

BEST VALUE
BLANKET PURCHASE AGREEMENT
FEDERAL SUPPLY SCHEDULE
FOOD AND NUTRITION SERVICE

BPA #FNS-04-040RAH

In the spirit of the Federal Acquisition Streamlining Act the Food and Nutrition Service and Porter Novelli enter into a cooperative blanket purchase agreement to further reduce the administrative costs of acquiring commercial services from the General Services Administration (GSA) Federal Supply Schedule Contract GS-23F-0231N.

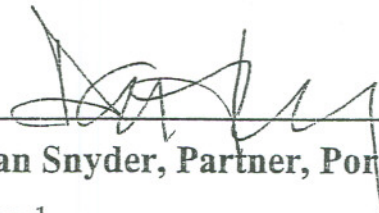
Federal Supply Schedule contract BPAs eliminate contracting and open market costs such as: the search for sources; the development of technical documents and solicitations; and the evaluation of bids and offers. Contractor Team Arrangements are permitted with Federal Supply Schedule contractors in accordance with Federal Acquisition Regulation (FAR) Subpart 9.6.

This BPA will further decrease costs, reduce paperwork and save time by eliminating the need for repetitive, individual purchases from the Schedule contract. The end result is to create a purchasing mechanism for the **Government that works better and costs less.**

Signatures:



JUL -7 2004



JUL -7 2004

Patricia Palmer, C.O., FNS

Date

Dan Snyder, Partner, Porter Novelli

Date

I. BPA OBJECTIVES

The USDA, Center for Nutrition Policy and Promotion (CNPP), has awarded a Blanket Purchase Agreement (BPA), against GSA/FSS Contract GS-23F-0231N. The purpose of this BPA is to establish a procurement vehicle that will satisfy CNPP's need for the development of a new Food Guidance System to help motivate and educate consumers to make healthy food choices.

CNPP works to improve the health and well-being of Americans by developing and promoting dietary guidance that links scientific research to the nutrition needs of consumers. Center staff help to define and coordinate nutrition education policy within USDA and to translate nutrition research into information and materials for consumers, policymakers, and professionals in health, education, industry, and media. CNPP is an agency of USDA's Food, Nutrition, and Consumer Services.

BPA Ordering Instructions: The Government may order the priced task(s) identified in Item V herein using a "delivery order" form. Other fixed-price or labor hour tasks may be ordered that are not identified herein but meet the requirements of the BPA's Item IV Scope of Work. Other tasks will be negotiated on a task by task basis and in accordance with the Contractor's GSA/FSS rates [REDACTED]. Priced orders may be issued unilaterally in accordance with the information provided herein. All other orders will be issued bilaterally. Some orders may incorporate the contractor's proposal or parts thereof by reference.

Designation of COR: The Contracting Officer's Representative for each task order under this BPA is Jackie Haven. A separate designation memorandum will be issued to the Contractor outlining the COR's responsibilities. Ms. Haven can be reached at 703-605-4269.

Payment Instructions: Billing instructions will be provided for each order issued against the BPA. The contractor shall bill separately for each task order issued, and, most importantly, reference the delivery order number on the respective invoice.

II. PERIOD OF PERFORMANCE: The period of performance of this BPA is July 7, 2004 to July 6, 2007. All orders must be placed against the BPA before the expiration date, and in no case shall any one task order exceed twelve months beyond the end date of the BPA.

III. OTHER BPA-SPECIFIC CLAUSES:

The contractor shall comply with the following clauses as applicable to the individual task order awarded under this BPA, which may or may not be incorporated in the GSA contract:

A. AGAR 452.237-74 Key Personnel (FEB 1988)

(a) The Government will identify and the contractor will assign key personnel for each task order issued, as appropriate.

EXEMPTION 4
COMMERCIAL INFORMATION

(b) During the first ninety (90) days of performance, the contractor shall make no substitutions of key personnel unless the substitution is necessitated by illness, death, or termination of employment. The contractor shall notify the Contracting Officer within 15 calendar days after the occurrence of any of these events and provide the information required by paragraph (c) below. After the initial 90-day period, the contractor shall submit the information required by paragraph (c) to the Contracting Officer at least 15 days prior to making any permanent substitutions.

(c) The contractor shall provide a detailed explanation of the circumstances necessitating the proposed substitutions, and any additional information requested by the Contracting Officer. Proposed substitutes should have comparable qualifications to those of the persons being replaced. The Contracting Officer will notify the Contractor within 15 calendar days after receipt of all required information of the decision on substitutions. The contract will be modified to reflect any approved changes of key personnel.

B. AGAR 452-237-75 Restrictions Against Disclosure (FEB 1988)

(a) The contractor agrees, in the performance of this BPA, to keep all information contained in source documents or other media furnished by the Government in the strictest confidence. The contractor also agrees not to publish or otherwise divulge such information in whole or in part in any manner or form, or to authorize or permit others to do so, taking such reasonable measures as are necessary to restrict access to such information while in the contractor's possession, to those employees needing such information to perform the work provided herein, i.e., on a "need to know" basis. The contractor agrees to immediately notify, in writing, the Contracting Officer, named herein, in the event that the Contractor determines or has reason to suspect a breach of this requirement.

(b) The contractor agrees not to disclose any information concerning the work under this BPA to any persons or individual unless prior written approval is obtained from the Contracting Officer. The contractor agrees to insert the substance of this clause in any consultant agreement or subcontract awarded under this BPA.

C. The clause at FAR 52.227-14 "Rights in Data —General" (JUN 1987) is hereby incorporated by reference and shall apply to appropriate task(s).

IV. BPA General Scope of Work:

General Statement of Work - - The contractor shall provide services to the USDA CNPP for the development of messages and materials to help motivate and educate consumers to make healthy food choices based on the Dietary Guidelines for Americans and USDA's new Food Guidance System. The base period and optional tasks specified in this BPA include but are not limited to the development of a graphic image, motivational slogan, educational messages, Interactive and print educational materials, and professional education modules for the new Food Guidance System. Also included are media and promotional activities for the Food Guidance System and materials targeted to the prevention of obesity.

CNPP has largely completed the technical update of the Food Guide Pyramid. To implement the new nutritional recommendations, CNPP plans to replace the Food Guide Pyramid graphic with a Food Guidance System of motivational and educational tools.

USDA's New Food Guidance System

Motivate

- New graphic
- Motivational slogan

Educate

- Consumer messages – clear, concise, and focused messages to be used in print materials for consumers to easily understand and follow
- Interactive tools to help consumers personalize their food choices

Rationale:

The original Food Guide Pyramid graphic was not designed as a stand-alone tool to provide consumers with all the information needed to follow a healthy diet. Most consumers think they know what to eat because they are familiar with the Pyramid, but, in fact, there is much more nutrition guidance contained in the 32-page Food Guide Pyramid booklet (which most consumers are not aware of) that could greatly improve the average American diet.

With the original 1992 Food Guide Pyramid graphic, it was not possible to incorporate all nutrition guidance in one graphic, so several key messages were selected for illustration. Now, many stakeholders (nutrition educators, consumers, health advocates, industry groups, etc) are advocating the addition of more concepts (ie. trans fat, water, physical activity, nutrient density, etc.) to be included in a new graphic. For the revision of USDA's food guidance, the choice seems to be either to further complicate the graphic by adding more illustrations or to simplify the graphic by reducing its complexity and developing strong supporting tools with clear and actionable guidance for consumers.

The Contractor should be aware that CNPP is working closely with the Department of Health and Human Service's Office of Disease Prevention and Health Promotion (ODPHP) on the project described herein. ODPHP will provide advice and assistance across the course of this contract. ODPHP is leading the communications effort for the Dietary Guidelines for Americans that will coordinate with and compliments the work on the new Food Guidance System. It is essential that the Contractor work collaboratively with other potential Contractors who may be involved in ODPHP projects of similar subject matter and/or where complementary communication materials are required. For tasks under this BPA, CNPP will solicit input from HHS and potentially other Federal partners that may impact decisions/approvals so the Contractor can advance work and complete tasks. The visual treatment created by the Contractor should be carried through to other communication components to establish a cohesive, consistent look or identity for all Food Guidance System related materials. The visual treatment should coordinate with the "look and feel" of Dietary Guidelines for Americans materials developed by ODPHP. The Contractor will have limited time and set deadlines to accomplish the tasks and

must be understanding, flexible and capable of making last minute modifications to communication materials based on final USDA clearance.

1. Background:

The Food Guide Pyramid underwent reassessment for two reasons – to make sure its guidance reflects the latest science, and to improve its effectiveness in motivating consumers to follow a healthy diet.

Phase one, the technical reassessment, has been largely completed. The daily food intake patterns, the recommendations on what and how much to eat, were updated to meet current nutritional standards and were posted on September 11, 2003 in the Federal Register for public review and comment. The notice and proposed food patterns are available for review on the CNPP website at www.cnpp.usda.gov. These food intake patterns form the basis for USDA's food guidance system. To ensure USDA's food guidance system is in harmony with the recommendations of the Dietary Guidelines Advisory Committee (DGAC), the food intake patterns will be finalized once the DGAC completes its work.

Phase two is the development and implementation of consumer messages and materials for the food guidance system. CNPP has conceptualized a plan of work for phase two which includes the development of three new motivational and educational tools that will be the core of the new Food Guidance System:

- 1) a compelling new motivational graphic and slogan
- 2) clear and concise nutrition messages that communicate the new food guidance recommendations in ways consumers can more easily understand and put into practice. These messages will be used to develop educational materials like posters and brochures.
- 3) interactive tools to help consumers personalize their diet.

1. Target Audiences:

The target audiences for these materials are:

- General population
- Information multipliers (nutrition educators, professional organizations, etc)
- School children
- Industry
- Media
- Food and Nutrition Service (FNS) program participants and administrators

V. PRICED TASKS

Below are nine (9) fixed priced tasks that may be ordered under the BPA. Other tasks may be ordered if funds are available and the Government identifies additional requirements that meet the general scope of the BPA. Additional tasks will be negotiated in accordance with the Contractor's GSA. *EXEMPTION 4 COMMERCIAL INFORMATION*

➤ Base Task (includes subtasks 1 through 3)	\$ 371,388.08
▪ Benchmark Report	
▪ Motivational Tools—Graphic & Slogan Development	
▪ Educational Tool—Message Development	
➤ Optional Task 1— Educational Tool, Interactive Tools:Level 1	\$ 192,376.15
➤ Optional Task 2 – Educational Tool, Interactive Tools:Level 2	\$ 251,894.50
➤ Optional Task 3 – Materials Development	\$ 166,051.00
➤ Optional Task 4— Support New Food Guidance System Roll Out	\$ 303,449.50
➤ Optional Task 5 – Dietary Guidelines Communications	\$ 138,298.38
➤ Optional Task 6 – Food Guidance System Materials	\$ 173,098.13

Also refer to Item VI Task Descriptions (pages 5 – 10), Item VII Task Performance Standards and Measures (pages 11 – 13), and Item VIII Deliverable and Due Dates (pages 14 – 19) below:

VI. TASK DESCRIPTIONS

Base Task (Tasks 1 through 3 below)

The Contractor will complete benchmark report, develop, consumer test, and finalize the new graphic, slogan, and core messages for the release of the new Food Guidance System anticipated in February 2005. All materials shall be finalized according to the Department of Agriculture's Design Division specifications for printing and for use on the world wide web.

➤ Task 1 – Benchmark report

The Contractor shall develop and submit a benchmark report, which will build upon existing sources of information and focus on strategies to communicate nutrition guidance. In this task, the Contractor shall identify existing knowledge and synthesize related scientific and market research in a report that includes implications of the findings and recommendations for this communications effort.

The report will review and synthesize a variety of resources including published and unpublished reports and pertinent research articles from the following fields: communications, social marketing, marketing and advertising, nutrition and health education, and promotion. The report will also include results from the summary of the written and oral comments received from the public in response to an anticipated Federal Register notice on the Food Guidance System. Additionally the report will include "best practices" and/or recommendations related to the Food Guidance System on:

- Initial audience segmentation (e.g., recommendations about priority consumer audiences and what is known about their health beliefs and relevant interests, knowledge and behaviors related to healthy lifestyles, overweight and obesity, healthy eating/good nutrition and physical activity)
- Current channels and sources of information most used by consumers
- Nutrition message areas that consumers find confusing or do not understand
- Design and testing of message and materials including interactive tools

The report will also identify significant gaps and/or areas for improvement in what is known on each of these topics. Based on the gaps analysis, the Contractor shall also make recommendations for the Food Guidance System about the types of audience research that ought to be conducted as part of this scope of work to fill these gaps.

➤ **Task 2 – Motivational Tools - Graphic and Slogan Development**

The Contractor shall develop a compelling new graphic and slogan for USDA's Food Guidance System. They will be used to identify the Food Guidance System and its materials, but will not be stand-alone educational tools.

Goals for the graphic and slogan:

It is envisioned that the new graphic will:

- Be used as a branding icon to represent USDA's Food Guidance System to the public and identify the Food Guidance System materials. This graphic would not attempt to become a stand-alone educational tool because the food guidance is far too complex for any single graphic to accommodate.
- Motivate consumers to follow USDA's Food Guidance System.
- Direct consumers to sources of information such as the Food Guidance System interactive tools and Nutrition.gov to help them personalize their food choices.
- Coordinate with the consumer messages that will help consumers choose what and how much to eat.
- Illustrate the concept of different food groups within the Food Guidance System.

The accompanying slogan is envisioned as a memorable statement for use in conjunction with the graphic, to motivate consumers to make healthy food choices. This slogan would not specifically try to convey an educational message, but would raise awareness and incorporate or be closely linked with other statements directing consumers to other Food Guidance System sources where they can access personalized educational messages.

This task includes creative design and development of a graphic and slogan, an anticipated 2 rounds of consumer testing, and related reports. Contractor shall also develop a set of guiding principles on how graphics, slogan, and core messages can be used by partners and other groups. See deliverables list for additional details.

➤ **Task 3 – Educational Tool - Message Development**

The Contractor shall develop and consumer test educational messages containing clear and concise information on what and how much food to eat. The consumer messages shall be based on the Dietary Guidelines Advisory Committee's recommendations for the general public, and the revised and updated food guide intake patterns.

The food guidance messages shall explain **what changes** most Americans need to make in their food choices to eat, and **how** they can make these changes. We envision that a small number (5 – 8) of priority messages will be developed and for each, 3-10 additional messages will provide more specific information. From these messages, those of highest importance to various audience segments will also be identified.

These messages are intended to be:

- used as the basis of educational materials for USDA's Food Guidance System
- used to develop consumer educational materials for other Federal agencies and programs.
- provided to nutritionists and educators to use as the basis for their own nutrition education efforts.
- provided to the media and industry to help them understand and promote the Federal food guidance.

These messages will give specific recommendations for making food choices. They are proposed as **directional** changes that will improve food choices for most Americans in comparison to their typical choices. These changes will:

- Keep calorie intake balanced with energy needs to prevent weight gain and/or promote weight loss
- Promote nutrient dense food choices to increase the intake of vitamins, minerals, and other essential nutrients, especially of those that are often low in typical diets.
- Lower risk for some chronic diseases by lowering intake of saturated fats and cholesterol
- Increase fiber intake

Selected consumer messages highlighting what and how much to eat will be incorporated into a visually appealing mini-poster format, that includes the icon and slogan, for dissemination at the release event.

Optional Tasks –

Optional Task 1 – Educational Tool - Interactive Tools – Level 1

Overview of interactive tools: As part of the educational tools for the new Food Guidance System, a portfolio of interactive tools are envisioned to help consumers personalize their food choices. Contingent upon additional funding, the first tool (level 1) will be ready to be launched the day the revised Food Guidance System is released (February 2005). It will provide consumers with basic information to help plan their food choices. Shortly following, pending additional funding, the interactive tool portfolio will be expanded to provide more personalized

information and feedback on personal food choices. The contractor will develop the interactive tool and conduct consumer testing under this contract.

- The interactive tools are envisioned to be state-of-the-art, web-based tools to
- identify personalized food intake recommendations
 - enable consumers to plan personalized food choices
 - provide additional related nutrition and health information to the Food Guidance System

The Contractor shall develop LEVEL 1 of the interactive tool, including consumer testing for appeal, usability, and understanding and beta testing prior to release. LEVEL 1 will provide personalized daily food intake recommendations for each food group and subgroup, based on sex, age, body size, and activity level. The information provided will be based on the finalized food intake patterns, which assigns a specific calorie level and numbers of food group servings for each age/sex/activity level group. The interactive program shall further personalize these recommendations by using regression equations from the Dietary Reference Intakes that also take into account height and weight in determining the appropriate food intake pattern.

The interactive tool shall allow users to input their personal characteristics, with defaults available when specific information is not known. Options shall provide assistance in determining personal activity level and potential need for weight loss. Additional options shall include lists of foods and equivalent amounts, additional information about each food group Sample menus or shopping lists, vegetarian options, and other food choice suggestions.

All Web components must be compatible with Section 508 standard regulations. In 1998, Congress amended the Rehabilitation Act to require Federal agencies to make their electronic and information technology accessible to people with disabilities. Inaccessible technology interferes with an individual's ability to obtain and use information quickly and easily. Section 508 was enacted to eliminate barriers in information technology, to make available new opportunities for people with disabilities, and to encourage development of technologies that will help achieve these goals. The law applies to all Federal agencies when they develop, procure, maintain, or use electronic and information technology. Under Section 508 (29 U.S.C. ' 794d), agencies must give disabled employees and members of the public access to information that is comparable to the access available to others. It is recommended that the Contractor reviews the laws and regulations to further their understanding about Section 508 and how they can support implementation (accessible at www.section508.gov/index.cfm?FuseAction=Content&ID=3).

Optional Task 2 – Educational Tool - Interactive Tools – Level 2

The Contractor shall develop LEVEL 2 of the interactive tool, including consumer testing for appeal, usability, and understanding. LEVEL 2 will allow users to make sample food choices for a day and provide immediate visual feedback of how the choices contribute to the recommended food intake pattern. It is envisioned, for example, that a depiction of the appropriate food groups/subgroups could “fil l” as each choice is made. Visual feedback shall also be provided to show the amounts of other important dietary elements,

such as calories, saturated fat, total fat, and added sugars, in the food selections as they are made.

The LEVEL 2 interactive tool shall allow users to make food intake choices from pull-down lists grouped by food type (about 200-300 food choices in total). As each food is selected, a sample portion shall be pictured (eg. tuna sandwich with 2 slices bread, 1 chicken breast, 1 slice pizza). The user may select a fraction or multiple of the sample portion as their personal portion. An option shall allow food items to be typed in rather than selected from pull down list. The user shall be able to change any selection (delete, change portion) to see its impact through changes in the feedback.

An option shall allow all food selections to be made before seeing any visual feedback, which will be useful for self-testing or for school use. The input and output shall be developed to be game-like and the feedback displayed visually in "fun" ways to the extent possible. An additional option to help bring the food choices closer to recommendations shall be included, by highlighting a food to delete or a type of food to add to make the biggest improvement in compliance with recommendations.

Optional Task 3 – Materials Development

The Contractor shall develop one or more posters designed to communicate the priority messages for selected target audience(s) in a visual and appealing way. Prototype poster(s) shall be consumer tested with the selected target audience to assure that the intended messages are communicated, that the presentation is appealing, and that no misinformation is transmitted.

The Contractor shall develop one or more brochures designed to communicate the priority messages for selected target audience(s) in a visual and appealing way. Target audiences may include low literacy FNS program participants. Prototype brochures shall be consumer tested with the selected target audience to assure that the intended messages are communicated, that the presentation is appealing, and that no misinformation is transmitted.

Optional Tasks 4 – Support New Food Guidance System Roll Out

To help equip key stakeholders (policy makers, educators, gatekeepers, the media, health professionals, etc.) with information to support the release of the new Food Guidance System, the Contractor shall develop a report of recommendations for types of activities and events with potential locations, time frames, and topics for presentations, media interviews, and other platforms with appropriate USDA/CNPP spokespersons. The report shall include, at a minimum, of a televideo conference for nutrition educators and health professionals, ideas for the kickoff and three media events. Recommendations for ways to extend media visibility beyond the release of the new Food Guidance System should also be included in the report. After consultation with USDA, Contractor shall provide technical assistance and support to implement the selected activities.

Optional Task 5 – Dietary Guidelines Communications

Contractor shall update and enhance the CNPP on-line course, *the ABC's of the Dietary Guidelines for Americans: Science and Application*. This task includes 2 rounds of consumer research with nutrition educators. This course is used by nutrition educators to help them understand the recommendations found in the Dietary Guidelines for Americans, and provides information on how to apply the guidelines in their own practice. The content for the updated course will be based on the 2005 Edition of the Dietary Guidelines, and the user interface will be redesigned to improve the design and enhance the appeal and ease of use by professionals. The technical content for the course will be provided by CNPP.

Optional Task 6 – Food Guidance System Materials for Information Multipliers

The Contractor shall design and develop an interactive training module for nutrition and health professionals to help them understand Food Guidance System recommendations and how to use its messages and materials to educate consumers. The Contractor shall also design and develop a tool kit for professionals to include, but not be limited to, the Food Guidance System messages, fact sheets, drop-in articles for newsletters, and other customizable materials. The toolkit will be designed to coordinate with and supplement the interactive training module. Both products will be tested with target audience members and be revised as necessary.

VII. Summary of Performance Objectives, Standards and Measures

Performance objective/requirement	Performance standard	Measure
<p>Base Period – Task 1: Benchmark existing knowledge and synthesize related scientific and market research, and results of public response to a proposed Federal Register notice in a report that includes implications of the findings and recommendations for the development of a Food Guidance System.</p>	<p>Representative quantitative and qualitative data sources used to document existing knowledge and “best practices” related to the development of a Food Guidance System. Conclusions based on rational and documented inference and interpretation of the data and application of health-behavior and health-communication models as explanatory tools.</p>	<p>Benchmark report will document conclusions.</p>
<p>Base Period – Task 2: Develop tested, graphic and slogan to identify the Food Guidance System and its materials and motivate consumers to make healthy food choices using the new system</p>	<p>Proposed graphics and slogans reflect the thoughtful analysis of benchmark data including public comment. Developed graphics are appropriate and appealing for multiple target audiences, and slogans are memorable and appealing to target audiences. Graphic and slogan communicate intended messages effectively.</p>	<p>Final tested graphic and slogan are ready for launch date of new Food Guidance System.</p>
<p>Base Period – Task 3: Develop tested, actionable, clear, and concise consumer messages that help consumers choose what and how much to eat. Format selected messages into mini poster.</p>	<p>Food Guidance System messages - - both the priority messages and additional messages - - are appropriate for and appealing to the target audiences, and are clear, credible, easily understood, and considered actionable by the intended audiences. Mini poster follows design specifications provided by the USDA Design Division.</p>	<p>Report documents quality of messages.</p>

<p>Optional Task 1: Develop Level 1 of the Interactive tool as described in the Statement of Work. Level 1 provides consumers with basic information to help them plan their food choices.</p>	<p>Interactive tool – Level 1- helps consumers identify appropriate personalized food choices. Interactive tool is visually appealing and easy to use by consumers and is coordinated with the “look and feel” of other Food Guidance System materials. Personalized output is relevant to targeted user, and easily understood and retrieved by the user.</p>	<p>Report from consumer research and beta testing documents the quality of the Interactive Tool – level 1.</p>
<p>Optional Task 2: Develop Level 2 of the Interactive tool as described in the Statement of Work. Level 2 allows users to make sample food choices for a day and be provided with immediate visual feedback on how the choices contributed to the recommended food intake pattern</p>	<p>Interactive tool – Level 2 – provides more in-depth information to help consumers make sample personalized food choices. Interactive tool is visually appealing and easy to use by consumers and is coordinated with the “look and feel” of other Food Guidance System materials. Personalized output is relevant to targeted user, and easily understood and retrieved by the user.</p>	<p>Report from consumer research and beta testing documents the quality of the Interactive Tool – level 2.</p>
<p>Optional Task 3: Develop at least 1 poster and 1 brochure to communicate the priority messages for selected audience/s.</p>	<p>Poster and brochure are visually appealing and provide information in a clear and concise manner. They are relevant, easily understood, and communicate intended messages effectively to the target audience. Poster and brochures are coordinated with the “look and Feel” of the other Food Guidance System materials.</p>	<p>Report from consumer research documents the quality of the poster and brochure.</p>
<p>Optional Task 4: Develop a plan with at least 3 events to roll out the new Food Guidance System and assist in the planning of a televideo conference for nutrition educators.</p>	<p>Appropriate media outlets attend the release event and events proceed as planned. Nutrition educators participate in the televideo conference and conference proceeds as planned.</p>	<p>Events proceed as planned.</p>
<p>Optional Task 5: Update and enhance the on-line course <i>the ABC's of the Dietary</i></p>	<p>Modules will be updated to reflect the 2005 Dietary Guidelines for Americans and</p>	<p>Report from consumer research and beta testing documents the quality of the on-line</p>

<p><i>Guidelines for Americans: Science and Application</i> for use by nutrition educators.</p>	<p>presentation of information coordinates with the “look and feel” of the other Food Guidance System materials. Nutrition educators find the information easy to understand and relevant, and can easily navigate through the program.</p>	<p>course.</p>
<p>Optional Task 6: Design and develop an interactive training module for nutrition and health professionals to help them understand the new Food Guidance System and the design of a tool-kit for professionals to accompany the training module.</p>	<p>Nutrition and health professionals will find the information in the modules easy to understand and useful to their programs. Modules will coordinate with the “look and feel” of the other Food Guidance System materials. Users will find it easy to navigate through the program.</p>	<p>Report from consumer research and beta testing document the quality of the interactive training module.</p>
<p>Optional Task 7: Design and develop, and test educational materials targeted to weight maintenance/weight loss by adapting Food Guidance System messages, materials, and delivery channels for this target audience.</p>	<p>Materials targeted to consumers trying to maintain or lose weight will be developed. Target audience finds the materials useful and relevant. These materials will coordinate with the “look and feel” of the other Food Guidance System materials. Innovative delivery channels are identified.</p>	<p>Report from consumer research documents quality of educational materials.</p>

VIII. Deliverables and Due Dates

The attached charts define deliverables and estimated due dates.

Base Tasks 1, 2, and 3 Graphic Icon, Slogan, and Message Development

Deliverable	Estimated Due Date
Throughout contract period	
Monthly status report	End of each month
Base Period:	
Post award meeting	5 working days post award
Report of benchmarking data and conclusions	1 ½ months after award
Plan for formative testing of graphics, slogans, and core messages including all materials for OMB*	2 months after award
Develop several prototype graphic designs, several motivational slogans, and core messages	2 months after award
Conduct initial consumer research	3 months after award
Prepare report of findings and present to USDA for approval	3 ½ months after award
Refine graphics, slogans, and core messages prototypes	4 months after award
Develop guiding principles for use of graphic and slogan for internal and external use	4 months after award
Conduct 2 nd round consumer research	5 months after award
Prepare report of findings and present to USDA for approval	5 1/2 months after award
Refine graphics, slogans, and core messages prototypes	6 months after award
Finalize graphic, slogan, and core messages. Format selected messages into mini poster.	7 months after award
Develop camera ready and computer ready graphic, slogan, core messages, and mini poster	7 ½ months after award
Prepare final report and submit to USDA	8 months after award

- CNPP has obtained generic OMB approval for all consumer information collection related to this project. Instruments (such as screener and moderator's guide) related to this specific information gathering will be submitted to OMB for an expedited approval.

Optional Tasks
Task 1
Educational Tool Development – Interactive Tool – Level 1

Deliverable	Estimated Due Date
Throughout contract period	
Monthly status report	End of each month
Optional Task 1:	
Participate in initial meeting	5 working days after award
Plan for formative testing of interactive tool – level 1 including all materials for OMB*	2 months after award
Develop Level 1 of Interactive Tool	3 months after award
Conduct initial consumer research	4 months after award
Prepare report of findings	4 ½ months after award
Revise and refine program	5 months after award
Conduct 2 nd round consumer research	6 months after award
Prepare report of research findings	6 1/2 months after award
Finalize program	7 months after award
Prepare program for use by consumers	7 ½ months after award
Prepare final report and submit to USDA	8 months after award

* CNPP has obtained generic OMB approval for all consumer information collection related to this project. Instruments related to this specific information gathering will be submitted to OMB for an expedited approval.

**Optional Task 3
Materials Development**

Deliverable	Estimated Due Date
Throughout contract period	
Monthly status report	End of each month
Optional Task 3:	
Participate in initial meeting	5 working days after award
Plan for formative testing of posters and brochures including all materials for OMB*	2 months after award
Develop posters and brochures	3 ½ months after award
Conduct initial consumer research	4 ½ months after award
Prepare report of research findings	5 months after award
Revise materials	5 1/2 months after award
Conduct 2 nd round of consumer research	6 ½ months after award
Prepare report of research findings	7 months after award
Finalize materials	7 months after award
Prepare materials for printing and for the web	8 months after award
Prepare final report and submit to USDA	9 months after award

* CNPP has obtained generic OMB approval for all consumer information collection related to this project. Instruments (such as screener and moderator's guide) related to this specific information gathering will be submitted to OMB for an expedited approval.

**Optional Task 4
Support New Food Guidance System Roll Out**

Deliverable	Estimated Due Date
Throughout contract period	
Monthly status report	End of each month
Optional Task 4:	
Participate in initial meeting	5 working days after award
Develop report of recommendations and present to USDA	2 months after award
Develop materials for events	3 months after award
Plan events	3 months after award
Develop partnership plan	4 months after award
Conduct video conference with partners, educators, and information multipliers	4 1/2 months after award
Hold press event	5 months after award
Prepare final report and present to USDA	6 months after award

**Optional Tasks – Task 5
Dietary Guidelines Communications**

Deliverable	Estimated Due Date
Throughout contract period	
Monthly status report	End of each month
Optional Task 5:	
Participate in initial meeting	5 working days after award
Plan for formative testing of on-line course, including all materials for OMB*	2 months after award
Develop updated and enhanced on-line course	4 months after award
Conduct initial consumer testing of program	4 ½ months after award
Revise and refine program	5 months after award
Conduct 2 nd round of consumer research	6 months after award
Prepare report of research findings	7 months after award
Finalize program	8 months after award
Prepare program for use on-line	9 months after award

* CNPP has obtained generic OMB approval for all consumer information collection related to this project. Instruments related to this specific information gathering will be submitted to OMB for an expedited approval.

OPTIONAL TASK 6
Food Guidance System Materials for Information Multipliers

Deliverable	Estimated Due Date
Throughout contract period	
Monthly status report	End of each month
Optional Task 6:	
Participate in initial meeting	5 working days after award
Plan for formative testing of interactive training module and tool kit, including all materials for OMB*	2 months after award
Develop interactive training module for educators	4 months after award
Develop tool kit for professionals	4 months after award
Conduct initial consumer testing of program and materials	5 months after award
Prepare report of research findings	6 months after award
Revise and refine program and materials	8 months after award
Conduct 2 nd round of consumer research	9 months after award
Prepare report of research findings	10 months after award
Finalize program	11 months after award
Prepare program for use on-line	12 months after award

* CNPP has obtained generic OMB approval for all consumer information collection related to this project. Instruments related to this specific information gathering will be submitted to OMB for an expedited approval.

FOR AGENCY USE ONLY

CN04105700

Purchase Order

1. PAGE NO. 1	2. RECEIVING OFFICE NO. 3198	3. CONTRACT NO. BPA FNS-04-040RAH	4. ORDER DATE 09/07/2004	5. SF-281 22	6. UNIT CODE	7. FUND CODE WP	8. ORDER NO. 43-3198-4-0117	9. SUB 00
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9a. TYPE PURCHASE <input type="checkbox"/> PURCHASE ORDER <input checked="" type="checkbox"/> DELIVERY ORDER	9b. SELLER'S IDENT NO. 133461427	9c. FORM 1099 <input checked="" type="checkbox"/> NO <input type="checkbox"/> YES	9d. TAXPAYER'S IDENT NO. 133461427
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10. TO: (Seller's Name, Address, City, State, Zip Code, and Phone No.)
 PORTER NOVELLI
 1909 K STREET N.W. SUITE 400
 VID133461427 A
 WASHINGTON, DC 20006

11. Consignee, Address, Zip, Code, and Place of Inspection and Acceptance
 USDA/CNPP
 ATTN: JACKIE HAVEN
 3101 PARK CENTER DRIVE
 ALEXANDRIA, VA 22302
 Room: 1034

SHIP TO

12. LINE ITEM	13. ACT CODE	14. DESCRIPTION	15. BUDGET OBJECT	16. ACC LINE	17. QUANTITY	18. UNIT ISSUE	19. UNIT PRICE	20. AMOUNT
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01		<p>THE TASK BELOW IS ISSUED AGAINST THE TERMS AND CONDITIONS OF BPA #FNS-04-040RAH, AS FOLLOWS:</p> <p>NEW TASK - OPTIONAL TASK 8 - NEW FOOD GUIDANCE SYSTEM - SPECIAL AUDIENCE - SCHOOL AGE CHILDREN FOR THE FIRM FIXED PRICE OF \$600,719.46.</p> <p>THE CONTRACTOR SHALL PROVIDE ALL SERVICES IN ACCORDANCE WITH THE ATTACHED TASK DESCRIPTION AND RELEVANT DOCUMENTS.</p> <p>REFER TO PAGE 3 OF THIS TASK ORDER FOR THE LIST OF TASK ORDER KEY PERSONNEL AND PAYMENT SCHEDULE.</p> <p>Payment under this purchase order will be due on the 30th calendar day after receipt of a proper invoice by the office designated under billing instructions. The date of the check shall be considered to be the date payment is made.</p>	2500	01	1	EA	600,719.46	600,719.46
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20a. THIS PURCHASE ORDER NEGOTIATED PURSUANT TO AUTHORITY OF 41 U.S.C. 252(c)()

FOR AGENCY USE ONLY
CN04105700

Purchase Order

1. PAGE NO. 2	2. RECEIVING OFFICE NO. 3198	3. CONTRACT NO. BPA FNS-04-040RAH	4. ORDER DATE 09/07/2004	5. SF-281 22	6. UNIT CODE	7. FUND CODE WF	8. ORDER NO. 43-3198-4-0117	9. SUB 00
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9a. TYPE PURCHASE <input type="checkbox"/> PURCHASE ORDER <input checked="" type="checkbox"/> DELIVERY ORDER	9b. SELLER'S IDENT NO. 133461427	9c. FORM 1099 <input checked="" type="checkbox"/> NO <input type="checkbox"/> YES	9d. TAXPAYER'S IDENT NO. 133461427
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10. TO: (Seller's Name, Address, City, State, Zip Code, and Phone No.) PORTER NOVELLI 1909 K STREET N.W. SUITE 400 VID133461427 A WASHINGTON, DC 20006	11. SHIP TO USDA/CNPP ATTN: JACKIE HAVEN 3101 PARK CENTER DRIVE ALEXANDRIA, VA 22302 Room: 1034
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12. LINE ITEM	13. ACT CODE	14. DESCRIPTION	15. BUDGET OBJECT	16. ACC LINE	17. QUANTITY	18. UNIT ISSUE	19. UNIT PRICE	20. AMOUNT
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SUBMIT INVOICE(S), CITING OUR ORDER NUMBER, TO:
USDA, FNS, ACCT DIV
TYPE-43 INVOICE
3101 PARK CENTER DRIVE
ALEXANDRIA, VA 22302

BE SURE TO INCLUDE YOUR REMITTANCE ADDRESS, INVOICE NUMBER, DATE, DOLLAR AMOUNT, AND OUR ORDER NUMBER.

VENDOR ID (VID) NUMBERS MUST NOW BE ANNOTATED NEAR THE REMITTANCE ADDRESS ON INVOICES. YOU WILL FIND YOUR VID NUMBER ON THE THIRD LINE OF BLOCK 10. PLEASE ANNOTATE THIS NUMBER & LETTER ON INVOICES AGAINST THIS ORDER.

Vendor Phone: (202) 973- 5800
Tech.Contact: JACKIE HAVEN, (703) 605- 4269

20a. THIS PURCHASE ORDER NEGOTIATED PURSUANT TO AUTHORITY OF 41 U.S.C. 252(c)()

21. FOB Point Destination	22. DISCOUNT AND/OR NET PAYMENT TERMS Net 30 Days	22a. TYPE COMMODITY/ PAYMENT CODE: O	25. Sub-Total	600,719.46
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23. DELIVER TO F.O.B. ON OR BEFORE (Date) 03/31/2005	24. SHIP VIA	26. ESTIMATED FREIGHT	27. TOTAL	600,719.46
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28. ACC LINE	29. ACCOUNTING CLASSIFICATION					30. DISTRIBUTION	31. AMOUNT
	A	B	C	D	E		
01	4433	08000					

31a. ISSUING OFFICE NAME AND ADDRESS USDA-FCS Administrative Services Division 3101 Park Center Drive Alexandria, VA 22302	31b. ORDERED BY (Name and Title) PATRICIA PALMER, Contracting Officer	31c. COMMERCIAL PHONE (Area Code and Number) (703) 305- 2250	31d. FTS PHONE NO.
31e. AUTHORIZED SIGNATURE <i>Patricia Palmer</i>			

ISSUING OFFICE

Key Personnel

The BPA Clause AGAR 452-237-74 "Key Personnel" applies to the following contract employees for Optional Task 8:

Stephenie Fu, Account Management
 Liz Fitzgerald, Creative
 Barry Reicherter, Interactive
 Deanne Weber, Research

Deliverable and Payment Schedule

The contractor shall be paid in accordance with the Fixed Price Payment clause in the GSA Contract for service and deliverable received and accepted by the Government. The contractor shall be paid for each acceptable deliverable for Optional Task 8, as follows:

Deliverable	Due Date	Payment
1. Graphic, Slogan, Message Development Concepts	12/31/2004	\$ 75,244.00
2. Graphic, Slogan, Message Final	02/28/2005	\$ 75,244.00
Research:		
1. First Round Focus Groups - teachers	12/15/2004	\$ 23,727.13
2. Second Round Focus Groups - children	01/ 31/2005	\$ 32,808.63
3. Kid-Web Focus Group	02/28/2005	\$ 31,626.25
4. Teacher-Web Focus Group	02/28/2005	\$ 19,755.75
5. Web Usability	02/28/2005	\$ 40,415.63
6. Research - Additional Focus Groups	01/31/2005	\$ 83,932.25
7. Website/Interactive recommendations and plan	01/31/2005	\$ 39,132.00
8. Website/Interactive launch execution	03/31/2005	\$ 91,308.00
9. Rollout recommendations and partnership plan	01/31/2005	\$ 35,010.33
10. Rollout event execution	03/31/2005	\$ 52,515.50
TOTAL		\$ 600,719.46

Optional Task 8 – Special Audience – School Age Children
BPA # FNS-04-040RAH

The goal of this task is to reach school age children with targeted information on the new Food Guidance System. The contractor shall develop, test, and refine a motivational graphic, slogan, and messages targeted to school age children. The icon and slogan should closely coordinate with the Food Guidance System developed for general consumers to create a consistent recognition. The contractor shall conduct two rounds of research with the target audience. The first round will include formative research to assist in developing the icon, slogan and messages. The second round of research will test prototypes for appeal, usability and comprehension. The contractor shall also develop materials such as posters to help children recognize the Food Guidance System for children.

The contractor shall develop a Food Guidance System website which will consist of interactive activities specifically designed to educate the target audience and motivate school age children to make healthy food choices. The contractor shall conduct a usability study with school age children to test the interactive website.

To generate an extensive awareness of the new Food Guidance System, the contractor shall develop a plan as well as conduct a roll-out event for the new Food Guidance System targeted to school age children. The roll-out event should reach a wide audience including the media, schools, educators, and children.

Optional Task 8 – Children’s Materials - - Deliverables and Due Dates

The attached charts define deliverables and estimated due dates to assist in the preparation of the proposal.

Graphic, Slogan, Educational Messages and Materials Development

Deliverable	Estimated Due Date
Monthly status report	End of each month
Post award meeting	5 working days post award
Plan for formative testing of graphics (coordinated with other Food Guidance System work), slogans, and messages including all materials for OMB*	2 months after award
Develop several prototype graphic designs (as needed), several motivational slogans, and messages	2 months after award
Conduct initial consumer research	3 months after award
Prepare report of findings and present to USDA for approval	3 ½ months after award
Refine graphics, slogans, and message prototypes	4 months after award
Develop posters and mini poster	
Conduct 2 nd round consumer research	5 months after award
Prepare report of findings and present to USDA for approval	5 1/2 months after award
Refine graphics, slogans, messages, and poster prototypes	6 months after award
Finalize graphic, slogan, messages, and materials.	7 months after award
Develop camera ready and computer ready graphic, slogan, core messages, posters and mini poster	7 ½ months after award
Prepare final report and submit to USDA	8 months after award

Interactive Tool Development

Plan for formative testing of interactive tool – level 1 including all materials for OMB*	2 months after award
Develop prototype for Interactive Tool	3 months after award
Conduct initial consumer research	4 months after award
Prepare report of findings	4 ½ months after award
Revise and refine program	5 months after award
Conduct 2 nd round consumer research	6 months after award
Prepare report of research findings	6 1/2 months after award
Finalize program	7 months after award

Prepare program for use by consumers	7 ½ months after award
Prepare final report and submit to USDA	8 months after award

Roll Out

Deliverable	Estimated Due Date
Develop report of recommendations and present to USDA	2 months after award
Plan events	4 months after award
Develop partnership plan	5 months after award
Hold press event/events	7 months after award
Prepare final report and present to USDA	8 months after award

* CNPP has obtained generic OMB approval for all consumer information collection related to this project. Instruments (such as screener and moderator's guide) related to this specific information gathering will be submitted to OMB for an expedited approval.

Summary of Performance Objectives, Standards and Measures

Performance objective/requirement	Performance standard	Measure
<p>Optional Task 8: Develop for 3 selected children’s audiences a tested graphic coordinated with the work for the development of a Food Guidance System for consumers. The breakdown for the 3 age groups could include: ages 6-8, 9-11, and 12-15. However, we ask the contractor to offer suggestions for the age groupings based on their research and expertise.</p> <p>Develop, test, and refine with 3 target audiences a motivational slogan and messages. Develop 3 posters to help identify the Food Guidance System and its materials and motivate children to make healthy food choices using the new system. Format selected messages into 3 mini posters.</p> <p>Develop an interactive website link with basic information to help children plan their food choices.</p> <p>Develop and execute a roll-out plan to promote the new Food Guidance System for children as part of the roll-out planned for the Center for Nutrition Policy and Promotion.</p>	<p>Developed graphics are appropriate and appealing for target audiences, and slogans are memorable and appealing to target audiences. Graphic and slogan communicate intended messages effectively. Posters and mini posters are visually appealing and provide information in a clear and concise manner. They are relevant, easily understood, and communicate intended messages effectively to the target audience. Poster and brochures are coordinated with the “look and feel” of the other Food Guidance System materials. Materials follow design specifications provided by the USDA Design Division.</p> <p>Interactive tool helps children identify appropriate personalized food choices. Interactive tool is visually appealing and easy to use by children and is coordinated with the “look and feel” of other Food Guidance System materials. Personalized output is relevant to targeted user, and easily understood and retrieved by the user.</p> <p>Food Guidance System messages are appropriate for and appealing to the target audiences, and are clear, credible, easily understood, and considered actionable by the intended audiences.</p> <p>Appropriate media outlets attend the release event and events proceed as planned.</p>	<p>Final tested graphic, slogan, and messages are ready for launch date of new Food Guidance System. Report from consumer research documents the quality of the poster and mini poster. Events proceed as planned.</p>

**Technical Proposal for Children's Materials Task Order:
Optional Task 8 – Special Audience – School Age Children**

Food Guidance System for the USDA/Center for Nutrition Policy and Promotion (CNPP)

FNS BPA #FNS-04-040RAH

Revised September 2, 2004

In coordination with the Food Guidance System (FGS) developed for general consumers, Porter Novelli will work with USDA/CNPP/FNS to develop, test, refine and introduce a motivational graphic, slogan and messages for school-aged children. The following outlines our approach.

Target Audience and Primary Channel

We recommend that USDA continue to pursue children aged 6-8 and 9-11, as well as a primary channel of influence — elementary school teachers — and not children aged 12-15. Our reasoning is twofold:

- Teens differ dramatically from younger children in how they think and learn. They want to be thought of as adults rather than “talked down to” as children. They would probably gravitate more toward adult versions of materials than child versions.
- Elementary school teachers are a key channel for implementation. Thus getting their “buy-in” from the beginning is essential. Teachers can tell us what they need, when they need it, and the best ways to distribute it. They can also help us refine the materials by providing suggestions about what will capture their students’ attention and be usable in their classrooms. (We will be able to obtain insight from parents in our adult focus groups when we test concepts and messages for the general FGS.)

Timing for Roll-out

We recommend that USDA introduce the public to the children's FGS graphic, slogan and messages in March 2004 — after the launch of the 2005 Dietary Guidelines and new FGS for the general public — for the following reasons:

- ***Establishing the standard first:*** The children's FGS graphic and other components should be consistent with the general public FGS graphic and other components. From a timing standpoint, we will need to establish the latter in order to test concepts and materials for children.
- ***Carving out an identity for the standard:*** From the public's perspective, it will be critical to first establish a presence and identity for the new adult FGS and graphic. From an internal perspective, this initial launch also will give USDA a small window of opportunity to fine tune, if necessary, before introducing the children's graphic, slogan and messages.
- ***Ideal timing:*** March is ideal timing for two important reasons: (1) March is National Nutrition Month, a time when nutrition professionals and media alike are open to and interested in new information and resources; and (2) in order to reach long-lead magazines in time for September/back-to-school story angles, we need to conduct outreach 6 months in advance... in March.



Approach: Development Through Introduction

Our work will be conducted in four areas:

1. Graphic, slogan, message development
2. Research
3. Web site/interactive development
4. Roll-out plan and event

1. Graphic, Slogan, Message Development

Close coordination with the development of the general consumer FGS graphic and slogan will be fundamental to our approach in developing and testing the graphic and slogan for children.

We will develop concepts for both graphic and slogan, as well as children-specific messages to determine the best final execution.

Since the children's graphic should be consistent with the graphic for the general public, we will draw from our adult consumer research findings and final execution of the overall graphic.

Likewise, the slogan that accompanies the graphic should parallel the adult/overall slogan.

There should be a logical, natural progression from the children's graphic, slogan and messages into the adult graphic, slogan and messages that the target kid audience will grow into over time.

A children's character — Power Panther, the USDA *Eat Smart Play Hard* campaign character — can be integrated into the graphic.

We will further develop Power Panther to bring the messages alive and help motivate children through lively engagement. We will determine appropriate venues and treatment, such tapping

the character to help tell the story in print materials, as well as bringing the character to life on the Web site in the interactive activities/game that we develop (see “3. Web site/interactive development”). Our work on other public health programs for kids (e.g., creating Carla for CDC Bone Health Campaign “Powerful Bones, Powerful Girls”) has shown the value of a central character with whom our target group can identify.

In determining materials to develop, we will enlist insight and input from a children’s curriculum expert. We will present USDA with a number of candidates from which to select. The expert’s counsel will help us ensure that we create valuable resources — such as a classroom poster, curriculum resource guide and downloadable graphics from the web site — that teachers can incorporate into their existing curricula.

2. Research

As a complement to our Porter Novelli research team’s experience working with children on health issues, we plan to partner with another group that specializes in research with children and schools: Just Kid Inc. This partnership will expedite our ability to reach children by capitalizing on their already-existing relationships with school districts and educators. Just Kid Inc., is a major youth market research and advertising firm that excels at using non-traditional qualitative research in classrooms and homes. While Porter Novelli will maintain strategic direction over all of the research to ensure the coordination between this effort and the adult component, Just Kid Inc., will provide their expertise and resources to help complete the materials development and testing research. Further details about Just Kid Inc. are located in Appendix C.

Materials Development and Testing: December 2004-January 2005

We recommend conducting two rounds of qualitative research to develop and test graphics, slogans, messages and a poster concept. In the first round, we will gather insights from elementary school teachers using in-person focus groups. During this initial stage, we believe the concepts will be at too formative of a stage to obtain useful feedback from young children. Teachers will be able to provide the best feedback on how adult materials can be made useful for the children they teach. A trained moderator will conduct two focus groups with teachers who educate children aged 6-11. (Further details and logistics for all focus groups are provided in Appendix A.)

During the second round of focus groups, we will test draft materials with children by conducting testing sessions in 2nd, 3rd and 4th grade classrooms in Connecticut, as well as four focus groups (in focus group facilities) in the West and four focus groups in the South. The screener we develop will help ensure diverse representation within the groups. The classroom groups will allow children to view the materials in the same environment where they will most likely be encountering them for the first time. This will help children visualize the intent of the materials and verbalize their reactions. The facility focus groups will help us confirm that the findings in Connecticut schools are applicable in other areas of the country.

Web Feedback and Usability Testing: February 2005

As with the materials development process, we envision the need for two rounds of testing to ensure the Web site developed for children will be interesting and motivating. We propose using two different types of Web research. During the first phase, we will conduct three Web feedback

groups with teachers, children aged 6-8, and children aged 9-11. Feedback groups are conducted similar to focus groups with up to eight participants in one room, each working on their own computer. The moderator guides the group through the different elements of the site to elicit their feedback on things like colors, characters, games, layout, etc. This information will help our interactive team refine the content and design to make it appealing and engaging.

During the second round, we will conduct formal usability testing with children to ensure the site is easy to navigate and user-friendly, even to our youngest audience. Web usability testing differs from feedback testing in that sessions are conducted individually. A human factors expert walks each participant through a series of testing scripts that allow us to see the ease with which users are able to complete a task and the problems they commonly encounter. (Further details about the proposed Web testing are located in Appendix B. Further details about our usability testing partner are located in Appendix C.)

3. Web Site/Interactive Development

PN Styles research shows all youth segments (young kids, tween and teens) are spending an increasing amount of their free time with interactive mediums, such as the Web, email, instant messaging, and computer and console games, while spending less time with traditional mediums such as print, television, or radio. While it's appropriate to focus on online venues to help youth understand the foundations of the Food Guidance System, it is also important to note that simply repackaging the adult-focused FGS content for youth with cute graphics and simplistic activities will likely fall short on our objectives.

Communicating with Kids on Their Terms

We recommend engaging kids with the activities they most prefer: games. Typically, games or game-like activities are the most popular sections of Web sites we have built for clients. With Powerful Bones, Powerful Girls (www.cdc.gov/powerfulbones) and BAM! Body and Mind (www.bam.gov), which we developed and now maintain for the Centers for Disease Control and Prevention, the games sections always rank as the top most-visited areas of these sites, month to month.

In addition to core informational features on the kids' site, we will develop a compelling interactive game that communicates the information and values of the FGS without "lecturing" to them. FGS information will be intertwined within the game storyline and activities, perhaps as something of benefit to the game characters, but not literally at the kid playing the game. The game must include a combination of entertaining activities and music. We will work with the curriculum expert to ensure that the game is compatible with required course requirements, and offers teachers interesting angles to encourage use in the classroom.

Adaptability for Potential Partners

We also recognize that kids can be finicky about the types of online entertainment they choose. The creative executions on our site will be compelling and effective. At the same time, we realize that any executions we develop for games and information regarding the FGS will not necessarily appeal to all kids — they already have established brands, shows and characters they know and like. To accommodate this, and pending feedback from USDA legal counsel, we will explore the development of executions that can be syndicated to Web sites of organizations that

are major players with these audiences (e.g., Cartoon Network, Mattel, Sony, Nintendo, Microsoft or others). At a minimum, we will seek to link to their sites. Beyond that, we can reach out to these organizations to offer them the game programming ability to adapt for use on their Web sites. For example, one could easily see Dora the Explorer, Arthur, Kim Possible or the Teen Titans as the main character(s) in a game. The roll-out plan that we develop would include recommended strategies to reach some of these organizations.

Game Directions for Exploration

The specific genre is to be determined, but the following are some possible game directions we could explore:

- Concept 1 – The kid is a member of a team of “micro-nauts” inside a human body. The kid is given the goal of keeping the body healthy by using the FGS to make healthy food choices and get physical activity. Kids could see how food travels through the body, control the body through physical activities, and send FGS recommendations to the brain. Villians could be illustrated as another team of micro-nauts trying to get the body to eat poorly and stay sedentary.
- Concept 2 – We could take the popular first-person gameplay format and redirect it to focus on healthy eating and physical activity throughout the game. Perhaps kids would go through obstacle courses, but could only make it through successfully with healthy food choices and physical activity for their character.
- Concept 3 – We could see this as a game where kids would need to select foods and amounts, balanced with physical activity, to help a game character train for a big race at school. If they do a good job setting up the character’s meals and activities, they would

win the race. If the character has eaten too much or not exercised enough, they wouldn't perform well.

4. Roll-out Plan and Event

Launch Event: March 2005

To launch the new children's FGS graphic and slogan, we recommend a two-step approach in March: (1) a Washington-based media event with children for the initial announcement; and (2) a follow-up deskside briefing tour in New York with long-lead magazine writers.

Pending further discussion and planning, the Washington announcement could be held at USDA in, for example, the courtyard — a natural location for key media, as well as a time- and cost-efficient option. The major national news organizations have designated Washington-based staff already tracking the FGS development closely, so this introduction is the next step of the story.

We also will develop visuals for the news media not in Washington, e.g., graphics for use by television to share with our contacts at the national networks and CNN, etc., as well as graphics for newspapers and online media to incorporate into their coverage.

Long-lead Outreach: March 2005

As mentioned in outlining our rationale for launch timing, we strongly recommend that we conduct deskside briefings with key magazine writers in New York, from women's to parenting magazines. These outlets regularly cover health, nutrition and childcare — and, clearly, their

editors and reporters will want to hear from USDA about the new FGS graphic and resources to help the nation's children develop healthful eating and activity habits early on. We will work with the USDA/CNPP/FNS team to identify and media train the appropriate spokesperson.

The briefings provide an ideal platform for USDA to spend time with key media one-on-one to provide information and promote the interactive offerings. With a dynamic game in place on the site, for example, USDA has a wonderfully engaging entry point and the ability to demonstrate firsthand the online resources available for kids and their parents (on the main site we are developing). These are relationships that we want to establish with the goal of maintaining an ongoing dialog as USDA continues to enhance its offerings.

Longer Term Plans

In addition to the launch strategy outlined above, our recommended roll-out plan for USDA will address strategies to reach a variety of intermediary channels, namely:

- Elementary school-based influencers (e.g., NEA, AFSFA)
- Parents/caregivers (e.g., PTA)
- Health professionals (e.g., ADA, SNE, AAP, AMA)
- Media (education and consumer)

We will identify organizations that can be powerful allies. These groups would enable USDA to reach nutrition and health professionals, educators, school food service and caregivers. The plan also will outline the media strategies and tactics for extended visibility, as well as recommendations for materials/tools (e.g., consumer brochure, level 2 interactive enhancement, classroom resources) and creative executions to keep the momentum created at launch, generate

awareness of the new children's FGS graphic/slogan, and increase usage of USDA's new resources ultimately to encourage positive changes among children.

Next Steps

We will work with the USDA/CNPP/FNS team to fully develop work plans for each of these program elements, incorporating feedback from USDA and outlining roles and responsibilities. Each plan will be submitted with a budget estimate. PN will seek approval of the workplans before proceeding with each program element.



APPENDICES

Proposal for Children's Materials Task Order:

Optional Task 8 – Special Audience – School Age Children

Food Guidance System for the USDA/Center for Nutrition Policy and Promotion (CNPP)

FNS BPA #FNS-04-040RAH

Revised September 2, 2004

A. Focus Group Details

B. Web Testing Details

C. Partner Capabilities

> Just Kid Inc.

> User-Centered Design

D. Quality Surveillance

APPENDICES

Proposal for Children's Materials Task Order: Optional Task 8 – Special Audience – School Age Children
FNS BPA #FNS-04-040RAH – Food Guidance System for the USDA/Center for Nutrition Policy and Promotion (CNPP)
Submitted September 2, 2004

Appendix A: Focus Group Details

All research with teachers will be conducted in focus group facilities with a professional moderator. For each group, we will recruit 10 teachers for 8-10 to show. These groups will be conducted local to our partner firm in Connecticut. Just Kid Inc. will prepare the screeners and focus group guides in consultation with Porter Novelli's research, account, and creative team members. One group of teachers of children aged 6-8 and one group of teachers of children aged 9-11 will be conducted.

The in-school focus groups with children will be conducted locally to Just Kid Inc. to take advantage of their affiliation with the school system. Each discussion group will contain 15-20 children based on normal class size. Since there will not be a separate observation room, we recommend having a maximum of two outside observers, one from Porter Novelli and one from USDA, to avoid distracting or inhibiting the children.

There will be eight additional focus groups with children conducted in the West (potentially LA or Texas) and in the South (potentially Alabama). These groups will be used to ensure that the findings from the in-school groups are applicable to other regions of the country. We will work with you and Just Kid Inc. to define the final locations. For each of these groups, we will recruit 8 children for 6 to show. Each group will be led by a trained moderator who specializes in conducting groups with children. The groups will be segmented as follows:

- 2 groups with girls aged 6-8
- 2 groups with boys aged 6-8
- 2 groups with girls aged 9-11
- 2 groups with boys aged 9-11

We will work with you to define the selection criteria (screeners) for all facility focus groups to ensure the proper mix of racial/ethnic groups and household income levels. All personnel and participants involved with the groups will be required to sign confidentiality agreements. All groups will be audio taped and the groups held in focus group facilities will be video taped. It has not yet been determined whether we will be permitted to video tape the in-school groups.

Key findings reports will be provided to USDA after each round of testing. These reports will highlight the most important learnings from the groups, but will not contain participant quotes. Transcripts and videos (where applicable) will be provided.

Appendix B: Web Testing Details

For each of the three web feedback groups, we will recruit 11 participants for 8 to show. Participants will be paid an incentive for their time and effort. The groups will be led by a trained moderator, following a focus group guide developed by Porter Novelli in consultation with USDA. The key findings report from these groups will provide insight into how teachers and children view the initial design of the interactive component, but will not contain specific participant quotes. These groups will be audio taped and video taped for later review, and transcripts will be provided to you.

The usability studies will be conducted by a human factors expert (Bill Killam, MA CHFP) at User-Centered Design, which owns and operates a state-of-the-art Norm Wilcox Associates portable usability test lab, complete with data logging software and full video/audio capture of both the participant and participant-product interaction. We will recruit 18 participants for 12 to show (2 of each age from 6 to 11). Each study lasts approximately one hour, so testing will need to be completed over the course of two days. The usability report will contain the results of a variety of measures captured during the testing process as well as recommendations of how to fine-tune the prototypes to meet users needs.

FOR AGENCY USE ONLY

CP04106500

Purchase Order

1. PAGE NO. 1	2. RECEIVING OFFICE NO 3198	3. CONTRACT NO. GS-23F-0231N	4. ORDER DATE 08/18/2004	5. SF-281 22	6. UNIT CODE	7. FUND CODE WE	8. ORDER NO. 43-3198-4-0112	9. SUB 00
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9a. TYPE PURCHASE <input type="checkbox"/> PURCHASE ORDER <input checked="" type="checkbox"/> DELIVERY ORDER	9b. SELLER'S IDENT NO. 133461427	9c. FORM 1099 <input checked="" type="checkbox"/> NO <input type="checkbox"/> YES	9d. TAXPAYER'S IDENT NO. 133461427
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10. TO: (Seller's Name, Address, City, State, Zip Code, and Phone No.)
 PORTER NOVELLI
 1909 K STREET N.W. SUITE 400
 VID133461427 A
 WASHINGTON, DC 20006

11. Consignee, Address, Zip, Code, and Place of Inspection and Acceptance
 USDA/CNPP
 ATTN: JACKIE HAVEN
 3101 PARK CENTER DRIVE
 ALEXANDRIA, VA 22302
 Room: 1034

SHIP TO

12. LINE ITEM	13. ACT CODE	14. DESCRIPTION	15. BUDGET OBJECT	16. ACC LINE	17. QUANTITY	18. UNIT ISSUE	19. UNIT PRICE	20. AMOUNT
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01		<p>THE TASK BELOW IS ISSUED AGAINST THE TERMS AND CONDITIONS OF BPA #FNS-04-040RAH, AS FOLLOWS: ITEM V. PRICED TASKS:</p> <p>OPTIONAL TASK 1 - NEW FOOD GUIDANCE SYSTEM EDUCATIONAL TOOL - INTERACTIVE TOOLS LEVEL I FOR THE FIRM FIXED PRICE OF \$192,376.15.</p> <p>THE CONTRACTOR SHALL PROVIDE ALL SERVICES IN ACCORDANCE WITH VI TASK DESCRIPTION, VII PERFORMANCE OBJECTIVES, STANDARDS AND MEASURES, AND VIII DELIVERABLES AND DUE DATES FOR THE TASK ORDERED ABOVE. THE CONTRACTOR'S QUALITY ASSURANCE SURVEILLANCE PLAN FOR OPTIONAL TASK 1 DATED JUNE 4, 2004, IS HEREBY INCORPORATED BY REFERENCE.</p> <p>REFER TO PAGE 3 OF THIS TASK ORDER FOR THE LIST OF TASK ORDER KEY PERSONNEL AND PAYMENT SCHEDULE.</p> <p>Payment under this purchase order will be due on the 30th calendar day after receipt of a proper invoice by the office designated under billing instructions. The date of the check shall be considered to be the date payment is made.</p>	2500	01	1	LOT	192,376.15	192,376.15
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20a. THIS PURCHASE ORDER NEGOTIATED PURSUANT TO AUTHORITY OF 41 U.S.C. 252(e)()

Purchase Order

FOR AGENCY USE ONLY
CP04106500

1. PAGE NO. 2	2. RECEIVING OFFICE NO. 3198	3. CONTRACT NO. GS-23F-0231N	4. ORDER DATE 08/18/2004	5. SF-281 22	6. UNIT CODE	7. FUND CODE WP	8. ORDER NO. 43-3198-4-0112	9. SUB 00
9a. TYPE PURCHASE <input type="checkbox"/> PURCHASE ORDER <input checked="" type="checkbox"/> DELIVERY ORDER			9b. SELLER'S IDENT NO. 133461427	9c. FORM 1099 <input checked="" type="checkbox"/> NO <input type="checkbox"/> YES		9d. TAXPAYER'S IDENT NO. 133461427		

10. TO: (Seller's Name, Address, City, State, Zip Code, and Phone No.)
PORTER NOVELLI
1909 K STREET N.W. SUITE 400
VID133461427 A
WASHINGTON, DC 20006

11. Consignee, Address, Zip, Code, and Place of Inspection and Acceptance
USDA/CNPP
ATTN: JACKIE HAVEN
3101 PARK CENTER DRIVE
ALEXANDRIA, VA 22302
Room: 1034


SHIP TO

12. LINE ITEM	13. ACT CODE	14. DESCRIPTION	15. BUDGET OBJECT	16. ACC LINE	17. QUANTITY	18. UNIT ISSUE	19. UNIT PRICE	20. AMOUNT
		<p>SUBMIT INVOICE(S), CITING OUR ORDER NUMBER, TO: USDA, FNS, ACCT DIV TYPE-43 INVOICE 3101 PARK CENTER DRIVE ALEXANDRIA, VA 22302</p> <p>BE SURE TO INCLUDE YOUR REMITTANCE ADDRESS, INVOICE NUMBER, DATE, DOLLAR AMOUNT, VID NUMBER (FOUND IN BLOCK), AND OUR ORDER NUMBER.</p> <p>VENDOR ID (VID) NUMBERS MUST NOW BE ANNOTATED NEAR THE REMITTANCE ADDRESS ON INVOICES. PLEASE ANNOTATE THIS NUMBER & LETTER ON INVOICES AGAINST THIS ORDER.</p> <p>Vendor Phone: (202) 973- 5800 Tech.Contact: JACKIE HAVEN, (703) 605- 4269</p>						

20a. THIS PURCHASE ORDER NEGOTIATED PURSUANT TO AUTHORITY OF 41 U.S.C. 252(c)()

21. FOB Point Destination	22. DISCOUNT AND/OR NET PAYMENT TERMS Net 30 Days	22a. TYPE COMMODITY/ PAYMENT CODE: O	25. Sub-Total	192,376.15
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23. DELIVER TO F.O.B. ON OR BEFORE (Date) 04/01/2005	24. SHIP VIA	26. ESTIMATED FREIGHT	27. TOTAL	192,376.15
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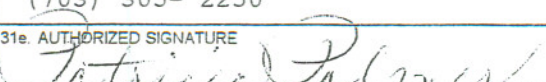
28. ACC LINE	29. ACCOUNTING CLASSIFICATION					30. DISTRIBUTION	31. AMOUNT
	A	B	C	D	E		
01	4025	03000					
 Dan Snyder, Porter Novelli						19 Aug - 04 Date	

31a. ISSUING OFFICE NAME AND ADDRESS
USDA-FCS
Administrative Services Division
3101 Park Center Drive
Alexandria, VA 22302

31b. ORDERED BY (Name and Title)
PATRICIA PALMER, Contracting Officer

31c. COMMERCIAL PHONE (Area Code and Number)
(703) 305- 2250

31d. FTS PHONE NO.

31e. AUTHORIZED SIGNATURE


ISSUING OFFICE

Key Personnel

The BPA Clause AGAR 452-237-74 "Key Personnel" applies to the following contract employees for Optional task 1:

Stephenie Fu, Account Management
 Barry Reicherter, Interactive
 Ken Buraker, Interactive
 Deanne Weber, Research

Deliverable and Payment Schedule

The contractor shall be paid in accordance with the Fixed Price Payment Clause in the GSA Contract for services and deliverables received and accepted by the Government. The contractor shall be paid for each acceptable deliverable for Optional Task 1, as follows:

<u>Deliverable</u>	<u>Due Date</u>	<u>Payment</u>
1. Plain for formative testing of interactive tool	9/30/04	\$10,000.00
2. Develop Level 1 of Interactive Tool	10/31/04	\$40,000.00
3. Completion of initial consumer research and report	11/31/04	\$30,000.00
4. Conduct 2 nd round of consumer research and report	12/31/04	\$50,000.00
5. Finalize program and prepare for consumers	01/31/05	\$50,000.00
6. Final report to USDA	03/31/05	<u>\$12,376.15</u>
Total Price of Optional Task 1		\$192,376.15

FOR AGENCY USE ONLY
CP04092400

UNITED STATES DEPARTMENT OF AGRICULTURE

Purchase Order

1. PAGE NO. 1	2. RECEIVING OFFICE NO. 3198	3. CONTRACT NO. GS-23F-0231N	4. ORDER DATE 07/09/2004	5. SF-281 22	6. UNIT CODE	7. FUND CODE WE	8. ORDER NO. 43-3198-4-0100	9. SUB 00
9a. TYPE PURCHASE <input type="checkbox"/> PURCHASE ORDER <input checked="" type="checkbox"/> DELIVERY ORDER			9b. SELLER'S IDENT NO. 133461427		9c. FORM 1099 <input checked="" type="checkbox"/> NO <input type="checkbox"/> YES		9d. TAXPAYER'S IDENT NO. 133461427	

10. TO: (Seller's Name, Address, City, State, Zip Code, and Phone No.)
PORTER NOVELLI
1909 K STREET N.W. SUITE 400
VID133461427 A
WASHINGTON, DC 20006

11. SHIP TO

Consignee, Address, Zip, Code, and Place of Inspection and Acceptance
USDA/CNPP
ATTN: JACKIE HAVEN
3101 PARK CENTER DRIVE
ALEXANDRIA, VA 22302
Room: 1034

PHONE (AC&No)

12. LINE ITEM	13. ACT CODE	14. DESCRIPTION	15. BUDGET OBJECT	16. ACC LINE	17. QUANTITY	18. UNIT ISSUE	19. UNIT PRICE	20. AMOUNT
01		THE TASKS BELOW ARE ISSUED AGAINST THE TERMS AND CONDITIONS OF BPA #FNS-04-040RAH, AS FOLLOWS: ITEM V. PRICED TASKS: BASE TASKS (1 THROUGH 3) - BENCHMARK REPORT, MOTIVATIONAL AND EDUCATIONAL TOOLS FOR THE FIRM FIXED PRICE OF \$371,388.08	2500	01	1	LOT	371,388.08	371,388.08
02		OPTIONAL TASK 4 - NEW FOOD GUIDANCE SYSTEM ROLL OUT FOR THE FIRM FIXED PRICE OF \$303,449.50. THE CONTRACTOR SHALL PROVIDE ALL SERVICES IN ACCORDANCE WITH VI TASK DESCRIPTION, VII PERFORMANCE OBJECTIVES, STANDARDS AND MEASURES, AND VIII DELIVERABLES AND DUE DATES FOR THE TASKS ORDERED ABOVE. THE CONTRACTOR'S QUALITY ASSURANCE SURVEILLANCE PLAN FOR THE BASE TASK AND OPTIONAL TASK 4 DATED JUNE 4, 2004, ARE HEREBY INCORPORATED BY REFERENCE. REFER TO PAGE 3 OF THIS TASK ORDER FOR THE LIST OF TASK ORDER KEY PERSONNEL AND PAYMENT SCHEDULES. Payment under this purchase order will be due on the 30th calendar day after receipt	2500	01	1	LOT	303,449.50	303,449.50
20a. THIS PURCHASE ORDER NEGOTIATED PURSUANT TO AUTHORITY OF 41 U.S.C. 252(c)()								

Purchase Order

FOR AGENCY USE ONLY

CP04092400

1. PAGE NO. 2	2. RECEIVING OFFICE NO. 3198	3. CONTRACT NO. GS-23F-0231N	4. ORDER DATE 07/09/2004	5. SF-281 22	6. UNIT CODE	7. FUND CODE WP	8. ORDER NO. 43-3198-4-0100	9. SUB 00
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9a. TYPE PURCHASE <input type="checkbox"/> PURCHASE ORDER <input checked="" type="checkbox"/> DELIVERY ORDER	9b. SELLER'S IDENT NO. 133461427	9c. FORM 1099 <input checked="" type="checkbox"/> NO <input type="checkbox"/> YES	9d. TAXPAYER'S IDENT NO. 133461427
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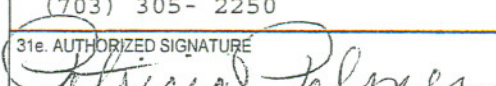
10. TO: (Seller's Name, Address, City, State, Zip Code, and Phone No.) PORTER NOVELLI 1909 K STREET N.W. SUITE 400 VID133461427 A WASHINGTON, DC 20006	11. SHIP TO	Consignee, Address, Zip, Code, and Place of Inspection and Acceptance USDA/CNPP ATTN: JACKIE HAVEN 3101 PARK CENTER DRIVE ALEXANDRIA, VA 22302 Room: 1034
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12. LINE ITEM	13. ACT CODE	14. DESCRIPTION	15. BUDGET OBJECT	16. ACC LINE	17. QUANTITY	18. UNIT ISSUE	19. UNIT PRICE	20. AMOUNT
		<p>of a proper invoice by the office designated under billing instructions. The date of the check shall be considered to be the date payment is made.</p> <p>SUBMIT INVOICE(S), CITING OUR ORDER NUMBER, TO: USDA, FNS, ACCT DIV TYPE-43 INVOICE 3101 PARK CENTER DRIVE ALEXANDRIA, VA 22302</p> <p>BE SURE TO INCLUDE YOUR REMITTANCE ADDRESS, INVOICE NUMBER, DATE, DOLLAR AMOUNT, AND OUR ORDER NUMBER.</p> <p>VENDOR ID (VID) NUMBERS MUST NOW BE ANNOTATED NEAR THE REMITTANCE ADDRESS ON INVOICES. YOU WILL FIND YOUR VID NUMBER ON THE THIRD LINE OF BLOCK 10. PLEASE ANNOTATE THIS NUMBER & LETTER ON INVOICES AGAINST THIS ORDER.</p> <p>Vendor Phone: (202) 973- 5800 Tech.Contact: JACKIE HAVEN, (703) 605- 4269</p>						

20a. THIS PURCHASE ORDER NEGOTIATED PURSUANT TO AUTHORITY OF 41 U.S.C. 252(c)()

21. FOB Point Destination	22. DISCOUNT AND/OR NET PAYMENT TERMS Net 30 Days	22a. TYPE COMMODITY/ PAYMENT CODE: O	25. Sub-Total	674,837.58
23. DELIVER TO F.O.B. ON OR BEFORE (Date) 04/11/2005	24. SHIP VIA	26. ESTIMATED FREIGHT	27. TOTAL	674,837.58

28. ACC LINE	29. ACCOUNTING CLASSIFICATION					30. DISTRIBUTION	31. AMOUNT
	A	B	C	D	E		
01	4025	03000					
 Dan Snyder, Partner Porter Novelli						7/14/04 Date	

31a. ISSUING OFFICE NAME AND ADDRESS USDA-FCS Administrative Services Division 3101 Park Center Drive Alexandria, VA 22302	31b. ORDERED BY (Name and Title) PATRICIA PALMER, Contracting Officer	31c. COMMERCIAL PHONE (Area Code and Number) (703) 305- 2250	31d. FTS PHONE NO.
31e. AUTHORIZED SIGNATURE 			

ISSUING OFFICE

Key Personnel

The BPA Clause AGAR 452.237-74 Key Personnel applies to the following contract employees for the base and optional task 4:

Base Task 1 – Deanne Weber
Jeanne Goldberg
Stephenie Fu

Base Tasks 2 & 3 – Dan Snyder
Stephenie Fu
Liz Fitzgerald

Optional Task 4 – Dan Snyder
Stephenie Fu
Stephen McCauley

Deliverable and Payment Schedule

The contractor shall be paid in accordance with the Fixed Price Payment Clause in the GSA Contract for services and deliverables received and accepted by the Government. The contractor shall be paid for each acceptable deliverable for the Base Tasks and Optional Task 4, as follows:

Base Tasks 1, 2 and 3:

1. Outline for Benchmark Report	\$ 25,000.00
2. Benchmark Report complete with conclusion	100,000.00 ✓
3. Plan for formative testing of graphics, slogans & core messages, Prototype graphic design, slogan and core messages	50,000.00
4. Research & Final Report of consumer findings Refined graphics slogans and messages Guiding principles for graphic and slogan	75,000.00 ✓
5. Second round of research & findings presented to CNPP	50,000.00
6. Refined graphics, slogan, core messages, Final graphic, slogan, core messages, mini poster, all camera ready	50,000.00
7. Final Report	<u>21,388.08</u>
Total Amount of Base Task	\$371,388.08

QUALITY ASSURANCE SURVEILLANCE PLAN

At Porter Novelli, we have spent 30 years building a culture of quality in our staff and vendors. As a result, we have well-established processes for creating, managing, and evaluating our work.

We will conduct our work with USDA with rigor, guided by three principles: (1) set high standards for client service; (2) provide the best possible professional staff; and (3) invest in systems and technology that increase our productivity and efficiency. Applying these principles gives us an edge in providing an innovative communications program that meets client expectations for on-target, on-time, on-budget services.

CONFIDENTIALITY

In addition to the PN office-wide confidentiality agreement our staff adheres to as part of our code of professional standards, we can easily arrange for the PN team to sign a confidentiality agreement specifically regarding all work related to the CNPP Food Guidance System contract.

INTERNAL REVIEW PROCEDURES: PN SIGNATURE SERVICE

Porter Novelli has formal, written procedures for account-level and senior-level review of our work. Clients' participation is also an integral part of our quality control process. These procedures are embodied in our Signature Service Standards, which focus on strategic account planning, ongoing client agency communication, and performance evaluation.

- **Strategic account planning.** At Porter Novelli, we utilize Compass, our proprietary account-planning model, to develop an overall strategic framework for the client's program. The process also includes an evaluation plan in which both client and PN agree to what constitutes "success" for the program. This strategic planning ensures that communications programs are based on sound objectives, target the right audiences, and apply the right tactics.
- **Ongoing client communication.** The management structure for a project is designed to meet the client's needs for access to key staff — at all levels — and for up-to-the-minute project status information. Communication lines are well established and facilitate communication on day-to-day issues, for urgent requirements, and in emergencies. For example, "Expectation Meetings" are scheduled on a regular basis, from weekly to bimonthly, to discuss progress and to air any problems and pose solutions in a timely fashion.

Of course, USDA staff are always free to call or e-mail account managers whenever they desire.

- **Evaluating performance.** Each year, clients are asked to rate (on a scale of 1-10) how well we understand the client's marketing challenges, bring the client "big ideas," offer an independent, informed point of view, deliver results in media coverage, manage the program budget, meet deadlines, and show attention to detail. The results of the survey are reviewed by staff and then discussed with the client in a face-to-face meeting.

In senior-level agency-client reviews, USDA would meet with top-level PN personnel from corporate headquarters, account planning, and the practice group to go over the year's program and discuss any concerns, improvements or additions to the program.

STAFFING FOR QUALITY CONTROL

For this contract, you would be assigned to the Health and Social Marketing Practice. Your account manager will be Stephenie Fu, who will be responsible for the day-to-day workings of your program. She will start the ball rolling on new tasks, monitor work flow, and will be your lead contact. Dan Snyder will oversee the contract. And because this contract requires the expertise of many disciplines, the account team will be joined by staff from our Food, Beverage and Nutrition Practice, as well as our specialty services group, PN2, which includes research, graphic design, interactive, and media production departments. Resumes for key personnel are included with this proposal.

To ensure that everyone is "on the same page," every member of the USDA account team, from the administrative assistant to the senior counselor, has attended training sessions in Signature Service procedures and is familiar with the expectations and performance measures agreed upon by USDA and PN. Not only does this approach save your agency money, it also saves time and gets the work done efficiently and effectively.

ENSURING QUALITY IN SUBCONTRACTORS

Selection of subcontractors, consultants, and vendors reflects our commitment to providing exceptional talent in specific areas of expertise. We take full responsibility for subcontractor's work and therefore select organizations and individuals with whom we have worked before and trust to uphold our high standards. Quality control measures for subcontractors include (1) selecting expertise in the specific issue/service we need; (2) hiring subcontractors with whom we have had positive experience; (3) having written agreements with individual vendors or subcontractors; and (4) establishing direct subcontractor-account manager reporting relationships.

ENHANCING PRODUCTIVITY AND EFFICIENCY: PN QUALITY CONTROL SYSTEMS

In addition to the goal-setting and performance evaluation measures used in Compass, quality control also stems from PN's commitment to keeping up with the latest personnel, time, and budget management technologies:

- **Fully computerized office** with state-of-the-art e-mail and document-sharing capabilities on our secure network, computerized design and production system, as well as access to the World Wide Web. Porter Novelli maintains its own Information Technology staff.
- **Account management tools.** PN teams employ our proprietary Account Management Manual, designed to make PN staff more efficient in conducting everyday tasks such as contacting the client, developing materials, billing, and resolving problems. We have procedures that speed communication and work flow among the account team, as well as between the account team and other in-house service staff.
- **Strong supplier relationships.** Because we are a large-volume company with a 30-year presence in the area, our suppliers are very responsive to us. We get our clients' work delivered quickly, and we get top quality and the best price available.
- **Extranet capability.** We also could utilize PN Workz, an extranet-based application that would enable our USDA account team to communicate more efficiently and effectively with clients by utilizing interactive tools. We have implemented more than 60 of these extranets for clients, through which the client and teams can access materials at any time in a secure environment.

- **Budget management tools.** Porter Novelli uses a government-approved accounting system, Costpoint, to track labor and other direct costs by project. Expenses are tracked through the use of unique accounting codes for each contract, as well as for specific tasks under a contract. Project status reports are generated each month and sent to the appropriate project manager for review. Porter Novelli has its own in-house contract administrators who are familiar with Federal Acquisition Regulations and contract management.

HANDLING MULTIPLE PROJECTS

All of the above systems and procedures help Porter Novelli sustain a high quality of client service and performance while handling programs of varying intensity, complexity and urgency. We have historically managed national, multi-dimensional campaigns that require meeting many deadlines simultaneously. Our company has a reputation for tremendous productivity and being able to move quickly, and we attract the kind of people who enjoy working in that kind of environment.

UNITED STATES DEPARTMENT OF AGRICULTURE

Purchase Order

THIS NUMBER MUST APPEAR ON ALL INVOICES, PACKAGES, AND PAPERS RELATING TO THIS ORDER

1. PAGE NO. 3	2. RECEIVING OFFICE NO. 3198	3. CONTRACT NO. GS-23F-0117K	4. ORDER DATE 09/29/2004	5. SF-281 22	6. UIC COD	7. FUND CODE WP	8. ORDER NO. 43-3198-4-0141	9. SUB 00
2a. TYPE PURCHASE <input type="checkbox"/> PURCHASE ORDER <input checked="" type="checkbox"/> DELIVERY ORDER		9b. SELLER'S IDENT NO. 431791685		9c. FORM 1099 <input checked="" type="checkbox"/> NO <input type="checkbox"/> YES		9d. TAXPAYER'S IDENT NO. 431791685		

10. TO: (Seller's Name, Address, City, State, Zip Code, and Phone No.) FLEISHMAN-HILLARD, INC. 1615 L STREET, NW SUITE 1000 VID431791685 A WASHINGTON, DC 200365654	11. SHIP TO 3101 PARK CENTER DR. ALEXANDRIA, VA 22302 Room: 912	Conditions, Address, Zip, Code, and Office of Inspection and Acceptance USDA/FNS/CGA
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12. LINE ITEM	13. ACT CODE	14. DESCRIPTION	17. QUANTITY	18. UNIT ISSUE	19. UNIT PRICE	20. AMOUNT
		includes all costs associated with successful completion of the requirements of this order. I, <u>Martha Boudreau</u> , a duly authorized representative of <u>Fleishman-Hillard, Inc</u> accept the terms and conditions of this order, and understand that by signing below I am binding my company (myself) to the terms of a contract between my company (myself) and the Federal Government. <u>Martha Boudreau</u> CONTRACTOR SIGNATURE DATE	S E L L E R . S O R I G I N A L			
Tech.Contact: PAT SEWARD, (703) 305-						

20a. THIS PURCHASE ORDER NEGOTIATED PURSUANT TO AUTHORITY OF 41 U.S.C. 252(c)()		
21. FOB Point Destination	22. DISCOUNT AND/OR NET PAYMENT TERMS Net 30 Days	Total 4,055,563.52
23. DELIVER TO F.O.B. ON OR BEFORE (Date)	24. SHIP VIA	

BILLING INSTRUCTIONS:
No Billing Will Be Submitted in Advance of Shipment
Furnish Invoice With Our ORDER NUMBER To:

DO NOT SHIP ORDER TO THIS ADDRESS (Ship to Consignee Address Above.)

USDA/FNS/ACCOUNTING DIVISION
FNS-43 INVOICE
3101 Park Center Drive
Alexandria VA 22302

FAILURE TO SHOW OUR PURCHASE ORDER NUMBER OR INVOICE WILL DELAY PAYMENT
FREIGHT CHARGE OVER \$100 REQUIRES BILL OF LADING
IF AVAILABLE, INCLUDE YOUR NINE POSITIONS DUNN NUMBER ON EACH INVOICE

31a. ISSUING OFFICE NAME AND ADDRESS USDA-FCS Administrative Services Division 3101 Park Center Drive Alexandria, VA 22302	31b. ORDERED BY (Name and Title) LEONARD J. GREEN, CONTRACTING OFFICER	31d. FTS PHONE NO.
	31c. COMMERCIAL PHONE (Area Code and Number) (703) 305- 2257	
	31e. AUTHORIZED SIGNATURE <u>Leonard J. Green</u>	

SELLER'S ORIGINAL