

**Iowa Department of Natural Resources
Environmental Protection Commission**

ITEM

7

DECISION

TOPIC

Contract – Resource Management Social Marketing Strategy - Riester

The Department requests Commission approval of a contract not to exceed \$300,000 with Riester to develop and implement social-marketing based approaches to support social change in behaviors related to management of household hazardous materials (HHM) and pharmaceuticals.

Reasons for focusing this initial social marketing campaign on household hazardous materials and pharmaceuticals include the following:

- Health, safety, and environmental risks of these targeted items
- Code of Iowa requires and provides funding sources for HHM outreach efforts
- Code of Iowa shifts more money in the future to operations of regional collection centers for household hazardous materials rather than establishment of regional collection centers
- 2005 survey indicated 90% of retailers not in compliance with HHM education regulations
- Only approximately 3.6% of Iowans on average use regional collection centers for proper disposal of household hazardous materials
- Pharmaceuticals are appearing in Iowa streams impacting water quality and aquatic life
- A statewide system does not exist to divert pharmaceuticals from waste and waste water

A detailed scope of work is provided in exhibit A of the attached contract and includes:

- **Secondary research review** of HHM management associated data
- **Statewide quantitative baseline study** of awareness and attitudes via polling of Iowans
- **One-on-one interviews** to uncover knowledge and perceptions of HHM and pharmaceutical programs, perspectives, and expectations of department marketing efforts
- **Focus groups** to determine qualitative associations and perceptions of HHM and pharmaceutical management and platforms that move people to resource management
- **Brand plan and implementation** including communications strategy, creative and interactive direction, public relations, policy insight/guidance, media recommendation, and any other efforts deemed necessary to move people to proper management & disposal and strengthen policies and funding for HHM and pharmaceutical related initiatives
- **Campaign evaluation** with Iowans to measure campaign success. The follow up research will enable assessment of changes in awareness, perceptions, attitudes, behaviors, etc. due to campaign efforts; and the opportunity to test/introduce new themes and concepts

BACKGROUND

The state's current waste management policy has driven state and local programs that have produced numerous accomplishments. An estimated 12,588 tons of household hazardous materials were landfilled in Iowa in 1998 versus 9,379 tons in 2005, a drop of 25 percent. We

have made good progress, but 9,379 tons of HHMs, the most toxic component of Iowa’s landfilled wastestream, are still going into Iowa landfills.

While continuing to support and build upon current successful programs, we need to transition our focus to one of resource management. In making this shift, we begin to view all materials as having an inherent value. A resource management hierarchy places the initial emphasis on materials “upstream” when a product is being designed, manufactured, packaged and delivered for consumption. Resource management is also a continuous improvement process where goals are dynamic and not pre-defined percentages or targets that become plateaus or even ceilings to environmental improvement. Resource management efforts support the broader goals of continually improving Iowa’s environmental performance while simultaneously improving our economy and quality of life.

This contract for a social marketing effort represents the initial step in a long-term initiative to change the focus of Iowans’ behaviors from waste management to resource management.

QUALIFICATIONS PROCESS

The following department staff reviewed the qualifications submitted by eight firms:

Tom Anderson, Dept of Natural Resources	Jeff Geerts, Dept of Natural Resources
Monica Stone, Dept of Natural Resources	Jill Cornell, Dept of Natural Resources

The request for qualifications was sent to 33 firms and posted on the state’s official Web site for notifying targeted small businesses. These eight organizations submitted qualifications:

Jenkins Marketing Inc	State Public Policy Group
ME&V	Strategic America
Riester	Vernon Research Group
Solutions, Inc	ZLR Ignition

RECOMMENDATION

The review committee chose unanimously Riester for several reasons, including the following:

- Riester’s demonstrated experience at implementing social-marketing based approaches
- Riester’s familiarity with the recycling and solid waste industry
- Riester’s marketing work with the California Department of Conservation related to beverage containers and scrap tire recycling
- Riester’s ability to connect the department’s campaign to national efforts to “rebrand” recycling, an effort that Riester officials are directly involved in at the national level
- Riester’s staff of former elected officials dedicated to policy formulation and development
- Riester’s extensive staff resources specializing in research, planning, public relations, art, creative media, media buying, public affairs, copywriting, and Web technology
- Riester’ staff’s bilingual (English/Spanish) writing and speaking skills

The Household Hazardous Waste Account of the Groundwater Protection Fund will fund this contract. The Department requests the Commission’s approval to enter into a contract with Riester.

Tom Anderson, Environmental Specialist, Senior
 Environmental Services Division
 April 10, 2007

BRANDING RESOURCE MANAGEMENT IN IOWA

CONTRACT NUMBER: 07-G340-03

THIS AGREEMENT is made by and between the IOWA DEPARTMENT OF NATURAL RESOURCES, (hereafter "Department" or "IDNR") and Riester (hereafter "Contractor" or "RIESTER").

The Contractor agrees to perform services for the Department and the Department desires to receive and pay for such services, all upon the terms and conditions set forth in this Agreement.

THEREFORE, in consideration of the mutual promises contained in this Agreement and other good and valuable consideration, it is agreed as follows:

ARTICLE 1 IDENTIFICATION OF CONTRACTOR

IDENTIFICATION OF IDNR CONTRACT OFFICER/PROJECT COORDINATOR

Contractor is identified as follows:

Name: Riester
Address: 802 N 3rd Ave
City/State/Zip: Phoenix AZ 85003

Business Telephone: 602-462-2261

Employer Identification: 86-1014567

IDNR Contract Officer: Jeff Geerts, 515-281-8176 or jeff.geerts@dnr.state.ia.us

Contractor Contract Officer: Darryl Young, Executive Director Public Relations
602-462-2261 or 310-628-2258 or dyoung@riester.com

ARTICLE 2 PERIOD OF PERFORMANCE

The Contractor shall provide services under this Agreement beginning on May 7, 2007.

ARTICLE 3 WORK TO BE PERFORMED

Subject to the terms and conditions set forth in this Agreement, IDNR retains Contractor for the furnishing of services as specifically outlined in Exhibit A entitled "Statement of Work", attached hereto, and incorporated by this reference, and for such other tasks as IDNR and Contractor may agree to in writing. Dates associated with such services are specifically outlined in Exhibit B entitled "Milestones".

ARTICLE 4 CONSIDERATION AND PAYMENT

4.1 FUNDING SOURCE. The source of funding for this Agreement is the Household Hazardous Waste Account of the Groundwater Protection Fund.

4.2 RECEIPT OF FUNDS. All payments under this Agreement are subject to receipt by the Department of sufficient State funds. Any termination, reduction or delay of funds to the Department shall, at the option of the Department, result in the termination, reduction or delay of funds to the Contractor.

4.3 PAYMENT LIMITATION. The total authorized payment under this Agreement is not to exceed \$300,000 as specified in Exhibit C, entitled "Budget." Any expenses incurred by the Contractor exceeding the amount specified in Exhibit C, are the sole responsibility of the Contractor. All reimbursable in-state travel expenses shall be reimbursed at an amount not to exceed the per diem rates provided to commissioners of the state of Iowa. The total authorized payment amount and the scope of work in exhibit A may be revised in the future to reflect additional initiatives.

4.4 PAYMENT PROCEDURES. The Contractor shall submit one (1) signed original and three (3) pressure copies of the State of Iowa Claim Voucher and an original invoice upon completion and Department acceptance of all contracted services. Claim vouchers must be submitted within ninety (90) days of the date of the oldest attached invoice. It is recommended that the Contractor submit claim vouchers as milestones are completed.

ARTICLE 5 DEFAULT; REMEDIES OF STATE

5.1 DEFAULT. The occurrence of any one or more of the following events shall constitute cause for IDNR to declare Contractor in default of its obligations under this Agreement:

- (a) non-performance of this Agreement;
- (b) a failure of Contractor to make substantial and timely progress toward performance of the Agreement;
- (c) a failure of Contractor's work product and services to conform with any specifications noted herein;
- (d) a repeated exhibition of defects in the services delivered by Contractor, causing serious disruption of use or downtime over a one month period;
- (e) a breach of any term of this Agreement.

5.2 NOTICE OF DEFAULT. IDNR shall issue a written notice of default providing therein a fifteen (15) day period in which Contractor shall have an opportunity to cure, provided that cure is possible and feasible. If, after opportunity to cure, the default remains, IDNR may do one or more of the following:

- (a) exercise any remedy provided by law;
- (b) terminate Contractor's services.

5.3 DELAY OR IMPOSSIBILITY OF PERFORMANCE. Contractor shall not be considered to be in default under this Agreement if performance is delayed or made impossible by an act of God, floods, fires, strikes, and similar events. In each such case, the delay or impossibility must be beyond the control and without the fault or negligence of Contractor.

5.4 SUBCONTRACTORS. The fact that delay resulted from a subcontractor's conduct, negligence or failure to perform shall not excuse Contractor from compliance with the terms and obligations of this Agreement.

5.5 SET-OFF. Should IDNR obtain a money judgment against Contractor as a result of a default under this agreement, Contractor consents to such judgment being set-off from moneys owed Contractor by IDNR under any other Agreement.

ARTICLE 6 GENERAL TERMS AND CONDITIONS

6.1 INDEPENDENT CONTRACTOR. Contractor's status shall be that of an independent contractor. IDNR shall not provide to Contractor an office, support staff, equipment or tools, or supervision beyond the terms of this Agreement.

6.2 FRINGE BENEFITS. Because Contractor is an independent business, Contractor is not eligible for any State fringe benefits such as retirement, health or other benefits.

6.3 **TAXES.** IDNR shall not withhold taxes on behalf of Contractor (unless the IDNR is required to do so by the Iowa Department of Revenue and Finance). Contractor shall not be treated as an employee for purposes of federal or state tax purposes.

6.4 **WORKERS' COMPENSATION.** Contractor shall maintain workers' compensation insurance.

6.5 **EQUIPMENT, MATERIALS AND SUPPLIES.** Contractor shall supply, at Contractor's sole expense, pay for all labor, materials, equipment, tools, machinery, and storage of same, water, heat, utilities, transportation, and other facilities and services necessary for the proper execution and completion of this Agreement, whether temporary or permanent and whether or not incorporated or to be incorporated in the work product of Contractor.

6.6 **ACCESS TO RECORDS.** Contractor shall permit the Auditor of the State of Iowa or any authorized representation of the State, and where federal funds are involved, the Comptroller General of the United States or any other representative of the United States Government, to access and examine, audit, excerpt and transcribe any directly pertinent books, documents, papers and records of Contractor relating to orders, invoices, or payments or any other documentation or materials pertaining to this Agreement.

6.7 **RECORDS RETENTION.** All records of Contractor relating to this Agreement shall be retained for a period of three (3) years following the date of final payment or completion of any required audit, whichever is later.

6.8 **SURVIVAL OF CONTRACT.** If any portion of this contract is held to be invalid or unenforceable, the remainder shall be valid and enforceable.

6.9 **GOVERNING LAW.** This Agreement shall be interpreted in accordance with the law of the State of Iowa, and any action relating to the Agreement shall only be commenced in the Iowa District Court for Polk County or the United States District Court for the Southern District of Iowa.

6.10 **WRITING REQUIRED.** No change, modification, or termination of any of the terms, provisions or conditions of this Agreement shall be effective unless made in writing and signed by both parties.

6.11 **NOTICES.** Whenever this Agreement requires or permits any notice or written request by one party to another, it shall be in writing, enclosed in an envelope, addressed to the party to be notified at the address heretofore stated (or at such other address as may have been designated by written notice), properly stamped, sealed and deposited in the United States Mail. Any such notice given hereunder shall be deemed delivered upon the earlier of actual receipt or two (2) business days after posting. The

Department may rely on the address of the Contractor as set forth heretofore, as modified from time to time, as being the address of the Contractor.

6.12 **WAIVERS.** No waiver by the IDNR of any default hereunder shall operate as a waiver of any other default or of the same default on any future occasion. No delay on the part of IDNR in exercising any right or remedy hereunder shall operate as a waiver thereof. No single or partial exercise of any right or remedy by IDNR shall preclude future exercise thereof or the exercise of any other right or remedy.

6.13 **HEADINGS.** The headings in this Agreement are intended solely for convenience of reference and shall be given no effect in the construction and interpretation of this Agreement.

6.14 **COMPLIANCE WITH LAWS AND REGULATIONS; DECLARATION OF CONTRACTOR.** Contractor shall comply with all applicable State and federal laws, rules, ordinances, regulations and orders. Contractor declares that it has complied with all federal, state, and local laws regarding business permits and licenses that may be required to carry out the work to be performed under this agreement.

6.15 **COMPLIANCE WITH EE0/AA PROVISIONS.** Contractor shall comply with the provisions of federal, state and local laws, rules and executive orders to insure that no employee or applicant for employment is discriminated against because of race, religion, color, age, sex, national origin, or disability. Contractor shall provide state or federal agencies with appropriate reports as required to insure compliance with equal opportunity laws and regulations. Contractor shall insure that all authorized subcontractors comply with provisions of this clause. A breach of this Article shall be considered a material breach of this Agreement. Failure to fulfill the nondiscrimination requirements of this Agreement may result in cancellation, termination or suspension of this Agreement and the Contractor may be declared ineligible for future state contracts in accordance with administrative rules of the Iowa Department of Management.

6.16 **INDEMNIFICATION AGAINST LOSS OR DAMAGE.** Consistent with Article VII, Section 1 of the Iowa Constitution and Iowa Code Chapter 669, Contractor shall jointly and severally defend, indemnify and hold IDNR, its successors and assigns, harmless from and against any liability, loss, damage or expense, including reasonable counsel fees, which IDNR may incur or sustain by reason of (a) the failure of Contractor to fully perform and comply with the terms and obligations of this contract; (b) Contractor's performance or attempted performance of this Agreement; (c) Contractor's activities with subcontractors and third parties.

6.17 **NON-ASSIGNMENT.** This Agreement may not be assigned without prior IDNR written consent.

6.18 **INTELLECTUAL PROPERTY RIGHTS.** Any intellectual property created as part of Contractor's performance of this Agreement shall become the exclusive, property of IDNR, free from any claim, lien or interest in the intellectual property, and

Contractor shall not have any right to disclose or use any portion of an intellectual property created and delivered pursuant to this Agreement.

6.19 **PUBLICATION AND PUBLICITY.** Descriptions and findings pertaining to the project may be used for academic purposes, including publication and student education, with prior notice to IDNR and when accompanied by the following statements: "Publication of this document/use of this material shall not be construed as endorsement of the views expressed therein by the Iowa Department of Natural Resources. Funding for this project was provided by the Iowa Department of Natural Resources."

6.20 **TERMINATION DUE TO NON-APPROPRIATION OR REDUCATION.** Notwithstanding any other provision of this Contract, if funds anticipated for the continued fulfillment of the contract are, at any time, not forthcoming or are insufficient, either through the failure of the Department to appropriate funds or funding from a federal source is reduced to discontinued for any reason, or through discontinuance or material alteration of the program for which funds were provided, the Department shall give the vendor written notice as soon as practical documenting the lack of funding, discontinuance or program alternation. Unless otherwise agreed to by the parties, the Agreement shall terminate on the last day of the fiscal year for which appropriations were available. However, in the event that an appropriation to cover the cost of this Contract becomes available within sixty (60) days subsequent to termination under this section, the Department agrees to re-enter the Agreement with the terminated vendor under the same provisions, terms, and conditions as the original Contract.

6.21 **TERMINATION.** This Agreement may be terminated in the following circumstances:

- (a) at IDNR's discretion, without cause, after thirty (30) days written notice to Contractor.
- (b) as a result of Contractor's default under this Agreement.
- (c) as a result of the termination or reduction of funding to IDNR.

6.22 **JOINT LIABILITY.** If Contractor is a joint entity, consisting of more than one individual, partnership, corporation or other business organization, all such entities shall be jointly and severally liable for carrying out the activities and obligations of this Agreement, and for any default of such activities and obligations.

6.23 **CONFIDENTIALITY.** Some data, policies and activities of IDNR are confidential. Contractor shall preserve the confidentiality of such data, policies and activities which are revealed to Contractor in the performance of this Agreement. Contractor shall maintain procedures for safeguarding such confidentiality. In the event of breach of this provision, IDNR may terminate this Agreement immediately without notice of default and opportunity to cure as otherwise provided in Article 5.2, and pursue any remedy provided by law.

6.24 **UNALLOWABLE COSTS.** If IDNR determines at any time, whether through monitoring, audit, closeout procedures or by other means that the Contractor has requested reimbursement for costs which are unallowable under the terms of this Agreement, the Contractor will be notified of the questioned costs and given an opportunity to justify questioned costs prior to IDNR's final determination of the disallowance of costs. If it is IDNR's final determination that costs previously paid by the Department are unallowable under the terms of the Agreement, the expenditures will be disallowed and the Contractor shall immediately repay to IDNR any and all disallowed costs.

6.25 **APPROVAL OF SUBCONTRACTS.** IDNR shall approve all subcontracts entered into by Contractor for the purpose of completing the provisions of this Agreement. All such subcontractors shall be procured with adequate attention to the principles of competition and reasonableness of costs. All records relating to subcontracts shall be available for audit or examination as provided in Article 6.6 herein.

6.26 **DOCUMENTS INCORPORATED BY REFERENCE.** The work shall be performed in accordance with the requirements and provisions of the following documents, all of which are made a part hereof and collectively evidence and constitute the contract. The following documents are hereby incorporated by reference:

- (a) Articles 1 through 6 herein
- (b) Exhibit A, "Statement of Work"
- (c) Exhibit B, "Milestones"
- (d) Exhibit C, "Budget"
- (e) Request for Proposals
- (f) Contractor's Proposal – Proposal Economic Impacts of Recycling in Iowa

6.27 **ORDER OF PRIORITY.** In the event of a conflict between documents of this agreement, the following order of priority shall govern:

- (a) Articles 1 through 6 herein
- (b) Exhibit A, "Statement of Work"
- (c) Exhibit B, "Milestones"
- (d) Exhibit C, "Budget"
- (e) Request for Proposals
- (f) Contractor's Proposal – Proposal Economic Impacts of Recycling in Iowa

6.28 **INTEGRATION.** This Agreement contains the entire understanding between the Contractor and IDNR and any representations that may have been made before or after the signing of this Agreement, which are not contained herein, are nonbinding, void and of no effect. Neither of the parties has relied on any such prior representation in entering into this Agreement.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed as of the latest date shown below:

RIESTER

**IOWA DEPARTMENT OF
NATURAL RESOURCES**

Tim Riester, President & CEO

Liz Christiansen, Deputy Director

DATE

DATE

Wayne Gieselman, Administrator
Environmental Services Division

DATE

EXHIBIT A SCOPE OF WORK

The Contractor shall be responsible for coordinating, developing, and executing the following work items and work items identified in the Request for Qualifications and the Contractor's subsequent submittal of qualifications. The Contractor shall coordinate with the Department in the execution of all activities performed within the proposed scope of work. The Contractor shall submit monthly reports indicating progress on completion of the activities in the scope of work and the milestones included in Exhibit B.

RIESTER shall complete the analysis and activities listed in the scope of work in the following manner.

The Department currently has a number of programs and campaigns, targeting a variety of audiences, to promote and practice various waste management behaviors. In close concert with the Department, the Contractor will conduct an analysis of the Department's programs to identify opportunities for increased effectiveness, impact and efficiency in pursuit of the goals outlined in the request for qualifications.

The following outlines the Scope of Work.

Phase I: Strategic Development Research

Objective

RIESTER shall engage in a research initiative, on behalf of the Iowa Department of Natural Resources, to determine the most appropriate message to increase awareness of "resource management" and motivate residents to consider waste as a resource. This research project will enable the DNR to take a closer look at their target audiences to uncover their awareness, perceptions and attitudes towards waste management, resource management and more specifically, household hazardous materials and proper disposal of pharmaceuticals and other resource management programs initiated by the Department.

The insights gained will be translated into an overall strategic approach to support future communications, marketing activities and program delivery.

Methodology

RIESTER shall utilize the following methodology:

Brand Audit: Secondary Research Review

RIESTER shall conduct a brand audit (inclusive of secondary research and existing primary research) to summarize and analyze all data including regional, statewide, national and international research associated with the program areas of the bureau. A data audit will ensure no efforts are duplicated and no knowledge gaps are carried forward. RIESTER shall further conduct a secondary data review and initiate Public Relations Message Mapping to assess the media coverage generated related to the issues of waste management and resource management. It will allow the team to clearly understand the media's perspective and past

coverage used historically. This research review of existing literature shall be summarized in a report that outlines current and future thinking and practices.

Brand Audit: Statewide Quantitative Benchmark Study

Prior to developing a strategic campaign direction for the IDNR's resource management efforts, RIESTER shall conduct a statewide quantitative telephone survey among all audience segments to establish benchmarks. This evaluation tool will enable the DNR and RIESTER to monitor campaign awareness, recall and identify audiences' resource management behavior including proper management of household hazardous materials and pharmaceuticals.

Brand Aspiration: One-on-one Interviews

RIESTER shall conduct one-on-one interviews with industry experts (such as recycling experts, household material management experts, and pharmaceutical waste experts), stakeholders in the value chain, key decision makers, political stakeholders, key bureau and department staff, potential external funding sources (foundations, governmental organizations, and industry associations), non-traditional partners, as well as non-governmental and community-based organizations. These one-on-one interviews shall allow the uncovering of useful information about the participants' knowledge and perceptions of waste/resource management programs and their perspectives and expectations of the IDNR's communications and marketing efforts. This will enable the Agency to ascertain their motivations and their decision making process. In addition, the interviews shall explore and identify opportunities for program integration and collaboration.

A total of up to twenty one-on-one interviews shall be conducted by RIESTER. All interviews shall last approximately sixty minutes in length. Each individual shall be asked a series of questions pertaining to the IDNR and its past, present and future marketing efforts with an emphasis on future marketing efforts related to resource management concepts applied specifically to household hazardous materials and pharmaceuticals. All Interview participants will be selected in conjunction with IDNR to ensure a broad spectrum of stakeholders and affected parties are included.

Brand Aspiration: Focus Groups

Upon completion of the one-on-one interviews and analysis of the information, RIESTER shall conduct a total of eight focus groups with Iowa residents in four geographic areas throughout the state (two per geographic area) to ensure appropriateness of a potential strategic direction. The group discussions shall be used to determine qualitative associations and perceptions of household hazardous material disposal and management of pharmaceuticals. The focus group discussions shall also investigate the public's thoughts regarding waste and resource management as well as explore potential positioning platforms that move people from waste management to resource management. Projective exercises shall be developed to extract information from participants to truly understand the potential emotional relationship between the brand and its current/potential users.

Participants shall be recruited to represent both genders, various ages, ethnicities and income levels consistent with the demographic makeup of each area of study.

At least four additional focus groups shall be conducted with area retailers. These groups shall be segmented by those selling pharmaceuticals and those selling household hazardous materials. More specific recruiting criteria shall be determined after consultation from the IDNR.

Each focus group shall last approximately two hours. During each discussion group, participants shall be led through a moderated discussion as well as asked to participate in the projective exercises mentioned above.

Deliverables

Upon completion of the research and context planning process, RIESTER shall provide the IDNR with a detailed report of the research findings, challenges, opportunities and target audience definitions. In addition, this report shall include recommendations, future opportunities and strategies for IDNR's resource management programs including household hazardous material disposal and management of pharmaceuticals. This document shall offer the team an overall strategic direction including brand identity, positioning, character and tonality. This document will serve as a foundation for all future marketing and communications efforts for the IDNR.

Phase II: Brand Activation - Implementation

Upon completion of phase I (Strategic Development Research), IDNR and RIESTER shall amend the Scope of Work of the Contract with a detailed approach to phase II (Brand Activation) including development of a brand activation plan based on the findings and recommendations from phase I. The brand activation plan shall provide clear, strategic guidance on how to achieve the brand's goals. This shall include a detailed communications plan entailing all tactical aspects such as a communications strategy, creative and interactive direction, public relations, policy insight and guidance and media recommendation or any other communications efforts as deemed necessary for the brand's development.

Phase III: Brand Analytics - Evaluation of Results

Statewide Quantitative Campaign Follow-up Study

Upon completion of the initial campaign cycle, RIESTER shall conduct a campaign evaluation follow-up study in the form of a phone survey with Iowa residents to measure the campaign's success. The data from this survey shall be compared to the originally established consumer awareness and opinion benchmark data. The follow up research wave shall enable the team to assess changes in awareness, perceptions, attitudes, behaviors, etc. due to the campaign efforts. It shall further provide the opportunity to guide the next phase of consumer communications by testing or introducing new themes and concepts.

**EXHIBIT B
MILESTONES**

Task or Activity	Beginning Date	Ending Date
Contract work begins	May 7, 2007	
PHASE I		
Brand Assessment - secondary research review - statewide quantitative benchmark study	May 7, 2007	July 15, 2007
Brand Aspiration - one-on-one interviews - focus groups	July 1, 2007	August 30, 2007
PHASE II		
Brand Activation Plan Development – Implementation	September 1, 2007	Ongoing
PHASE III		
Brand Analytics – Evaluation of Results	September 1, 2008	November 1, 2008
Campaign Next Phase Recommendations	November 1, 2008	December 1, 2008

**EXHIBIT C
BUDGET**

Total Cost Not to Exceed \$300,000

Task or Activity Completed	Cost
Phase I	
BRAND ASSESSMENT	
Secondary Research Review	\$7,500
Statewide Quantitative Benchmark Study – Sample Size 400	\$36,000
BRAND ASPIRATION	
One-on-One Interviews – Maximum of 20 Interviews	\$14,000
Focus Groups – 12 groups (8 groups with Iowa residents & 4 groups with retailers)	\$84,000
Phase II	
BRAND ACTIVATION DEVELOPMENT AND IMPLEMENTATION	
Plan Development and Implementation - Based on the outcome of Phase I, activities may include creative development, media planning and public relations planning, policy formulation, etc.	\$126,500
Phase III	
BRAND ANALYTICS – EVALUATION OF RESULTS	
Statewide Quantitative Campaign Follow-up Study (sample size 400) and campaign next phase recommendations	\$32,000
TOTAL NOT TO EXCEED*	\$300,000
* NOTE: RIESTER WILL NOT CHARGE FOR TRAVEL TO AND FROM IOWA	

Cost Estimate

The following are **preliminary** costs for conducting in-depth research on behalf of the DNR. ***Estimates may be adjusted once screening criteria is finalized, and final quotes have been received from recruiting companies. Travel expenses within Iowa shall be limited to state of Iowa per diems for commissioners.***

Phase I: Strategic Development Research

Brand Assessment

Secondary Research Review

- Costs inclusive of secondary research review, primary research review and public relations message mapping.

Estimated Cost: ~ \$7,500

Statewide Quantitative Benchmark Study – Sample Size 400

- Costs inclusive of survey development, telephone interviews, analysis and reporting.

Estimated Cost: ~\$36,000

Brand Aspiration

One-on-One Interviews – Maximum of 20 Interviews

- Costs inclusive of interview guide development, recruiting, incentives, facilitation, moderation, analysis and results.

Estimated Cost: ~\$14,000

Focus Groups – 12 groups (Eight groups with Iowa residents and four groups with retailers)

- Costs inclusive of focus group screener development, moderator's guide, facilitation, recruiting, moderation, incentives, respondent, client food, video taping, miscellaneous focus group expenses, analysis, results and reporting.

Estimated Cost: ~ \$84,000 (\$7,000 per group)

Phase II: Brand Activation - Implementation

Plan Implementation

- Based on the outcome of Phase I, activities may include creative development, media planning and placement, public relations planning and activation, policy formulation, etc.

Estimated Cost: ~\$126,500

Phase III: Brand Analytics - Evaluation of Results

Statewide Quantitative Campaign Follow-up Study – Sample Size 400

- Costs inclusive of survey development, telephone interviews, analysis and reporting.

Estimated Cost: ~\$32,000

Total Cost of Contract Not to Exceed: \$300,000