance with any revised due dates set by TLC) may result in the assessment of contract sanctions under Section 3.51.15.

We understand and will comply.

7.5.9 Ad Hoc Reports. The Texas Lottery may require the Successful Proposer to develop advertising reports or analysis of advertising opportunities with mutually agreed upon dates for delivery.

We understand and will comply.

7.6 Creative Services

7.6.1 The Successful Proposer shall be responsible for conceiving, creation and production of Texas Lottery advertising materials, including broadcast, digital, social, point-of-sale and print advertisements, out-of-home and such other materials and projects as may be required by the Texas Lottery. The Successful Proposer also may be required to develop comprehensive integrated campaigns and to assist the Texas Lottery in developing game names, product logos, or art for other use.

We understand and will comply.

7.6.2 Creative Concepts. The Successful Proposer shall present at least three (3) creative concepts for each campaign and, upon Texas Lottery approval of the campaign concept, the Successful Proposer shall present three (3) creative options for each medium in the campaign unless otherwise specified by the Texas Lottery. If concepts or creative options are not approved by the Texas Lottery, the Successful Proposer, at the direction of the Texas Lottery, shall be required to develop and present additional creative executions.

We understand and will comply.

7.6.3 Creative Meetings. The Successful Proposer shall schedule creative meetings with the Texas Lottery. Unless otherwise approved by the Texas Lottery, the Successful Proposer shall provide at least five (5) Working Days' advance notice for all creative meetings. Creative meetings will be held on an as-needed basis.

We understand and will comply.

7.6.4 Timelines. The Successful Proposer shall allow sufficient time for developing and presenting creative concepts, editing and revising selected options, obtaining final approvals from Texas Lottery staff, producing the final product, and distributing the finished product according to Texas Lottery specifications. Unless otherwise approved by the Texas Lottery, all timelines shall include a minimum of five (5) Working Days for approval by the Texas Lottery for each stage of each job or project. The Successful Proposer shall provide detailed production schedules with task milestones for each job. The Successful Proposer shall email all required materials to the Texas Lottery no later than four (4) hours before any scheduled meeting, unless otherwise approved by the Texas Lottery. The Texas Lottery will not be responsible for any additional production costs incurred as a result of the Successful Proposer's not adhering to set timelines.

We understand and will comply.

7.6.5 Creative Approvals. The Successful Proposer shall obtain written approval from the Texas Lottery prior to producing any advertisement. When producing any creative work, the Successful Proposer shall not vary from approved scripts, story boards or print layouts without written approval from the Texas Lottery. Failure to adhere to approved scripts, story boards or layouts may void the Texas Lottery's approval of the estimate for the project. The Successful Proposer shall incorporate all changes required by the Texas Lottery, as well as submit any other alternative creative solutions deemed prudent by the Successful Proposer. The Successful Proposer shall be responsible for all unauthorized expenses.

We understand and will comply.

7.7 Media Services

7.7.1 Media Buying Guidelines will be prepared by the Texas Lottery in cooperation with the Successful Proposer, and shall be agreed to by both parties in writing. The Guidelines may be updated annually or more often as necessary during the term of this Contract. The Successful Proposer shall be responsible for adhering to the Media Buying Guidelines.

We understand and will comply.

7.7.2 Negotiation and Placement. The Successful Proposer shall be responsible for the placement and purchase of all media, including but not limited to broadcast, digital, social, out-of-home and print media. In negotiating media purchases, the Successful Proposer shall make the Texas Lottery aware of any savings that might be achieved through long-term commitments. Media placement shall be reimbursed at net cost with no mark-up. All broadcast stations are required to have a minimum ratings criteria defined by the Texas Lottery.

We understand and will comply.

7.7.3 Stewardship. The Successful Proposer shall ensure that all media runs according to any contracts or insertion orders. This includes but is not limited to: order receipt/input confirmation, traffic instruction confirmation, reviewing pre-log times, negotiating makegoods of comparable or greater value, etc.

We understand and will comply.

7.7.4 Placement Verification. The Successful Proposer shall review, process invoices and address any discrepancies prior to submitting to the Texas Lottery. This includes: confirming traffic, rotation, flight dates to the purchased media channels. In addition, the Successful Proposer shall provide, at no cost to the Texas Lottery, affidavits, tear sheets or any other placement verification requested by the Texas Lottery.

We understand and will comply.

7.7.5 Added Value Media Placements. The Successful Proposer shall negotiate added value for all media included in any Texas Lottery buy. The Texas Lottery shall establish a goal for added value media for each fiscal year.

We understand and will comply.

7.8 Production Storage

The Successful Proposer shall store past and current broadcast and digital/social video associated with the Texas Lottery in a manner consistent with industry standards. All storage costs will be reimbursed by the Texas Lottery for actual cost only. In accordance with Section 3.14.3, the Successful Proposer shall aid in any transition of broadcast and digital video for any new arrangement or service provider, if applicable.

We understand and will comply.

7.9 Goods and Equipment

Notwithstanding anything herein to the contrary, after completion of the services to be provided on the Texas Lottery's behalf, the Successful Proposer shall be solely responsible for the proper disposition of all physical or tangible goods and/or equipment created in connection with the services or works provided to the Texas Lottery, and which are incidental to such services or works (e.g., props, set dressing, promotional equipment, signage, related equipment). The Texas Lottery will notify the Successful Proposer in the event that such incidental goods or equipment are to be returned to the Texas Lottery; otherwise, the Successful Proposer shall bear all storage, destruction and other costs in connection with disposition of such physical or tangible goods and equipment. Upon request of the Texas Lottery, the Successful Proposer shall be required to provide supporting documentation confirming disposal or destruction of such items. The Successful Proposer is expressly prohibited from reproducing, distributing, displaying, performing publicly, making copies or derivative works of, selling, using, re-using or otherwise conveying to other persons or entities any goods and/or equipment bearing any Texas Lottery mark without prior written approval by an authorized Texas Lottery representative.

We understand and will comply.

7.10 Public Service Announcements

At the Texas Lottery's request, the Successful Proposer shall develop print and/or broadcast public service announcements and work to secure placements. The announcements will run at no charge to the Texas Lottery. The Successful Proposer shall include a detailed post-buy report.

We understand and will comply.

7.11 Translation Services

Translation services may include translation in multiple languages, terminology creation and management, editing, proofreading, and cultural review. These services must be available on request. In the past, the Texas Lottery has used translation services primarily for Spanish and limited translation requirements for Chinese.

We understand and will comply.

7.12 Experiential Marketing

7.12.1 The Texas Lottery works with the Lottery Operator to select promotional selling activations at fairs, festivals, other public events and in-store retailer promotions that create awareness and interest for Texas Lottery products among adult Texans. Experiential marketing efforts are intended to increase product trial and educate new and potential players about Lottery products.

We understand and acknowledge and we have partnered with The CE Group, Inc. to bring TLC a robust and proven successful experiential marketing capability.

7.12.2 At the Texas Lottery's request, the Successful Proposer shall assist in selecting, developing, negotiating and contracting for experiential activations in support of the Texas Lottery brand and products. This may include contracted services with third party vendors, equipment, supplies or other required components.

We understand and will comply. We are prepared to deliver best-in-class experiential activations in support of all TLC brand and products.

7.12.3 Joint Promotions. At the Texas Lottery's request, the Successful Proposer shall solicit and encourage joint advertising and promotional opportunities with potential co-sponsors. The Successful Proposer shall indicate the benefits to the Texas Lottery from any such joint promotion recommended.

We understand and will comply. Through our long, successful history in the Travel & Tourism industry – particularly across the state of Texas – our team brings to TLC a unique opportunity for joint advertising and promotional opportunities with potential co-sponsors.

7.12.4 Free Tickets and Other Benefits. Entitlements often carry with them an offer for free tickets to events, premium items and other special benefits. All such benefits provided in relation to experiential activations on behalf of the Texas Lottery shall be fully disclosed and documented. The Texas Lottery reserves the right to accept or reject the offer of any such items or benefits offered in association with an entitlement. The Successful Proposer may not utilize any such items for its own benefit or the benefit of other clients. No such item shall be provided to an employee of the Texas Lottery. The Successful Proposer shall maintain a listing of any or all items or benefits provided to the Texas Lottery, and shall make a recommendation for their use. Tickets, trips, premiums and other such items may be utilized for retailer incentives, for example. If, at the Texas Lottery's sole discretion, the Texas Lottery cannot make appropriate use of the items offered, it shall be the obligation of the Successful Proposer to negotiate lower rates or alternative benefits.

We understand and will comply.

7.12.5 Conventions, Trade Shows, Special Events and Meetings. All Texas Lottery vendors are encouraged to stay current on industry trends by attending various conventions, trade shows, special events, HUB expos and related meetings. When the Successful Proposer's attendance is requested by the Texas Lottery, the Successful Proposer shall request prior written approval of expenses from the Texas Lottery. Expenses will be reimbursed pursuant to Texas State per diem rates (See Section 7.16).

We understand and will comply.

7.13 Expenditure Approval

7.13.1 The Successful Proposer shall prepare written estimates for all expenditures and obtain prior written approval from the Texas Lottery before making any commitment on behalf of the Texas Lottery. The Texas Lottery will not be responsible for any expenditure unless pre-approved in writing by the Texas Lottery. Unless otherwise approved by the Texas Lottery, the Successful Proposer shall provide at least five (5) Working Days for all estimate approvals. The Successful Proposer shall submit estimates in a format prescribed by the Texas Lottery.

We understand and will comply.

7.13.2 For any service expenditures identified in Section 5.5.2 with an asterisk that exceed \$5,000, the Successful Proposer must obtain at least three (3) competitive bids to be used in the preparation of written estimates. In obtaining bids, the Successful Proposer must comply with the HSP requirements. The Successful Proposer shall be required to provide all supporting documentation of bids for each estimate.

We understand and will comply.

7.13.3 For any production work to be conducted outside the State of Texas, the Successful Proposer must provide written documentation that demonstrates locations or facilities within the State of Texas are not adequate for the required production.

We understand and will comply.

7.13.4 Estimate Revisions. Revisions to approved estimates must be pre-approved in writing by the Texas Lottery. All revised estimates shall contain the cost differential, including previous approved amounts.

We understand and will comply.

7.13.5 Estimate Cancellations. For any previously approved estimate that is cancelled, the Successful Proposer shall submit a revised closed estimate reflecting all cancelled portions of the estimate to the Texas Lottery.

We understand and will comply.

7.14 Billing/Invoices

7.14.1 In accordance with Section 3.8 and as further described herein, the Successful Proposer shall submit invoices to the Texas Lottery following delivery by the Successful Proposer of all goods and/or completion by the Successful Proposer of all services in accordance with a signed and pre-approved estimate.

We understand and will comply.

7.14.2 The Successful Proposer shall submit invoices in duplicate every other Monday, or as prescribed by the Texas Lottery, together with supporting documentation to substantiate all expenses incurred. If the designated Monday is a State holiday, invoices will be due the next state business day. By submitting an invoice for payment, the Successful Proposer certifies that goods have been delivered and received or services have been rendered in accordance with the Contract.

We understand and will comply.

7.14.3 The Successful Proposer must include, at a minimum, or as prescribed by the Texas Lottery the following with each invoice: (i) invoice statement including the invoice number, estimate number and any line items; flight dates; amount for each invoice submitted, current billed amount and balance remaining; (ii) all approved estimates and revisions; and (iii) supporting documentation (e.g., vendor invoices, tearsheets, affidavits, etc.).

We understand and will comply.

7.14.4 No payment will be made without a signed and approved estimate. The Texas Lottery will only authorize payments upon the completion and acceptance of services or after the delivery and acceptance of goods.

We understand and will comply.

7.14.5 Production and media estimates will be closed ninety (90) Days after the completion of the production and media flight. Once an estimate is closed, no further billing can be submitted.

We understand and will comply.

The Successful Proposer is required to mark “Closed” on the final invoice submitted to the Texas Lottery for payment.

We understand and will comply.

7.14.6 The State’s fiscal year is September 1 through August 31. Any invoices submitted after August 31 for services performed during the previous fiscal year must be submitted to the Texas Lottery no later than October 30 of the immediately following fiscal year.

We understand and will comply.

7.14.7 If no final invoice is received within ninety (90) Days after the termination or expiration of the Contract, the Successful Proposer waives the right to receive any further payments.

We understand and will comply.

7.14.8 Any invoices submitted that do not have all required detail to process for payment will be disputed in accordance with TEX. GOV’T CODE ANN. § 2251.042 et. seq. (“Disputed Payment”). A disputed invoice will be processed for payment as soon as possible following settlement of dispute, but no sooner than thirty (30) Days from original invoice received date.

We understand and will comply.

7.14.9 The Successful Proposer shall be required to reimburse the Texas Lottery for any overpayment determined as a result of an audit or inspection of records on work performed under the Contract. At the Texas Lottery’s sole discretion, reimbursement may be in the form of a credit or actual payment made by the Successful Proposer.

We understand and will comply.

7.15 Shipping/Freight Charges

The Successful Proposer is expected to utilize the lowest cost to safely transport its shipments. The Successful Proposer shall be responsible for all additional costs incurred by the Texas Lottery as a result of the Successful Proposer's production delay.

We understand and will comply.

7.16 Travel

The Texas Lottery does not reimburse for travel-related expenses including the Successful Proposer's hourly agency fees associated with travel for regularly held meetings at Lottery Headquarters. If the TLC requires the Successful Proposer to travel, for production, event management or any other reason, travel costs will be reimbursed pursuant to Texas State per diem rates along with the Successful Proposer's hourly agency fees. Approved travel expenses and estimated billable hours shall not be reimbursed without a prior approved estimate. Travel related to production by the Successful Proposer's subcontractor staff shall be reimbursed at State per diem rates.

We understand and will comply.

7.17 Unacceptable Products

The Successful Proposer shall be responsible for all costs for products produced on behalf of the Texas Lottery that are misprinted, produced in error or which the Texas Lottery, in its sole discretion, determines are unacceptable, together with all costs for services rejected by the Texas Lottery because of delay, or rendered in a manner inconsistent with services approved by the Texas Lottery.

We understand and will comply.

7.18 Unacceptable Services

The Successful Proposer shall be responsible for any costs incurred in conjunction with services provided on behalf of the Texas Lottery which are deemed unacceptable due to failure to meet deadlines that warrant services unusable, or rendered in a manner inconsistent with the services approved by the Texas Lottery.

We understand and will comply.

7.19 Meetings with TLC Vendors

Any meetings or conference calls that are held between the Successful Proposer and any of the Texas Lottery's vendors must be approved by the Texas Lottery. Texas Lottery staff may attend any meeting or conference call the Successful Proposer and any of the Texas Lottery vendors may have.

We understand and will comply.

7.20 Other Associated Services (Offered Option)

Offered Options are not identified in this RFP, but may be identified by the Proposer and included in the Proposal. This is an opportunity for Proposers to offer options the Texas Lottery may not have been aware of at the time this RFP was written. As an Offered Option, Proposers should describe in detail any other service(s) proposed to be provided to the Texas Lottery that are not specifically addressed in this RFP. The Proposer should include the cost or fee associated with an Offered Option, on a separate sheet to be included with the sealed cost proposal. The Proposer also should specify how those services would assist the Texas Lottery in achieving its objectives as outlined in this RFP.

We understand and will comply.

7.21 Austin Office

The Successful Proposer is not required to maintain an office in Austin, Texas. However, appropriate staff will need to be available upon request to attend meetings at the Texas Lottery headquarters.

We understand and will comply.

8.0 Creative Response

8.1 Creative Assignment

8.1.1 The Texas Lottery is interested in the Proposer's process and approach to resolving communication challenges. The Texas Lottery will assess the Proposer's ability to utilize qualitative and quantitative data and translate the findings into a concise advertising strategy that produces effective marketing messages.

We understand and have outlined our Process and Approach in our Creative Response.

8.1.2 Introduction. The Texas Lottery's product mix consists of scratch ticket games and draw games. The Texas Lottery introduces approximately 90 scratch ticket games annually ranging in price point from \$1 to \$50, which account for approximately 79% of overall Texas Lottery sales. Draw games (Powerball, Mega Millions, Lotto Texas, Cash Five, Daily 4, Pick 3, All or Nothing, Texas Triple Chance and Texas Two Step) range in price point from \$.50 to \$2 and account for approximately 21% of Texas Lottery sales. Several of the draw games also offer optional purchase add-on features.

We acknowledge and understand.

8.1.3 In 2008, the Texas Lottery launched the Texas Loteria scratch ticket. The scratch ticket is based on the colorful bingo-style game originating in Mexico. The images used on playing cards in the game have become iconic in Mexican culture and have crossed over into American pop culture as well. Over the past decade, Texas Loteria has consistently been one of the top selling scratch tickets at the \$3, \$5 and \$10 price points. Texas Loteria was also the first bilingual game launched by the Texas Lottery. For purposes of this creative assignment, the Texas Lottery plans to capitalize on the success of Texas Loteria by expanding the ticket into a suite of scratch tickets with price points at the \$1, \$3, \$5, \$10 and \$20 levels and supporting the suite with a comprehensive advertising campaign for the first time. The product goals for Texas Loteria suite creative are:

1. drive awareness of the suite of scratch tickets for both English and Spanish speakers throughout Texas
2. encourage product trial for new or lapsed players
3. maintain a strong Texas Lottery brand

We understand and acknowledge your goals.

8.1.4 The Assignment. Each Proposer shall create and submit as part of its Proposal, a Texas Loteria suite campaign designed to increase product awareness, trial and participation by adult (ages 18+) Texans. Each Proposer must consider and provide information in regard to how the campaign will execute successfully against the Texas Lottery's product and campaign goals. The Texas Lottery's media core audience is all Texans between the ages of 18 and 49.

We understand and acknowledge,

The creative response, at a minimum, should include:

A. Advertising Strategy

A solid and comprehensive strategy should be developed that addresses the assignment and meets the marketing objectives. The strategy should reflect a thorough understanding of Texas – its geographic markets, its diverse population and its status as a minority-majority state. The strategy shall be grounded in and substantiated by quantitative and qualitative data.

We understand and acknowledge,

B. Media Plan

The media plan should detail the mediums, planned goals (impressions, GRPs, etc.) and flight dates utilized to reach the intended audience and an experiential recommendation.

We understand and acknowledge,

C. Budget and Flight

The budget should include all production, media and experiential costs and shall not exceed \$3 million. The flight timing for consideration is September through November.

We understand and acknowledge.

D. Creative

The campaign's creative strategy should present original and engaging ideas that support the advertising strategy and goals. The creative response should include, at a minimum, one 30-second television spot, one 15-second digital/social video spot, one 30-second radio spot, one out-of-home execution, and point-of-sale pieces. The creative plan should include digital, social media and experiential recommendations. These specific creative executions are to demonstrate creative capabilities and strategic thinking and are not required to be part of the media plan.

All creative shall be in accordance with the State Lottery Act and the Texas Lottery's mission, vision, core values and advertising sensitivity guidelines as described in this RFP.

We understand and acknowledge.

E. Evaluation of Campaign Effectiveness

Methods to evaluate campaign effectiveness shall be included. Such methods for monitoring, tracking and measuring the campaign's success should point to the effectiveness and efficiency in meeting the communication goals.

We understand and acknowledge.

F. Campaign Guidelines

All discussion and examples related to the creative assignment should be included in the Proposal. Proposers invited for an oral presentation may use props and/or audio/visual aids.

We understand and acknowledge.

The Texas Lottery has identified the following resources for use by Proposers in preparing the creative response. Proposers are encouraged to conduct additional quantitative and qualitative analysis. Resources:

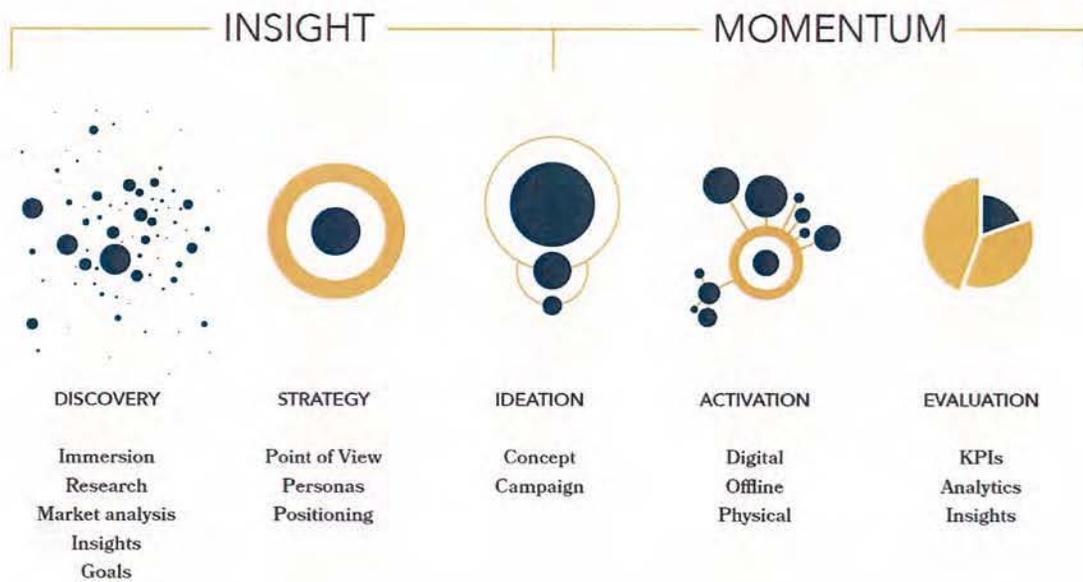
- FY18 Media Flowchart Attachment I
- FY16 Sales/Revenue by Game, Attachment J
- Demographic Survey of Texas Lottery Players, available at: http://www.txlottery.org/export/sites/lottery/About_Us/Publications/Reports.html
- National Association of State and Provincial Lotteries (NASPL) website, www.naspl.org
- La Fleur's website, www.lafleurs.com
- The Texas Lottery Commission's 2018 Business Plan, available at: http://www.txlottery.org/export/sites/lottery/About_Us/Publications/Reports.html
- The Texas Lottery Commission's 2017-2021 Strategic Plan, available at: http://www.txlottery.org/export/sites/lottery/About_Us/Publications/Strategic_Plans.html

We understand and acknowledge.

8.1.5 Creative Response

Process & Approach

The Atkins Group has developed a five phase process that uses a top-down strategic approach designed to get “in market” quickly and efficiently. This process is adaptive, flexible, and features a feedback loop to ensure we are engaged with TLC in a process of continuous improvement, refinement, and integrating key data and insights into our overall strategy and tactics to generate and retain brand loyalty and maximize channels for TLC and its suite of products.



The process includes five phases that begin with Discovery. Discovery starts with total immersion in the client’s history, challenges and goals. We want to know everything. We will interview various TLC staff members, management, key stakeholders, industry leaders and other marketing partners. We’ll do deep-dive studies on TLC’s target audiences to deduce exactly how they think and what moves them. We will review any existing research along with business and marketing plans to determine the scope of work required to achieve your goals, your mission, and enhance your opportunities for success.

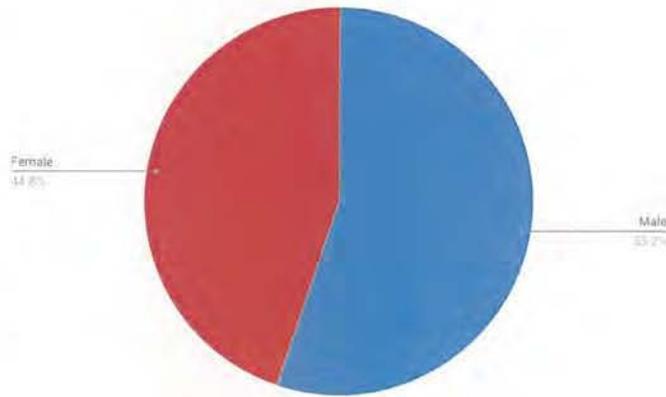
Informed by Discovery, Strategy includes three distinct steps. First, we publish our point of view on the current situation and the opportunity ahead. Next, we deeply define audience personas that include not only personality attributes, but also key motivations that drive purchasing decisions and other critical consumer behaviors.

Ideation follows Strategy, where we present the concept and the associated creative and marketing campaign. Activation is next, where we deliver the campaign into the appropriate channels to reach the target audiences.

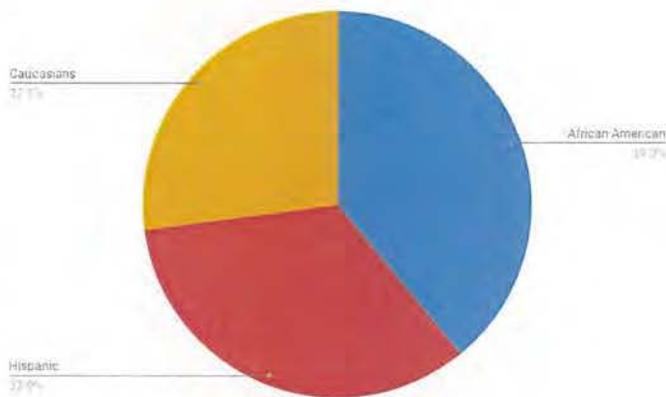
Evaluation serves two important functions: it is both the culmination of the process cycle where results are tested against the stated goals defined at the outset; and it is the catalyst for integrating insights and lessons learned – a continual feedback loop that informs each stage of the creative process as it continues. This ensures we are not only responsive and attentive to data and insights derived through discovery, but that we are also adaptive and flexible to adjust and refine our strategy and tactics throughout the marketing and advertising life cycle – i.e., a true process of continuous improvement.

TLC Target Audience: Profile

Overall, based on the latest Texas Lottery demographic study (2016), participation skews slightly male vs. female, but within scratch-off games, females represent 51.4 percent and males, 42.1 percent.



Although the African-American and Hispanic population segments had the highest participation for any lottery games this past year (2016), they also registered the highest median dollars spent, respectively



(African American, 47.5 percent/\$17 per month and Hispanic, 41.3 percent/\$22 per month for any game, distantly followed by Caucasians at 33 percent/\$10 per month). However, for scratch-off participation, the numbers are significantly higher for African-Americans at 61.1 percent and Hispanics at 52.7 percent. These groups represent the majority of the Texas Lottery scratch-off players.

When we look at the entire composition of the Texas Lottery market, there are distinct trends in each group's lottery-play behavior and scratch-play behavior, and their motivations and psychographics tend to vary. Distinct behaviors, psychographics and motivations tend to be slightly different when we group them into various personas. Although there is a significant familiarity with the Texas Loteria scratch-off games among some demographic and market segments, there is a low awareness and

participation among other demographics within each ethnic group. This is a key area for us to target – we must drive increased awareness among these groups.

Persona Groups

This demographic analysis along with our evaluation of secondary research of consumer behavior and the gaming industry lead us to develop the following persona groups to deeply understand personality attributes and accurately define key motivators that compel action.

Gaming Connoisseurs are evenly split between male and female, ranging in age anywhere between 18 and 49. They play more often and have the highest spend per month. Connoisseurs have considerable experience playing a variety of games, coupled with an interest in learning and mastering new games. This group also has the highest cross-play of all lottery games. They are usually skilled at strategizing on how to find the right combination/method for winning. Their primary motivation is consistently dreaming about winning a big payday and they tend to feel “lucky.” They also tend to find lottery-related “themes” (i.e., holiday numbers) and different play styles very appealing and would likely describe the lottery as a decent, useful and respectable pastime.

Challenge-Seekers are generally between ages 18 and 24 and are the youngest segment of gamers. They may be either single or married and their primary motivation is the enjoyment and thrill of mental challenges. They tend to seek value (multiple games on a ticket — i.e., Texas Loteria), and enjoy playing scratch-off tickets for fun and entertainment and have a fondness for games like bingo or crossword puzzles. This segment will more than likely dedicate the largest share of their dollars to scratch-off lotto games.

Impulsive Prize Players are evenly split between male and female, are educated with average incomes, tend to purchase on impulse, and scratch immediately after buying their tickets. This group looks for value in the purchase price of a ticket — i.e., amount spent is based on expectation of a higher payout. Impulsive players also tend to like scratch-off games that offer additional winning features or multiple ways to win. They prefer scratch-off

games that are easy to play and simple to learn. The impulsive players also prefer games that allow them to match numbers and symbols. Their primary motivation is playing when there is strong anticipation of winning a big prize, but impulsive players also tend to feel “lucky” and dream about winning.

Detached Dabblers are evenly split between male and female with average to higher incomes, and they are the most mature and educated segment. Dabblers have a fondness for lottery quick picks or games that offer an extended play. However, they are less motivated than other segments to participate in any draw or scratch-off, but when dabblers do participate in these games, they gravitate toward the lower price point, a \$1 ticket and/or maybe a \$3 ticket. Overall, dabblers have the lowest participation in scratch-off tickets within the past month and past year, but when they do play, most of their disposable income is spent on scratch and the Texas Lotto (or Powerball). Dabblers are not highly enthusiastic about the challenge of playing the lottery, therefore the benefits of supporting a cause — i.e., educational initiatives and support for veterans — do not have a high motivational impact on them. In summary, less than half of dabblers view the lottery as an innocent form of entertainment or an appropriate way to raise money for worthwhile causes.

Campaign Strategy

BACKGROUND

The Texas Lottery Commission seeks to become the “preeminent Lottery agency through innovative leadership”. Their mission is to generate revenue for the State of Texas through the responsible management and sale of entertaining lottery products.

Since the Texas Lottery sold its first ticket in 1992, players have won more than \$54 billion in prizes and the TLC has given more than \$26 billion in revenue for good causes throughout the state of Texas.

The Texas Lottery's product mix consists of scratch ticket games and draw games. The Texas Lottery introduces approximately 90 scratch ticket games annually ranging in price point from \$1 to \$50, which account for approximately 79% of overall Texas Lottery sales. Draw games (Powerball, Mega Millions, Lotto Texas, Cash Five, Daily 4, Pick 3, All or Nothing, Texas Triple Chance and Texas Two Step) range in price point from \$.50 to \$2 and account for approximately 21% of Texas Lottery sales. Several of the draw games also offer optional purchase add-on features.

TASK

The Texas Lottery plans to capitalize on the success of their Texas Loteria scratch game by expanding the ticket into a suite of scratch tickets with price points at the \$1, \$3, \$5, \$10 and \$20 level. We will be supporting the suite with a comprehensive advertising campaign for the first time.

CAMPAIGN GOALS:

- Drive awareness of the suite of scratch tickets for both English and Spanish speakers throughout Texas
- Encourage product trial for new or lapsed players
- Maintain a strong Texas Lottery brand

In 2008, the Texas Lottery launched the Texas Loteria scratch ticket. The scratch ticket is based on the colorful bingo-style game originating in Mexico. The images used on playing cards in the game have become iconic in Mexican culture and have crossed over into American pop culture as well. Over the past decade, Texas Loteria has consistently been one of the top selling scratch tickets at the \$3, \$5 and \$10 price points. Texas Loteria was also the first bilingual game launched by the Texas Lottery.

STRATEGIC STATEMENT

It's about generating EXCITEMENT to play the lottery using "MORE" options for the possibility of winning "more." – (i.e. optimism, enthusiasm, high expectations). The Texas Lottery is always seeking to give more. More winnings. And more to our community. For a decade, Texas Loteria has awarded more than 3MM Texans. And now your chances of winning more are even greater.

KEY TAKEAWAY

"I am excited about playing Texas Loteria, why would I play any other scratch off when I can play something as fun as the Texas Loteria, which gives me more options and a better chance of winning and a higher payout."

Our Understanding of Texas

Ask anyone on the street, in any US city outside the state of Texas, to describe Texas in one word. You'll get: "Horses!" Probably: "Cowboys!" – real-life ones, and those in a helmet and shoulder pads, too. You might get *The Spurs or The Stars*. The Rangers. There will be a JFK, an LBJ and a Bush or two in there. Ask a veteran and hear about Ft. Bliss, Ft. Hood. Sam Houston and Sheppard. You may find a Coast Guard officer with Port Arthur on his mind. A physicist who did a stint at Johnson Space Center.

Other streets will produce even more allusions, an ever widening connection to, and with, the incredibly rich and diverse culture, history, and contemporary world across the State of Texas. It is truly like many of us say, "*a Whole Other Country*".

Multicultural audiences continue to grow in size and influence across the U.S. Our country's increasing multicultural market size, its influence on pop and urban culture, and the immense buying power represented across multicultural demographics require new and innovative approaches to effectively market to and reach these audiences. It is critical for brands and organizations to thoroughly understand what these markets can – and already do – represent to their bottom lines, whether they know it or not. Marketers must understand how to best leverage and integrate

multicultural marketing tactics into their overarching strategy to more effectively target, attract and retain these consumers. In Texas alone, multicultural markets already represent an estimated 57.4% (16.0 million) of our state's total population and those numbers are projected to continue their exponential growth in both size and buying power. As one of the most populous states and one of several minority-majority states, Texas thus exemplifies this relatively new and exciting challenge: how do we effectively reach across cultural lines to effectively and consistently attract and retain consumers from our target audience? Furthermore, what strategies and tactics must we integrate into our marketing and advertising plans to generate and maintain brand loyalty?

These are key strategic challenges, and they require an approach, and a team, that is structured to meet them. As a collective team of diverse, local agencies with more than 100 years' experience and success targeting and reaching both multicultural and general market audiences *right here in Texas*, we understand these challenges better than anyone. We spend our time developing and executing strategic, practical strategies that optimize resources and maximize true market potential throughout the state of Texas, and TLC will benefit from our long, successful history of doing so. We know all audiences respond differently to certain types of media, creative, and messaging, and we know those triggers are constantly changing. We know an agency's ability to formulate a culturally defined strategic roadmap more critical now than ever before, and that strategy must be adaptive to meet the unique challenges of a rapidly evolving minority-majority state like Texas.

Within these challenges lie immense opportunity. To wit, Texas Lottery's primary target audience, adults ages 18-49, and multicultural audiences specifically, represent an enormous branding and financial opportunity for the state. In Texas alone, Hispanics, African American and Asian Americans combined represent over 60 percent (60.3%) of the 18-49 demographic – versus 39.6% for Caucasians. Similarly, within the 25-34 and 35-49 age groups, this minority group represents over 45 percent (45.9%) of the population (contrast that with 31.4% for Caucasians).

Translation? Texas' multicultural audiences in reality represent stronger economic potential, with more disposable income than ever before, and these segments in particular are experiencing phenomenal growth in buying power that has exceeded the general population. According to the Selig Center for Economic Growth, Hispanic and African American buying power in Texas ranks only second to California and New York respectively; and, Asian Americans' buying power in Texas ranks third behind California and New York respectively. Combined, all three market segments estimated buying power in Texas is estimated at \$282 billion!

- Hispanic - \$176 billion
- African American - \$72 billion
- Asian American - \$32 billion

Multicultural consumers are trendsetters and tastemakers; they are avid technology, mobile and social media users. We know all this, and this isn't in and of itself, a new insight. But what is new is the huge and growing influence on trends and buying decisions these multicultural groups represent. As a group, we've realized this, and we've spent our efforts over decades here in Texas researching and exploring new and better ways to connect with our fellow multicultural Texans. And it's working. We are constantly finding new ways to explore cultural insights – ranging from identities, external and environmental factors, languages, understanding how experiences affect behaviors, values, habits and attitudes as well as motivations. As these audiences continue to grow and evolve throughout the state of Texas, the Texas Lottery brand will need to focus on cultural sustainability to remain relevant in the market and appeal to native Texans as well as those moving to Texas who have a high affinity for playing the lottery. We are committed to partnering with the TLC to protect and sustain the TL brand penetration in these market segments while gaining increased share of the projected market growth.

Advertising Strategy

TEXAS LOTTERY SCRATCH GAMES BRAND HEALTH

Within all Texas Lottery Games/Features, 2016 year-over-year growth for Scratch Off games was +1.6%. Among all Texas Lottery Game/Feature, Scratch Games single digit growth rate ranked 10th (Source: University of Houston Study). Additionally, the growth rate since 2001 has been in general decline. Finally, approximately 50% Scratch Off players purchase tickets only a few times a year.

TEXAS LOTERIA MEDIA PLAN GOALS AND OBJECTIVES

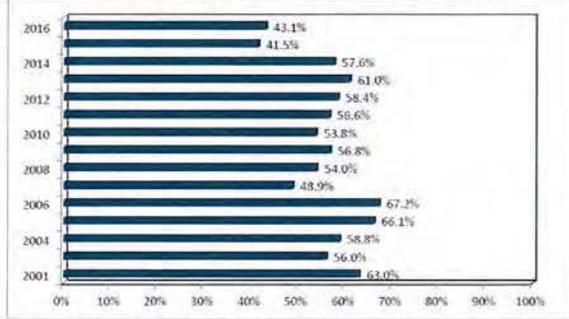
Employ a multi-media touchpoint strategy to increase purchase and frequency of the Texas Loteria

Scratch Off Games, thereby, contributing to higher year-over year growth rates. Based on player data provided on the RFP, as well as, the cultural association with Loteria, The Atkins Group will target Adults 18-49 and prioritize Hispanic and African-American populations within the state of Texas to achieve higher growth rates.

THE BUILDING BLOCKS OF THE TEXAS LOTERIA MEDIA PLAN

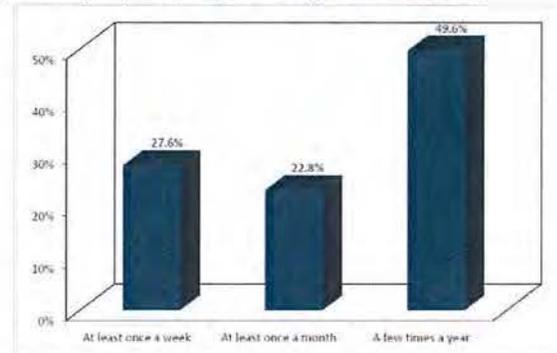
The Atkins Group believes unlocking a client's key geography, multicultural composition within key geography's, and understanding the targets media behavior are critical building blocks in developing a strategic and player growth media plan.

Figure 11. Percentage of Past-Year Players Playing Texas Lottery Scratch Games



Sources: HSPA HCPP 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015 and 2016 survey data and additional survey reports 2001-2006.

Figure 12. Frequency of Purchasing Texas Lottery Scratch Tickets (n=254)



Texas Population Analysis

The state population analysis against Adults 18-49 yielded key findings that will guide market prioritization of the Loteria campaign. As of 2005, Texas became a minority-majority state. Today, Hispanics and African-Americans alone comprise 55% of the overall population among A18-49. The top 7 DMA's (Dallas, Houston, San Antonio, Austin, Harlingen-Weslaco-Brownsville-McAllen, El Paso and Waco) represent 85% of the State's overall Adult 18-49 population.

The Hispanic A18-49 population is also clustered in the top 7 DMA's. The top 7 DMA's represent 85% of the State's Hispanic Adult 18-49 population; mirroring overall population trends in this demographic. Adding Corpus Christi and Laredo brings the Hispanic state percentage up to 91%.

The African-American population is highly concentrated in Dallas and Houston. These 2 DMA's represent 73% of the African-American Adult 18-49 population. Adding San Antonio, Austin, Waco, and Beaumont brings the African-American state percentage up to 91%.

Based on this analysis, The Atkins Group recommends the following target markets as priorities for our Texas Loteria approach.

Market Prioritization

CLUSTER 1

1. Dallas
2. Houston
3. San Antonio
4. Austin
5. Harlingen-Weslaco-Brownsville-McAllen
6. El Paso
7. Waco

CLUSTER 2

1. Corpus Christi
2. Beaumont
3. Laredo

Given that the Texas Loteria is available statewide, The Atkins Group recommends we include an Evergreen campaign to reach all Texans with the demographic.

EVERGREEN

1. State-wide

Multicultural Prioritization within the Total Market Media Plan

CLUSTER 1:

1. Dallas- Total Market with an emphasis on Hispanic and African-American populations
2. Houston- Total Market with an emphasis on Hispanic and African-American populations
3. San Antonio- Total Market with an emphasis on Hispanic and African-American populations
4. Austin- Total Market with an emphasis on Hispanic and African-American populations
5. Harlingen-Weslaco-Brownsville-McAllen - Total Market with an emphasis on Hispanic population
6. El Paso- Total Market with an emphasis on Hispanic population
7. Waco - Total Market with an emphasis on Hispanic and African-American populations

CLUSTER 2:

1. Corpus Christi - Total Market with an emphasis on Hispanic population
2. Beaumont - Total Market with an emphasis on African-American population
3. Laredo - Total Market with an emphasis on Hispanic population

EVERGREEN:

1. Statewide: Skew Total Market messaging

DMA	DALLAS	HOUSTON	SAN ANTONIO	AUSTIN	RGV	EL PASO	WACO	TYLER-LONGVIEW-LUFKIN-NACOGDOCHES	CORPUS CHRISTI	AMARILLO	LUBBOCK	ODESSA-MIDLAND	BEAUMONT-PORT ARTHUR	WICHITA FALLS	LAREDO	ABILEN
Total A18-49 Pop (000)	3,154	2,900	1,067	367	537	430	420	268	227	208	180	175	167	151	117	
State Composition of Total Population	28.5%	26.2%	9.0%	7.4%	4.9%	3.9%	3.8%	2.4%	2.1%	1.9%	1.6%	1.6%	1.5%	1.4%	1.1%	
Hispanic A18-49 Pop (000)	968	1,113	620	298	498	337	166	57	147	82	77	96	21	25	110	
Market Hisp Density	30.7%	38.4%	58.1%	34.4%	92.7%	78.4%	25.2%	21.3%	64.8%	39.4%	42.8%	54.9%	14.4%	16.3%	94.6%	
State Composition of Hisp Population	20.9%	24.1%	13.4%	6.4%	10.8%	7.3%	2.3%	1.2%	3.2%	1.8%	1.7%	2.1%	0.5%	0.5%	2.4%	
AA A18-49 Pop (000)	505	537	78	66	3	18	70	44	8	9	11	8	39	15	1	
Market AA Density	16.0%	18.5%	7.3%	7.6%	0.9%	4.2%	16.6%	18.3%	3.5%	4.3%	6.0%	4.8%	23.1%	9.7%	0.8%	
State Composition of AA Population	35.5%	32.7%	5.5%	4.6%	0.3%	1.3%	4.9%	1.3%	0.6%	0.6%	0.8%	0.6%	2.7%	1.0%	0.1%	
Balance A18-49 Pop (000)	1,581	1,251	369	501	34	75	244	167	72	117	92	71	104	111	8	
Market Balance Density	53.3%	43.1%	34.6%	58.0%	6.4%	17.4%	58.2%	62.4%	31.7%	56.3%	51.2%	40.3%	62.5%	74.0%	5.2%	
State Composition of Balance Population	33.5%	24.9%	7.4%	10.0%	0.7%	1.5%	4.9%	3.3%	1.4%	2.3%	1.8%	1.4%	2.1%	2.3%	0.1%	

Market Size and Composition: Aged 18-49 that May Search CR

In order to reveal the target's media behavior we studied media habits of current Lottery players. Looking at this data in this way will unlock Lottery-friendly media spaces that are best suited to not only attract new players, but retain current players in media environments that they enjoy.

The Atkins Group utilized Nielsen's Scarborough service, the leader in local market research, for the analysis. We pulled media usage data in Dallas, Houston, San Antonio, Austin, Harlingen-Weslaco-Brownsville-McAllen, and El Paso. The targets were identified as:

- Adults 18-49 & purchase any scratch off's
- Adults 18-49 & purchase any lottery ticket

Media usage data was collected on usage that was 25% or greater. After collecting the data, a market average was calculated to glean state-wide learnings. While the Lottery research is only available in the 6 aforementioned markets, these markets represent 81% of the Adult 18-49 Texas population.; thus, providing a reliable benchmark of state media usage among Lottery players.

Finally, media usage indices were calculated between Scratch Off Players and Any Lottery Ticket Players to learn about media environments that performed better among Scratch Off Players.

Below is a summary of the key findings:

- Among Scratch Off players, 47% spend 10+ hours per week on Internet/App's, and are more likely to spend 10+ weekly hours in the Digital space than Any Lottery Ticket players. Scratch Off players use the Internet/App's in myriad of ways. The top 13 ways that Scratch Off players use Internet/App's are: Search, Social Networking, Maps/GPS, Digital Radio, Weather, Video Clips, Video Clips, Movies, Gaming, Local News, OTT, Traffic, and Daily Deals (in priority order). Among their preferred Internet/App's activities, they are also more likely to utilize Digital in the following 6 ways vs. All Lottery users: Daily Deals, Gaming, Movies, Maps/GPS, Digital Radio, and Video Clips.

- Among Scratch Off players, 72% watch Cable TV and are more likely to watch Cable than Any Lottery ticket players. As a comparison, all Lottery players watch Broadcast TV at similar levels.
- Scratch Off players prefer the following 8 genres within the Cable TV space: Movies, Comedies, Sports, Documentaries, Mystery/Suspense/Crime, Food/Cooking Shows, Dramas, and Game Shows (in priority order). Among their preferred Cable TV genres, they are also more likely to watch the following 4 Cable TV genres vs. Any Lottery Ticket players: Mystery/Suspense/Crime, Food/Cooking Shows, Dramas, and Game Shows.
- The 4 preferred radio formats among Scratch Off players are Contemporary Hit Radio, Adult Contemporary, Mexican Regional/Spanish Contemporary, and Country (in priority order). The Urban Contemporary format is strongest in Dallas and Houston. In fact, within these 2 top markets, the Urban Contemporary format ranks 3rd among Scratch Off players. Among their preferred Radio formats, they are also more likely to listen to the following 4 Radio formats vs. Any Lottery Ticket players: Urban Contemporary, Contemporary Hit Radio, Mexican Regional/Spanish Contemporary, and Adult Contemporary. All Lottery users listen to the Country format at similar levels.

ADULTS 18-49 & PURCHASE ANY SCRATCH OFF'S

A 18-49 Media Usage	MARKET AVERAGE	DALLAS	HOUSTON	SAN ANTONIO	AUSTIN	RGV	EL PASO
TELEVISION							
Watched any non-Premium Cable in the last 7 days	72.0%	80.0%	65.2%	75.0%	79.2%	71.7%	60.6%
Watched any Broadcast channel in the last 7 days	86.9%	92.7%	87.5%	81.8%	83.7%	89.6%	86.2%
TV/Cable Genre Preferences							
Movies	67.6%	63.1%	56.8%	64.8%	72.5%	76.3%	72.1%
Comedies	63.9%	66.2%	58.0%	70.7%	68.9%	59.1%	60.6%
Sports	46.1%	53.3%	48.8%	45.7%	35.6%	39.3%	53.9%
Local News-Evening	44.3%	44.0%	43.8%	44.8%	36.5%	48.9%	47.5%
Local News-Morning	40.1%	50.5%	42.2%	39.5%	31.6%	41.4%	35.5%
Documentaries	38.4%	38.2%	35.1%	44.6%	40.1%	27.2%	45.2%
Mystery/Suspense/Crime	37.1%	36.5%	34.0%	36.8%	42.3%	36.0%	37.1%
Food/Cooking Shows	37.1%	42.7%	28.0%	37.6%	30.2%	34.0%	50.1%
Local News-Late	33.9%	37.6%	38.4%	27.7%	24.7%	42.7%	32.0%

MARKET AVERAGE A18-49 COMPARISON: PURCHASE ANY SCRATCH OFF'S VS. PURCHASE ANY LOTTERY TICKET

A 18-49 Media Usage	ANY SCRATCH OFF MARKET AVERAGE	ANY LOTTERY TICKET MARKET AVERAGE	INDEX
TELEVISION			
Watched any non-Premium Cable in the last 7 days	72.0%	70.8%	102
Watched any Broadcast channel in the last 7 days	86.9%	87.3%	100
TV/Cable Genre Preferences			
Court Shows	18.3%	16.3%	113
Daytime Talk Shows	13.2%	12.2%	108
Food/Cooking Shows	37.1%	34.9%	106
Game Shows	28.5%	27.0%	106
Local News-Evening	44.3%	42.0%	105
Local News-Late	33.9%	32.3%	105
Reality/Adventure	17.6%	16.8%	105
Local News-Morning	40.1%	38.4%	104
Mystery/Suspense/Crime	37.1%	35.5%	104
Novelas	19.9%	19.1%	104
Late Night Talk	19.1%	18.6%	103
Comedies	63.9%	62.4%	102

Media Consumption by Generation

The overall media consumption of Baby Boomers, Generation X and Millennials is similar, however there are subtle differences. All generations consume both traditional and digital media in varying degrees throughout their day, and across the purchase funnel. Traditional media like television and print, more heavily consumed by Boomers and Gen X, delivers powerful relationships that influence, inspire, and endure. While Millennials are more digitally inclined, they still rely on traditional media to stay informed.

MEDIA CONSUMPTION STATISTICS BY GENERATION

	Magazines: Number of issues read in a month	Newspapers: Number of Newspapers read in a 28 day period	Radio: Number of half-hours listened to in a week	TV: Number of half hours viewed in a week	Internet: Number of hours spent in an average week
Boomers	9.2	17.9	33.8	70.7	16.5
Gen X	9.1	14.4	35.3	55.1	18.3
Millenials	8.9	11.9	34.6	49.4	23.4

Source: MNI

Media Vehicle Prioritization

Grounded in the learnings of the Media Usage study and overall media trends, The Atkins Group recommends the following media vehicles in priority order:

CLUSTER 1 MARKETS:	CLUSTER 2 MARKETS:	EVERGREEN:
1. Digital	1. Digital	1. Out of Home
2. Cable TV	2. Cable TV	2. Digital
3. Out of Home	3. Out of Home	3. Social Media
4. Radio		

Media Vehicle Rationale

Digital, Cable TV, and Radio rationale is supported by the findings in the Media Usage Study.

Additionally, The Atkins Group recommends a brand refresh for The Texas Loteria. Per the University of Houston study, the overall Scratch Games growth rate since 2001 has been in general decline, and, approximately, 50% Scratch Off players purchase tickets a few times a year.

As part of the brand refresh, The Atkins Group recommends Digital Video, OTT, and Cable TV in Clusters 1 & 2. Video messaging captures viewer’s imagination and attention with its sight, sound, and motion elements that are inherent to all -things Video.

Additionally, Video messaging will reach and introduce Texas Loteria to the Adult 18-24 sub-target. This range lags in playing anything Lottery. Young Adults significantly over-index in consuming Digital Media.

Placed based OOH will be the primary OOH form to promote Texas Loteria. Not only is Placed Based OOH the most efficient way to reach Multicultural audiences, it also allows Texas Loteria to have messaging near the point of purchase at convenience stores/gas stations.

For Cluster 1 & 2, Check Cashing Jackets will reach the Hispanic and African-American targets. Gas Pump Nozzle messaging state-wide will be the backbone of the Evergreen media plan.

Media Vehicle Detail

	CLUSTER 1	CLUSTER 2	EVERGREEN
DIGITAL	<ul style="list-style-type: none"> - Augmented Reality - TLC APP Alerts - OTT Video - YouTube YouTube TV YouTube RED - Digital Radio - Local TV Instream Viewing - Video Instream Pre-Roll* - Cross Platform Rich Media Display Interactive Scratch Off* - Cross Platform HTML 5 Dynamic Creative 	<ul style="list-style-type: none"> - Augmented Reality - TLC APP Alerts - OTT Video - YouTube YouTube TV YouTube RED - Digital Radio - Local TV Instream Viewing - Video Instream Pre-Roll* - Cross Platform Rich Media Display Interactive Scratch Off* - Cross Platform HTML 5 Dynamic Creative 	<ul style="list-style-type: none"> - Device ID Targeting & Retargeting - MOBILE Gaming Apps - MOBILE IN App & Mobile Web Rich Media*
CABLE TV	<ul style="list-style-type: none"> - Movies - Comedies - Sports - Documentaries - Mystery/Suspense/Crime - Food/Cooking Shows - Dramas - Game Shows 	<ul style="list-style-type: none"> - Movies - Comedies - Sports - Documentaries - Mystery/Suspense/Crime - Food/Cooking Shows - Dramas - Game Shows 	
OUT OF HOME	Placed Based: Check Cashing Jackets	Placed Based: Check Cashing Jackets	Placed Based: Gas Pump Nozzles (482 locations)
RADIO	<ul style="list-style-type: none"> - Contemporary Hit Radio - Adult Contemporary - Urban Contemporary - Mexican 		
SOCIAL MEDIA & SOCIAL PAID			<ul style="list-style-type: none"> - Facebook - Instagram - Twitter - Snapchat

*These Digital vehicles will report the following placement: Cashing Jackets, Gas Pump Nozzles & Video Pre-Roll

Multicultural Messaging Approach

	CLUSTER 1	CLUSTER 2	EVERGREEN
DIGITAL	<ul style="list-style-type: none"> - English-language Culturally Relevant Messaging to reach Hispanic and African-American populations - Spanish-language Messaging to reach Spanish-speaking Hispanics - Total Market Messaging 	<ul style="list-style-type: none"> - English-language Culturally Relevant Messaging to reach Hispanic and African-American populations - Spanish-language Messaging to reach Spanish-speaking Hispanics - Total Market Messaging 	<ul style="list-style-type: none"> - Total Market Messaging
CABLE TV	<ul style="list-style-type: none"> - English-language Culturally Relevant Messaging to reach Hispanic and African-American populations - Total Market Messaging 	<ul style="list-style-type: none"> - English-language Culturally Relevant Messaging to reach Hispanic and African-American populations - Total Market Messaging 	
OUT OF HOME	<ul style="list-style-type: none"> - Spanish-language Messaging to reach Spanish-speaking Hispanics - English-language Culturally Relevant Messaging to reach Hispanic and African-American populations 	<ul style="list-style-type: none"> - Spanish-language Messaging to reach Spanish-speaking Hispanics - English-language Culturally Relevant Messaging to reach Hispanic and African-American populations 	<ul style="list-style-type: none"> - Total Market Messaging - English-language Culturally Relevant Messaging to reach Hispanic and African-American populations
RADIO	<ul style="list-style-type: none"> - English-language Culturally Relevant Messaging to reach Hispanic and African-American populations - Spanish-language Messaging to reach Spanish-speaking Hispanics - Total Market Messaging 		
SOCIAL MEDIA & SOCIAL PAID			<ul style="list-style-type: none"> - Total Market Messaging - English-language Culturally Relevant Messaging to reach Hispanic and African-American populations

*These Digital vehicles will target the following markets: Gaming, Daily Drive, News, Weather, Traffic

Media Support for Experiential Marketing

Digital and Radio will support the Experiential Marketing in the Cluster 1 markets (Dallas, Houston, San Antonio, Austin, Harlingen-Weslaco-Brownsville-McAllen, El Paso, Waco) as needed.

Radio support will be in the form of station promo's announcing the upcoming event, on-site Radio Remotes, and/or calendar listing on the station's website.

Digital support will focus on Digital ID & Retargeting inventory to encourage the target to attend the upcoming event.

Media Plan Delivery

	CLUSTER 1 MARKETS	CLUSTER 2 MARKETS	EVERGREEN
DIGITAL	— 14.5MM total impressions per month for 3 months	— 1.0MM total impressions per month for 3 months	— 10.4MM total impressions per month for 3 months
CABLE TV	— 25 TRP's per week for 8 weeks across all markets	— 25 TRP's per week for 8 weeks across all markets	
OUT OF HOME	— 535M total impressions per month for 3 months	— 34M total impressions per month for 3 months	— 49MM total impressions per month for 3 months
TOTAL REACH 78%			
FLIGHTING	Cable TV and Radio flighting will coincide with Hispanic Heritage Month and then pick up again for the first 3 months during the November broadcast month; ending before the Thanksgiving Holiday week.		

All Digital and OOH will run continuously from September through November.

Media Plan Flowchart

FISCAL YEAR 2018			2018 MEDIA CAMPAIGN													
Medium	#	Net \$	SEPTEMBER					OCTOBER				NOVEMBER				
Spot length/Unit Size	Weeks/Mos	(000)	27	3	10	17	24	1	8	14	22	29	3	10	17	24
								Hisp Heritage Month							TGD	
Cluster 1: Houston, Dallas, San Antonio, Austin Harlingen-Westaco-Brownsville-McAllen, El Paso, Waco		\$1,825.6														
Digital	3	\$541.8	14,608,835					14,608,835				14,608,835				
Augmented Reality																
TLC APP Alerts																
OTT Video																
YouTube YouTube TV YouTube RED																
Digital Radio																
Local TV Instream Viewing																
Video Instream Pre Roll																
Cross Platform Rich Media Display Interactive Scratch Off																
Cross Platform HTML 5 Dynamic Creative																
Cable TV	8	\$531.2			25	25	25	25	25			25	25	25		
OOH																
Placed Based: Check Cashing Jackets	3	\$473.4	536,500					536,500				536,500				
Radio	8	\$279.2			50	50	50	50	50			50	50	50		
Cluster 2: Corpus Christi, Beaumont, Laredo		\$124.7														
Cable TV	8	\$55.4			25	25	25	25	25			25	25	25		
Digital	3	\$38.9	1,049,080					1,049,080				1,049,080				
Augmented Reality																
TLC APP Alerts																
OTT Video																
YouTube YouTube TV YouTube RED																
Digital Radio																
Local TV Instream Viewing																
Video Instream Pre Roll																
Cross Platform Rich Media Display Interactive Scratch Off																
Cross Platform HTML 5 Dynamic Creative																
OOH																
Placed Based: Check Cashing Jackets	3	\$30.4	34,500					34,500				34,500				
Evergreen: State-wide		\$699.9														
OOH																
Placed Based: Gas Pump Nozzles (482 locations)	3	\$470.0	49,236,300					49,236,300				49,236,300				
Digital	3	\$180.0	10,449,523					10,449,523				10,449,523				
Device ID Targeting & Retargeting																
MOBILE Gaming Apps																
MOBILE IN App & Mobile Web Rich Media																
Social Content & Paid Ads		\$50.0														
Facebook																
Instagram																
Twitter																
Snapchat																
		Net \$	Net \$													
		\$2,650,258	\$2,650,258													

Budget

TEXAS LOTERIA VEHICLE ALLOCATION

Radio	\$279,200	11%
Digital	\$810,700	31%
OOH	\$973,800	37%
Cable	\$586,600	22%
TOTAL	\$2,650,300	100.0%

TEXAS LOTERIA CAMPAIGN VS. EVERGREEN ALLOCATION

Campaign	\$1,950,300	74%
Evergreen	\$700,000	26%
TOTAL	\$2,650,300	100.0%

MARKET SUMMARY

Cluster 1:	Houston, Dallas, San Antonio, Austin, RGV, El Paso, Waco
Cluster 2:	Corpus Christi, Beaumont, Laredo
Evergreen:	State-wide

MEDIA VEHICLE SUMMARY

Cluster 1:	Digital, OOH, Cable, Radio
Cluster 2:	Digital, OOH, Cable
Evergreen:	Digital, OOH, Social

PRODUCTION AND EXPERIENTIAL BUDGET

Production and Experiential Budget:	Hard Costs associated with editing, audio, animation and production of campaign, as well as activation expenses.
TOTAL	\$349,700
TOTAL CAMPAIGN BUDGET	\$3,000,000

Buying Expertise / Added Value and PSA Commitments

The Atkins Group prides itself in negotiating aggressively on behalf of its client. In fact, in today's media sales world, it is critical that sales layers are stream-lined to create wholesale pricing advantages. The Atkins knows that the "extras" are vital in achieving value on behalf of its clients like negotiating Added Value and PSA's. Below is the agency Added Value/PSA's commitment for The Texas Loteria Media Plan.

ADDED VALUE/PSA's AGENCY COMMITMENT				
	Planned Spend	Added Value % ROI	Added Value Commitment	PSA's
Digital	\$810,700	15%-20%	\$121,605-\$162,140	
Cable	\$586,600	100%	\$498,610	\$87,990
OOH	\$973,800	100%	\$973,800	
Radio	\$279,200	40%-50%	\$111,680	\$27,920
TOTAL	\$2,650,300	69%-71%	\$1,705,695-\$1,746,230	\$115,910

Digital Added Value is Impression Based. Flexibility between Digital Vehicles.

Cable Added Value/PSA's is Unit Based. Flexibility between Cable Networks.

OOH Added Value is Impression Based. Flexibility between OOH forms.

Radio Added Value can be in form of Units, Promos, Remotes, Billboards, Station Promotions.

Creative

CREATIVE STRATEGY

Mission Statement: We will effectively communicate the fun and exciting component of the new Loteria game, with a key focus on MORE – MORE game options, MORE chances of winning, and MORE fun!

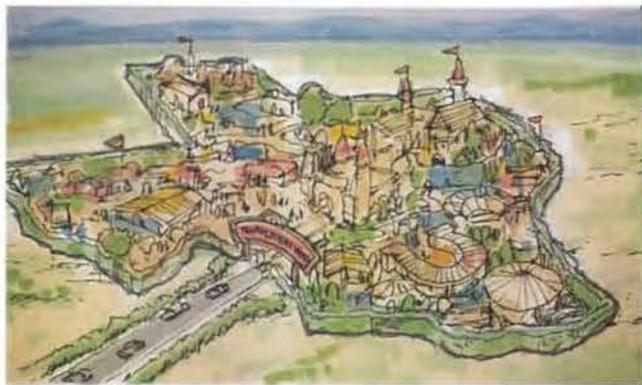
Our creative strategy is simple: show people just how much fun the Texas Loteria card can be. Far more than just playing the actual game, merely thinking about the Texas Loteria card should make you happy. Because today there are more games, more pay-offs, more chances to win, and just more fun. We want to show people excited – not just to play, but also excited to be thinking about playing. We want to tap into the decision making process early, and create excitement and a genuine desire to play Texas Loteria. To do so, we need to connect the Texas Loteria with our various audiences in a new and unique way. They need to feel like that Texas Loteria card in their hand is made just for them. Those winnings are waiting there for you to scratch them off and claim! We want to speak to our audience in ways that resonate with them personally. We want to move them. Move them to think about Texas Loteria. Move them to dream about winning. Move them to look behind the scenes of the Texas Loteria to where these exciting games come from. And Yes!–to look at all the wonderful things the Texas Lottery does for our state.

Tactic: Capture the true brand of the Texas Lottery.**INTRODUCING: "TEXAS LOTTERY LAND"**

Here, in this magical land all your favorite games are conceived, created, and built by a team of happy, fun loving and magical workers. For the very first time we are opening the giant front doors and letting everyone in for an up-close look into this amazing place and its dedicated workers that have been improving Texans' lives for over three decades. They're working right now, building a Loteria card just for you, with you in mind, and designed to bring you what you want most: winning!

WELCOME TO TEXAS LOTTERY LAND

Yes it's real. And it's real big. It has to be because this is where more comes from. More fun, more happiness, more help, and more hope. Here all your favorite games are created, conceived, and built by an army of happy, fun loving and slightly magical workers. And now for the first time we are opening the giant front doors and letting everyone in for an up close and amazing look into the place that has changed lives and made lives better for over three decades. **Welcome to Texas Lottery Land.**



Creative Activation

TELEVISION

TEXAS LOTTERY LOTERIA :30 TV - "FINGERS"

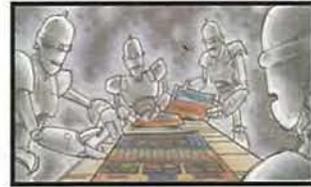
SET UP: In each spot we see someone dreaming of new Loteria cards, which are being triggered by the new cards being built in an amazing factory called Lottery Land. Spots all end with happy customers.



Open on elderly Hispanic man dozing in Lazy Boy.



All of a sudden his fingers start scratching arm of chair on their own.



Cut to giant factory floor with whirling robots making Loteria scratch cards.

VO: The new Grupo Loteria is being made just for you.



Giant robot plugs into Loteria card and electrifies it.



Cut to man's fingers going through sequence of playing Loteria game.



Back in factory we see giant Loteria card transform into a pack of Loteria cards.



Man stops scratching and smiles big.



See hand put down actual set of Loteria cards in his hand.



Man wakes up, sees card then wife and smiles even bigger.



Cut to shot of exterior of Lottery Land. Cool, fun, magical. See signage, etc.
VO: It's the new scratch game from Texas Lottery Land.



Texas Loteria pack of cards.
VO: More games, more pay-offs and more fun are here.



Man flexes fingers, holds them up and wife hands him coin to start scratching.



TEXAS LOTTERY LOTERIA :15 TV - "FINGERS"

SET UP: In each spot we see someone dreaming of new Loteria cards, which are being triggered by the new cards being built in an amazing factory called Lottery Land. Spots all end with happy customers.



Open on elderly Hispanic man dozing in Lazy Boy.



All of a sudden his fingers start scratching arm of chair on their own.



Cut to giant factory floor with whirling robots making Loteria scratch cards.

VO: The new Grupo Loteria is being made just for you.



Giant robot plugs into Loteria card and electrifies it.



Back in factory we see giant Loteria card transform into a pack of Loteria cards.



See hand put down actual set of Loteria cards in his hand.



Cut to shot of exterior of Lottery Land. Cool, fun, magical. See signage, etc.

VO: It's the new scratch game from Texas Lottery Land.



Texas Loteria pack of cards.

VO: More games, more pay-offs and more fun are here.



Man flexes fingers, holds them up and wife hands him coin to start scratching.



TEXAS LOTTERY LOTERIA :30 TV - "GAS PUMP"

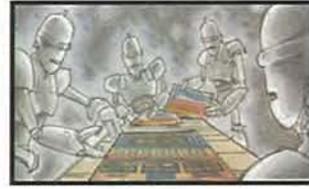
SET UP: In each spot we see someone dreaming of new Loteria cards, which are being triggered by the new cards being built in an amazing factory called Lottery Land. Spots all end with happy customers.



Open on African American man at gas station filling his car.



All of a sudden he looks up and over into store.



Cut to giant factory floor with whirling robots making Loteria scratch cards.

VO: The new Grupo Loteria is being made just for you.



Giant robot plugs into Loteria card and electrifies it.



Cut to man at pump, he looks down and sees penny. He picks it up.



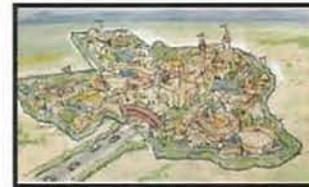
Back in factory we see giant Loteria card transform into a pack of Loteria cards.



Man sees Loteria poster in window.



Man's arm pops up and he is pulled into store by the penny in his hand.



Cut to shot of exterior of Lottery Land. Cool, fun, magical. See signage, etc.

VO: It's the new scratch game from Texas Lottery Land.



Texas Loteria pack of cards.

VO: More games, more pay-offs and more fun are here.



Man walks out with Loteria cards. Kisses the penny.



TEXAS LOTTERY LOTERIA :30 TV - "BARBER SHOP"

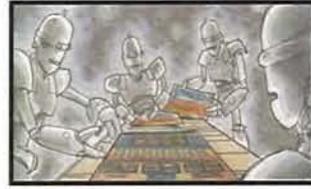
SET UP: In each spot we see someone dreaming of new Loteria cards, which are being triggered by the new cards being built in an amazing factory called Lottery Land. Spots all end with happy customers.



Open on younger Hispanic barber cutting clients hair with clippers.



All of a sudden he loses focus, tilts head and stares out into space.



Cut to giant factory floor with whirling robots making Loteria scratch cards.

VO: The new Grupo Loteria is being made just for you.



Giant robot plugs into Loteria card and electrifies it.



Cut back to barber like he's getting a vision of something, he nods head and gets to it.



Back in factory we see giant Loteria card transform into a pack of Loteria cards.



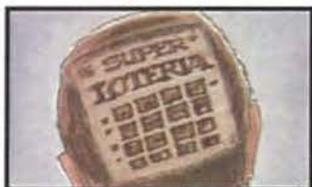
Barber looks like he's creating work of art.



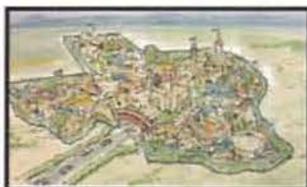
Barber finishes, steps back and admires his work.



Barber hands mirror to client.



Tight shot reveals icons from Texas Loteria card shaved on head.



Cut to shot of exterior of Lottery Land. Cool, fun, magical. See signage, etc.

VO: It's the new scratch game from Texas Lottery Land.



Texas Loteria pack of cards.

VO: More games, more pay-offs and more fun are here.



Radio

Title: Imagina (Grupo Lotería)

Radio: 60 seconds

1. MUSIC:	(FUN/WHIMSICAL MUSIC BED WITH HISPANIC UNDERTONES FADES IN)
2. VO:	Imaginate un armadillo en la sombra de un nogal que con voz rasposa te susurra:
3. VO (CHANGES VOICE TO MIMIC ARMADILLO):	Juega los raspaditos de Grupo Lotería.
4. SFX:	(COW)
5. VO:	De pronto una vaca con maracas también te dice:
6. SFX:	(MARACAS, TEJANO MUSIC)
7. VO (CHANGES VOICE TO MIMIC COW):	¡¡¡Hay de \$1, \$3, \$5, \$10 y hasta \$20 dólaressssss!!!!
8. SFX:	(RATTLESNAKE)
9. VO:	Una víbora de cascabel arriba de un nopal junto con una gallina que le pega a una piñata te cantan:
10. SFX:	(HEN, PIÑATA)
11. VO (SINGS):	¡¡¡Son más oportunidades de ganar, más diversionnnnn!
12. SFX:	(HORSE)
13. VO:	Un caballo sobre una bicicleta acompañado de un jabalí...
14. SFX:	(BICYCLE BELL, BOAR)
15. VO:	...te hacen darte cuenta que esto no es tu imaginación... ...son todos los divertidos personajes y diferentes formas de ganar de los nuevos raspaditos de Grupo Lotería.
16. SFX:	(STORE BELL)
17. VO:	Estás muy emocionado y listo para jugar. El cajero de la tienda te da tu boleto. Un cardenal vuela y termina tu momento diciéndote:
18. SFX:	(RED ROBIN CHIRPS)
19. VO (CHANGES VOICE TO MIMIC RED ROBIN):	¡¡¡¡Juega hoy mismo los rapsaditos de la Lotería de Texas !!!!!
20. MUSIC:	(WHIMSICAL MUSIC BED WITH HISPANIC UNDERTONES FADES OUT)
21. SFX:	(RED ROBIN CHIRPS AGAIN)

Title: Imagina (Grupo Lotería)/Back-translation

Radio :60 seconds

1. MUSIC:	(FUN/WHIMSICAL MUSIC BED WITH HISPANIC UNDERTONES FADES IN)
2. VO:	Imagine an armadillo by a pecan tree that with a raspy voice whispers to your ear:
3. VO (CHANGES VOICE TO MIMIC ARMADILLO):	Play Grupo Lotería scratch-off games.
4. SFX:	(COW)
5. VO:	All of the sudden a cow with maracas also tells you:
6. SFX:	(MARACAS, TEJANO MUSIC)
7. VO (CHANGES VOICE TO MIMIC COW):	There are now \$1, \$3, \$5, \$10 and \$20 games!
8. SFX:	(RATTLESNAKE)
9. VO:	A rattlesnake on top of a cactus next to a hen that's breaking a piñata signs to you:
10. SFX:	(HEN, PIÑATA)
11. VO (SINGS):	More pay-offs and more funnnnnnnn!
12. SFX:	(HORSE)
13. VO:	A horse riding a bicycle with a boar...
14. SFX:	(BICYCLE BELL, BOAR)
15. VO:	...makes you snap out and realize that this is not your imagination... ...these are all the fun characters and ways of winning of the new Grupo Lotería suite of cards.
16. SFX:	(STORE BELL)
17. VO:	You are very excited and ready to play. The clerk gives you your scratch-off game. A red robin flies in and finishes your moment by saying:
18. SFX:	(RED ROBIN CHIRPS)
19. VO (CHANGES VOICE TO MIMIC RED ROBIN):	Play today the Texas Lottery Scratch-Off Games!
20. MUSIC:	(FUN/WHIMSICAL MUSIC BED WITH HISPANIC UNDERTONES FADES OUT)
21. SFX:	(RED ROBIN CHIRPS AGAIN)

Title: Cuento (Grupo Lotería)

Radio :60 seconds

1. MUSIC:	(FUN/WHIMSICAL MUSIC BED WITH HISPANIC UNDERTONES FADES IN)
2. VO:	Nuestra historia comienza con un raspadito que buscaba ser divertido
3. SFX:	(SPARKLING STARS)
4. VO:	En su camino conoció a un correccaminos, a un molcajete y a otros singulares personajes. Juntos decidieron abandonar sus carreras como galanes de telenovela y formar los raspaditos de Grupo Lotería.
5. SFX:	(SPARKLING STARS)
6. VO:	Querían ofrecerle al mundo entero... ...más diversión que los chistes del tío Juan... ...más oportunidades de ganar que una suegra caritativa... ...y más juegos que kermés de pueblo.
7. SFX:	(SPARKLING STARS)
8. VO:	Le hablaron a su hada madrina por su "smart phone"...
9. SFX:	(PHONE)
10. VO:	...y con su varita mágica virtual hizo que los raspaditos de Grupo Lotería fueran de \$1, \$3, \$5, \$10 y \$20 dólares.
11. SFX:	(SPARKLING STARS)
12. VO:	El reino de Texas le dio la bienvenida a los nuevos raspaditos de Grupo Lotería con júbilo, tamales y un champurrado especial. Y la moraleja amigos es: "Deja tu carrera de actor de telenovelas... ...y juega con la Lotería de Texas hoy mismo!"
13. MUSIC:	(FUN/WHIMSICAL MUSIC BED WITH HISPANIC UNDERTONES FADES OUT)

Title: Cuento (Grupo Lotería)//Back-translation

Radio :60 seconds

1. MUSIC:	(FUN/WHIMSICAL MUSIC BED WITH HISPANIC UNDERTONES FADES IN)
2. VO:	Nuestra historia comienza con un raspadito que buscaba ser divertido
3. SFX:	(SPARKLING STARS)
4. VO:	En su camino conoció a un correccaminos, a un molcajete y a otros singulares personajes. Juntos decidieron abandonar sus carreras como galanes de telenovela y formar los raspaditos de Grupo Lotería.
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13. MUSIC:	(FUN/WHIMSICAL MUSIC BED WITH HISPANIC UNDERTONES FADES OUT)

Title: Cuento (Grupo Lotería)

Radio :60 seconds

1. MUSIC:	(FUN/WHIMSICAL MUSIC BED WITH HISPANIC UNDERTONES FADES IN)
2. VO:	Our story starts with a scratch-off game that wanted to be more fun.
3. SFX:	(SPARKLING STARS)
4. VO:	Through his journey he met a roadrunner, a molcajete and other peculiar characters. Together they decided to abandon their careers as telenovela stars and create the new Grupo Lotería suite of cards.
5. SFX:	(SPARKLING STARS)
6. VO:	They wanted to offer the entire world... ...more fun than uncle Juan's jokes... ...more pay-offs than what you get with your mother-in-law... ...and more games than a town fair.
7. SFX:	(SPARKLING STARS)
8. VO:	So they called their fairy-godmother's smart phone...
9. SFX:	(PHONE)
10. VO:	...and with her virtual magic wand she created \$1, \$3, \$5, \$10 and \$20 Grupo Lotería games.
11. SFX:	(SPARKLING STARS)
12. VO:	The whole Texas kingdom welcomed the Grupo Lotería scratch-off games with joy, tamales and a special champur-rado. The moral to this story my friends is: "Leave your careers as a telenovela star... and play Texas Lottery today."
13. MUSIC:	(FUN/WHIMSICAL MUSIC BED WITH HISPANIC UNDERTONES FADES OUT)

Title: Imagine (Grupo Loteria)/Back-translation

Radio :30 seconds

1. MUSIC:	(FUN/WHIMSICAL MUSIC BED WITH HISPANIC UNDERTONES FADES IN)
2. VO:	Imagine an armadillo that whispers to your ear...
3. VO (CHANGES VOICE TO MIMIC ARMADILLO):	Play Grupo Loteria scratch-off games.
4. SFX:	(COW)
5. VO:	...also picture a cow with maracas and a rattlesnake breaking a piñata that sign to you...
6. SFX:	(MARACAS, RATTLESNAKE)
7. VO (SINGS):	More pay-offs, more games, and more funnnnnnnn!!!!!!
8. SFX:	(PIÑATA)
9. VO:	...this "mi amigos".. ...is not a fantasy.. ...these are all the fun characters and ways of winning of the new Grupo Loteria suite of cards...
10. SFX:	(STORE BELL)
11. VO:	...lastly I want you to visualize my friend the red robin chirping...
12. SFX:	(RED ROBIN CHIRPS)
13. VO (CHANGES VOICE TO MIMIC RED ROBIN):	Play today the Texas Lottery Scratch-Off Games!
14. MUSIC:	(FUN/WHIMSICAL MUSIC BED WITH HISPANIC UNDERTONES FADES OUT)
15. SFX:	(RED ROBIN CHIRPS AGAIN)

Print

GRUPO LOTERIA

MORE TO LOVE.
THE NEW GRUPO LOTERIA IS HERE.

Comprado por \$10.00. Véase el boleto para más detalles. El juego de rascapuntos de Grupo Lotería es un juego de azar. No se garantiza un premio. Véase el boleto para más detalles. txlottery.org

GRUPO LOTERIA

**MÁS AMOR,
MÁS OPCIONES.**
LLEVATE LOS NUEVOS RASPADITOS GRUPO LOTERIA!

Comprado por \$10.00. Véase el boleto para más detalles. El juego de rascapuntos de Grupo Lotería es un juego de azar. No se garantiza un premio. Véase el boleto para más detalles. txlottery.org

Out of Home (OOH)



Outdoor



Outdoor



Outdoor



Outdoor

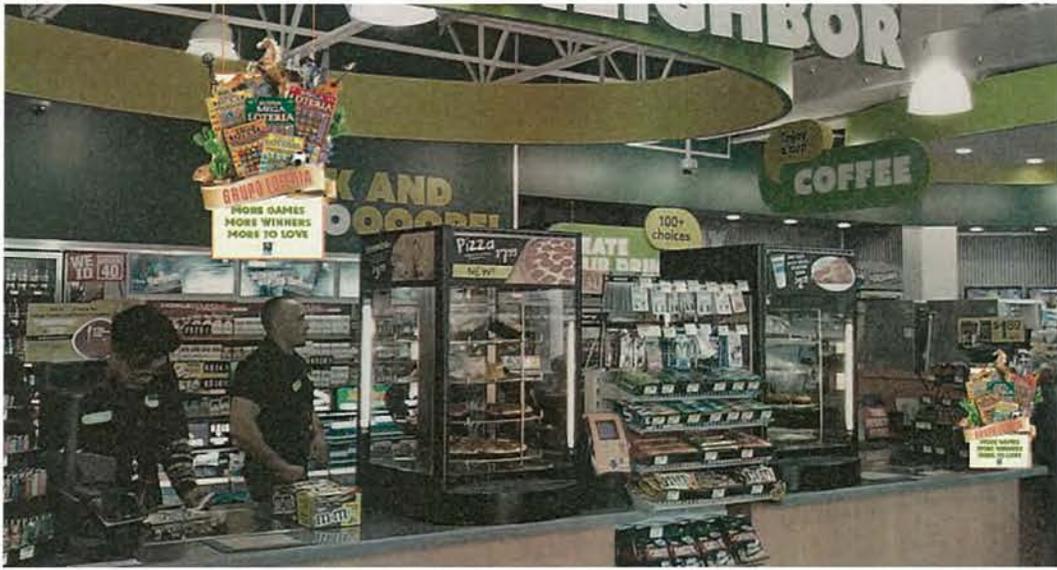
Retail Experiences & Point-of-Sale (POS)



Pump Topper



Point of Sale



Point of Sale Display



Point of Sale Conversion



Point of Sale - Drive to Enter



Point of Sale Exterior Experience

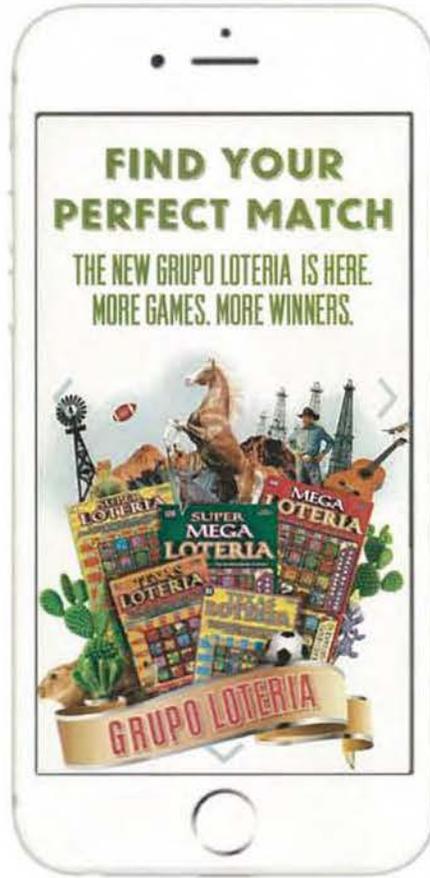
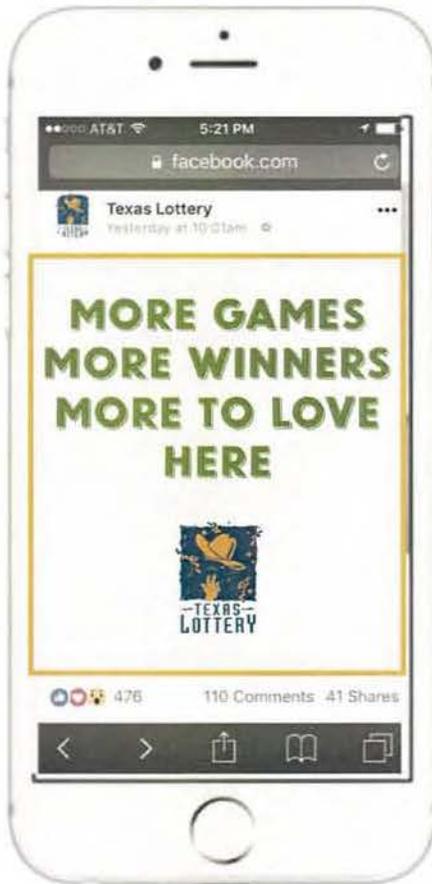
Digital



Social Media



FACEBOOK CANVAS & INSTAGRAM STORY UNITS





Experiential & Brand Activations

With the ability to directly engage with consumers, experiential marketing is a key part of the overall marketing strategy. It allows for realtime interaction and encourages participants to become involved with the evolution of the brand and campaign. The emotional attachment cultivated through this type of promotion will be key to matching our messaging to the ideal target markets. We'll use experiential activation opportunities to compliment the advertising strategy. Activations will run selectively based on identified opportunities for small scale in-store interaction, mobile activations, event activations and considerations for larger scale activation opportunities. Our efforts will seek to align closely with the primary target audiences for Texas Loteria, primarily in the largest target markets, and will focus on sports, music and cultural events like the State Fair of Texas - Dallas, Diez y Seis - San Antonio, Formula One - Austin, Taste of Dallas - Dallas, Black Heritage Festival - Houston, and Cotton Bowl - Dallas - events that are a major draw for families, young singles and more, during the seasonal timing of our Texas Loteria efforts.

Below you will find a showcase of different experiential ideas that can be implemented in-store or at various events throughout the state. Ideas can be tailored to match specific audience segments, as well as budgetary considerations.

VR TEXAS LOTERIA CARD

Let's bring to life the Texas Loteria card through this interactive game that allows participants to try to flip Texas Loteria images by "throwing" bean bags from their mobile device. A mix of digital and VR components, this hispanic retro three dimensional luminous sign would have winning sounds and lights and would be decorated with themed papel picado pennant flags and cut-outs of the Texas Loteria characters. Great for in-store promotional opportunities or grassroots events.

**MOBILE ACTIVATION**

The vision for the mobile activations is to begin with a branded tent, branded linens and feather flags or other signage. As part of the activation experience, we'd bring to life the traditional, Hispanic heritage bingo game through two, charismatic entertaining "hosts" who would be dressed in costume similar to these examples. These hosts would be bilingual and help portray the fun with the Loteria game through branded messaging and facilitated interaction. In addition, we'd have Loteria card characters

or images that customers can put their face in and take a picture. This could then encourage posting with a tie into a social media campaign utilizing any relevant hashtags or web addresses. This could also be our opportunity to communicate TLC's mission and provide messaging on the educational initiatives and support for veterans.



Next to the tent could be a large inflatable 10-15 foot Loteria card. Game example: If you buy a \$5 card you get one "chance" to win by getting 4 velcro bean bags/balls to toss on to the inflatable. \$10 you get 2 chances, etc. Four in a row wins. Then appropriate branded prizes would be given, shirts, scratch off tickets, etc.



An additional idea is to create a carnival booth with the various Loteria icons (similar to the traditional icons shown here, but as our Texan themed icons that exist) on the back wall of the booth. Balloons are placed in front of each icon, prizes are given when four in a row are popped, revealing the Loteria icons.



LARGE SCALE EVENT ACTIVATION

The Human Claw is the first amusement ride where you can ride and win a prize! Imagine being lifted up into the air, suspended over a prize pit of various Loteria icons, and then lowered for your opportunity to grab a prize of your choice! Let's use this interaction for larger scale activation opportunities and brand the ride for Texas Loteria mixed with various thematic game pieces and sprinkled with Lottery specific prizes.



Measurement - Evaluation of Campaign Effectiveness

David Ogilvy, an icon of advertising, once said in the 1960s, "It's not creative unless it sells". We embrace this mantra and we intend to measure all our efforts together. In general, our approach to measurement and analytics is to assign a metric to any activity we undertake together. When we discuss an objective, activity or action item, we ask: "how will we measure success for this?"

We will provide high levels of analytics that use detailed data from digital tracking, media impressions, public relations and other forms of research to develop insightful reports that paint a clear picture of not only what's been done, but how it is performing by campaign by objective.

At the outset of all of our work together and for each campaign, we collaborate with you to mutually define the best set of measurements for the program or campaign objectives. Let's design a performance measurement framework to assign KPIs and KRIs to tactical activities that fall within one or more strategic categories including awareness, engagement and conversion. KPIs are indicators of performance but do not necessarily give the best data on results. Results (or KRIs) often are tied to industry metrics including ticket sales, sales conversion by location, tax/revenues generated, participation in events or other metrics that demonstrate visitor participation.



AWARENESS	ENGAGEMENT	CONVERSION
<ul style="list-style-type: none"> Website traffic volume Website traffic referrals Inbound links from third-parties Inbound search volume Email subscriber database growth Social friends, followers, fan volume Social share of voice / Influence Earned media coverage 	<ul style="list-style-type: none"> Completed Video Views Page Views Website time on site Website repeat visits Website bounce rate Social friends engagement Recommendations & Reviews Email opens / clicks Social sharing 	<ul style="list-style-type: none"> Guide Downloads Guide Orders Registrations Email Newsletter Sign-ups Onsite Bookings Landing page CTA Form completion Website goal conversions Contest entries

This monitoring and analysis will be done on an ongoing basis so that mid-month course corrections are possible, allowing media and/or content strategies to adjust and tune to perform at optimal levels. The result of our advanced analytics and reporting is greater utilization of resources and improved program performance.

We'll provide various levels of reporting metrics acquired via automated API technology from tools like paid media reporting, DoubleClick, Google Adwords, Google Analytics, STRATA, SimpleMeasured.com and many more and aggregate this data into a single database and structure.

From there, apply human analysis to derive insights to result in meaningful reporting that paints a clear picture of not only what's been done, but how it is performing by campaign and by objective. This will include:

1. Building a custom secure online dashboard that tracks key KPIs in real-time through APIs that connect to tools.
2. Compile, maintain, provide and present short-form and long-form reporting on a predetermined schedule that are tailored to specific needs and includes observations, implications and recommendations allowing easy understanding of what's happened but also what next step to take. This includes:
 - a. Project Tracking Sheet
 - b. Weekly Status Report
 - c. Monthly Report
 - d. Quarterly Report
 - e. Annual Report
 - f. Ad Hoc Reports

Figure 3: Example of Report Snapshot



8.2 Client Case Examples

8.2.1 All Proposers shall provide examples of related client work from the past three years. The examples shall provide clear evidence of the thought process used to develop creative solutions to assignments similar to potential Texas Lottery projects. Proposers should clearly identify whether a client case example provided in their response is representative of the agency overall or the experience of a specific staff member. Examples should also include digital, social and experiential marketing case studies.

We acknowledge this requirement and have provided case studies in the following pages.

8.2.2 The Proposer shall fully describe how the client case examples address and demonstrate the Proposer's competency and understanding of the following issues: Overall Advertising Strategy, Creative Strategy, Media Plan, Cost Effectiveness, Creative Execution and Evaluation of Campaign Effectiveness.

We acknowledge this requirement and have provided case studies in the following pages using the format described.

8.2.3 Audio/video exhibits must be delivered on USB drives and clearly labeled, if submitted with the Proposal as part of client case examples.

We have included USB drives in our Response Packet with digital case study content.

Case Studies

South Padre Island

RESPONSIBLE PARTY

The Atkins Group, as sole Agency of Record

TYPE OF WORK

Full-service integrated advertising, branding and marketing including paid media, social media, digital activations, experiential, broadcast.

ASSIGNMENT

Creating a distinctive brand was only part of the challenge at South Padre. South Padre Island is a large barrier reef way down at the tropical tip of Texas. Who knew Texas had an island? Not many people do, and that perception, combined with a stint of low occupancy-producing seasonal time periods, issues of violence in Mexico and weather related low turn outs, the island was facing difficult economic times. Additionally, South Padre Island's location has always been challenging. The main airport is located about 40 minutes away and car rental or taxi service is quite a costly addition to a traveler's trip.

OVERALL ADVERTISING STRATEGY

Our objective was to develop a unique and compelling brand campaign that set South Padre Island apart from Gulf Coast and Florida beach locations. We had to target the campaign to a variety of audiences for various travel seasons.

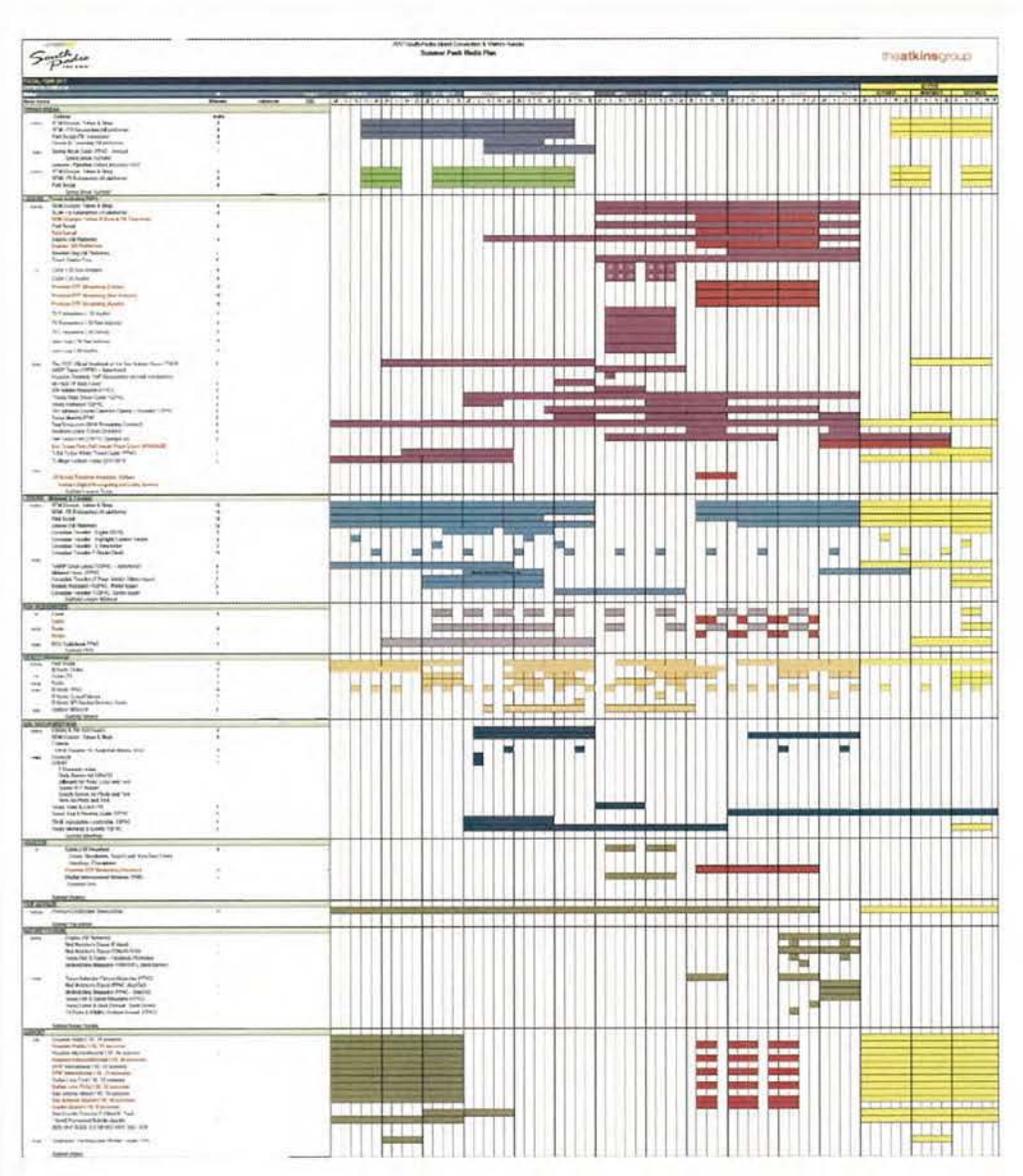
After researching the beach traveler, we learned that beachgoers each have their own experience when they visit. This led to a campaign that featured people rather than the place, allowing the reader to put themselves into the experiences enjoyed at South Padre Island. We invited the individual to "Make it Yours" because when you can experience an island that is catered to you, you're in a pretty good place.

85% of the travel to the island is Leisure, which is a broad segment especially if you're trying to convey a very personal experience to an audience. To combat that, the team executed various messages on a vast array of channels to deliver a specific and tailored message to the diverse personas within the leisure travel category. With tools like device ID targeting, we are able to geo-fence an area in the United States and push an ultra-targeted message to their smartphone. We also utilized media plans designed for trip durations, regions of North America, seasonality like Spring Break and hub markets like Houston, all requiring specific strategy, dollar amounts, channel selection and duration. We even featured special events that would resonate with targeted profiles or geo-locations.

We were successful in connecting with the vast amount of personas with our various marketing tactics. But, once a leisure traveler is there, they all seek a seamless, easy and enjoyable stay.

Creative Strategy

MEDIA PLAN



(Diverse media planning flow chart)

COST EFFECTIVENESS

In 2016 alone, TAG was able to secure \$673K added value media for South Padre Island or approximately 40% of the total media budget. Magazine media lead the highest value, which was gained through heavily negotiated rates, free advertorial pages and articles. TV and radio media included bonus spots, while digital platforms received over 5,000,000 added value impressions.

The relationships TAG developed with partners and vendors on all media channels over the years gives us the leverage to produce added value for each of our clients, which means they can trust that their media dollars are being spent in the most strategic and efficient manner.

CREATIVE EXECUTION



(Ad Units for different targeted segments)



(Austin Airport Out of Home)

EXPERIENTIAL

The Atkins Group in conjunction with the South Padre Island CVB and Valley International Airport



implemented the South Padre Shuttle. It is a unique solution with door-to-door service from the airport to a customer's hotel for a very low cost. The idea behind the South Padre Shuttle was to incorporate the beach vibe and experience, and to start your getaway the moment you arrived at the airport. This was done through way-finding signage, front desk branding and décor and wrapping the shuttle to make them look like a beach cruiser.

COOPERATIVE MARKETING

Bringing new and popular events to the island is extremely important to our marketing plan, especially during the shoulder seasons of the year. To increase the off season months, we use set media to co-op with events that bring in large crowds and can appeal to many different audiences. Whether it's the second annual, extremely successful lantern festival, or the 78th TIFT fishing tournament, the co-op work done with various organizations for the island allows greater reach and more awareness of what to do on South Padre Island year-round.

SOCIAL MEDIA & DIGITAL ENGAGEMENT

Today, the brand continues to grow in the digital space with new technological advances, and content creation and marketing. Our ultra-targeted media plans remain successful year-over-year with a greater spend and more in-tune targeting and reporting implementation.

EVALUATION OF CAMPAIGN EFFECTIVENESS

Overall the campaign successfully increased hotel occupancy, average daily rates for overnight accommodations as well as created positive shifts in seasonal periods, especially in special event attendance. South Padre Island now attract visitors from new distant fly origination markets, signaling its success in competing with other Gulf State and Florida beach destinations.

The shuttle program was not expected to generate revenue the first year. However due to the success of the program, it broke even on costs after several months. The South Padre Shuttle has also been a very positive marketing tool for the Island. The graphic design is eye-catching as it drives around the Island that is has created much buzz with Island visitors.

The campaign also put South Padre back on the map with dozens of new reclaimed accolades like One of America's Most Beautiful Beaches, Best Beach in Texas, Top 10 Winter Beach escapes and Top 10 Best Beaches in the USA. Earned media didn't stop there with 12.6 million impressions in PR efforts alone. Website views surpassed many previous years with 3.2 million website sessions in our fiscal year. The highly targeted social campaigns we executed curated over 82 million impressions alone.

Visit Huntington Beach

RESPONSIBLE PARTY

The Atkins Group, as sole Agency of Record

TYPE OF WORK

Full-service integrated advertising, branding and marketing including paid media, social media, digital activations, experiential and broadcast.

ASSIGNMENT

In August 2015, The Atkins Group pursued, pitched and won the agency of record account for Visit Huntington Beach, the destination marketing organization for the original Surf City USA. The challenge: take the Surf City USA brand to the next level.

OVERALL ADVERTISING STRATEGY

Huntington Beach had experienced significant new product growth and room inventory targeting higher-end leisure visitors and meeting planners for overnight stay. With growth as a catalyst, they wanted to benchmark awareness of the destination and product offering, while testing current perceptions of the brand.

By November, we were in market with a Brand Benchmarking & Research Analysis, and by February, we had completed both the quantitative and qualitative assessments.

We gained invaluable insights about our brand and were able to test evolved positioning statements that resonated with our target audiences. The research helped us determine that the vibe and the culture associated with the southern California beach lifestyle was critical to our marketing messages – for reaching leisure as well as business travellers. There was an overwhelming alignment to this particular brand positioning statement:



CREATIVE STRATEGY

Huntington Beach: endless summer, flawless weather, non-stop waves, perfect for surfing or just watching, surrounded by an active community of life enthusiasts. Luxurious? Absolutely, yet we're proud of our unhurried, laid back and welcoming culture. For those looking to find something totally unexpected, we're the hub and soul of SoCal – "Surf City USA".

We were so inspired and creatively charged from the research findings that the next phase of our implementation plan – making the brand come to life – flowed naturally. The challenge now was to develop a cohesive brand that embodied the Huntington Beach culture and lifestyle, drawing implications from the brand perception study and showing how the brand approach and messaging could work for various target audiences and seasonal time periods.

We needed to tell the Surf City USA story in emotionally connective, inspirational and compelling ways. And what we came up with was "The Soul of SoCal" advertising campaign. It was revealed at the 2016 Annual Meeting and was met with rave reviews.

The campaign focused on persona groups that matched our audience growth objectives:

- Action Sports
- Multi-Gen Family
- Laid-Back Luxury Traveler

Working from the brand positioning statement, we developed attitude statements that resonated with each of these persona groups, identified their media consumption habits and developed a fully integrated advertising campaign targeting these audiences.

MEDIA PLAN

With our target audiences spanning the country, including some of the most expensive US markets, and even reaching internationally, we had to prioritize markets with the most potential and match media budgets accordingly to design a solid media approach. This effort was supported by strategic planning efforts to define key travel planning time periods to affect booking pace. The result was a multi-channel media program that included leisure print magazines, supported with an online presence in those channels. Additional digital outreach through ad networks, Pandora, TV Everywhere, PPC and social advertising are also a heavy component of the plan, over 40% of the budget, as well as various international partnerships to support the travel trade market.

The media plan has also allowed for a supported co-op structure from local hospitality partners who understand that co-op marketing helps amplify, leverage and extend the buying power and marketing presence of the entire destination.

CREATIVE EXECUTION



EVALUATION OF CAMPAIGN EFFECTIVENESS

This campaign is set to hit the market this spring, so we are finalizing production and creative elements after an extensive drone and lifestyle photo shoot. The final numbers are not yet in from our media negotiations, but last we had quantified, we had already gained an upwards of 35% additional spend to the media budget through added value.

In addition to our brand campaign and implementation efforts, we have become a true destination partner with Huntington Beach. We've recently been asked to participate in their upcoming visioning session with their board to not only provide an update on the campaign work, but to also lead the group through a trends workshop. We've been tasked to inform the board on new and future trends they should be paying attention to in order to better understand the dynamic changes of demographic shifts, consumer behavior shifts and how that will apply to the long term marketing efforts for the destination. Not only can The Atkins Group be a partner in advertising and marketing, but a trend and industry leader and guide.

Prairie View A&M University

RESPONSIBLE PARTY

Gilbreath Communications Inc.

TYPE OF WORK

Marketing strategy, communications, campaigns

ASSIGNMENT

In 2012, Prairie View A&M University (PVAMU) launched its two-year Executive MBA (EMBA) Program to achieve a key strategic goal of attracting high-caliber professionals, managers and entrepreneurs to expand its EMBA alumni network. The university needed to implement a targeted integrated marketing and communication strategy to increase and diversify its EMBA program enrollment among prospective applicants in the Houston metropolitan area.

PVAMU's College of Business sought to establish a strategic framework and strengthen marketing efforts to position the relatively new EMBA program as an attractive and viable alternative to the more prominent and established EMBA programs in the surrounding Greater Houston area.

To achieve this, PVAMU's College of Business administrators commissioned Gilbreath Communications in early spring 2014 to create and implement an aggressive, results-oriented and brand-building marketing campaign. Operating on an extremely limited budget and time-sensitive constraints, Gilbreath was charged with designing and launching an advertising and marketing campaign within two months in May 2014 to support PVAMU's EMBA recruitment initiatives for fall 2014.

OVERALL ADVERTISING STRATEGY

To collect as much historical and critical data as possible, Gilbreath met with the EMBA leadership team and administrators to gather key stakeholder input, information and perceived brand/program SWOT analysis; and, would eventually (1) design and implement a baseline

research study to help develop creative and strategic messaging in support of the campaign and (2) conduct its own competitive benchmark study to better understand the competition and to help formulate a strategic framework and roadmap for developing a go-to-market strategy.

The overarching goal was to support the mission of the College of Business and advance efforts to recruit experienced professionals and managers seeking to enhance their professional careers, or start and/or grow their own businesses. Primary goals included:

1. Building awareness and enhancing the reputation of PVAMU's EMBA program.
2. Increasing PVAMU's EMBA enrollment for fall 2014 and beyond.
3. Helping raise the EMBA program's profile among influencers and decision-makers.
4. Differentiating PVAMU's EMBA from top competitors in the surrounding Houston area.

The objectives were aimed at attracting and recruiting top-tier professional, managerial and entrepreneurial candidates and maintaining/increasing enrollment; positioning PVAMU as a leading institution in higher education offering a credible, affordable and accredited EMBA program in the surrounding Houston area; increasing top-of-mind awareness and establishing a favorable rating for PVAMU's EMBA among prospective candidates in the surrounding Houston area and establishing PVAMU's EMBA and the College of Business faculty as academic and thought leaders in the field of business management.

CREATIVE STRATEGY

Gilbreath Communications methodology encompasses a strategic approach built on years of experience and successful marketing campaigns that have helped to build and position (or reposition) brands while quickly adapting to and addressing the ever-changing market and customer dynamics that brands (institutions) face on an ongoing basis. Likewise, we leveraged our breadth of knowledge and understanding of the various target audiences within the Houston surrounding market and regions to quickly build an effective media plan leveled at the desired target audience.

In addition to conducting and implementing a baseline research study, a competitive analysis, our planning process and strategy included several

phases. First we met with internal key stakeholders and administrators to gather pertinent data and input regarding the new EBMA program and the university's immediate and long-term goals and objectives; second, we analyzed and evaluated all internal data, input and secondary research while taking into consideration our timeline and budgetary and time constraints to develop a SWOT analysis and PVAMU EMBA primary research study and methodology aimed at helping the agency prioritize our strategic planning process and present a comprehensive strategy and recommendations going forward. Lastly, our methodology consisted of developing a strategic integrated marketing, communications and media plan, initial brand strategy and campaign, media buying and placement, key messaging strategy and recommendations, redefining the PVAMU EMBA target audience profile, public relations and community outreach initiatives, creative concepts and activation, and partnering with the PVAMU marketing and communication department in executing the campaign and evaluating key metrics for success.

Based on our primary research and industry/market trends, we concluded and developed a campaign that would competitively position the EMBA around three pillars: Flexibility/"Hybrid" (online and in-classroom instruction and alternating weekends); Affordability (i.e., an all-inclusive pricing, accredited and quality EMBA program at half the cost, \$36,000 vs. the national average of \$65,000); and Accessibility (with the convenience factor playing an integral role in the prospective students' enrollment into EMBA programs with close proximity to their jobs and homes). We leveraged a very limited budget to optimize a mix of advertising and media programs to effectively reach our target audience and drive incremental media value for the university: PSAs, digital and social media, radio, print ads and public relations and community outreach programs.

MEDIA PLAN

Not applicable.

CREATIVE EXECUTION

Prairie View A&M University
2017 Executive MBA Digital Advertising

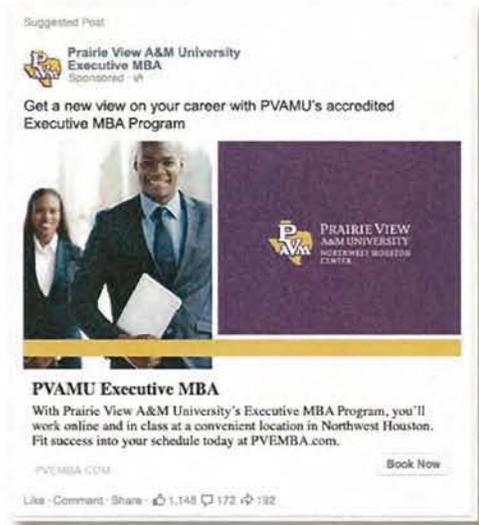
- 1 - Mobile Landing Page
- 2 - Online Advertising
- 3 - Facebook Advertising



1



2



3

Prairie View A&M University
Executive MBA Advertising Campaign

- 1 - Print Ad
- 2 - E-blasts
- 3 - Online Advertising
- 4 - Facebook Advertising

SUCCESS
is closer than you think

Executive MBA
program in Northwest Houston

pvemba.com
936-261-EMBA (3622)

**In Class and Online,
Get a New View on Your Career**

Prairie View A&M University's Executive MBA program offers a high-quality educational experience to working professionals, managers and entrepreneurs. Using a mix of online and face-to-face instruction and interaction on Saturdays, our two-year program is affordable, flexible and accessible. Classes are small, with a low teacher/student ratio.

Attend an Information Session

- Find out information about the program.
- Meet business faculty and staff to discuss your academic and career goals.
- Speak with current EMBA students and describe the classroom environment.

June 7, 2014	10:00 am - Noon
June 16, 2014	Noon - 1:00 pm
June 21, 2014	10:00 am - Noon
June 25, 2014	5:00 - 7:00 pm

Get more details and RSVP today at PVEMBA.com

Key benefits of the EMBA program:

- Convenient location in Northwest Houston
- Competitively priced, all-inclusive tuition, including a 10-day overseas study tour
- No GMAT or GRE exam is required for admission.
- Accredited by AACSB International - only 1% of business programs worldwide are AACSB accredited
- Courses are taught by faculty with the highest-level degrees in their fields

PRAIRIE VIEW A&M UNIVERSITY COLLEGE OF BUSINESS

2

SUCCESS
is more affordable than you think

Executive MBA
program in Northwest Houston

**In Class and Online,
Get a New View on Your Career**

Prairie View A&M University's Executive MBA program offers a high-quality educational experience to working professionals, managers and entrepreneurs. Using a mix of online and face-to-face instruction and interaction on Saturdays, our two-year program is affordable, flexible and accessible. Classes are small, with a low teacher/student ratio.

Key benefits of the EMBA program:

- Competitively priced, all-inclusive tuition, including a 10-day overseas study tour
- No GMAT or GRE exam is required for admission
- Convenient location in Northwest Houston
- Accredited by AACSB International - only 1% of business programs worldwide are AACSB accredited
- Courses are taught by faculty with the highest-level degrees in their fields

PRAIRIE VIEW A&M UNIVERSITY COLLEGE OF BUSINESS

1

SUCCESS
is more accessible than you think

A mix of online and face-to-face instruction and interaction on Saturdays

Executive MBA
program in Northwest Houston

Click today to start your future

PRAIRIE VIEW A&M UNIVERSITY COLLEGE OF BUSINESS

SUCCESS is closer than you think

Executive MBA program in Northwest Houston

Click today to start your future

PRAIRIE VIEW A&M UNIVERSITY COLLEGE OF BUSINESS

SUCCESS
is more affordable than you think

Competitively priced, all-inclusive tuition, including a 10-day overseas study tour

Executive MBA
program in Northwest Houston

Click today to start your future

PRAIRIE VIEW A&M UNIVERSITY COLLEGE OF BUSINESS

Get a new view on your career with PVAMU's accredited Executive MBA Program

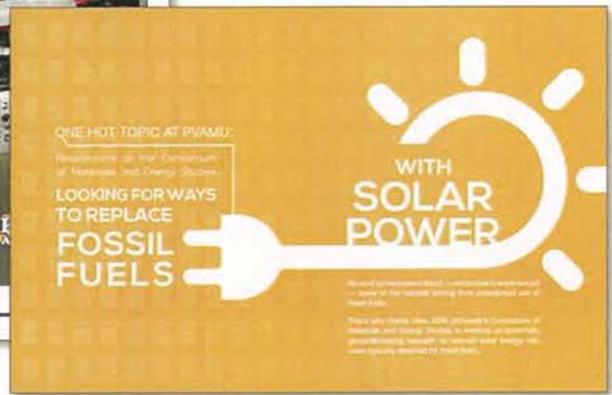
PVAMU Executive MBA

With Prairie View A&M University's Executive MBA Program, you'll work online and in class at a convenient location in Northwest Houston. Fill out our form today at PVEMBA.com.

Like Comment Share 1,118 172 152

4

Prairie View A&M University
ReView Magazine



Advertising Services / Texas Lottery Commission

theatkinsgroup

EVALUATION OF CAMPAIGN EFFECTIVENESS

After the first two months of the PVEMBA campaign's debut, we helped to increase the PVEMBA fall 2014 enrollment and generated a significant amount of media impressions helping to build awareness about the EMBA program in the local and surrounding markets.

Key results included:

- Exceeded fall 2014 enrollment goals by 80 percent, doubling the previous fall 2013 enrollment.
- Delivered more than 13 million media impressions via digital, print, radio and the EMBA website.
- Generated more than \$100,000 in added value via print and digital media placements including 17 prints ads within two months in the 4th largest U.S. media market.
- Increased PVAMU's EMBA website visits by 5,000 within two months versus low website visits over the previous two months.
- Pandora radio exceeded its goal by more than 105 percent, delivering over 980,000 impressions.
- Facebook's one-week campaign delivered almost 200,000 impressions and over 930 click-through's to EMBA website for more information, etc.

Gilbreath Communications, Inc.'s partnership with PVAMU EMBA has continued to expand, developing new strategic marketing and communications/messaging initiatives, creative and media opportunities and the launch of a new magazine titled, ReView: Research Excellence at the View, completely designed and branded — including content creation by Gilbreath Communications, Inc.

ALDI

RESPONSIBLE PARTY

LatinBrand

TYPE OF WORK

Branding and marketing campaign

ASSIGNMENT

Hispanic Branding

OVERALL ADVERTISING STRATEGY

Help leading retailer, ALDI, rebrand their Hispanic line to better connect with Hispanic consumers.

CREATIVE STRATEGY

Created branding based on the emotional connection that the country of origin creates in our target segment.

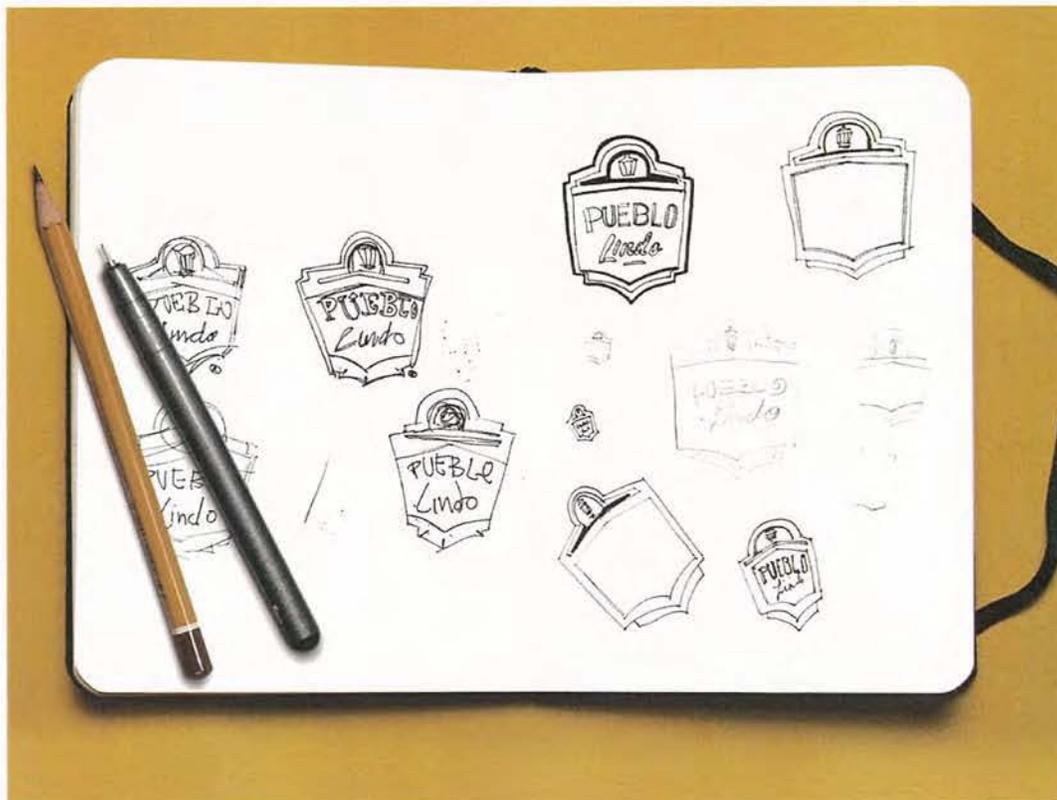
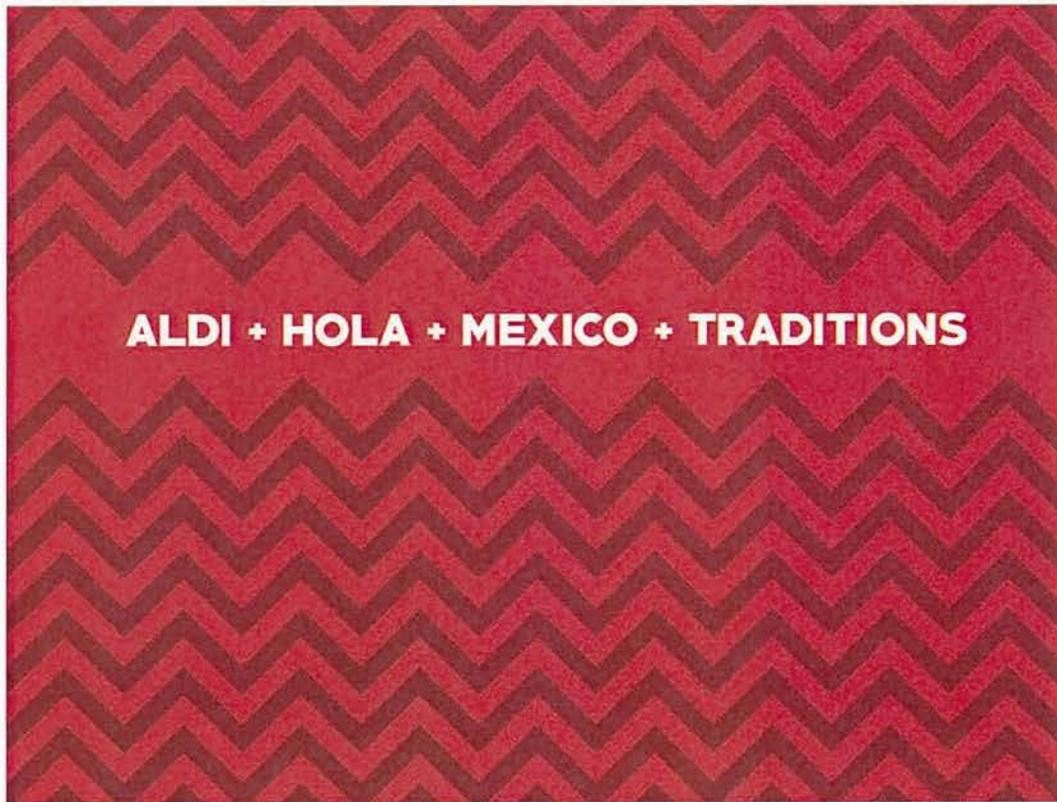
MEDIA PLAN

Not applicable

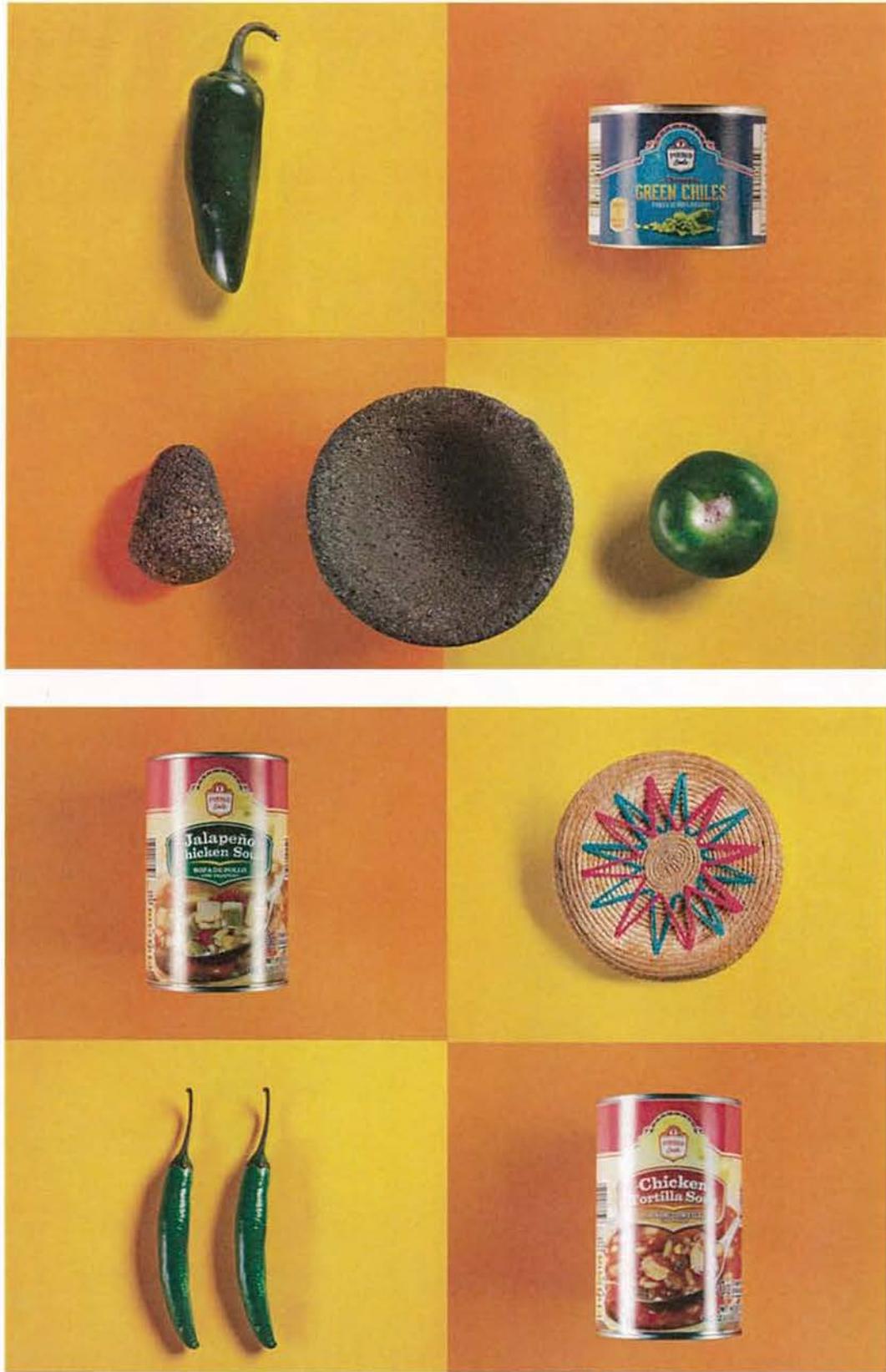
COST EFFECTIVENESS

On a \$750,000 investment, the client goals were met and resulted accepted as success.

CREATIVE EXECUTION







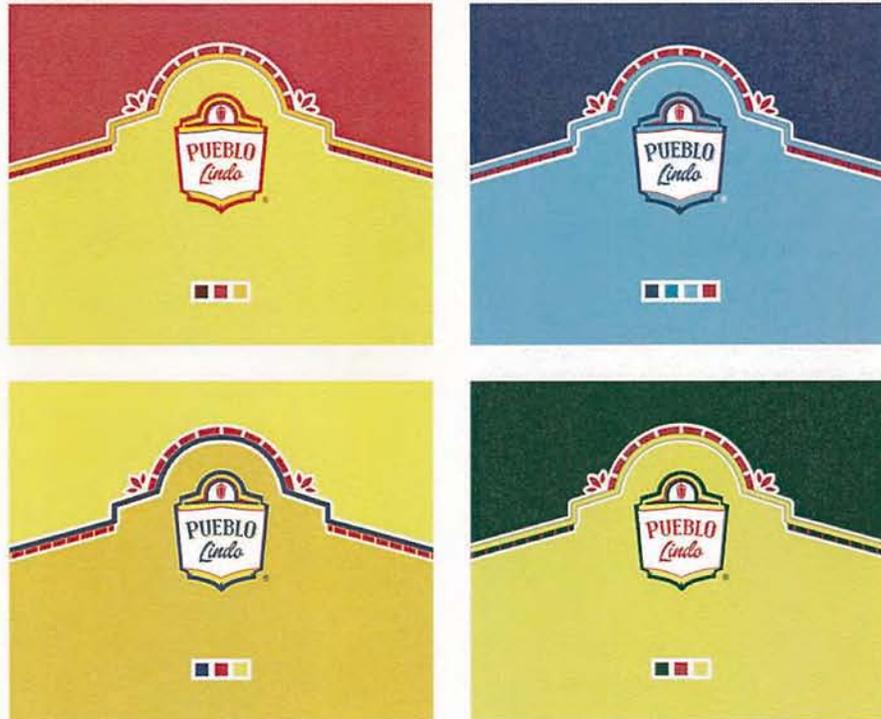


COLOR SCHEMES

Taking into consideration the Pueblo Lindo® Product Line covers a wide variety of Categories and Products, four different Color Schemes have been created to achieve consistency and synergy.

The Color Scheme of the Benchmark References is usually what drives the selection of the Pueblo Lindo® packaging. Color Schemes could vary within the same category and within the different subcategories.

Use of a Color Scheme needs to be approved before being used in a particular SKU. Below you would find a breakdown of the different Color Schemes and their corresponding products.





EVALUATION OF CAMPAIGN EFFECTIVENESS

Increased brand relevancy in key categories.

Jim Beam

RESPONSIBLE PARTY

LatinBrand

TYPE OF WORK

Marketing Campaign

ASSIGNMENT

Integrated Regional Marketing Campaign

OVERALL ADVERTISING STRATEGY

Connect with Hispanic Millennials in Florida and make Jim Beam their beverage of choice.

CREATIVE STRATEGY

Transadapted general market umbrella concept. Incorporated regional nuances and local consumer insights.

MEDIA PLAN

Implemented an integrated marketing campaign that included digital media and experiential events.

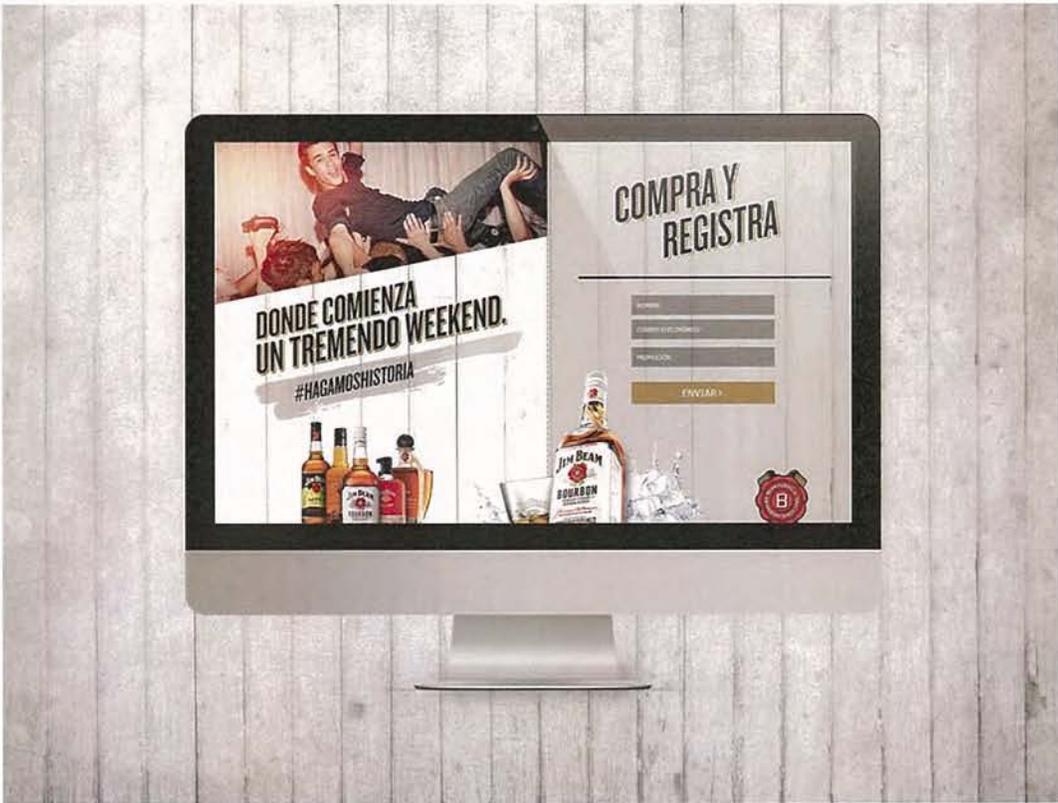
COST EFFECTIVENESS

On \$150,000 investment, the client affirmed exceeded expectations

CREATIVE EXECUTION











EVALUATION OF CAMPAIGN EFFECTIVENESS

Increased market share with core demographic.

Silk (WhiteWave Foods)

RESPONSIBLE PARTY

LatinBrand

TYPE OF WORK

Marketing strategy and campaign execution

ASSIGNMENT

Integrated Marketing Campaign for the US and Mexico.

OVERALL ADVERTISING STRATEGY

Increase consumption of plant-based beverages by eliminating consumption barriers and determining key benefits when compared to dairy milk.

CREATIVE STRATEGY

Developed a catchy creative concept that allowed the brand to overcome trial barriers and invite consumers to try Silk's variety of plant-based beverages.

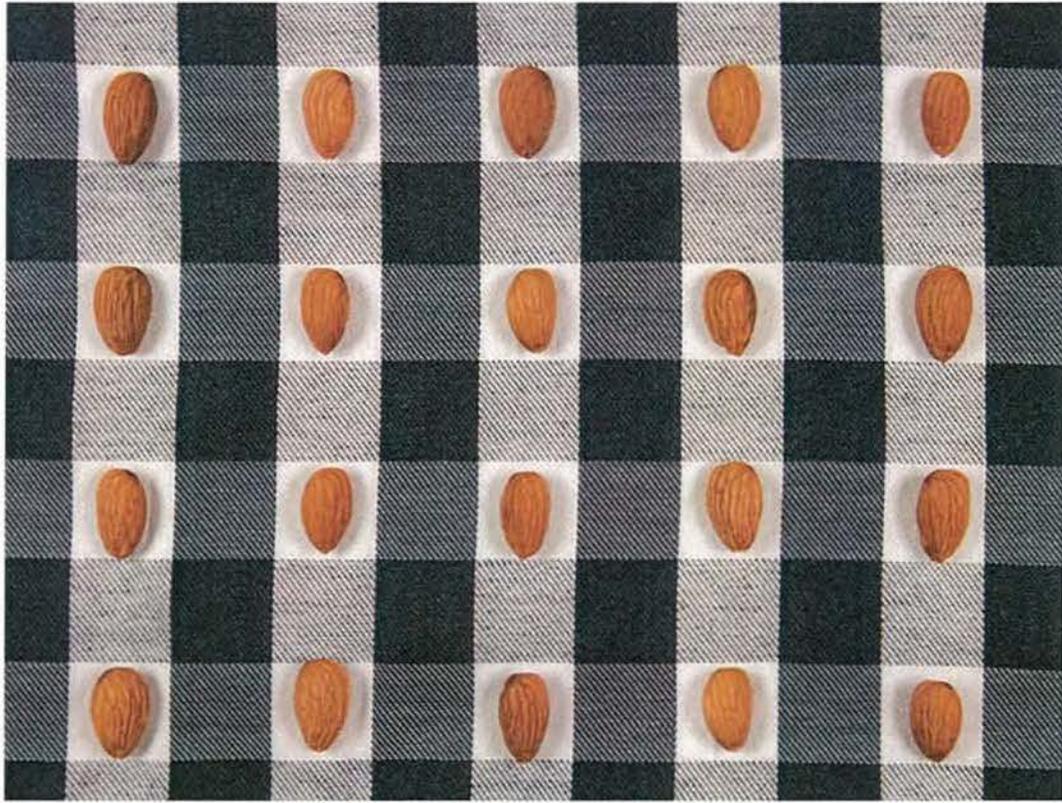
MEDIA PLAN

Implemented an integrated marketing campaign in the US and Mexico. Media mix included traditional and digital channels. Leveraged key influencers to increase trial and engagement.

COST EFFECTIVENESS

On a \$1,000,000 investment, we exceeded the client's expectations.

CREATIVE EXECUTION







Silk®







Advertising Services / Texas Lottery Commission



theatkinsgroup



**ATTACHMENT A
PROPOSER'S COMMITMENT**

I hereby commit Atkins International LLC.

(Company Name)

to provide the goods and services described in the attached Proposal for Advertising Services required by the Request for Proposals for the Texas Lottery Commission.

Signature: _____

A handwritten signature in black ink, appearing to read "Sto Atkins", written over a horizontal line.

Title: President

Date: 12/1/2017



**ATTACHMENT D-1
BACKGROUND INFORMATION CERTIFICATION**

Texas Government Code ANN. § 466.155

Pursuant to Texas Government Code ANN. §466.103, the Executive Director of the Texas Lottery Commission may not award a contract for the purchase or lease of facilities, goods or services related to lottery operations to a person who would be denied a license as a sales agent under Texas Government Code ANN. §466.155.

Atkins International LLC.

(Company Name)

certifies that it has reviewed Texas Government Code ANN. §466.155 and that it would not be denied a license as a sales agent pursuant to said section.

(signature of person authorized to contractually bind the Proposer)

Steve Atkins

(printed name)

President

(title)

12/1/2017

(date)

ATTACHMENT
HUB PLAN DOCUMENTATION



**ATTACHMENT D-1
BACKGROUND INFORMATION CERTIFICATION**

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Pursuant to Texas Government Code ANN. §466.103, the Executive Director of the Texas Lottery Commission may not award a contract for the purchase or lease of facilities, goods or services related to lottery operations to a person who would be denied a license as a sales agent under Texas Government Code ANN. §466.155.

Atkins International LLC.

(Company Name)

certifies that it has reviewed Texas Government Code ANN. §466.155 and that it would not be denied a license as a sales agent pursuant to said section.

(signature of person authorized to contractually bind the Proposer)

Steve Atkins

(printed name)

President

(title)

12/1/2017

(date)



HUB Subcontracting Plan (HSP) QUICK CHECKLIST

While this HSP Quick Checklist is being provided to merely assist you in readily identifying the sections of the HSP form that you will need to complete, it is very important that you adhere to the instructions in the HSP form and instructions provided by the contracting agency.

- If you will be awarding all of the subcontracting work you have to offer under the contract to only Texas certified HUB vendors, complete:
 - Section 1 - Respondent and Requisition Information
 - Section 2 a. - Yes, I will be subcontracting portions of the contract.
 - Section 2 b. - List all the portions of work you will subcontract, and indicate the percentage of the contract you expect to award to Texas certified HUB vendors.
 - Section 2 c. - Yes
 - Section 4 - Affirmation
 - GFE Method A (Attachment A) - Complete an Attachment A for each of the subcontracting opportunities you listed in Section 2 b.
- If you will be subcontracting any portion of the contract to Texas certified HUB vendors and Non-HUB vendors, and the aggregate percentage of all the subcontracting work you will be awarding to the Texas certified HUB vendors with which you do not have a continuous contract in place for more than five (5) years meets or exceeds the HUB Goal the contracting agency identified in the "Agency Special Instructions/Additional Requirements", complete:
 - Section 1 - Respondent and Requisition Information
 - Section 2 a. - Yes, I will be subcontracting portions of the contract.
 - Section 2 b. - List all the portions of work you will subcontract, and indicate the percentage of the contract you expect to award to Texas certified HUB vendors and Non-HUB vendors.
 - Section 2 c. - No
 - Section 2 d. - Yes
 - Section 4 - Affirmation
 - GFE Method A (Attachment A) - Complete an Attachment A for each of the subcontracting opportunities you listed in Section 2 b.
- If you will be subcontracting any portion of the contract to Texas certified HUB vendors and Non-HUB vendors or only to Non-HUB vendors, and the aggregate percentage of all the subcontracting work you will be awarding to the Texas certified HUB vendors with which you do not have a continuous contract in place for more than five (5) years does not meet or exceed the HUB Goal the contracting agency identified in the "Agency Special Instructions/Additional Requirements", complete:
 - Section 1 - Respondent and Requisition Information
 - Section 2 a. - Yes, I will be subcontracting portions of the contract.
 - Section 2 b. - List all the portions of work you will subcontract, and indicate the percentage of the contract you expect to award to Texas certified HUB vendors and Non-HUB vendors.
 - Section 2 c. - No
 - Section 2 d. - No
 - Section 4 - Affirmation
 - GFE Method B (Attachment B) - Complete an Attachment B for each of the subcontracting opportunities you listed in Section 2 b.
- If you will not be subcontracting any portion of the contract and will be fulfilling the entire contract with your own resources (i.e., employees, supplies, materials and/or equipment), complete:
 - Section 1 - Respondent and Requisition Information
 - Section 2 a. - No, I will not be subcontracting any portion of the contract, and I will be fulfilling the entire contract with my own resources.
 - Section 3 - Self Performing Justification
 - Section 4 - Affirmation

***Continuous Contract:** Any existing written agreement (including any renewals that are exercised) between a prime contractor and a HUB vendor, where the HUB vendor provides the prime contractor with goods or service, to include under the same contract for a specified period of time. The frequency the HUB vendor is utilized or paid during the term of the contract is not relevant to whether the contract is considered continuous. Two or more contracts that run concurrently or overlap one another for different periods of time are considered by CPA to be individual contracts rather than renewals or extensions to the original contract. In such situations the prime contractor and HUB vendor are entering (have entered) into "new" contracts.

Enter your company's name here: Atkins International LLC dba The Atkins Group Requisition #: 362-18-0002

SECTION 2: RESPONDENT'S SUBCONTRACTING INTENTIONS

After dividing the contract work into reasonable lots or portions to the extent consistent with prudent industry practices, and taking into consideration the scope of work to be performed under the proposed contract, including all potential subcontracting opportunities, the respondent must determine what portions of work, **including contracted staffing, goods and services will be subcontracted**. Note: In accordance with 34 TAC §20.282, a "Subcontractor" means a person who contracts with a prime contractor to work, to supply commodities, or to contribute toward completing work for a governmental entity.

a. Check the appropriate box (Yes or No) that identifies your subcontracting intentions:

- **Yes**, I will be subcontracting portions of the contract. (If **Yes**, complete Item b of this SECTION and continue to Item c of this SECTION.)
- **No**, I will not be subcontracting any portion of the contract, and I will be fulfilling the entire contract with my own resources, including employees, goods and services. (If **No**, continue to SECTION 3 and SECTION 4.)

b. List all the portions of work (subcontracting opportunities) you will subcontract. Also, based on the total value of the contract, identify the percentages of the contract you expect to award to Texas certified HUBs, and the percentage of the contract you expect to award to vendors that are not a Texas certified HUB (i.e., Non-HUB).

Item #	Subcontracting Opportunity Description	HUBs:		Non-HUBs
		Percentage of the contract expected to be subcontracted to HUBs with which you <u>do not</u> have a continuous contract* in place for <u>more than five (5) years</u> .	Percentage of the contract expected to be subcontracted to HUBs with which you have a continuous contract* in place for <u>more than five (5) years</u> .	Percentage of the contract expected to be subcontracted to non-HUBs.
1	Advertising Agency Services	28.86 %	%	%
2		%	%	%
3		%	%	%
4		%	%	%
5		%	%	%
6		%	%	%
7		%	%	%
8		%	%	%
9		%	%	%
10		%	%	%
11		%	%	%
12		%	%	%
13		%	%	%
14		%	%	%
15		%	%	%
Aggregate percentages of the contract expected to be subcontracted:		28.86 %	%	%

(Note: If you have more than fifteen subcontracting opportunities, a continuation sheet is available online at <https://www.comptroller.texas.gov/purchasing/vendor/hub/forms.php>)

c. Check the appropriate box (Yes or No) that indicates whether you will be using **only** Texas certified HUBs to perform **all** of the subcontracting opportunities you listed in SECTION 2, Item b.

- **Yes** (If **Yes**, continue to SECTION 4 and complete an "HSP Good Faith Effort - Method A (Attachment A)" for **each** of the subcontracting opportunities you listed.)
- **No** (If **No**, continue to Item d, of this SECTION.)

d. Check the appropriate box (Yes or No) that indicates whether the aggregate expected percentage of the contract you will subcontract **with Texas certified HUBs** with which you **do not** have a **continuous contract*** in place with for **more than five (5) years**, **meets or exceeds** the HUB goal the contracting agency identified on page 1 in the "Agency Special Instructions/Additional Requirements."

- **Yes** (If **Yes**, continue to SECTION 4 and complete an "HSP Good Faith Effort - Method A (Attachment A)" for **each** of the subcontracting opportunities you listed.)
- **No** (If **No**, continue to SECTION 4 and complete an "HSP Good Faith Effort - Method B (Attachment B)" for **each** of the subcontracting opportunities you listed.)

***Continuous Contract:** Any existing written agreement (including any renewals that are exercised) between a prime contractor and a HUB vendor, where the HUB vendor provides the prime contractor with goods or service under the same contract for a specified period of time. The frequency the HUB vendor is utilized or paid during the term of the contract is not relevant to whether the contract is considered continuous. Two or more contracts that run concurrently or overlap one another for different periods of time are considered by CPA to be individual contracts rather than renewals or extensions to the original contract. In such situations the prime contractor and HUB vendor are entering (have entered) into "new" contracts.

HSP Good Faith Effort - Method A (Attachment A)

Rev. 2/17

Enter your company's name here: Atkins International LLC dba The Atkins Group Requisition #: 362-18-0002

IMPORTANT: If you responded "Yes" to SECTION 2, Items c or d of the completed HSP form, you must submit a completed "HSP Good Faith Effort - Method A (Attachment A)" for **each** of the subcontracting opportunities you listed in SECTION 2, Item b of the completed HSP form. You may photo-copy this page or download the form at <https://www.comptroller.texas.gov/purchasing/docs/hub-forms/hub-sbcont-plan-gfe-achm-a.pdf>

SECTION A-1: SUBCONTRACTING OPPORTUNITY

Enter the item number and description of the subcontracting opportunity you listed in SECTION 2, Item b, of the completed HSP form for which you are completing the attachment.

Item Number: 815-01 Description: Advertising Agency Services

SECTION A-2: SUBCONTRACTOR SELECTION

List the subcontractor(s) you selected to perform the subcontracting opportunity you listed above in SECTION A-1. Also identify whether they are a Texas certified HUB and their Texas Vendor Identification (VID) Number or federal Employer Identification Number (EIN), the approximate dollar value of the work to be subcontracted, and the expected percentage of work to be subcontracted. When searching for Texas certified HUBs and verifying their HUB status, ensure that you use the State of Texas' Centralized Master Bidders List (CMBL) - Historically Underutilized Business (HUB) Directory Search located at <http://mycna.cna.state.tx.us/tpasscmbsearch/index.jsp>. HUB status code "A" signifies that the company is a Texas certified HUB.

Company Name	Texas certified HUB	Texas VID or federal EIN <small>(Do not enter Social Security Numbers if you do not know their VID / EIN, leave their VID / EIN field blank)</small>	Approximate Dollar Amount	Expected Percentage of Contract
GILBREATH COMMUNICATIONS, INC.	<input checked="" type="checkbox"/> - Yes <input type="checkbox"/> - No	1760468464100	\$ 4,250,000	17.25 %
PERSONA COMMUNICATIONS LLC	<input checked="" type="checkbox"/> - Yes <input type="checkbox"/> - No	1261209889200	\$ 200,000	.81 %
THE CE GROUP, INC.	<input checked="" type="checkbox"/> - Yes <input type="checkbox"/> - No	1742728248200	\$ 500,000	2.03 %
EPIPHANY RESEARCH AND MARKETING	<input checked="" type="checkbox"/> - Yes <input type="checkbox"/> - No	1465138092600	\$ 550,000	2.23 %
TOMIGA	<input checked="" type="checkbox"/> - Yes <input type="checkbox"/> - No	1464896902100	\$ 50,000	.2 %
THE LIVING ROOM, INC	<input checked="" type="checkbox"/> - Yes <input type="checkbox"/> - No	1202088036000	\$ 25,000	.1 %
HRH OF TEXAS LLC	<input checked="" type="checkbox"/> - Yes <input type="checkbox"/> - No	1472317735900	\$ 973,700	3.95 %
C.CREA, CARLA VELIZ	<input checked="" type="checkbox"/> - Yes <input type="checkbox"/> - No	1628013206500	\$ 10,000	.04 %
DIANA FRAIZER-PAYER MOTION CONTENT, INC.	<input checked="" type="checkbox"/> - Yes <input type="checkbox"/> - No	1463406878800	\$ 550,000	2.23 %
MEDIAOLOGY	<input type="checkbox"/> - Yes <input checked="" type="checkbox"/> - No		\$ 35,000	.14 %
	<input type="checkbox"/> - Yes <input type="checkbox"/> - No		\$	%
	<input type="checkbox"/> - Yes <input type="checkbox"/> - No		\$	%
	<input type="checkbox"/> - Yes <input type="checkbox"/> - No		\$	%
	<input type="checkbox"/> - Yes <input type="checkbox"/> - No		\$	%
	<input type="checkbox"/> - Yes <input type="checkbox"/> - No		\$	%
	<input type="checkbox"/> - Yes <input type="checkbox"/> - No		\$	%
	<input type="checkbox"/> - Yes <input type="checkbox"/> - No		\$	%
	<input type="checkbox"/> - Yes <input type="checkbox"/> - No		\$	%
	<input type="checkbox"/> - Yes <input type="checkbox"/> - No		\$	%
	<input type="checkbox"/> - Yes <input type="checkbox"/> - No		\$	%
	<input type="checkbox"/> - Yes <input type="checkbox"/> - No		\$	%
	<input type="checkbox"/> - Yes <input type="checkbox"/> - No		\$	%
	<input type="checkbox"/> - Yes <input type="checkbox"/> - No		\$	%
	<input type="checkbox"/> - Yes <input type="checkbox"/> - No		\$	%

REMINDER: As specified in SECTION 4 of the completed HSP form, if you (respondent) are awarded any portion of the requisition, you are required to provide notice as soon as practical to all the subcontractors (HUBs and Non-HUBs) of their selection as a subcontractor. The notice must specify at a minimum the contracting agency's name and its point of contact for the contract, the contract award number, the subcontracting opportunity they (the subcontractor) will perform, the approximate dollar value of the subcontracting opportunity and the expected percentage of the total contract that the subcontracting opportunity represents. A copy of the notice required by this section must also be provided to the contracting agency's point of contact for the contract no later than ten (10) working days after the contract is awarded.



HUB Subcontracting Plan (HSP)

QUICK CHECKLIST

While this HSP Quick Checklist is being provided to merely assist you in readily identifying the sections of the HSP form that you will need to complete, it is very important that you adhere to the instructions in the HSP form and instructions provided by the contracting agency.

- If you will be awarding all of the subcontracting work you have to offer under the contract to only Texas certified HUB vendors, complete:
 - Section 1 - Respondent and Requisition Information
 - Section 2 a. - Yes, I will be subcontracting portions of the contract.
 - Section 2 b. - List all the portions of work you will subcontract, and indicate the percentage of the contract you expect to award to Texas certified HUB vendors.
 - Section 2 c. - Yes
 - Section 4 - Affirmation
 - GFE Method A (Attachment A) - Complete an Attachment A for each of the subcontracting opportunities you listed in Section 2 b.
- If you will be subcontracting any portion of the contract to Texas certified HUB vendors and Non-HUB vendors, and the aggregate percentage of all the subcontracting work you will be awarding to the Texas certified HUB vendors with which you do not have a continuous contract* in place for more than five (5) years meets or exceeds the HUB Goal the contracting agency identified in the "Agency Special Instructions/Additional Requirements", complete:
 - Section 1 - Respondent and Requisition Information
 - Section 2 a. - Yes, I will be subcontracting portions of the contract.
 - Section 2 b. - List all the portions of work you will subcontract, and indicate the percentage of the contract you expect to award to Texas certified HUB vendors and Non-HUB vendors.
 - Section 2 c. - No
 - Section 2 d. - Yes
 - Section 4 - Affirmation
 - GFE Method A (Attachment A) - Complete an Attachment A for each of the subcontracting opportunities you listed in Section 2 b.
- If you will be subcontracting any portion of the contract to Texas certified HUB vendors and Non-HUB vendors or only to Non-HUB vendors, and the aggregate percentage of all the subcontracting work you will be awarding to the Texas certified HUB vendors with which you do not have a continuous contract* in place for more than five (5) years does not meet or exceed the HUB Goal the contracting agency identified in the "Agency Special Instructions/Additional Requirements", complete:
 - Section 1 - Respondent and Requisition Information
 - Section 2 a. - Yes, I will be subcontracting portions of the contract.
 - Section 2 b. - List all the portions of work you will subcontract, and indicate the percentage of the contract you expect to award to Texas certified HUB vendors and Non-HUB vendors.
 - Section 2 c. - No
 - Section 2 d. - No
 - Section 4 - Affirmation
 - GFE Method B (Attachment B) - Complete an Attachment B for each of the subcontracting opportunities you listed in Section 2 b.
- If you will not be subcontracting any portion of the contract and will be fulfilling the entire contract with your own resources (i.e., employees, supplies, materials and/or equipment), complete:
 - Section 1 - Respondent and Requisition Information
 - Section 2 a. - No, I will not be subcontracting any portion of the contract, and I will be fulfilling the entire contract with my own resources.
 - Section 3 - Self Performing Justification
 - Section 4 - Affirmation

***Continuous Contract:** Any existing written agreement (including any renewals that are exercised) between a prime contractor and a HUB vendor, where the HUB vendor provides the prime contractor with goods or service, to include under the same contract for a specified period of time. The frequency the HUB vendor is utilized or paid during the term of the contract is not relevant to whether the contract is considered continuous. Two or more contracts that run concurrently or overlap one another for different periods of time are considered by CPA to be individual contracts rather than renewals or extensions to the original contract. In such situations the prime contractor and HUB vendor are entering (have entered) into "new" contracts.

Enter your company's name here: Atkins International LLC dba The Atkins Group Requisition #: 362-18-0002

SECTION 2: RESPONDENT'S SUBCONTRACTING INTENTIONS

After dividing the contract work into reasonable lots or portions to the extent consistent with prudent industry practices, and taking into consideration the scope of work to be performed under the proposed contract, including all potential subcontracting opportunities, the respondent must determine what portions of work, including contracted staffing, goods and services will be subcontracted. Note: In accordance with 34 TAC §20.282, a "Subcontractor" means a person who contracts with a prime contractor to work, to supply commodities, or to contribute toward completing work for a governmental entity.

a. Check the appropriate box (Yes or No) that identifies your subcontracting intentions:

- Yes, I will be subcontracting portions of the contract. (If Yes, complete Item b of this SECTION and continue to Item c of this SECTION.)
- No, I will not be subcontracting any portion of the contract, and I will be fulfilling the entire contract with my own resources, including employees, goods and services. (If No, continue to SECTION 3 and SECTION 4.)

b. List all the portions of work (subcontracting opportunities) you will subcontract. Also, based on the total value of the contract, identify the percentages of the contract you expect to award to Texas certified HUBs, and the percentage of the contract you expect to award to vendors that are not a Texas certified HUB (i.e., Non-HUB).

Item #	Subcontracting Opportunity Description	HUBs		Non-HUBs
		Percentage of the contract expected to be subcontracted to HUBs with which you <u>do not</u> have a <u>continuous contract</u> * in place for <u>more than five (5) years</u> .	Percentage of the contract expected to be subcontracted to HUBs with which you have a <u>continuous contract</u> * in place for <u>more than five (5) years</u> .	Percentage of the contract expected to be subcontracted to non-HUBs.
1	Advertising Agency Services	28.86 %	%	%
2		%	%	%
3		%	%	%
4		%	%	%
5		%	%	%
6		%	%	%
7		%	%	%
8		%	%	%
9		%	%	%
10		%	%	%
11		%	%	%
12		%	%	%
13		%	%	%
14		%	%	%
15		%	%	%
Aggregate percentages of the contract expected to be subcontracted:		28.86 %	%	%

(Note: If you have more than fifteen subcontracting opportunities, a continuation sheet is available online at <https://www.comptroller.texas.gov/purchasing/vendor/hub/forms.php>.)

c. Check the appropriate box (Yes or No) that indicates whether you will be using only Texas certified HUBs to perform all of the subcontracting opportunities you listed in SECTION 2, Item b.

- Yes (If Yes, continue to SECTION 4 and complete an "HSP Good Faith Effort - Method A (Attachment A)" for each of the subcontracting opportunities you listed.)
- No (If No, continue to Item d, of this SECTION.)

d. Check the appropriate box (Yes or No) that indicates whether the aggregate expected percentage of the contract you will subcontract with Texas certified HUBs with which you do not have a continuous contract* in place with for more than five (5) years, meets or exceeds the HUB goal the contracting agency identified on page 1 in the "Agency Special Instructions/Additional Requirements."

- Yes (If Yes, continue to SECTION 4 and complete an "HSP Good Faith Effort - Method A (Attachment A)" for each of the subcontracting opportunities you listed.)
- No (If No, continue to SECTION 4 and complete an "HSP Good Faith Effort - Method B (Attachment B)" for each of the subcontracting opportunities you listed.)

***Continuous Contract:** Any existing written agreement (including any renewals that are exercised) between a prime contractor and a HUB vendor, where the HUB vendor provides the prime contractor with goods or service under the same contract for a specified period of time. The frequency the HUB vendor is utilized or paid during the term of the contract is not relevant to whether the contract is considered continuous. Two or more contracts that run concurrently or overlap one another for different periods of time are considered by CPA to be individual contracts rather than renewals or extensions to the original contract. In such situations the prime contractor and HUB vendor are entering (have entered) into "new" contracts.



HUB Subcontracting Plan (HSP)

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 - Section 1 - Respondent and Requisition Information
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 - Section 2 b. - List all the portions of work you will subcontract, and indicate the percentage of the contract you expect to award to Texas certified HUB vendors.
 - Section 2 c. - Yes
 - Section 4 - Affirmation
 - GFE Method A (Attachment A) - Complete an Attachment A for each of the subcontracting opportunities you listed in Section 2 b.
- If you will be subcontracting any portion of the contract to Texas certified HUB vendors and Non-HUB vendors, and the aggregate percentage of all the subcontracting work you will be awarding to the Texas certified HUB vendors with which you do not have a continuous contract* in place for more than five (5) years meets or exceeds the HUB Goal the contracting agency identified in the "Agency Special Instructions/Additional Requirements", complete:
 - Section 1 - Respondent and Requisition Information
 - Section 2 a. - Yes, I will be subcontracting portions of the contract.
 - Section 2 b. - List all the portions of work you will subcontract, and indicate the percentage of the contract you expect to award to Texas certified HUB vendors and Non-HUB vendors.
 - Section 2 c. - No
 - Section 2 d. - Yes
 - Section 4 - Affirmation
 - GFE Method A (Attachment A) - Complete an Attachment A for each of the subcontracting opportunities you listed in Section 2 b.
- If you will be subcontracting any portion of the contract to Texas certified HUB vendors and Non-HUB vendors or only to Non-HUB vendors, and the aggregate percentage of all the subcontracting work you will be awarding to the Texas certified HUB vendors with which you do not have a continuous contract* in place for more than five (5) years does not meet or exceed the HUB Goal the contracting agency identified in the "Agency Special Instructions/Additional Requirements", complete:
 - Section 1 - Respondent and Requisition Information
 - Section 2 a. - Yes, I will be subcontracting portions of the contract.
 - Section 2 b. - List all the portions of work you will subcontract, and indicate the percentage of the contract you expect to award to Texas certified HUB vendors and Non-HUB vendors.
 - Section 2 c. - No
 - Section 2 d. - No
 - Section 4 - Affirmation
 - GFE Method B (Attachment B) - Complete an Attachment B for each of the subcontracting opportunities you listed in Section 2 b.
- If you will not be subcontracting any portion of the contract and will be fulfilling the entire contract with your own resources (i.e., employees, supplies, materials and/or equipment), complete:
 - Section 1 - Respondent and Requisition Information
 - Section 2 a. - No, I will not be subcontracting any portion of the contract, and I will be fulfilling the entire contract with my own resources.
 - Section 3 - Self Performing Justification
 - Section 4 - Affirmation

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Enter your company's name here: Atkins International LLC dba The Atkins Group Requisition #: 362-18-0002

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After dividing the contract work into reasonable lots or portions to the extent consistent with prudent industry practices, and taking into consideration the scope of work to be performed under the proposed contract, including all potential subcontracting opportunities, the respondent must determine what portions of work, including contracted staffing, goods and services will be subcontracted. Note: In accordance with 34 TAC §20.282, a "Subcontractor" means a person who contracts with a prime contractor to work, to supply commodities, or to contribute toward completing work for a governmental entity.

a. Check the appropriate box (Yes or No) that identifies your subcontracting intentions:

- Yes, I will be subcontracting portions of the contract. (If Yes, complete Item b of this SECTION and continue to Item c of this SECTION.)
- No, I will not be subcontracting any portion of the contract, and I will be fulfilling the entire contract with my own resources, including employees, goods and services. (If No, continue to SECTION 3 and SECTION 4.)

b. List all the portions of work (subcontracting opportunities) you will subcontract. Also, based on the total value of the contract, identify the percentages of the contract you expect to award to Texas certified HUBs, and the percentage of the contract you expect to award to vendors that are not a Texas certified HUB (i.e., Non-HUB).

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1	Advertising Agency Services	28.86 %	%	%
2		%	%	%
3		%	%	%
4		%	%	%
5		%	%	%
6		%	%	%
7		%	%	%
8		%	%	%
9		%	%	%
10		%	%	%
11		%	%	%
12		%	%	%
13		%	%	%
14		%	%	%
15		%	%	%
Aggregate percentages of the contract expected to be subcontracted:		28.86 %	%	%

(Note: If you have more than fifteen subcontracting opportunities, a continuation sheet is available online at <https://www.comptroller.texas.gov/purchasing/vendor/hub/forms.php>.)

c. Check the appropriate box (Yes or No) that indicates whether you will be using only Texas certified HUBs to perform all of the subcontracting opportunities you listed in SECTION 2, Item b.

- Yes (If Yes, continue to SECTION 4 and complete an "HSP Good Faith Effort - Method A (Attachment A)" for each of the subcontracting opportunities you listed.)
- No (If No, continue to Item d, of this SECTION.)

d. Check the appropriate box (Yes or No) that indicates whether the aggregate expected percentage of the contract you will subcontract with Texas certified HUBs with which you do not have a continuous contract* in place with for more than five (5) years, meets or exceeds the HUB goal the contracting agency identified on page 1 in the "Agency Special Instructions/Additional Requirements."

- Yes (If Yes, continue to SECTION 4 and complete an "HSP Good Faith Effort - Method A (Attachment A)" for each of the subcontracting opportunities you listed.)
- No (If No, continue to SECTION 4 and complete an "HSP Good Faith Effort - Method B (Attachment B)" for each of the subcontracting opportunities you listed.)

***Continuous Contract:** Any existing written agreement (including any renewals that are exercised) between a prime contractor and a HUB vendor, where the HUB vendor provides the prime contractor with goods or service under the same contract for a specified period of time. The frequency the HUB vendor is utilized or paid during the term of the contract is not relevant to whether the contract is considered continuous. Two or more contracts that run concurrently or overlap one another for different periods of time are considered by CPA to be individual contracts rather than renewals or extensions to the original contract. In such situations the prime contractor and HUB vendor are entering (have entered) into "new" contracts.

ATTACHMENT
FINANCIAL STATEMENTS

Per Section 1.7, the entirety of our
Financial Statements / Tax Returns are marked confidential.

Confidentiality Claimed
§552.104/552.110