

IMPORTANT: Mark all packages and papers with contract and/or order numbers.

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1. DATE OF ORDER November 21, 2003	2. CONTRACT NO. (if any) GS-23F-0130K	6. SHIP TO: Allan Johnson (202) 720-1019 - Voice (202) 690-9916 - Fax	
3. ORDER NO. 32083	4. REQUISITION/REFERENCE NO. OCD-02-10	a. NAME OF CONSIGNEE US Department of Agriculture, Rural Development	
5. ISSUING OFFICE (Address correspondence to) Minerals Management Service Attn: GovWorks (Franchise) 381 Elden Street, Mail Stop 2510 Herndon, VA 20170-4817 POC: Tracy Lambert- 703-787-1377		b. STREET ADDRESS 1400 Independence Ave, SW	
		c. CITY Washington	d. STATE DC
		e. ZIP CODE 20250	
		f. SHIP VIA	
8. TYPE OF ORDER			

7. TO:	a. PURCHASE REFERENCE YOUR: Please furnish the following on the terms and conditions specified on both sides of this order and on the attached sheets, if any, including delivery as indicated.	<input checked="" type="checkbox"/> b. DELIVERY - Except for billing instructions on the reverse, this delivery order is subject to instructions contained on this side only of this form and is issued subject to the terms and conditions of the above-numbered contract.
a. NAME OF CONTRACTOR Bob Wilhelm (314) 308-1790- Cell Voice: 314-746-1920 Fax 314-728-6350		
b. COMPANY NAME Osborn & Barr	DUNS: 60-375-8228	
ATTN: Bob Wilhelm	TIN: 43-1480127	
c. STREET ADDRESS 1 North Brentwood Blvd. Eighth Floor		
d. CITY Clayton	e. STATE MO	f. ZIP CODE 63105
g. PPC CODE		h. STATE CODE

9. ACCOUNTING AND APPROPRIATION DATA 4 - 5B - 2510R57 - 252J Obligate: \$748,053.00	10. REQUISITIONING OFFICE USDA Office Of Community Development
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11. BUSINESS CLASSIFICATION (Check appropriate box(es))

a. SMALL b. OTHER THAN SMALL c. DISADVANTAGED d. WOMEN-OWNED

12. F.O.B. POINT DESTINATION	13. PLACE OF	14. GOVERNMENT B/L NO.	15. DELIVER TO F.O.B. POINT ON OR BEFORE (Date) November 20, 2004	16. DISCOUNT TERMS NET 30 DAYS
a. INSPECTION	b. ACCEPTANCE Destination:			

17. SCHEDULE (See reverse for Rejections)

ITEM NO. (A)	SUPPLIES OR SERVICES (B)	QUANTITY ORDERED (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)	QUANTITY ACCEPTED (G)
0001	<p>This Time and Materials order hereby authorizes the Contractor to perform in accordance with the Government Statement of Work entitled "Development and Implementation of a Marketing Communications Plan, USDA Rural Development" and the Contractor's Quota dated November 21, 2003, which is hereby incorporated in full by reference and with the terms and conditions of the above-referenced contract.</p> <p>The contractor shall be reimbursed for actual allowable, allocable, and reasonable travel costs incurred during performance of this effort in accordance with the Federal Travel Regulations currently in effective on the date of travel.</p> <p>The period of performance is November 24, 2003 through November 23, 2004.</p> <p>Please direct all questions to: Tracy Lambert (tracy.lambert@mms.gov) (703) 787-1377 - Voice, (703) 787-1009 - Fax</p>	NOT	TO	EXCEED	\$748,053.00	

18. SHIPPING POINT	19. GROSS SHIPPING WEIGHT	20. INVOICE NO.	17(h) TOT. (Cont. pages)
21. MAIL INVOICE TO:			
a. NAME. Direct Invoices Inquires to: Govworks.invoice@mms.gov or telephone: 703-787-1200 Minerals Management Service, Procurement Operations Branch, MS 2500			\$748,053.00
b. STREET ADDRESS (or P.O. Box) 381 Elden Street, MS 25003			
c. CITY Herndon	d. STATE VA	e. ZIP CODE 20170-4817	

2. UNITED STATES OF AMERICA BY (Signature) <i>Joyce Mason Grudzinski</i>	DATE Nov. 21, 2003	23. NAME (Typed) Joyce Mason Grudzinski, 703-787-1365 TITLE: CONTRACTING OFFICER
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OPTIONAL FORM 347 (REV. 6/96) GRC Overprint (4/00)
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COST PROPOSAL

Offeror's Information

- GSA Schedule Contract Number: GS-23F-0130K
- Federal Tax Identification Number (TIN): 43-1480127
- Dun & Bradstreet Number (DUNS): 60-375-8228
- Complete Business Mailing Address:

St. Louis:

Osborn & Barr Communications
One North Brentwood Boulevard
Eighth Floor
St. Louis, MO 63105

Washington, DC:

1747 Pennsylvania Avenue, N.W.
Suite 300
Washington, DC 20006

- Contact Name: Bob Wilhelm
- Contact Phone: STL 314-746-1920; DC 202-454-2851
- Contact Fax: STL 314-726-6350; DC 202-393-0363
- Contact e-mail: wilhelmb@osborn-barr.com

Osborn & Barr Proposed Rate for USDA Rural Development Services

Osborn & Barr Communications FY'04 pricing structure for government business includes:

- \$90.11/hour for support-level/executional professional services
- \$156.08/hour for strategic/management-level professional services

These rates are consistent with those published on GSA Schedule 738, and include a total discount of 20 - 27% off agency rate card.

Osborn & Barr proposes this rate structure for the services offered to USDA Rural Development for FY'04.

Outside Costs

Osborn & Barr bills through all outside costs net, without any mark-up or handling charges. This includes any media costs (if applicable), outside production vendor services and materials, consultants, etc. When billed, Osborn & Barr invoices are accompanied by copies of the original outside vendor invoice for verification.

Planned Labor Categories and Descriptions

As outlined in this proposal for the USDA Rural Development, Osborn & Barr Communications will utilize the best mixture of services drawing on O&B's extensive expertise in branding strategy and government and rural communications. These services will be assigned based on the final scope of work as agreed upon with USDA Rural Development. Based on the current SOW, all services will fall within the two labor categories as outlined below, and priced above.

These categories are described below, and include experience levels per category:

- Support-level/project execution professional services:
 - Includes services provided by levels such as: Media Assistant; Team Coordinator; Account Coordinator; Traffic/Production Coordinator; Assistant Production Manager; Copy Editor; Account Executive; Computer Graphic Specialist; Public Relations Account Executive; Copywriter; Market Analyst; Production Manager and Art Director.
 - These services are performed on project work at the direction of project leads and management.
 - Experience levels for these groups vary by individual and can range from entry-level to 20 years. However, average experience level is 3-7 years.

- Strategic/management-level professional services:
 - Includes services provided by levels such as: Senior Copywriter; Account Supervisor; PR Account Supervisor; Production Director; Associate Creative Director; Sr. Account Supervisor; Group Creative Director; Group Account Director; VP Director, Gov-Link; VP Executive Creative Director; Executive VP Brand Strategy; Associate Director, PR; VP Avant Director; President and CEO.
 - These services are performed at the levels of business, marketing and issue communications planning and strategy, project management and supervision and consultative advisor.
 - Experience levels for these groups vary by individual and can range from 7-35 years. However, average experience level is 10-20 years.

Timing is tight for initial services needed by USDA Rural Development under this RFP. The focal areas within Osborn & Barr Communications include Branding Strategy, Government Communications and Rural Communications. Because of the unique fit these three focal areas have with the services needed by USDA Rural Development, you can be confident there will be little learning curve or lost productivity as O&B takes on this assignment

Osborn & Barr Firm-Fixed Hourly Rates for FY'04 Contract Period

Labor Categories	Per Hour Cost	Comment
1. O&B Support-level/project execution professional services	\$90.11	As described above.
2. O&B Strategic/management-level professional services	\$156.08	As described above.

Estimated Hours for Each Labor Category for FY'04 Contract Period

Tactic	O&B Support-level/ project execution professional services	O&B Strategic/ management-level professional services
	hours (\$90.11)	hours (\$156.08)
Brand Development Workbook	82	58
Brand Directive Development	75	198
Brand ID/Standards/Communications Kit Elements	109	222
External Market Research	60	270
Internal Market Research	66	131
Hispanic messaging/interface (Ornelas)	60	80
Media Relations	79	185
Native American messaging/interface (M.S.S.)	10	20
News Bureau	169	250
News Hook Survey Analysis	15	43
Radio PSAs	21	38
Trade Show/Influencer Mtgs	66	100
Initiative at a Glance	50	35
Kick-Off Meeting	150	180
Living the Brand Training	127	253
Message Platform	0	62
Management/Administration/Project Reporting/Account Strategic/ Supervision	320	360
TOTALS	1,459	2,485

NOTE: Please see Price Sheet Summary below for list of optional tactics with costs.

Other Proposed Associated Costs, including ODC, Travel, Outside Services/Consultant

Tactic	Other Costs, including ODCs, Travel, Outside Services	Comment
Brand Development Workbook	\$21,985	
Brand Directive Development	\$455	
Brand ID/Standards/Communications Kit Elements	\$13,719	
External Market Research	\$42,370	
Internal Market Research	\$200	
Hispanic messaging/interface (Ornelas)	\$12,400	Ornelas & Associates Hispanic Consultant
Media Relations	\$9,152	
Native American messaging/interface (M.S.S.)	\$12,000	Michael Standing Soldier Native American Consultant
News Bureau	\$63,748	
News Hook Survey Analysis	\$0	
Proactive Web messaging	\$0	
Radio PSAs	\$100	
Trade Show/Influencer Mtgs	\$7,595	
Initiative at a Glance	0	
Kick-Off Meeting	\$15,000	
Living the Brand Training	0	
Message Platform	0	
Management/Administration/Project Reporting/Account Strategic/ Supervision	0	
Travel for Project Management, Meetings, DC or Other USDA Meetings, etc.	\$30,000	Assumes 32 3-day/2-night travel sessions through FY'04
TOTALS	\$228,724	

NOTE: Please see Price Sheet Summary below for list of optional tactics with costs.

Price Sheet Summary for Base Contract Period FY'04

BASE YEAR FY'04 PRICING

GROUP	TACTIC	O&B Support-level/ project exec. professional services		O&B Strategic/ Mgmt.-level professional services		TOTAL AGENCY RESOURCES	OTHER COSTS, ODCs, TRAVEL, OUTSIDE SERVICES	TOTAL COST
		(\$90.11)		(\$156.08)				
		HOURS	COST	HOURS	COST			
Brand	Brand Development Workbook	82	\$7,389	58	\$9,053	\$16,442	\$21,985	\$38,427
Brand	Brand Directive Development	75	\$6,758	198	\$30,904	\$37,662	\$455	\$38,117
Brand	Brand ID/Standards/Communications Kit Elements	109	\$9,822	222	\$34,650	\$44,472	\$13,719	\$58,191
Brand	External Market Research, including stakeholder interviews, focus groups, phone/mail/phones	60	\$5,407	270	\$42,142	\$47,548	\$42,370	\$89,918
Brand	Internal Market Research	66	\$5,947	131	\$20,446	\$26,394	\$200	\$26,594
External	Hispanic messaging/interface (Ornelas)	60	\$5,407	80	\$12,486	\$17,893	\$12,400	\$30,293
External	Media Relations	79	\$7,119	185	\$28,875	\$35,993	\$9,152	\$45,145
External	Native American messaging/interface (M.S.S.)	10	\$901	20	\$3,122	\$4,023	\$12,000	\$16,023
External	News Bureau	169	\$15,229	250	\$39,020	\$54,249	\$63,748	\$117,997
External	News Hook Survey Analysis	15	\$1,352	43	\$6,711	\$8,063	\$0	\$8,063
External	Radio PSAs Media Analysis and Plan	21	\$1,892	38	\$5,931	\$7,823	\$100	\$7,923
External	Trade Show/Influencer Mtgs. Does not include registration fees or booth rentals.	66	\$5,947	100	\$15,608	\$21,555	\$7,595	\$29,150
Internal	Initiative at a Glance	50	\$4,506	35	\$5,463	\$9,968		\$9,968
Internal	Kick-Off Meeting	150	\$13,517	180	\$28,094	\$41,611	\$15,000	\$56,611
Internal	Living the Brand Training	127	\$11,444	253	\$39,488	\$50,932		\$50,932
Internal	Message Platform	0	\$0	62	\$9,677	\$9,677		\$9,677

	Estimated November '03 through September 30, '04 Management & Administration/Project Reporting/Support for projects requested by Director or Designee. Up to and including Launch Event. Average of 32 hours per month of Support-level/project exec; 36 hours per month Strategic/Mgmt. level.							
Overall		320	\$28,835	360	\$56,189	\$85,024		\$85,024
Travel	Travel for Project Management, Meetings, All DC, etc. (See detail)	0	\$0	0	\$0	\$0	\$30,000	\$30,000
TOTALS		1,459	\$131,470	2,485	\$387,859	\$519,329	\$228,724	\$748,053

OPTIONAL TACTICS

Optional	Brand Rewards and Recognition	10	\$901	10	\$1,561	\$2,462	\$5,000	\$7,462
Optional	Additional Living the Brand Training sessions	31	\$2,793	76	\$11,862	\$14,655	\$0	\$14,655
Optional	Additional External Market Research sessions with Targeted Higher Need Perspective Customers. PER LOCATION ESTIMATE.	10	\$901	30	\$4,682	\$5,584	\$6,045	\$11,629

STATEMENT OF WORK

DEVELOPMENT AND IMPLEMENTATION OF A MARKETING COMMUNICATIONS PLAN

USDA RURAL DEVELOPMENT

BACKGROUND

USDA Rural Development, a part of the United States Department of Agriculture, is a mission area consisting of three statutory agencies, the Rural Business-Cooperative Service, The Rural Housing Service, and the Rural Utilities Service. USDA Rural Development agencies provide loans, grants, and technical assistance to rural individuals and families, businesses, and communities for the development of housing, business, and community infrastructure. Its FY 2003 program budget is over \$17 billion with an outstanding loan portfolio in excess of \$80 Billion. Rural Development programs are delivered through the efforts of 7000 employees who are located in approximately 800 local and area offices nationwide, 47 state offices, and the National Office which consists of staff in Washington D.C. and a sizeable servicing center in St. Louis, Missouri (1000+ employees).

The organization has gone through numerous changes over the past several decades evolving from the former Farmers Home Administration, Rural Electrification Administration, Rural Development Administration, and Rural Economic and Community Development. The Farmers Home Administration at one time had an office in over 1700 of the 3000 counties in the country and was a very recognizable brand. We no longer use the FmHA brand, and in most cases the current 800 USDA Rural Development offices are located in USDA Service Centers with little or no identification specific to our mission area. This has created challenges for USDA Rural Development as we market our important programs.

The current Under Secretary for USDA Rural Development has a solid vision of the broader and more important role the USDA Rural Development Agencies can play in accomplishing their mission of improving economic opportunities and improving the quality of life in rural America. The Under Secretary hosted a national meeting of over 600 agency managers in July 2003, which officially set the stage for doing business in a new way and the importance of marketing was recognized as critical to that outreach effort. A follow up two-day retreat was held by the marketing working group that solidified USDA Rural Development's vision, mission and suggestions for a branding strategy. LAPAS is in the process of pulling together the list of target audiences identified during that session. A report of the marketing working group will be provided to the vendor organizations selected for final review.

The purpose of this Statement of Work is to develop a marketing communications plan that supports the delivery of all of the USDA Rural Development programs to all potential customers and partners in an efficient and effective manner. Also included in the Statement of Work is the implementation of the marketing communication plan throughout the United States, Puerto Rico and the Western Pacific Territories.

DESCRIPTION OF SERVICES

The Contractor shall provide personnel, material, services and facilities necessary to accomplish the services and objectives detailed as follows:

1. Develop a brand and integrated communications strategy for USDA Rural Development.
 - Establish an identity for the USDA Rural Development brand
 - Develop templates and logo sheets to be used by the agencies and states for business cards, stationary, brochures, etc. for dissemination as well as posting on the Intranet site for download.
 - Develop a standardized look for the USDA Rural Development web sites consistent with USDA policy and standards.
 - Develop a graphic standards manual to be used at all levels of USDA Rural Development consistent with USDA guidelines.

2. Conduct internal and external market research to test design elements, branding statements and key messages.
 - Develop a research plan
 - Arrange for and conduct research
 - Analyze findings of the research
 - Summarize findings in a written report
 - Conduct briefings for senior leadership/program managers and the Under Secretary
3. Work with USDA Rural Development LAPAS to develop a communications plan for use internally to communicate USDA Rural Development's branding strategy
 - Assist in developing and implementing a comprehensive "living the brand" education program for all USDA Rural Development team members
4. Work with USDA Rural Development LAPAS to develop an external communications plan directed to national and local targeted audiences.
 - Help establish a national umbrella communications plan directed at selected targeted audiences.
 - Assist in developing a local communications plan template that can be used by the states including suggested tactical solutions
 - Develop and participate in a training program to educate 47 state Public Information Specialists (PICs) and state directors on how to better implement the marketing communications plan
 - Develop a measurement system to monitor success/failure based on outputs and outcomes

REQUIREMENTS OF THE CONTRACTOR

1. Knowledge of national rural development issues such as rural demographics, business practices unique to rural cultures, financing of infrastructure in rural communities, governance practices of rural communities, role of non-governmental entities in rural communities, etc.
2. Marketing expertise with a proven track record of integrated brand development, market research, communication plan development and follow through with corporate accounts, non-profits organizations or government entities
3. Knowledge of available data sources and other resources available from public or private institutions that will compliment/enhance the marketing effort to rural communities and citizens
4. Has a qualified staff to join forces with the LAPAS team in orchestrating the marketing communications plan

TRAVEL

Local travel will not be reimbursed. The cost of local travel shall be included in the labor rate price. Local travel is any travel within a 50-mile radius of the contractor's office. Travel outside the local area shall be reimbursed in accordance with the Federal Travel Regulations and market prices.

PRICING

Provide general billing rates for various services and estimated costs for the elements of the communications plan based on your firm's experience with similar clients. Please describe how your firm prefers to be compensated for work performed.

TIMETABLE

October 6	SOW offered to interested contractors
October 13	Overview documents due to USDA Rural Development
October 14	Potential vendors will be narrowed to a small group of selected finalists
October 30-31	Formal presentations at USDA in Washington, DC
October 31	Vendor selected and notified
November 5	Introductory strategy meeting at USDA in Washington, DC
Prior to Dec 31	Conduct basic research
January	Development of USDA Rural Development identification and communications plan
February 15	Rollout to USDA Rural Development national and state staffs.
March 1	Implementation of the communications plan

AGREEMENT

The chosen vendor must comply with all federal regulations, laws, and policies. USDA Rural Development is prepared to enter into a five year agreement with a supplier to provide these services insuring that the program is sustained and consistent, but with normal escape clauses for both parties should future Administrations have a change in strategy.

CONTACTS

The primary contact point at USDA Rural Development will be Allan R. Johnson, Director, LAPAS, USDA Rural Development, 1400 Independence Avenue SW, Washington, DC 20250, 202-720-1019. The day to day contact person at USDA Rural Development will be Tim McNeilly, Assistant Director, LAPAS, 202-690-0498.

GROUP: Brand

TACTIC: Brand Development Workbook

AUDIENCE: USDA Rural Development national and state staff

TIMING: October, 2003 to 2/24/04

DESCRIPTION: This workbook provides information and planning assistance to help staff develop cohesive brand identification and communications for their areas of responsibility. In addition, the workbook will provide a training and development section for employees, allowing them to draft specific goals and objectives related to brand development within their responsibilities or scope of work.

BUDGET ESTIMATE \$28,427

Detail:

Out-of-Pocket Expenses:

Duplication and Distribution: \$11,985

Agency Hours

Management-level Professional Services

82 hours

\$ 7,389

Support-level Professional Services

58 hours

\$ 9,053

GROUP: Brand

TACTIC: Brand ID Package

AUDIENCE: USDA Rural Development national and state and local staff; External audiences

TIMING: October 2003 to 2/24/04; through FY04 and ongoing

DESCRIPTION: Once USDA Rural Development brand direction is finalized, Osborn & Barr will develop appropriate visual identity elements. These materials are developed to be clear, concise and easy-to-use. They include:

- Logo sheets and usage guides.
- Simple templates for key branded business documents such as business card, letterhead, fax cover sheets, proposals, presentations, etc.
- Signage.
- Electronic versions for e-mail or web-posting (to be coordinated with USDA web developers as designated by USDA Rural Development).
- Graphics standards manuals.

This information will be distributed in print form as well as be available through a Web site. The guide will include the importance of promoting a consistent brand, the logic and strategy of the brand positioning, graphic standards for all applications of the brand logo and identity, and a listing, location and ordering information for any brand materials or promotional items available to them.

BUDGET ESTIMATE: \$58,191

Detail:

Out-of-Pocket Expenses:

Duplication and Distribution: **\$13,719**

Agency Hours

Management-level Professional Services

222 hours

\$34,650

Support-level Professional Services

109 hours

\$ 9,822

| - is the work that will be done by Chris Cozors Group

RFQ SECTION 3.3.1: WORK WITH USDA RURAL DEVELOPMENT LAPAS TO DEVELOP AN INTERNAL AUDIENCE COMMUNICATIONS PLAN

Objectives: To educate internal audiences about USDA Rural Development's mission, organizational commitment and focus; to inform internal audiences about why the mission is important; to gain participation from internal audiences in helping disseminate the brand elements; and to inspire internal targets to "live the brand" at all levels and in their daily job.

Upon award of the business, O&B will meet with USDA Rural Development to determine final direction. At this time, we will develop specific awareness and impression goals that can be measured, so that USDA Rural Development can ensure its mission is being met.

Strategies:

- Empower and motivate internal audiences by securing their buy-in on the new brand promise, while allowing them to take ownership of the initiative by giving them control of message delivery on a state level.
- Ensure the brand message is consistently delivered by developing an educational program for internal audiences. Topics covered would include background on USDA Rural Development, a review of available tools and a guide on ways to communicate the brand message in the community.

Internal Audiences:

USDA Rural Development programs are special in that they touch a lot of diverse interests and needs. However, due to budget limitations and timing issues, reality dictates that audiences and activities must be prioritized.

To do so, Osborn & Barr identified three natural groupings of key internal audiences that share common responsibilities for, and interaction with, USDA Rural Development. Within these three groups, Osborn & Barr identified the key drivers on which we will focus primary internal communication efforts in order to generate maximum results and the greatest impact. Once on board, these key drivers will assist and support key message delivery to additional internal audiences. Following are the breakdowns of the category drivers and corresponding internal groups.

Key Drivers

USDA Office of Communications

Additional Internal Audiences

Under Secretary of Agriculture
Rural Development Program Administrators
USDA Employees
FSA and NRCS Employees

Public Information Coordinators (PICS)
State Directors

State Program Delivery Staff
Rural Development Associate Administrators

Employee Leadership Organizations
Rural Development Employees

Rural Development Employee Families

INTERNAL AUDIENCE COMMUNICATIONS TACTICS

GROUP: Internal

TACTIC: USDA Rural Development Mission Message Platform

AUDIENCE: Rural Development national, state and local staff; external audiences

TIMING: 12/1/03 to 2/24/04; through FY04

DESCRIPTION: As USDA Rural Development begins communicating about its mission, it's important that there is message consistency. Internal audiences need to have the right information, not only for their own understanding, but so they can help convey that message to external audiences. To assist, Osborn & Barr will work with LAPAS to develop a message platform that will serve as the foundation for all communications. This ensures consistency within and outside of USDA Rural Development. Additionally, it facilitates repetition and aids in reinforcement and retention of key messages and calls to action.

Osborn & Barr employs a specific process to ensure that the messages being developed connect with the appropriate audience for meaningful communications. Prior to developing this platform, Osborn & Barr will meet with key USDA Rural Development leaders to confirm there is agreement on strategy before testing and rollout and to secure their buy-in. Once approval is provided, Osborn & Barr will ensure all communications materials reflect this platform and that all training emphasizes the message.

BUDGET ESTIMATE: \$9,677

Detail:

Out-of-Pocket Expenses: \$0

Agency Hours

Management-level Professional Services 62 hours

\$ 9,677

11/26 Next Steps:

- Receive briefing from Al Johnson on current USDA Rural Development environment.
- Begin outlining how to work with LAPAS to achieve that goal.

GROUP: Internal

TACTIC: USDA Rural Development Mission Communications Kit

AUDIENCE: Internal USDA Rural Development national and state staff

TIMING: 12/1/03 to 2/24/04; FY04

DESCRIPTION: To assist USDA Rural Development staff in communicating to external audiences, the agency recommends developing a "do-it-yourself" toolkit. The kit will include materials and information local offices need to communicate to their current and potential customers, rural residents and local lenders, cooperatives and organizations. Kits for state offices and directors will include program and training suggestions and recommendations.

Tools could include:

- Instruction manual (with a question and answer section)
- PSAs for local distribution
- Flyer/poster templates
- News release templates
- Letters to the editor and opinion-editorials
- Special-event templates (agendas, target audiences, invitations)
- Logo files and standards, including business card, letterhead and signage
- Direct mail templates for a variety of audiences, including e-mail announcements
- Signage templates for local funding partners (i.e., counter cards – Today's rate is X%. Ask me how you can cut that in half.)
- Presentation templates (PowerPoint)
- Proposal templates
- Suggestions for cooperation with local organizations
- Database structure (to help capture success stories)
- Participation/completion forms to track results

All materials would be provided on a branded CD or on a password-protected Web site.

BUDGET ESTIMATE: \$47,662

Detail:

Out-of-Pocket Expenses:

Duplication, materials, distribution: \$10,000

Agency Hours

Management-level Professional Services

198 hours

\$30,904

Support-level Professional Services

75 hours

\$ 6,758

GROUP: Internal

TACTIC: USDA Rural Development Kick-Off Meeting

AUDIENCE: National attendees, State Directors, PICs

TIMING: 12/1/03 to 2/24/04

DESCRIPTION: The theme for this initiative should spark enthusiasm, so that there is a solid base from which to build awareness externally. As a result, a variety of specific tactics should be employed during the kick-off meeting in February 2004 that celebrates the brand transformation message. For example, speeches should include USDA Rural Development key messaging, banners with the new logo/tagline should be visible, branded giveaways (such as a nice portfolio or other small giveaways) should be available.

Additionally, there should be a spirited "unveiling" event. Examples: feature the Secretary or Under Secretary announcing the re-commitment to the mission/brand with a lead into a short video. Video could feature a celebrity or high profile public official who has roots in rural America (such as Sheryl Crowe, John Cougar Mellencamp or even President Bush – Lubbock, TX). This person could talk about where he/she still calls home. The video would show his/her rural community, and how it gave him/her a strong foundation, as well as specific examples of how USDA Rural Development programs are now working in that community. Result: a personal testimonial that notes the value of investing in Rural America's heritage. Secretary/Under Secretary could then introduce him/her for a personal appearance at the meeting.

BUDGET ESTIMATE: \$56,611

Detail:

Out-of-Pocket Expenses:

Budget for materials, to be discussed with USDA Rural Development LAPAS \$15,000

Agency Hours

Management-level Professional Services	180 hours	\$28,094
Support-level Professional Services	150 hours	\$13,517

11/26 Next Steps

- What is already planned (i.e., agenda, schedule, logistics)?
- What is the event-planning process? Who is the contact and how is it being put together?
- Is this an annual meeting or a special "call-to-action"?
- What typical communications are there with regard to internal meetings (pre, on-site and post)?
- Do we need to have a pre-event meeting or run-through with pre-selected, supportive individuals?

GROUP: Internal
TACTIC: "Living the USDA Rural Development Brand" Training
AUDIENCE: PICs
TIMING: 12/1/03 to 2/24/04

DESCRIPTION: Osborn & Barr believes that all actions are a form of communications that either promotes or discounts the value of a brand. Successful brands ensure that all brand "participants" understand and implement the brand based on fundamental brand directives. Employees and staff must be given the opportunity to internalize the brand and set specific goals and objectives that will direct their efforts in delivering the brand promise to their customers, influencers and general public.

To meet this challenge, Osborn & Barr is recommending a "Living the Brand" training program that will assist all stakeholders in ensuring a consistent and rewarding brand experience. This training program will consist of components already developed as a part of the Brand Section of this plan:

- **Brand Development Workbook**
- **Brand ID Package Materials**

The goal of the "**Live The Brand**" **Message Training** sessions is for each person to become a steward of the brand — to feel that they have ownership in representing it and communicating the USDA Rural Development mission and messaging consistently and effectively at every touch point to the market.

To prepare for brand training, a sample of participants will be asked in advance to respond to the new mission/brand, including likes, concerns, questions, suggestions, etc. This enables O&B's team to craft a presentation that is customized to the group's interest and needs. In this seminar, we work with the participants to answer the following questions:

- **What is a "brand?"**
- **What is the USDA Rural Development brand and mission?**
- **How do you market USDA Rural Development?**
- **How do you want/need to receive information about USDA Rural Development programs and initiatives?**

Using this information, the agency will conduct training sessions with PICs at the 2/24/04 meeting in Washington DC. (Workbook to complement training and can be used as reference). The PICs in turn, may train employees on the local level, utilizing materials, interactive CD/Web site

For this initiative to be effective, the Public Information Coordinators must be trained on its components so that they can pass it down quickly to the local level. This training will consist of sessions on the brand name, how to live the brand, what the initiative key messages are, a brief media and public relations "101" course and mini-media training session.

BUDGET ESTIMATE: \$50,932

Detail:

Out-of-Pocket Expenses: \$0

Agency Hours

Management-level Professional Services

253 hours

\$39,488

Support-level Professional Services

127 hours

\$11,444

GROUP: Internal

TACTIC: Initiative At-A-Glance

AUDIENCE: USDA Rural Development National and State leaders

TIMING: 12/1/03 through 2/24/04; FY04

DESCRIPTION: Empower employee leadership organizations to take on the task of keeping the entire organization apprised of the progress being made on the initiative. To assist in that effort, e-mail updates could be developed and sent out on a bi-weekly or monthly basis, providing snippets on major initiatives, a small success story with a picture or a snapshot of a local awareness event.

This tactic was requested at a lower level by LAPAS at 11/20/03 meeting at USDA Rural Development offices.

BUDGET ESTIMATE: \$9,968

Detail:

Out-of-Pocket Expenses: \$0

Agency Hours

Management-level Professional Services

35 hours

\$ 5,463

Support-level Professional Services

50 hours

\$ 4,506

11/26 Next Steps

- What existing internal communications vehicles exist?

Primary LAPAS

Variations to the schedule will be submitted to USDA Rural Development for review and approval.

Osborn & Barr will provide this schedule in digital and hard copy formats. The actual number of hard copies to be provided will be determined by USDA Rural Development. Osborn & Barr will use industry best practices when formatting deliverables and will provide specific delivery dates when USDA Rural Development officially requests a deliverable.

Product Timeline – critical areas of effort, significant milestones and schedule for completion of each milestone/deliverable.

USDA Rural Development has a very tight timeframe with no margin for delay. The Osborn & Barr team will meet or exceed all deadlines, because team members have performed similar projects and have a strong history and connection working for, and with, rural audiences and organizations. Such expertise will aid LAPAS in the development and implementation of customized and comprehensive communications efforts that will reach all desired target audiences.

Strategies will help maximize dissemination of information utilizing new and existing networks in an effort to minimize cost and maximize exposure and communications with all audiences. No single individual or group has all the answers. Through effective facilitation, great ideas are expected to become concrete solutions.

On the following pages is a timeline that denotes those key dates for critical areas of effort.

**USDA RURAL DEVELOPMENT
KEY DATES/CRITICAL AREAS OF EFFORT**

Action Item/Tactic	Plan/Concept Development Due By:	USDA RD Approvals Due By:	Implementation/ Production Due By:	Initial Use Period/ Tactic Duration	Evaluation
<ul style="list-style-type: none"> Start-up meeting upon project award 	N/A	N/A	Nov. 26	1-day meeting	N/A
Brand Identification					
<ul style="list-style-type: none"> Name/Logo Development 	Dec. 5	Initial concept OK Dec. 8 Final USDA sign-off Jan. 20	N/A	N/A	Mar. – Sept.
<ul style="list-style-type: none"> ID materials 	Jan. 23	Jan. 28	Jan. 28 – Feb. 23	*Feb. 24 (State Director's Meeting)	Mar. – Sept.
Internal Communications					
<ul style="list-style-type: none"> Test brand ID concepts 	Nov. 26	Nov. 26	Dec. 5 – Jan. 9	N/A	N/A
<ul style="list-style-type: none"> Analyze and summarize results 	N/A	Jan. 15	N/A	N/A	N/A
<ul style="list-style-type: none"> Brief key USDA representatives 	N/A	Jan. 16	Immediately upon approval for ID material development	N/A	Mar. – Sept.

Action Item/Tactic	Plan/Concept Development Due By:	USDA RD Approvals Due By:	Implementation/ Production Due By:	Initial Use Period/ Tactic Duration	Evaluation
• Develop messaging platform	Dec. 22	Jan. 15	Immediately upon approval for communications materials	Ongoing	Mar. – Sept.
• Communications kit	Dec. 12	Dec. 19	Dec. 19 – Feb. 23	*Feb. 24 (State Director's Meeting)	Mar. 30
• Kick-Off event	Dec. 12	Dec. 19	Dec. 19-Feb. 23	*Feb. 24 (State Director's Meeting)	Mar. 30
• PIC training	Dec. 12	Dec. 19	Dec. 19 – Feb. 23	*Feb. 24 (State Director's Meeting)	Mar. 30
External Communications					
• News bureau	Dec. 19	Jan. 9	Feb 2 – Sept. 30 (Coordination only – communications will not be released until after Feb. internal meeting)	Begins with lead in to April launch event; ongoing/monthly communications	Sept. 30

Osborn & Barr Communications FY'04 pricing structure for government business includes:

- \$90.11/hour for support-level/executional professional services
- \$156.08/hour for strategic/management-level professional services

These rates are consistent with those published on GSA Schedule 738, and include a total discount of 20 - 27% off agency rate card.

Osborn & Barr proposes this rate structure for the services offered to USDA Rural Development for FY'04.

Outside Costs

Osborn & Barr bills through all outside costs net, without any mark-up or handling charges. This includes any media costs (if applicable), outside production vendor services and materials, consultants, etc. When billed, Osborn & Barr invoices are accompanied by copies of the original outside vendor invoice for verification.

Price Sheet Summary for Base Contract Period FY'04

BASE YEAR FY'04 PRICING

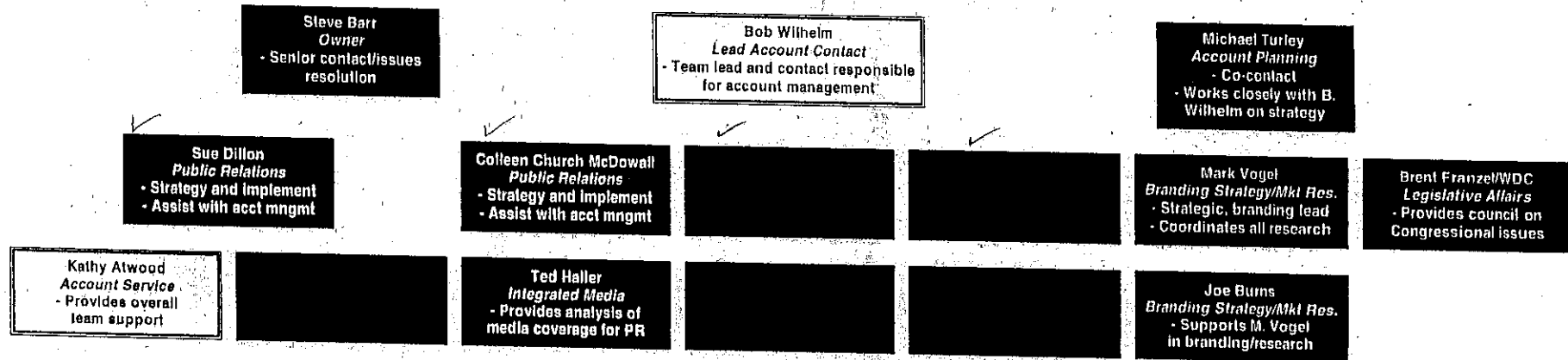
GROUP	TACTIC	O&B Support-level/ project exec. professional services \$90.11		O&B Strategic/ Mgmt.-level professional services \$156.08		TOTAL AGENCY RESOURCES	OTHER COSTS, ODCs, TRAVEL, OUTSIDE SERVICES	TOTAL COST
		HOURS	COST	HOURS	COST			
Brand	Brand Development Workbook	82	\$7,389	58	\$9,053	\$16,442	\$21,985	\$38,427
Brand	Brand Directive Development	75	\$6,758	198	\$30,904	\$37,662	\$455	\$38,117
Brand	Brand ID/Standards/Communications Kit Elements	109	\$9,822	222	\$34,650	\$44,472	\$13,719	\$58,191
Brand	External Market Research, including stakeholder interviews, focus groups, phone/mail/phones	60	\$5,407	270	\$42,142	\$47,548	\$42,370	\$89,918
Brand	Internal Market Research	66	\$5,947	131	\$20,446	\$26,394	\$200	\$26,594
External	Hispanic messaging/interface (Ornelas)	60	\$5,407	80	\$12,486	\$17,893	\$12,400	\$30,293
External	Media Relations	79	\$7,119	185	\$28,875	\$35,993	\$9,152	\$45,145
External	Native American messaging/Interface (M.S.S.)	10	\$901	20	\$3,122	\$4,023	\$12,000	\$16,023
External	News Bureau	169	\$15,229	250	\$39,020	\$54,249	\$63,748	\$117,997
External	News Hook Survey Analysis	15	\$1,352	43	\$6,711	\$8,063	\$0	\$8,063
External	Radio PSAs Media Analysis and Plan	21	\$1,892	38	\$5,931	\$7,823	\$100	\$7,923
External	Trade Show/Influencer Mtgs. Does not include registration fees or booth rentals.	66	\$5,947	100	\$15,608	\$21,555	\$7,595	\$29,150
Internal	Initiative at a Glance	50	\$4,506	35	\$5,463	\$9,968		\$9,968
Internal	Kick-Off Meeting	150	\$13,517	180	\$28,094	\$41,611	\$15,000	\$56,611
Internal	Living the Brand Training	127	\$11,444	253	\$39,488	\$50,932		\$50,932
Internal	Message Platform	0	\$0	62	\$9,677	\$9,677		\$9,677

	Estimated November '03 through September 30, '04 Management & Administration/Project Reporting/Support for projects requested by Director or Designee. Up to and including Launch Event. Average of 32 hours per month of Support-level/project exec; 36 hours per month Strategic/Mgmt. level.							
Overall		320	\$28,835	360	\$56,189	\$85,024		\$85,024
Travel	Travel for Project Management, Meetings, All DC, etc. (See detail)	0	\$0	0	\$0	\$0	\$30,000	\$30,000
TOTALS		1,459	\$131,470	2,485	\$387,859	\$519,329	\$228,724	\$748,053

OPTIONAL TACTICS

Optional	Brand Rewards and Recognition	10	\$901	10	\$1,561	\$2,462	\$5,000	\$7,462
Optional	Additional Living the Brand Training sessions	31	\$2,793	76	\$11,862	\$14,655	\$0	\$14,655
Optional	Additional External Market Research sessions with Targeted Higher Need Perspective Customers. PER LOCATION ESTIMATE.	10	\$901	30	\$4,682	\$5,584	\$6,045	\$11,629

USDA RURAL DEVELOPMENT OSBORN & BARR COMMUNICATIONS CORE TEAM INFORMATION



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**USDA RURAL DEVELOPMENT
Communications Plan
Working Document and Summary
FY'04**

**Prepared for:
Al Johnson
Director, Legislative and Public Affairs
USDA Rural Development
November 26, 2003**



OSBORN & BARR
COMMUNICATIONS

This is a working document summarizing current plans for USDA Rural Development's Brand Promise Communications Initiative, for review with Al Johnson, Director, LAPAS and Osborn & Barr Communications at the commencement of work.

Process and Status

Osborn & Barr Communications' process enables the agency to develop the best messages and communications methods; and ensure they are delivered to the right people, at the right time, and through media they can understand. The process assures that a strategy is developed – not just tactics – for accomplishing USDA Rural Development goals.

The process is based on these six stages:

1. *Initial Meetings; Research and Stakeholder Analysis:* Conduct research of currently available information; analyze any market evaluation research previously collected; conduct interviews with key stakeholders identified by USDA; and recommend and implement any additional research to be conducted. This information is integrated into Osborn & Barr segmentation and communications models, helping gain insight into USDA Rural Development communications targets, and turning information into knowledge.

Status: Outlined for review on 11/26 and beginning ASAP.

2. *Set Objectives:* Clearly articulate and relate the stated strategic objectives of USDA Rural Development with awareness and behavior goals, and set communications goals. This helps map out expectations and deliverables for which the communications are held accountable.

Status: Outlined by USDA Rural Development LAPAS in initial documents.

A strategic direction document is created to capture these objectives and expectations.

Status: Outlined by USDA Rural Development LAPAS in initial documents and in O&B RFQ response document and addenda submitted 11/3-11/21/03.

A communications strategic summary document helps capture the key messages and support for each target audience, to ensure focus for the communications tactics that flow from the plan. This provides our staff with the proper direction so that all communications are developed and delivered on target.

Status: Outlined by USDA Rural Development LAPAS in initial documents and in O&B RFQ response document and addenda submitted 11/3-11/21/03.

3. *Communications Plan:* This plan is a true "blueprint" that identifies an integrated tactical and timing plan to meet the goals identified in the objective phase. Each tactic is identified along with costs, delivery plan, audiences, descriptions, etc. The document will include step-by-step action plans for all services and tactics; detailed timelines and schedules for each project or initiative; projected hours and out-of-pocket costs for each of the tactics or initiatives; and a full "roll-up" plan that captures this information "at-a-glance" for the ease of our clients.

Status: Initial direction outlined in O&B RFQ response documents, and in 11/26/03 summary document. O&B will complete plan document following 11/26 meeting with Al Johnson.

4. *Project Development:* Projects are written and/or conceived and reviewed by project team personnel comprised of project manager, management supervisor, public relations, creative services and production manager. Project concepts are then presented to our clients for review and revisions/approvals prior to final release to production or to the market.

Status: Initial plan outlined in O&B RFQ response documents. Individual project direction documents based on approved plan being developed by O&B for review/approval by Al Johnson, commencing with Internal and External Research proposals on 11/26/03. Additional project direction documents to be developed commencing immediately following 11/26/03 meeting with Al Johnson and ongoing through FY04 as scheduled.

5. *Implementation/Production:* Implementation of the plan/tactics and production and distribution of materials is managed by our project manager/production manager team to assure budget and time parameters are met. Daily/weekly status reports are generated and used by the team to track the full range of projects that comprise the plan. These status reports are reviewed with the client weekly or monthly, as the client directs. In the case of USDA Rural Development, a monthly contractor progress report will be generated no later than the 15th of each month per the initial Statement of Work. However, Osborn & Barr recommends at least daily status reports given the tight timeframe leading up to the brand launch in February.

Status: Commencing immediately upon Al Johnson or designee approval of project direction documents, and ongoing through FY04 as scheduled.

6. *Measurement:* Milestone measurements will be determined to track results against goals that have been established. This will provide USDA Rural Development with the information necessary to manage against its own performance goals.

Status: Will be outlined in summer, 2004 for review with USDA Rural Development and implementation in October/November, 2004 (FY05).

RFQ SECTION 3.1: DEVELOPMENT OF A BRAND AND INTEGRATED COMMUNICATIONS STRATEGY FOR USDA RURAL DEVELOPMENT

Osborn & Barr Brand Philosophy

A name is merely an identity. A brand, on the other hand, represents and communicates shared values. A successful brand allows both internal and external audiences to participate at many levels – physically, intellectually and emotionally. It should instill confidence and conviction in its values. It should be relevant, persuasive and easy for internal stakeholders to take ownership of based on belief, commitment and conviction to what the brand represents.

Since a brand's value is measured by its equity in the marketplace, successful brand managers understand that brand ownership and value resides with the market – not with the organization or agency. With that in mind, brand management responsibility is simply defined – people must become stewards of the brand – ensuring that the brand delivers on the expectations of the marketplace every time, at each and every contact point.

Analysis

To gain a better understanding of USDA Rural Development, its brand situation and communications issues, Osborn & Barr began with analysis and research. The following information sources were used:

- Documentation provided by USDA Rural Development entitled, "Branding Strategy – Marketing Communications Planning."
- Preliminary qualitative research interviews with 42 Rural Americans throughout the United States.
- Preliminary qualitative research with 13 state, area and local USDA Rural Development employees.

Brand Strategy

The stated assignment is as follows: "Under the leadership of Under Secretary Thomas Dorr, the organization (USDA Rural Development) is seeking to present its transformed, singular focus to its employees, funding partners and the people of Rural America."

This is no easy task since USDA Rural Development is a complex organization offering multiple programs and benefits. Though economic factors and program financial support are essential to the organization's character, they are "features and benefits" of the programs and do not characterize the more sustainable values that will support a successful and long-lasting brand.

In developing brand positioning, Osborn & Barr utilizes an analysis tool called the "Value Ladder." This grouping of brand characteristics provides a connection among features, benefits, beliefs and values of a given organization and audience. The result of this analysis provides the key shared values between the brand and its audiences that direct the proper positioning of the brand. Again, a sustainable and successful brand

should be positioned against shared values, since those values are consistent and without change over a long period of time.

In short, the essence of the USDA Rural Development brand is not just about the investment in infrastructure, utilities, housing and economic development of rural areas. It is about investing in people. Rural America is more about "people assets" than "physical assets." Rural Americans reflect a part of America's culture and history. Rural Americans reflect the nation's core values that include tradition, work ethic, solid family structure, as well as the nature and beauty they protect, the food and products they produce, and the towns and countryside they populate. By supporting Rural Americans, USDA Rural Development is supporting America for everyone – inclusive of rural inhabitants as well as those living in urban areas.

This is the essence of USDA Rural Development and Osborn & Barr's brand positioning effort will be directed by these shared values. Not only must a brand position reflect the true and honest identity of the organization, but it must also capture the attitude and respect for Rural America that is heartfelt by all Rural Americans. In addition, the brand position must also motivate and focus the efforts of the internal audiences – particularly staff and employees of USDA Rural Development.

BRAND DEVELOPMENT TACTICS

GROUP: Brand

TACTIC: Internal Market Research

AUDIENCE: USDA Rural Development Employees

TIMING: 11/26/03 to 1/6/04

Background

USDA Rural Development is seeking to employ a brand and integrated communications strategy nationwide.

Based on initial research, Osborn & Barr Communications concluded:

1. Both awareness and equity of the USDA Rural Development brand is minimal.
2. Key audiences do not understand how the USDA Rural Development brand participates in their lives.
3. A consistent approach is needed for effective brand management.

Since key brand communications is conducted through the organization's staff and personnel, it is important for the brand strategy to be accepted and adopted by all internal stakeholders.

Research Objectives

1. Gain input and feedback in regard to brand identity recommendations, design elements, branding statements and key messages with internal audiences.
2. Gain input in regard to brand communications issues and barriers from all internal audiences.
3. Gain input to assist the development of the organization's brand development program in regard to communications, training and marketing assistance.

Methodology

Osborn & Barr Communications will conduct interviews with the following USDA Rural Development employees:

- 50 State Directors
- 70 State Program Delivery Staff
- 70 Area and Local Field Staff

Osborn & Barr will obtain a list of available internal staff from USDA Rural Development. Participants will be contacted regarding their participation and to explain the value of their input into the process. Interview dates will be set and creative samples will be organized and mailed to each participant with instructions not to open until contacted. Osborn & Barr will then call each participant and go through the creative and brand questions to garner their input regarding the positioning messaging and creative representation of the brand identity.

Once all interviews are completed, Osborn & Barr will complete and distribute a complete summary report that will include findings, key insights, and communications recommendations.

Timeline

- 11.26.03 Research proposal approved
- 12.03.03 Contact lists (including telephone numbers) supplied by client
- 12.05.03 Testing Creative Elements supplied to client for approval
- 12.08.03 Testing elements approved by client
- 12.10.03 Survey guide submitted to client for approval
- 12.12.03 Participants are contacted by e-mail to encourage participation
Survey guide approved by client
- 12.15.03 Telephone survey initiated
- 12.23.03 Telephone survey completed
- 01.05.03 Survey report completed and distributed

BUDGET ESTIMATE: \$26,593.74

Detail:

Out-of-Pocket Expenses:

Telephone, Mailing and Creative Materials:

\$ 200.00

Agency Hours:

Management-level Professional Services 131 hours
Support-level Professional Services 66 hours

\$20,446.48

\$ 5,947.26

11/26 Next Steps:

- Questions and final review with Al Johnson
- Determine final groupings for research; determine prioritization of contacts
- Al Johnson review and approve methodology and estimate
- Obtain list from USDA Rural Development
- Commence research

GROUP: Brand

TACTIC: External Market Research

AUDIENCE: Rural Residents and Targeted Higher Need Prospective Customers

TIMING: 11/26/03 to 1/15/04

Background

The USDA Rural Development is seeking to employ a brand and integrated communications strategy nationwide.

Based on initial research, Osborn & Barr Communications concluded:

1. Both awareness and equity of the USDA Rural Development brand is minimal.
2. Key audiences do not understand how the USDA Rural Development brand participates in their lives.
3. A consistent approach is needed for effective brand management.

Prior to implementing the brand communications, it is important to gain input and feedback relative to customer's perceptions and acceptance of the new brand identity.

Research Objectives

1. Determine communications value of the new brand identity for USDA Rural Development with key customer groups.
2. Determine if new brand identity supports the organization's mission and vision.
3. Provide additional input in regard to key messages and creative translation of the new brand strategy and positioning.

Methodology

Osborn & Barr Communications will conduct focus groups with rural residents and targeted higher need prospective customers. Osborn & Barr will assure geographical representation throughout the U.S. and will conduct the research in 7 states:

1. Washington
2. California
3. Texas
4. Illinois
5. Mississippi
6. West Virginia
7. New Hampshire

Two groups will be conducted at each location:

Group 1: Small rural business owners

Group 2: Rural Resident non-business owners

Each Group 1 (Small business owners) will have representation of targeted higher need prospective customers. In addition, the following state rural resident groups (non-business) will focus recruitment on the specified higher need groups:

Washington Native American

California Hispanic

Texas - Hispanic
Mississippi African-American

Upon completion, the external research findings will be analyzed and a final report developed. This report will be very pointed, providing clear answers as to how each target audience identifies with the brand position and messaging. A ranking of each according to its success during the research will show natural affinity groups, priorities, etc. If problems with proposed brand identities or corresponding messaging are brought to light, solutions will be recommended.

Timeline

11.26.04 Research proposal approved
12.03.04 Locations designated for each state
12.05.04 Testing Creative Elements supplied to client for approval
12.08.04 Testing elements approved by client
12.10.04 Discussion guide(s) submitted to client for approval
12.15.03 Focus groups scheduled and screening/recruitment initiated
01.09.03 Focus groups completed
01.15.03 Final report and recommendations completed and distributed

BUDGET ESTIMATE: \$89,918.20

Detail:

Out-of-Pocket Expenses:

Participant screening, recruitment, facilities, testing materials, participant compensation, video recording and duplication, travel expenses: **\$42,370.00**

Agency Hours

Management-level Professional Services	270 hours	\$42,141.60
Support-level Professional Services	60 hours	\$ 5,406.60

11/26 Next Steps:

- Questions and final review with Al Johnson
- Determine any additional groups not yet included and priority. Eg: lenders, realtors, local community/economic leads
- Determine final groups and locations for research
- Al Johnson review and approve methodology and estimate
- Commence research

GROUP: Brand
TACTIC: Brand Directive Development
AUDIENCE: All
TIMING: October 2003 to 2/24/04

DESCRIPTION: Capture and position the shared values of Rural America, while declaring and motivating the USDA Rural Development staff to deliver upon the specific brand promise defined by those values.

This tactic includes the Brand Directive already developed and guiding the creation of positions and taglines for testing. Will include review and assessment upon completion of research, and presentation at kick-off meeting and in brand development and training.

BUDGET ESTIMATE: \$38,117

Detail:

Out-of-Pocket Expenses:

Duplication, materials: \$455

Agency Hours

Management-level Professional Services
Support-level Professional Services

198 hours
75 hours

\$30,904
\$ 6,758

(- internal directive on Brand

**USDA RURAL DEVELOPMENT
2005 Communications Plan
FINAL PLAN**

Prepared for:
USDA Rural Development
December 3, 2004



*Signed off to Car Conks
on 12/2/04
A*

SITUATION ANALYSIS

Within eight months, USDA Rural Development has undergone a major transformation. The organization conducted internal and external surveys, developed a new logo and tagline, produced new materials and templates that incorporated its new look and launched the new brand initiative to internal (and some external) audiences. This is a great accomplishment and as a result, it has received positive feedback (including support from the Secretary).

However, there are some challenges that remain for 2005:

- Brand has been launched and mandated, but not everyone is on board with change.
- Old branding elements remain in the mix (potential confusion about new brand).
- Still internal momentum to pull apart brand into separate service programs.
- External awareness is still very low.

Opportunities exist to build from the momentum established in 2004, and take it to the next level. External target awareness is a huge opportunity at this time as well as Hispanic/minority outreach, which is just beginning.

POINT OF VIEW

In order to further extend and deepen the USDA Rural Development brand, it is necessary to focus internal and external efforts to engage target audiences and provide meaningful context to the brand message. Phase One of the communications program emphasized the development, launch and internal buy-in of the new USDA Rural Development brand. As we move into Phase Two, the emphasis will feature internal efforts that are further drilled down the organizational chain and highlight increased external activities.

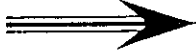
AUDIENCE ANALYSIS

The initial branding document provided by USDA Rural Development in Fall 2003, identified numerous internal and external target audiences or stakeholders. In order to generate the greatest impact with the communications effort given the provided budget, Osborn & Barr proposed concentrating on groupings of key audiences who share common responsibilities for, and interaction with, USDA Rural Development. These audiences were considered *key drivers*, or *influencers*, who assist and support key message delivery to remaining audiences.

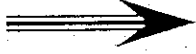
In order to maximize resources, this "influencer" model of communications outreach is recommended. Please note that target audiences for Phase Two have been slightly realigned from last year and strict prioritization of these will be critical to maximize outreach/impact.

Following are the breakdowns of the category drivers and corresponding external groups.

INTERNAL AUDIENCES

<u>Key Drivers</u>		<u>Additional Internal Audiences</u>
LAPAS USDA Office of Comm.		<ul style="list-style-type: none"> ■ Under Secretary of Agriculture ■ Rural Development Program Administrator ■ Rural Development Associate Administrator ■ USDA Employees ■ FSA and NRCS Employees ■ Employee Leadership Organizations
Public Information Coordinators (PICS) State Directors		<ul style="list-style-type: none"> ■ State Program Delivery Staff ■ Rural Development Employees ■ Rural Development Employee Families

EXTERNAL AUDIENCES

<u>Key Driver</u>		<u>Additional External Audiences</u>
Rural Residents		<ul style="list-style-type: none"> ■ Current Customers ■ Targeted Higher Need Prospective Customers (Includes minorities)
Key Influencers		<ul style="list-style-type: none"> ■ Public Interest Organizations ■ Specialized Organizations (ABA, AIA, NAFB, State Farm Bureaus and State Commodity Associations) ■ Media (national, local, trade)
Funding Partners		<ul style="list-style-type: none"> ■ Lenders ■ Prospective Lenders ■ Other Funding Partners ■ Insurance Companies ■ Venture Capitalists
Decision-Makers		<ul style="list-style-type: none"> ■ White House, Members of Congress ■ Congressional Staff

OBJECTIVES AND STRATEGIES

Internal Objectives	Internal Strategies
Expose every USDA Rural Development employee to USDA Rural Development brand messages	<ul style="list-style-type: none"> ➤ Maintain the volume of brand-related communications ➤ Engage employees in the communications process
Achieve buy-in/ownership of the USDA Rural Development brand and mission from 75 percent of its employees	<ul style="list-style-type: none"> ➤ Empower and motivate internal audiences by continuing to communicate and reinforce the essentials of USDA Rural Development... Committed to the Future of Rural Communities. ➤ Provide unique incentives for those employees (both politicals and careers) who incorporate the USDA Rural Development brand into daily responsibilities
Secure a 50 percent brand awareness rate among USDA (non-Rural Development employees)	<ul style="list-style-type: none"> ➤ Ensure the brand message is consistently delivered by developing an exposure/educational program for internal audiences
External Objectives	External Strategies
Generate 10 million impressions from story placements within trade and consumer publications and broadcast outlets.	<ul style="list-style-type: none"> ➤ Identify and prioritize key influencers who can serve as “deliverers” of the USDA Rural Development to other key audiences to maximize outreach efforts.
	<ul style="list-style-type: none"> ➤ Create news platforms for key messaging.
	<ul style="list-style-type: none"> ➤ Leverage venues (speaking platforms; special events) to extend the USDA Rural Development brand message.
	<ul style="list-style-type: none"> ➤ Implement controlled and earned media placements to extend the brand message to wider audience.
	<ul style="list-style-type: none"> ➤ Provide local context to national stories/themes to increase story placement potential.
	<ul style="list-style-type: none"> ➤ Actively engage the media, so they can assist in reaching target audiences.

THEME:

USDA Rural Development is about "community." This not only applies to the mission that USDA Rural Development embraces as it assists rural residents in improving their quality of life, but in how its employees work together to accomplish that mission. There is a sense of pride in the work that is being done "for the greater good," which was merely touched upon with the brand launch in 2004. Now we want to take it a step further.

For 2005, the "Our Community" theme will serve as a uniting theme that will be woven throughout internal and external tactics. This theme will concentrate on building team spirit as a Rural Development unit, which in turn will motivate and excite employees to carry that spirit into the messages it delivers to external audiences.

IMPLEMENTATION

National Rural Development Day Proclamations

USDA Rural Development celebrates key events, such as Earth Day and National Homeownership Month. Instead of focusing solely on outside events, we recommend putting the emphasis squarely on USDA Rural Development. As a result, we recommend securing federal, state and local proclamations dedicating a day/week to rural communities. While this initiative will primarily be a 2006 effort, 2005 work will feature the baseline research needed to determine the logistics for securing those proclamations (i.e., proposed date, process for approvals, templates for state offices, etc.).

Target: Internal

Timing: Ongoing research

BUDGET ESTIMATE: \$5,027.55

Out-of-Pocket Expenses: \$250

Agency Hours:

Management Level (15 hours)	-- \$2,434.80
Support Level (25 hours)	-- \$2,342.75
Total	-- \$4,777.55

Rural Connections Newsletter – This newsletter is a continuation of what was started in 2004. It would be a short piece developed for all internal USDA Rural Development employees that comes down from Gil through the state directors. Instead of having a more “slick” email newsletter format or Administrative Notice, it would be a simple email, driving employees to the Intranet site (updated to feature the “Our Community” theme for full text).

Target: Internal

Timing: Ongoing (October – September)

BUDGET ESTIMATE: \$7,494.80

Out-of-Pocket Expenses: \$500

Agency Hours: Management Level (25 hours) -- \$3,246.40

Support Level (40 hours) -- \$3,748.40

Total -- \$6,994.80

Intranet Program – Update Intranet to capture essence of brand as a “Rural Community.” This update would include new visuals to make the site look like a rural community (i.e., online USDA store would be featured as the General Store), provide more regular news updates for everyone to see notices, post Rural Connections for PICs, state directors and employees. Marketplace section to be enhanced with presentation templates with key messages for specific audiences (this tactic is described in further detail below).

Target: Internal

Timing: December design update; ongoing news updates

BUDGET ESTIMATE: \$4,809

Out-of-Pocket Expenses: \$500 (handled by LAPAS)

Agency Hours: Management Level (15 hours) -- \$2,434.80

Support Level (20 hours) -- \$1,874.20

Total -- \$4,309

Employee Recognition/Incentive Program - By recognizing employees who are living the brand and taking USDA Rural Development messages out into the field, it provides a unique way to “bubble up” local success stories. To encourage this active participation, O&B (with LAPAS) will develop a program that provides professional development incentives for those state teams (PICs, program managers, state directors, etc.) with the best success stories. Incentives could be that top success stories will be selected for: travel stops for the Secretary and Acting Under Secretary, features in national meetings or as subject matter for high-profile media pitches (more on these pitches are mentioned under the “Media Relations” tactic below).

Target: Internal

Timing: Ongoing

BUDGET ESTIMATE: \$13,212.35

Out-of-Pocket Expenses: \$6,000

Agency Hours: Management Level (30 hours) -- \$4,869.60
Support Level (25 hours) -- \$2,342.75
Total -- \$7,212.35

A Message from the Secretary – As a high priority is placed on Rural Development within USDA, it's important to keep morale high. To assist, O&B recommends developing a regular message from the Secretary that highlights some of the organization's key accomplishments. (This not only helps morale, but it provides an outlet where the Secretary can reach out to her key employees.) Messages would come out once every quarter and be posted to the Rural Development Intranet site. All content would be written by O&B/LAPAS and presented to the Office of Communications for review and approvals.

Target: Internal
Timing: Ongoing

BUDGET ESTIMATE: \$3,028.85
Out-of-Pocket Expenses: \$0
Agency Hours: Management Level (10 hours) -- \$1,623.20
Support Level (15 hours) -- \$1,405.65
Total -- \$3,028.85

INTERNAL TACTICS

Training Sessions (PICs Training/Feb.) – As we began conducting training sessions for USDA Rural Development in 2004, the response has signaled an overwhelming desire for additional training. O&B will work with a special task force of State Directors and PICs to determine appropriate topics for 2005 sessions to ensure message and brand consistency throughout the organization. Two sessions will be developed for presentation at the state director and PIC meeting in February, with plans for more extensive media training with state directors.

Target: Internal
Timing: February launch/presentations

BUDGET ESTIMATE: \$32,945.75
Out-of-Pocket Expenses: \$5,000
Agency Hours: Management Level (100 hours) -- \$16,232
Support Level (125 hours) -- \$11,713.75
Total -- \$27,945.75

EXTERNAL TACTICS

Media relations (proactive, reactive, opportunistic) – It's important to utilize media relations (proactive, reactive and opportunistic) to extend USDA Rural Development's messages to

external audiences. Following are two ways to accomplish that goal. Each one can be adapted to be proactive, reactive and opportunistic situations.

BUDGET ESTIMATE: \$102,932.29
Out-of-Pocket Expenses: \$25,529.51
Agency Hours: Management Level (381 hours) - \$61,846.92
Support Level (166 hours) - \$15,555.86
Total - \$77,402.78

Regional Media Tours

Coordinate a series of tours in which Gil Gonzalez provides a briefing to key media on USDA Rural Development and its services. There would be a total of two tours focusing on publications/media outlets in the West and the East, where we would highlight capital cities of those particular states. All travel would be coordinated by tapping into existing travel plans for the Acting Under Secretary. O&B would pitch national media outlets to secure briefing dates/times and coordinate key Hispanic and other minority media are included as tour "stops." The agency also will work closely with PICs to encourage the involvement of state directors as the tour rolls through their state as well as to assist in pitching local media with tangible examples of USDA Rural Development at work in their communities.

Target: External
Timing: Ongoing

News Bureau - To reach a large number of current and potential USDA Rural Development customers, the agency recommends utilizing several controlled media vehicles. These vehicles, including a MAT release, video news release and radio news release, are produced pieces that allow USDA Rural Development to present its story exactly as it wants it to be read/heard. It provides the opportunity to achieve significant audience impressions in a cost-efficient and controlled manner. The agency recommends developing one MAT release, one video news release and one radio news release incorporating the news angles noted above, with distribution of the first piece beginning in April.

Target: External
Timing: Ongoing

BUDGET ESTIMATE: \$67,003.75
Out-of-Pocket Expenses: \$35,000
Agency Hours: Management Level (125 hours) - \$20,290
Support Level (125 hours) - \$11,713.75
Total - \$38,404.50

Celebrity Public Service Announcements (Radio and Newspaper) - Continuing on the momentum established in 2004, there are several additional entertainment celebrities who may be tapped to serve as potential USDA Rural Development spokespersons by donating their services for a public service announcement (PSA). The agency will work to secure these celebrities and follow up by developing radio PSAs, as well as newspapers PSAs (up to two for

each medium). An assessment will be conducted to determine key areas where these PSAs should be placed to make the biggest impact as the budget allows. (Please note that the agency is also researching potential minority celebrities for possible PSAs and will also identify where these PSAs should be targeted for placement. Two print and two radio PSAs will be developed with one version in English and one in Spanish).

Target: External

Timing: Ongoing

BUDGET ESTIMATE: \$40,603

Out-of-Pocket Expenses: \$15,000

Agency Hours: Management Level (100 hours) -- \$16,232
Support Level (100 hours) -- \$9,371
Total -- \$25,603

Speakers Bureau/Event Management – Conducting a speaker’s bureau is a great way to reach key influencers with consistent branding messages. Working with LAPAS, O&B will identify industry meetings and events that present unique opportunities for extending the USDA Rural Development message (through spokespeople, presentations, sponsorships, etc.) Organizations/events targeted include: National Association of County Officials, American Farm Bureaus, National Association of Farm Broadcasters, National Corn Growers Association/American Soybean Association, American Banking Association and the Mortgage Banking Association. Generic powerpoint presentations for up to three topics/audiences (i.e., banking) will be developed and provided to spokespeople. Templates will also be available to PICs on the Marketplace section of the Intranet along with “how-to” guides on developing their own speakers bureau. Speakers bureau updates can be provided back to USDA Rural Development employees along with copies of the presentations that were given.

Target: External

Timing: Ongoing

BUDGET ESTIMATE: \$86,220

Out-of-Pocket Expenses: \$20,161

Agency Hours: Management Level (228 hours) -- \$37,008.96
Support Level (310 hours) -- \$29,050.01
Total -- \$66,058.97

MEASUREMENT

Research/Benchmarks – To measure the success of USDA Rural Development’s brand development and integrated communications plan, O&B recommends research be conducted in 2005 with key internal audiences. This research will be quantitative research that focuses on the awareness and acceptance of the brand from the employee level. Ultimately, it will help us determine what states may need more focused resources to bring the brand message to its employees. Osborn & Barr will conduct the benchmark research with a goal of 250 total

completed surveys comprised of 5 interviews from each state. In conducting this research, the responses will be recorded electronically and a recap report will be provided.

Target: Internal and external

Timing: Internal (October 04); External (June 05)

INTERNAL RESEARCH BUDGET ESTIMATE: \$15,737.25

Out-of-Pocket Expenses: N/A

Agency Hours: Management Level (40 hours) -- \$6,492.80
Support Level (95 hours) -- \$9,244.45
Total -- \$15,737.25

HISPANIC EFFORTS

A great opportunity exists to continue our minority/Hispanic focused communications efforts. However, it's also important that these efforts are in lock-step with the internal and external communications efforts we've highlighted here. As a result, once the main 2005 Communications Plan is approved, Osborn & Barr will coordinate and provide an integrated minority outreach plan. The budget for that plan is targeted at \$250,000.

OPTION YEAR #1 -- FY'05 PRICING

GROUP	TACTIC	O&B Support-level/ project exec. professional services \$93.71		O&B Strategic/ Mgmt-level professional services \$162.32		TOTAL AGENCY RESOURCES	OTHER COSTS, ODCs, TRAVEL, OUTSIDE SERVICES	TOTAL COST
		HOURS	COST	HOURS	COST			
		Internal/	National Rural Development Day Proclamations	25	\$ 2,342.75			
Internal	Training Sessions (In-person)	125	\$ 11,713.75	100	\$ 16,232.00	\$ 27,945.75	\$5,000	\$ 32,945.75
Internal	Rural Connections Newsletter	40	\$ 3,748.40	20	\$ 3,246.40	\$ 6,994.80	\$500	\$ 7,494.80
Internal	Intranet Program	20	\$ 1,874.20	15	\$ 2,434.80	\$ 4,309.00	\$500	\$ 4,809.00
Internal	Employee Recognition/Incentiv e Program	25	\$ 2,342.75	30	\$ 4,869.60	\$ 7,212.35	\$6,000	\$ 13,212.35
Internal	A Message from the Secretary	15	\$ 1,405.65	10	\$ 1,623.20	\$ 3,028.85	\$0	\$ 3,028.85
External	Media Relations	166	\$ 15,555.86	381	\$ 61,843.92	\$ 77,399.78	\$25,533	\$ 102,932.29
External	News Bureau	125	\$ 11,713.75	125	\$ 20,290.00	\$ 32,003.75	\$35,000	\$ 67,003.75
External	Celebrity PSAs	100	\$ 9,371.00	100	\$ 16,232.00	\$ 25,603.00	\$15,000	\$ 40,603.00
External	Speakers Bureau	310	\$ 29,050.10	228	\$ 37,008.96	\$ 66,059.06	\$20,161	\$ 86,220.06
Brand	Internal Research/Analysis	95	\$ 8,902.45	40	\$ 6,492.80	\$ 15,395.25	\$340	\$ 15,735.25
Overall	Account Management (including travel)	130	\$ 12,182.30	160	\$ 25,971.20	\$ 38,153.50	\$14,251	\$ 52,404.50
Minority	Translations							\$ 30,000.00
Minority	Media/PSAs							\$ 120,000.00
Minority	Special Events							\$ 50,000.00
Minority	Training Sessions (In-person)							\$ 25,000.00
Minority	Sponsorships							\$ 25,000.00
TOTALS:		1176	\$ 110,202.96	1224	\$198,679.68	\$ 308,882.64	\$122,535	\$681,417.15

PIC Teleconference Notes
December 7, 2004

Allan Johnson, Director, LAPAS

- Marketing Taskforce Meeting
 - Met last week in Chicago to review progress in the last year and set the agenda for the upcoming year.
 - Met with Farm Progress and WGN to talk about USDA Rural Development programs.

- Meetings with National Media
 - Conducting a series of interviews with national media outlets, including: Farm Journal, Successful Farming, Vance Publishing, Primedia, and participated in the National Association of Farm Broadcasters, where Tom Dorr was interviewed by 21 outlets on behalf of Rural Development (Acting Under Secretary Gonzalez was not able to attend). Al Johnson sent the Farm Journal article to all state PICs on 12-8-04 (please share with your field staff as well).

- PIC Training
 - The PIC training referenced in the last teleconference has changed: Rather than holding a separate training, PICs will be included in the upcoming regional training. The training will be similar to what was held in the summer of 2004 in Denver and Washington. Details have not been finalized on dates and locations, but will inform everyone when it becomes available.

Tim McNeilly, Assistant Director, LAPAS

- Display Booths and upcoming national conferences
 - State Directors will be asked next week if they wish to participate in a bulk purchase of displays, these would be for those who didn't purchase a display during the first bulk purchase.

- Brochures
 - Revised brochures are in the final review process and are expected to begin showing up within the next several weeks. Work is also underway to translate into Spanish.

- Success Stories
 - Need to continue to populate the national web site with success stories that can be used internally and shared with Media. Specifically, the visits to the various media outlets have highlighted the need to have stories ready. Some states do not have any stories on the national site: AL, FL, MS, MT, NY and VI.

Bob Wilhelm and Sue Dillon, Osborn and Barr

- Update on PSA Instructions and Rollout Plans
 - During the various media meetings held over the last month, PSAs have been well received. All of the PSAs and instructions are now available on the Intranet, along with a copy of the PSAs being on the Internet for publishers to download directly for higher quality images. To help track the distribution a tracking system has been developed and is now available on the Intranet. The tracking system is intended to track where PSAs are being distributed and where they are being seen and heard. Questions regarding the use and tracking of the PSAs can be directed to Sue Dillon at Osborn and Barr (888)235-4332.

- Feedback on Communication Plans
 - Most all states have submitted their plans, which have been reviewed and look good. A few states: MA, NY, UT, OH, KS, AR, HI and AZ have not been received or reviewed. Tim Mc. will check on WVa.

- Hispanic Media Outreach
 - Working with a couple of media firms to begin an aggressive media outreach effort, including: translations, and interviews.

Allan Johnson:

- Other activities that will require state participation is the sponsoring of the FFA awards program for young entrepreneurs and for marketing. The state and local offices will help with the judging of competitions and the national office will assist with the national competition. (Tim Mc will send the information out to the states)

- Also mentioned that maps are being developed that will be handed out to the state directors next week that show lending activities and can be used to assist with outreach, marketing and management of program delivery. The first set of maps will be focused on single-family housing.

PIC Q&A

AK – Concerns were raised in the state with the cost of marketing plan. Al responded that it is up to individual states to determine what their budgets will allow. It is a state by state decision.

GA – 1)Need PSAs in Spanish – Bob indicated that the radio translations will be available during the first quarter of 2005. 2)What other efforts are underway within the Department related to Hispanic outreach? Tim indicated that Anne Todd and he will talk

with the Department and see if there is any site that can house activities throughout the Department.

NY – Is there a pricing list for items available. National office has not developed a listing of items with the logo that can be purchased. It is being left up to individual states to procure items. Efforts are still underway to have Rural Development items included in the store in the South Building(Washington, D.C.).

Tim will resend the memo regarding printing of materials at state and local levels. SD has a request in for approval to print over 1,000 copies of their annual progress report.

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT			1. CONTRACT ID CODE	PAGE OF PAGES
				1 1
2. AMENDMENT/MODIFICATION NO.	3. EFFECTIVE DATE	4. REQUISITION/PURCHASE REQ. NO.	5. PROJECT NO. (If applicable)	
1	10/14/2003	OCD-02-10	26249	
3. ISSUED BY		6. ADMINISTERED BY (If other than item 6)	CODE	
Minerals Management Service Attn: Gregory Ruderman (703) 787-1821 381 Elden Street, MS 2510 Herndon, VA 20170-4817		US Department of Agriculture, Rural Development 1400 Independence Ave, SW Washington, DC 20250 Attn: Ailan Johnson (202) 720-1019-Voice (202) 691-9916-Fax		
8. NAME AND ADDRESS OF CONTRACTOR (No. Street, county, State and ZIP Code)			9A. AMENDMENT OF SOLICITATION NO.	
Osborn & Barr 1 North Brentwood Blvd. Eighth Floor Clayton, MO 63105 Attn: Bob Wilhelm (314) 308-1790-Call (314) 746-1920-Voice (314) 726-6350-Fax DUNS: 60-375-8228 TIN: 43-1480127				
CODE			9B. DATED (SEE ITEM 11)	
FACILITY CODE				
			10A. MODIFICATION OF CONTRACT/ORDER NO.	
			X GS-23F-0130K / 32083	
			10B. DATED (SEE ITEM 13)	
			November 21, 2003	

11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS

The above numbered solicitation is amended as set forth in item 14. The hour and date specified for receipt of offers is extended, is not extended. Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods:

(a) By completing items 8 and 15, and returning one (1) copy of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATA SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and data specified.

12. ACCOUNTING AND APPROPRIATION DATA (If required)
5-BB-2500-R57 OC: 252Z Obligate: \$75,000.00

13. THIS ITEM APPLIES ONLY TO MODIFICATIONS OF CONTRACTS/ORDERS, IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.

A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT/ORDER NO. IN ITEM 10A.
B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation data, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).
X C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF: FAR 43.103 (A)(3)
D. OTHER (Specify type of modification and authority)

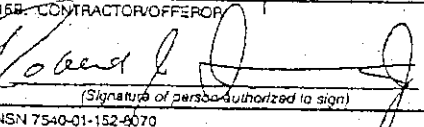
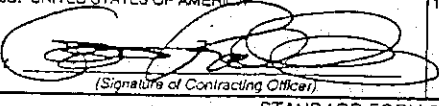
E. IMPORTANT: Contractor is not, is required to sign this document and return 1 copies to the issuing office.

14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings. Including solicitation/contract subject matter where feasible.)
Modification No. 1: Modification Reason: to increase the level of effort of task order 32083.

- A. The price and technical proposal dated 24 August 2004 in the amount of \$75,000.00, which increases the level of effort for the Hispanic messaging and interface, and the governments' revised statement of work entitled "Minority Outreach Project" is hereby incorporated into the subject task order.
- B. The not-to-exceed total is hereby increased from \$748,053.00 to \$823,053.00, a total net increase of \$75,000.00.
- C. The period of performance remains unchanged.

Please direct all questions to: Tracy Lambert (703) 787-1377 - Voice (703) 787-1009 - Fax tracy.lambert@mms.gov

Except as provided herein, all terms and conditions of the document referenced in item 9A or 10A, as heretofore changed, remains unchanged and in full force and effect.

15A. NAME AND TITLE OF SIGNER (Type or print) Robert J. Wilhelm, Vice-President, Director	16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print) Gregory Ruderman, Contracting Officer
15B. CONTRACTOR/OFFEROR 	16B. UNITED STATES OF AMERICA 
15C. DATE SIGNED 10/14/03	16C. DATE SIGNED 10/15/04

S&C Advertising and Public Relations
Estimate Details

Consulting and Execution Hours

Title	Rate	Est. Hours	Total
Project Director	173.02	166	28721.32
Sr. Project Manager	142.43	166	23643.38
Account Executive	66.07	10	660.7
Assistant Account Executive	45.76	45	2059.2
Sr. Graphic Designer/ Art Director	98.72	60	5923.2
Database Manager	113.12	5	565.6
QC Specialist	57.59	20	1151.8
Word Processor	48.33	55	2658.15
Sr. Administrative Assistant	48.33	60	2899.8
Graphic Designer	45.76	15	686.4
	Total Hrs	602	68969.55

\$68,969.55

Out of Pocket Costs for Development of training materials, media contacts, etc.

\$1,030.45

Travel costs for S&C Advertising and Public Relations to Washington DC, St. Louis, Denver and potential media contact locations

\$5,000

Total:

\$75,000

Deliverables:

1. Develop minority/Hispanic training sessions for USDA Rural Development employees. Present sessions at summer policy training meetings in Denver and Washington, DC.. And develop resource materials and information for USDA Rural Development employee reference and use after policy meetings.
2. Plan and execute media relations for USDA Rural Development key contacts and messages with minority/Hispanic targeted media
3. English-to-Spanish translation services for key USDA Rural Development materials and press releases as requested by USDA Rural Development LAPAS
4. Consult and assist in development of strategic plan for USDA Rural Development minority/Hispanic communications.
5. Periodic consultations, project review and status/update meetings via phone, as requested.

Price Sheet Summary for Base Contract Period FY'04

BASE YEAR FY'04 PRICING

Revised

GROUP	TACTIC	O&B Support-level/ project exec. professional services \$90.11		O&B Strategic/ Mgmt.-level professional services \$156.08		TOTAL AGENCY RESOURCES	OTHER COSTS, ODCs, TRAVEL, OUTSIDE SERVICES	TOTAL COST
		HOURS	COST	HOURS	COST			
Brand	Brand Development Workbook	82	\$7,389	58	\$9,053	\$16,442	\$21,985	\$38,427
Brand	Brand Directive Development	75	\$6,758	198	\$30,904	\$37,662	\$455	\$38,117
Brand	Brand ID/Standards/Communications Kit Elements	109	\$9,822	222	\$34,650	\$44,472	\$13,719	\$58,191
Brand	External Market Research, including stakeholder interviews, focus groups, phone/mail/phones	60	\$5,407	270	\$42,142	\$47,548	\$42,370	\$89,918
Brand	Internal Market Research	66	\$5,947	131	\$20,446	\$26,394	\$200	\$26,594
Brand	Internal Website state templates	8	\$721	20	\$3,122	\$3,842	\$21,875	\$25,717
Brand	USDA RD website consistency	14	\$1,262	20	\$3,122	\$4,383	\$10,000	\$14,383
External	Congressional/WH briefing support docs/info	31	\$2,793	62	\$9,677	\$12,470	\$2,850	\$15,320
External	Hispanic messaging/interface (Ornelas)	10	\$901	20	\$3,122	\$4,023	\$12,400	\$16,423
External	Launch Event	132	\$11,895	187	\$29,187	\$41,081	\$14,898	\$55,979
External	Attitude, Perception and Message Awareness Measurement Research and Analysis	13	\$1,171	27	\$4,214	\$5,386	\$45,000	\$50,386
External	Media Relations	79	\$7,119	185	\$28,875	\$35,993	\$9,152	\$45,145
External	Native American messaging/interface (M.S.S.)	10	\$901	20	\$3,122	\$4,023	\$12,000	\$16,023
External	News Bureau	169	\$15,229	190	\$29,655	\$44,884	\$63,748	\$108,632
External	News Hook Survey Analysis	15	\$1,352	43	\$6,711	\$8,063	\$35,000	\$43,063
External	Proactive Web messaging	11	\$991	22	\$3,434	\$4,425	\$6,250	\$10,675
External	Radio PSAs Media Analysis and Plan	21	\$1,892	38	\$5,931	\$7,823	\$100	\$7,923
External	Trade Show/Influencer Mtgs	66	\$5,947	100	\$15,608	\$21,555	\$7,595	\$29,150

For Sales

Internal	Initiative at a Glance	94	\$8,470	46	\$7,180	\$15,650		\$15,650
Internal	Kick-Off Meeting	52	\$4,686	68	\$10,613	\$15,299	ISell \$0	\$15,299
Internal	Living the Brand Training	127	\$11,444	253	\$39,488	\$50,932		\$50,932
Internal	Message Platform	0	\$0	62	\$9,677	\$9,677		\$9,677
Overall	Management & Administration/Project Reporting/State Advisory & Assist. Up to and including Launch Event and through September 30, 2004	602	\$54,246	728	\$113,626	\$167,872		\$167,872
Travel	Travel for Project Management, Meetings, All DC, etc. (See detail)	0	\$0	0	\$0	\$0	\$30,000	\$30,000
TOTALS		1,846	\$166,343	2,970	\$463,558	\$629,901	\$349,597	\$979,498

2,000
 30,399
 } Training
 142,322
 10,000
 Gov works 03/06

OPTIONAL TACTICS

Optional	Brand Rewards and Recognition	10	\$901	10	\$1,561	\$2,462	\$5,000	\$7,462
Optional	Additional Living the Brand Training sessions	31	\$2,793	76	\$11,862	\$14,655	\$0	\$14,655
Optional	Additional External Market Research sessions with Targeted Higher Need Perspective Customers. PER LOCATION ESTIMATE.	10	\$901	30	\$4,682	\$5,584	\$6,045	\$11,629

OPTION YEAR #1 -- FY'05 PRICING

GROUP	TACTIC	O&B Support-level/ project exec. professional services \$93.71		O&B Strategic/ Mgmt.-level professional services \$162.32		TOTAL AGENCY RESOURCES	OTHER COSTS, ODCs, TRAVEL, OUTSIDE SERVICES	TOTAL COST
		HOURS	COST	HOURS	COST			
		Brand	Brand Updates to Org	30	\$2,811			
Brand	NO	0	\$0	0	\$0	\$0	\$0	\$0
Brand	Brand Updates to kit	50	\$4,686	50	\$8,116	\$12,802	\$5,000	\$17,802
Brand	NO	0	\$0	0	\$0	\$0	\$0	\$0
Brand	NO	0	\$0	0	\$0	\$0	\$0	\$0
Brand	State Website Advisory & Assist	8	\$750	4	\$649	\$1,399	\$5,000	\$6,399
Brand	Ongoing website updates	10	\$937	16	\$2,597	\$3,534	\$5,000	\$8,534
External	NO	0	\$0	0	\$0	\$0	\$0	\$0
External	Hispanic messaging/interface (Ornelas)	5	\$469	10	\$1,623	\$2,092	\$5,000	\$7,092
External	NO	0	\$0	0	\$0	\$0	\$0	\$0
External	Attitude, Perception and Message Awareness Measurement Research and Analysis	10	\$937	20	\$3,246	\$4,184	\$0	\$4,184
External	Media Relations	79	\$7,403	185	\$30,029	\$37,432	\$9,152	\$46,584
External	Native American messaging/interface (M.S.S.)	5	\$469	10	\$1,623	\$2,092	\$2,500	\$4,592
External	News Bureau. Includes initial year strategy analysis and recommendation to USDA RD	150	\$14,057	150	\$24,348	\$38,405	\$50,000	\$88,405
External	News Hook Survey Analysis	0	\$0	0	\$0	\$0	\$0	\$0
External	Proactive Web messaging	11	\$1,031	22	\$3,571	\$4,602	\$6,250	\$10,852
External	Radio PSAs	20	\$1,874	15	\$2,435	\$4,309	\$485	\$4,794
External	Trade Show/Influencer Mtgs	50	\$4,686	50	\$8,116	\$12,802	\$3,000	\$15,802
Internal	Initiative at a Glance	60	\$5,623	40	\$6,493	\$12,115		\$12,115
Internal	Kick-Off Meeting	0	\$0	0	\$0	\$0	\$0	\$0

Internal	Ongoing Brand Updates and State Advisory and Assist	50	\$4,686	50	\$8,116	\$12,802		\$12,802
Internal	Message Platform	0	\$0	0	\$0	\$0		\$0
Overall	Management/Administration/Project Reporting/State Advisory & Assist. Note: Will include State follow-up calls for Option Year 1 in lieu of measurement project	330	\$30,924	330	\$53,566	\$84,490		\$84,490
Travel	Travel for Project Management, Meetings, All DC, etc. (See detail)	0	\$0	0	\$0	\$0	\$12,480	\$12,480
TOTALS		868	\$81,340	982	\$159,398	\$240,739	\$103,867	\$344,606

OPTIONAL TACTICS

Optional	Brand Rewards and Recognition	10	\$901	10	\$1,561	\$2,462	\$5,000	\$7,462
Optional	Additional Living the Brand Training sessions	31	\$2,793	76	\$11,862	\$14,655	\$0	\$14,655

OPTION YEAR #2 -- FY'06 PRICING

GROUP	TACTIC	O&B Support-level/ project exec. professional services \$97.46		O&B Strategic/ Mgmt.-level professional services \$168.81		TOTAL AGENCY RESOURCES	OTHER COSTS, ODCs, TRAVEL, OUTSIDE SERVICES	TOTAL COST
		HOURS	COST	HOURS	COST			
		Brand	Brand Updates to Org	30	\$2,924			
Brand	NO	0	\$0	0	\$0	\$0	\$0	\$0
Brand	Brand Updates to kit	50	\$4,873	40	\$6,752	\$11,625	\$5,000	\$16,625
Brand	NO	0	\$0	0	\$0	\$0	\$0	\$0
Brand	NO	0	\$0	0	\$0	\$0	\$0	\$0
Brand	State Website Advisory & Assist	6	\$585	4	\$675	\$1,260	\$5,000	\$6,260
Brand	Ongoing website updates	8	\$780	12	\$2,026	\$2,805	\$5,000	\$7,805
External	NO	0	\$0	0	\$0	\$0	\$0	\$0
External	Hispanic messaging/interface (Ornelas)	5	\$487	10	\$1,688	\$2,175	\$5,000	\$7,175
External	NO	0	\$0	0	\$0	\$0	\$0	\$0
External	Attitude, Perception and Message Awareness Measurement Research and Analysis	10	\$1,014	20	\$3,511	\$4,525	\$0	\$4,525
External	Media Relations	79	\$7,699	185	\$31,230	\$38,929	\$9,152	\$48,081
External	Native American messaging/interface (M.S.S.)	3	\$292	8	\$1,350	\$1,643	\$2,000	\$3,643
External	News Bureau. Includes initial year strategy analysis and recommendation to USDA RD	150	\$14,619	150	\$25,322	\$39,941	\$50,000	\$89,941
External	News Hook Survey Analysis	0	\$0	0	\$0	\$0	\$0	\$0
External	Proactive Web messaging	0	\$0	0	\$0	\$0	\$0	\$0
External	Radio PSAs	20	\$1,949	15	\$2,532	\$4,481	\$485	\$4,966
External	Trade Show/Influencer Mtgs	35	\$3,411	30	\$5,064	\$8,475	\$0	\$8,475
Internal	Initiative at a Glance	60	\$5,848	50	\$8,441	\$14,288		\$14,288
Internal	Kick-Off Meeting	0	\$0	0	\$0	\$0	\$0	\$0
Internal	Living the Brand Training	50	\$4,873	50	\$8,441	\$13,314		\$13,314

Internal	Message Platform	0	\$0	0	\$0	\$0	\$0
Overall	Management/Administration/Project Reporting/State Advisory & Assist for Option Year 2	330	\$32,162	330	\$55,707	\$87,869	\$87,869
Travel	Travel for Project Management, Meetings, All DC, etc. (See detail)	0	\$0	0	\$0	\$0	\$15,565
	TOTALS	836	\$81,516	934	\$157,804	\$239,319	\$97,202
							\$336,521

OPTIONAL TACTICS

External	Attitude, Perception and Message Awareness Measurement Research and Analysis	10	\$975	20	\$3,376	\$4,351	\$45,000	\$49,351
Optional	Brand Rewards and Recognition	10	\$901	10	\$1,561	\$2,462	\$5,000	\$7,462
Optional	Additional Living the Brand Training sessions	31	\$2,793	76	\$11,862	\$14,655	\$0	\$14,655

OPTION YEAR #3-- FY'07 PRICING

GROUP	TACTIC	O&B Support-level/ project exec. professional services \$101.36		O&B Strategic/ Mgmt.-level professional services \$175.56		TOTAL AGENCY RESOURCES	OTHER COSTS, ODCs, TRAVEL, OUTSIDE SERVICES	TOTAL COST
		HOURS	COST	HOURS	COST			
		Brand	Brand Updates to Org	25	\$2,534			
Brand	NO	0	\$0	0	\$0	\$0	\$0	\$0
Brand	Brand Updates to kit	50	\$5,068	30	\$5,267	\$10,335	\$5,000	\$15,335
Brand	NO	0	\$0	0	\$0	\$0	\$0	\$0
Brand	NO	0	\$0	0	\$0	\$0	\$0	\$0
Brand	State Website Advisory & Assist	6	\$608	4	\$702	\$1,310	\$5,000	\$6,310
Brand	Ongoing website updates	8	\$811	12	\$2,107	\$2,918	\$5,000	\$7,918
External	NO	0	\$0	0	\$0	\$0	\$0	\$0
External	Hispanic messaging/interface (Ornetas)	5	\$507	10	\$1,756	\$2,262	\$5,000	\$7,262
External	NO	0	\$0	0	\$0	\$0	\$0	\$0
External	Attitude, Perception and Message Awareness Measurement Research and Analysis	10	\$1,014	20	\$3,511	\$4,525	\$0	\$4,525
External	Media Relations	79	\$8,007	185	\$32,479	\$40,486	\$9,152	\$49,638
External	Native American messaging/interface (M.S.S.)	3	\$304	8	\$1,404	\$1,709	\$2,000	\$3,709
External	News Bureau. Includes initial year strategy analysis and recommendation to USDA RD	150	\$15,204	150	\$26,334	\$41,538	\$50,000	\$91,538
External	News Hook Survey Analysis	0	\$0	0	\$0	\$0	\$0	\$0
External	Proactive Web messaging	0	\$0	0	\$0	\$0	\$0	\$0
External	Radio PSAs	20	\$2,027	15	\$2,633	\$4,661	\$500	\$5,161
External	Trade Show/Influencer Mtgs	35	\$3,548	30	\$5,267	\$8,814	\$0	\$8,814
Internal	Initiative at a Glance	60	\$6,082	50	\$8,778	\$14,860	\$0	\$14,860
Internal	Kick-Off Meeting	0	\$0	0	\$0	\$0	\$0	\$0
Internal	Living the Brand Training	50	\$5,068	50	\$8,778	\$13,846	\$0	\$13,846

Internal	Message Platform	0	\$0	0	\$0	\$0		\$0
	Management/Administration/Project Reporting/State Advisory & Assist. Note: Will include State follow-up calls for Option Year 3 in lieu of measurement project							
Overall		350	\$35,476	350	\$61,446	\$96,922		\$96,922
Travel	Travel for Project Management, Meetings, All DC, etc. (See detail)	0	\$0	0	\$0	\$0	\$17,875	\$17,875
	TOTALS	851	\$86,257	939	\$164,851	\$251,108	\$99,527	\$350,635

OPTIONAL TACTICS

Optional	Brand Rewards and Recognition	10	\$901	10	\$1,561	\$2,462	\$5,000	\$7,462
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OPTION YEAR #4 -- FY'08 PRICING

GROUP	TACTIC	O&B Support-level/ project exec. professional services \$105.41		O&B Strategic/ Mgmt.-level professional services \$182.58		TOTAL AGENCY RESOURCES	OTHER COSTS, ODCs, TRAVEL, OUTSIDE SERVICES	TOTAL COST
		HOURS	COST	HOURS	COST			
		Brand	Brand Updates to Org	25	\$2,635			
Brand	NO	0	\$0	0	\$0	\$0	\$0	\$0
Brand	Brand Updates to kit	50	\$5,271	30	\$5,477	\$10,748	\$5,000	\$15,748
Brand	NO	0	\$0	0	\$0	\$0	\$0	\$0
Brand	NO	0	\$0	0	\$0	\$0	\$0	\$0
Brand	State Website Advisory & Assist	6	\$632	4	\$730	\$1,363	\$5,000	\$6,363
Brand	Ongoing website updates	8	\$843	12	\$2,191	\$3,034	\$5,000	\$8,034
External	NO	0	\$0	0	\$0	\$0	\$0	\$0
External	Hispanic messaging/interface (Ornelas)	5	\$527	10	\$1,826	\$2,353	\$5,000	\$7,353
External	NO	0	\$0	0	\$0	\$0	\$0	\$0
External	Attitude, Perception and Message Awareness Measurement Research and Analysis	10	\$1,054	20	\$3,652	\$0	\$45,000	\$45,000
External	Media Relations	79	\$8,327	185	\$33,777	\$42,105	\$9,152	\$51,257
External	Native American messaging/interface (M.S.S.)	3	\$316	8	\$1,461	\$1,777	\$2,000	\$3,777
External	News Bureau. Includes initial year strategy analysis and recommendation to USDA RD	150	\$15,812	150	\$27,387	\$43,199	\$111	\$43,310
External	News Hook Survey Analysis	0	\$0	0	\$0	\$0	\$0	\$0
External	Proactive Web messaging	0	\$0	0	\$0	\$0	\$0	\$0
External	Radio PSAs	20	\$2,108	15	\$2,739	\$4,847	\$500	\$5,347
External	Trade Show/Influencer Mtgs	35	\$3,689	30	\$5,477	\$9,167	\$0	\$9,167
Internal	Initiative at a Glance	60	\$6,325	50	\$9,129	\$15,454		\$15,454
Internal	Kick-Off Meeting	0	\$0	0	\$0	\$0	\$0	\$0
Internal	Living the Brand Training	50	\$5,271	50	\$9,129	\$14,400		\$14,400

Internal	Message Platform	0	\$0	0	\$0	\$0		\$0
	Management/Administration/Project Reporting/State Advisory & Assist. Note: will include final summary and close-out of project, analysis and reporting.							
Overall		350	\$36,894	350	\$63,903	\$100,797		\$100,797
Travel	Travel for Project Management, Meetings, All DC, etc. (See detail)	0	\$0	0	\$0	\$0	\$19,451	\$19,451
	TOTALS	851	\$89,704	939	\$171,443	\$256,441	\$96,214	\$352,655

OPTIONAL TACTICS

Optional	Brand Rewards and Recognition	10	\$901	10	\$1,561	\$2,462	\$5,000	\$7,462
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Cumulative Summary Price Sheet: Base Year + All Options

	O&B Support-level/ project exec. professional services Various		O&B Strategic/ Mgmt.-level professional services Various		TOTAL AGENCY RESOURCES	OTHER COSTS, ODCs, TRAVEL, OUTSIDE SERVICES	TOTAL COST
	HOURS	COST	HOURS	COST			
Base Year '04	1,846	\$166,343	2,970	\$463,558	\$629,901	\$349,597	\$979,498
Option Year #1 - '05	868	\$81,340	982	\$159,398	\$240,739	\$103,867	\$344,606
Option Year #2 - '06	836	\$81,516	934	\$157,804	\$239,319	\$97,202	\$336,521
Option Year #3 - '07	851	\$86,257	939	\$164,851	\$251,108	\$99,527	\$350,635
Option Year #4 - '08	851	\$89,704	939	\$171,443	\$256,441	\$96,214	\$352,655
TOTALS	5,252	\$505,160	6,764	\$1,117,053	\$1,617,507	\$746,407	\$2,363,914

Agency rates for Base Period and Each Option Period

Osborn & Barr Communications uses the industry-government average of 4% increase of cost per contract period. Fiscal Year periods noted below correspond to federal government fiscal year of October 1 through September 30.

Labor Categories	Agency Services Firm-Fixed Hourly Rates				
	FY'04	FY'05	FY'06	FY'07	FY'08
1. O&B Support-level/project execution professional services	\$90.11	\$93.71	\$97.46	\$101.36	\$105.41
2. O&B Strategic/management-level professional services	\$156.08	\$162.32	\$168.81	\$175.56	\$182.58

Subcontractor Hourly Rates for FY'04 Contract Period

1. Ornelas & Associates Hispanic Communications Consultant	\$155.00	As needed in conjunction with development of final plan after consultation with USDA RD
2. Michael Standing Soldier Native American Consultant	\$150.00	As needed in conjunction with development of final plan after consultation with USDA RD
3. Spindustry Web Development & Communications Consultants	\$125.00	For web services and consultation with USDA RD website managers, as needed.

USDA Rural Development Marketing Communications Plan Timetable

Progress to date

1. Working group meeting held – report generated
2. Eighteen contractors identified from the GovWorks approved GSA list of PR firms
3. Eight firms provided Capability Statements for review (judged by Johnson, Mcneilly and Ischer)
4. Oral presentation given November 5-6 at GovWorks office in Hendon, VA. The selection committee; Johnson, McNeilly, Ischer, Tackett, Ryan & Brennan, selected Osborn & Barr, St. Louis, MO as the winning contractor
5. Johnson currently working with GovWorks on final contract with vendor
6. Achieva, Inc. has developed list of target organizations to approach for speaking engagements in 2004 (working with Keith and Cheryl to finalize and then Achieva/LAPAS will approach the organizations).
7. Dave Hill has worked up Project Announcement plan for 2004
8. John Dunn and staff have agreed to work with LAPAS to undertake a research project to better understand the ROI for companies locating in rural America (US Chamber project)

Next steps

1. Meet with Osborn Barr early week of November 17 to formalize relationship and work out objectives and timetable.
2. Meet with Office of Communications to bring them into the process early so they can help facilitate approval of concepts, messages, logo design, etc.
3. Mr. Dorr meets with Deputy Secretary and Secretary to apprise them of the process and start building expectations for the program to secure buy-in.
4. Initiate new search for communications specialist for LAPAS.
5. November – December 2003
 - Development and testing of logo concepts
 - Development and testing of messages
 - Development of USDA Rural Development Marketing Communications Plan with estimated budgets.
 - Finalize Stakeholder data base.

6. January – February

- Presentation of 2004 plan, final logo concepts and messages to Under Secretary Dorr.
- Presentation of plan to Office of Communications and Secretary Veneman (other needed for support and buy-in)
- Work with O&B as well as the Office of Communications on Web Site development for USDA Rural Development and states.

7. February 24-26

- Roll out extravaganza at State Director Meeting (State Directors, PICs, Administrators and other senior management).
- Rollout presentation at USDA Rural Development and other agencies.
- Training session for Public Information Coordinators
- Press release to Congress, stakeholders and media on our outreach efforts.

8. March – April

- Development of Final templates and standardized materials for states, Administrators & LAPAS (including operational manuals).
- Outreach activities launched.

9. May – August

- Follow up regional training sessions for PICs to evaluate their communications plans and implementation progress.
- Editorial board meetings scheduled with selected newspapers.
- Placed magazine articles

10. August

- Possibly hold presidential summit on rural America (Des Moines, St. Louis, Kansas City, Springfield)
- Develop budget needs and plan refinements for 2005

11. September – December

- Launch 2005 plan

12. 2005

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AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT

1. CONTRACT ID CODE	PAGE 1 OF 1 PAGES
2. AMENDMENT/MODIFICATION NO. 2	3. EFFECTIVE DATE 12/9/2004
4. REQUISITION/PURCHASE REQ. NO. OCD-02-10 \$ 279,505.41 RD-04-55 \$ 401,911.74	5. PROJECT NO. (If applicable) 28143

6. ISSUED BY Minerals Management Service Attn: Tracy Lambert (703) 787-1377 381 Elden Street, MS 2500 Herndon VA 20170-4817	7. ADMINISTERED BY (If other than item 6) US Department of Agriculture, Rural Development 1400 Independence Ave, SW Washington, DC 20250 Attn: Allan Johnson (202) 720-1019-Voice (202) 630-9916-Fax
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8. NAME AND ADDRESS OF CONTRACTOR (No. Street, county, State and ZIP Code) Osborn & Barr 1 North Brentwood Blvd. Eighth Floor Clayton, MO 63105 Attn: Bob Wilhelm (314) 308-1790-Cell (314) 746-1920-Voice (314) 726-6350-Fax DUNS: 60-375-8228 TIN: 43-1480127	9A. AMENDMENT OF SOLICITATION NO.	9B. DATED (SEE ITEM 11)	10A. MODIFICATION OF CONTRACT/ORDER NO. X GS-23F-0130K / 32083	10B. DATED (SEE ITEM 13) November 21, 2003
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11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS

The above numbered solicitation is amended as set forth in item 14. The hour and date specified for receipt of Offers is extended, is not extended. Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods:
 (a) By completing Items 8 and 15, and returning one (1) copy of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATA SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and data specified.

12. ACCOUNTING AND APPROPRIATION DATA (If required)
5-5B-2500-R57 OC: 252Z Obligate: \$ 681,417.15

13. THIS ITEM APPLIES ONLY TO MODIFICATIONS OF CONTRACTS/ORDERS, IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.

A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.
B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation data, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).
X C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF: FAR 43.103 (A)(3)
X D. OTHER Specify type of modification and authority: Unilateral FAR 52.217-9 Option to Extend the Term of the Contract.

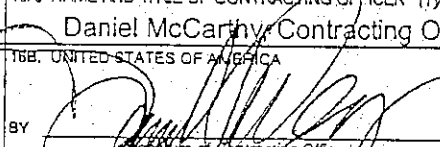
E. IMPORTANT: Contractor is not, is required to sign this document and return 1 copies to the issuing office.

14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)

Modification Reason: to exercise option year 1 and to increase the level of effort of task order.

A. Option Year 1 is hereby exercised and funded.
 B. The price and technical proposal dated 3 December 2004 in the amount of \$681,417.15, which includes the increase in the level of effort for option year 1, and the governments' revised statement of work entitled "2005 Marketing/Outreach Plan & Budget" is hereby incorporated into the subject task order.
 C. The not-to-exceed total is hereby increased from \$823,053.00 to \$1,504,470.15, a total net increase of \$681,417.15.
 D. Total contract value is \$2,502,754.15.
 E. The period of performance is through November 20, 2005.

Please direct all questions to: Tracy Lambert (703) 787-1377 - Voice(703) 787-1009 - Fax tracy.lambert@mms.gov
 Except as provided herein, all terms and conditions of the document referenced in item 9A or 10A, as heretofore changed, remains unchanged and in full force and effect.

15A. NAME AND TITLE OF SIGNER (Type or print)	16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print) Daniel McCarthy, Contracting Officer
15B. CONTRACTOR/OFFEROR	15C. DATE SIGNED
(Signature of person authorized to sign)	BY  12/9/04
	16B. UNITED STATES OF AMERICA
	16C. DATE SIGNED

UNITED STATES DEPARTMENT OF AGRICULTURE
PURCHASE ORL

FOR AGENCY USE ONLY
AD 700 #248 (04)

1 PAGE NO. 1 OF 5	2 RECEIVING OFFICE NO.	3 CONTRACT NUMBER	4 ORDER DATE 04/29/04	5 SF-ZBT	6 UNIT CODE	7 FUND CODE	8 ORDER NUMBER 40-0186-4-C-24	9 SUB.
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9a TYPE PURCHASE (Check one) <input checked="" type="checkbox"/> PURCHASE ORDER <input type="checkbox"/> DELIVERY ORDER	9b SELLER'S IDENT. NO.	9c FORM 1099 <input type="checkbox"/> NO <input checked="" type="checkbox"/> YES	9d TAXPAYER'S IDENT. NO.
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10 TO: (Seller's Name, Address, City, State, Zip Code, and Phone No.) OSBORNE AND BARR One North Brentwood, 8th Floor St Louis, MO 63105 (314) 726-5511 Attn: Kathy Atwood	11 SHIP TO →	Consignee, Address, Zip Code, and Place of Inspection and Acceptance PHONE (AVC & No) (907) 761-7708 Check One → FTS →	COMM → <input checked="" type="checkbox"/>
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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
001	416	See attached Estimate dated 4/26/04 Mark Vogel to attend the All Employee meeting on September 14, 2004.	2500		1	Ea	2850.00	2850.00

20a THIS PURCHASE ORDER NEGOTIATED PURSUANT TO AUTHORITY OF 41 U.S.C. 252 (c)		21 F.O.D. POINT	22 DISCOUNT AND/OR NET PAYMENT TERMS Net 30 days	23a TYPE COMMODITY/PAYMENT CODE → <input checked="" type="checkbox"/>	25 Sub-Total →	2850.00
23 DELIVER TO F.O.D. POINT ON OR BEFORE (Date)	24 SHIP VIA	26 ESTIMATED FREIGHT	TOTAL →	2850.00		

24 ACC. LINE	29 ACCOUNTING CLASSIFICATION						30 DISTRIBUTION	31 AMOUNT
	A	B	C	D	E	F		
001	4C6080000							1,425.00
002	416080000							1,425.00

31a ISSUING OFFICE NAME AND ADDRESS USDA, Rural Development 800 W. Evergreen, Suite 201 Palmer, Alaska 99645-6539	31b ORDERED BY (Name and title) Kathleen K. Russell, Contracting Officer (No. 667)
31c COMMERCIAL PHONE (Area Code and number) (907) 761-7708	31d FTS Phone No.
31e AUTHORIZED SIGNATURE <i>Kathleen K. Russell</i>	

U.S. DEPARTMENT OF AGRICULTURE
PURCHASE ORDER TERMS AND CONDITIONS

52.252-2 Clauses Incorporated by Reference.

As prescribed in 52.107(b), insert the following clause:

Clauses Incorporated By Reference (Feb 1998)

This contract incorporates one or more clauses by reference, with the same force and effect as if they were given in full text. Upon request, the Contracting Officer will make their full text available. Also, the full text of a clause may be accessed electronically at this/these address(es): <http://www.arnet.gov/far>.

(End of clause)

<u>Clause</u>	<u>Title</u>	<u>Date</u>
52.213-1	Fast Payment Procedure	(Feb 1998)
52.213-2	Invoices	(Apr 1984)
52.213-3	Notice to Supplier	(Apr 1984)
52.243-1	Changes-Fixed-Price	(Aug 1987)

52.213-4 Terms and Conditions-Simplified Acquisitions (Other Than Commercial Items).

Terms and Conditions-Simplified Acquisitions (Other Than Commercial Items) (Oct 2003)

(a) The Contractor shall comply with the following Federal Acquisition Regulation (FAR) clauses that are incorporated by reference:

(1) The clauses listed below implement provisions of law or Executive order:

(i) 52.222-3, Convict Labor (June 2003) (E.O. 11755).

(ii) 52.222-21, Prohibition of Segregated Facilities (Feb 1999) (E.O. 11246).

(iii) 52.222-26, Equal Opportunity (Apr 2002) (E.O. 11246).

(iv) 52.225-13, Restrictions on Certain Foreign Purchases (Oct 2003) (E.o.s, proclamations, and statutes administered by the Office of Foreign Assets Control of the Department of the Treasury).

(v) 52.233-3, Protest After Award (Aug 1996) (31 U.S.C. 3553).

(2) Listed below are additional clauses that apply:

(i) 52.232-1, Payments (Apr 1984).

(ii) 52.232-8, Discounts for Prompt Payment (Feb 2002).

(iii) 52.232-11, Extras (Apr 1984).

(iv) 52.232-25, Prompt Payment (Oct 2003).

(v) 52.233-1, Disputes (July 2002).

(vi) 52.244-6, Subcontracts for Commercial Items (Apr 2003).

(vii) 52.253-1, Computer Generated Forms (Jan 1991).

(b) The Contractor shall comply with the following FAR clauses, incorporated by reference, unless the circumstances do not apply:

(1) The clauses listed below implement provisions of law or Executive order:

(i) 52.222-19, Child Labor-Cooperation with Authorities and Remedies (Sept 2002) (E.O. 13126). (Applies to contracts for supplies exceeding the micro-purchase threshold.)

(ii) 52.222-20, Walsh-Healey Public Contracts Act (Dec 1996) (41 U.S.C. 35-45) (Applies to supply contracts over \$10,000 in the United States, Puerto Rico, or the U.S. Virgin Islands).

(iii) 52.222-35, Equal Opportunity for Special Disabled Veterans, Veterans of the Vietnam Era, and Other Eligible Veterans (Dec 2001) (38 U.S.C. 4212) (Applies to contracts of \$25,000 or more).

(iv) 52.222-36, Affirmative Action for Workers with Disabilities (June 1998) (29 U.S.C. 793). (Applies to contracts over \$10,000, unless the work is to be performed outside the United States by employees recruited outside the United States.) (For purposes of this clause, *United States* includes the 50 States, the District of Columbia, Puerto Rico, the Northern Mariana Islands, American Samoa, Guam, the U.S. Virgin Islands, and Wake Island.)

(v) 52.222-37, Employment Reports on Special Disabled Veterans, Veterans of the Vietnam Era, and Other Eligible Veterans (Dec 2001) (38 U.S.C. 4212) (Applies to contracts of \$25,000 or more).

(vi) 52.222-41, Service Contract Act of 1965, As Amended (May 1989) (41 U.S.C. 351, *et seq.*) (Applies to service contracts over \$2,500 that are subject to the Service Contract Act and will be performed in the United States, District of Columbia, Puerto Rico, the Northern Mariana Islands, American Samoa, Guam, the U.S. Virgin Islands, Johnston Island, Wake Island, or the outer continental shelf lands).

(vii) 52.223-5, Pollution Prevention and Right-to-Know Information (Aug 2003) (E.O. 13148) (Applies to services performed on Federal facilities).

(viii) 52.225-1, Buy American Act-Supplies (June 2003) (41 U.S.C. 10a-10d) (Applies to contracts for supplies, and to contracts for services involving the furnishing of supplies, for use in the United States or its outlying areas, if the value of the supply contract or supply portion of a service contract exceeds the micro-purchase threshold and the acquisition-

(A) Is set aside for small business concerns; or

(B) Cannot be set aside for small business concerns (see 19.502-2), and does not exceed \$25,000).

(ix) 52.232-33, Payment by Electronic Funds Transfer-Central Contractor Registration (Oct 2003). (Applies when the payment will be made by electronic funds transfer (EFT) and the payment office uses the Central Contractor Registration (CCR) database as its source of EFT information.)

(x) 52.232-34, Payment by Electronic Funds Transfer-Other than Central Contractor Registration (May 1999). (Applies when the payment will be made by EFT and the payment office does not use the CCR database as its source of EFT information.)

(xi) 52.247-64, Preference for Privately Owned U.S.-Flag Commercial Vessels (Apr 2003) (46 U.S.C. Appx 1241). (Applies to supplies transported by ocean vessels (except for the types of subcontracts listed at 47.504(d).)

(2) Listed below are additional clauses that may apply:

(i) 52.209-6, Protecting the Government's Interest When Subcontracting with Contractors Debarred, Suspended, or Proposed for Debarment (July 1995) (Applies to contracts over \$25,000).

(ii) 52.211-17, Delivery of Excess Quantities (Sept 1989) (Applies to fixed-price supplies).

(iii) 52.247-29, F.o.b. Origin (June 1988) (Applies to supplies if delivery is f.o.b. origin).

(iv) 52.247-34, F.o.b. Destination (Nov 1991) (Applies to supplies if delivery is f.o.b. destination).

(c) FAR 52.252-2, *Clauses Incorporated by Reference* (Feb 1998). This contract incorporates one or more clauses by reference, with the same force and effect as if they were given in full text. Upon request, the Contracting Officer will make their full text available. Also, the full text of a clause may be accessed electronically at this/these address(es): <http://www.arnet.gov/far>.

(d) *Inspection/Acceptance*. The Contractor shall tender for acceptance only those items that conform to the requirements of this contract. The Government reserves the right to inspect or test any supplies or services that have been tendered for acceptance. The Government may require repair or replacement of nonconforming supplies or reperformance of nonconforming services at no increase in contract price. The Government must exercise its postacceptance rights-

(1) Within a reasonable period of time after the defect was discovered or should have been discovered; and

(2) Before any substantial change occurs in the condition of the item, unless the change is due to the defect in the item.

(e) *Excusable delays*. The Contractor shall be liable for default unless nonperformance is caused by an occurrence beyond the reasonable control of the Contractor and without its fault or negligence, such as acts of God or the public enemy, acts of the Government in either its sovereign or contractual capacity, fires, floods, epidemics, quarantine restrictions, strikes, unusually severe weather, and delays of common carriers. The Contractor shall notify the Contracting Officer in writing as soon as it is reasonably possible after the commencement of any excusable delay, setting forth the full particulars in connection therewith, shall remedy such occurrence with all reasonable dispatch, and shall promptly give written notice to the Contracting Officer of the cessation of such occurrence.

(f) *Termination for the Government's convenience*. The Government reserves the right to terminate this contract, or any part hereof, for its sole convenience. In the event of such termination, the Contractor shall immediately stop all work hereunder and shall immediately cause any and all of its suppliers and subcontractors to cease work. Subject to the terms of this contract, the Contractor shall be paid a percentage of the contract price reflecting the percentage of the work performed prior to the notice of termination, plus reasonable charges that the Contractor can demonstrate to the satisfaction of the Government, using its standard record keeping system, have resulted from the termination. The Contractor shall not be required to comply with the cost accounting standards or contract cost principles for this purpose. This paragraph does not give the Government any right to audit the Contractor's records. The Contractor shall not be paid for any work performed or costs incurred that reasonably could have been avoided.

(g) *Termination for cause*. The Government may terminate this contract, or any part hereof, for cause in the event of any default by the Contractor, or if the Contractor fails to comply with any contract terms and conditions, or fails to provide the Government, upon request, with adequate assurances of future performance. In the event of

termination for cause, the Government shall not be liable to the Contractor for any amount for supplies or services not accepted, and the Contractor shall be liable to the Government for any and all rights and remedies provided by law. If it is determined that the Government improperly terminated this contract for default, such termination shall be deemed a termination for convenience.

(h) *Warranty*. The Contractor warrants and implies that the items delivered hereunder are merchantable and fit for use for the particular purpose described in this contract.

(End of clause)

452.204-70 Inquiries.

INQUIRIES (FEB 1988)

Inquiries and all correspondence concerning this solicitation should be submitted in writing to the Contracting Officer. Offerors should contact only the Contracting Officer issuing the solicitation about any aspect of this requirement prior to contract award.

(End of provision)



One North Brentwood, 8th Floor, St. Louis, MO. 63105

OSBORN & BARR
COMMUNICATIONS

Estimate

USDA

Date : 4/26/2004

Attention:

Page : 1

Client Ref #:	Client:	usda	Division:	misc	Product:	misc
Estimate # : 013247	Job # :	USDA "Living the Brand" Alaskan	021283	USDA "Living the Brand" Alaskan		
Comp # : 01	Comp # :	USDA "Living the Brand" Alaskan	01	USDA "Living the Brand" Alaskan		
Quote # : 01	Revision # :	01	Sales Class:	Account Services		

Description	Amount
-------------	--------

This estimate has been created to cover costs associated with the USDA Living the Brand Workshop.

Agency Fees:	
Agency Fee	2,000.00
Cost for agency to present "Living the Brand" workshop.	
	Agency Fees: 2,000.00
Outside Expense:	
Travel Expenses	850.00
	Outside Expense: 850.00
	<hr/>
Total Estimate Amount:	\$2,850.00



One North Brentwood, 8th Floor, St. Louis, MO. 63105

OSBORN & BARR
COMMUNICATIONS

Estimate

USDA

Date: 4/26/2004

Attention:

Page: 2

Client Ref #:	Client: usda	Division misc	Product misc
Estimate # : 013247	USDA "Living the Brand" Alaskan	Job # : 021283	USDA "Living the Brand" Alaskan
Comp # : 01	USDA "Living the Brand" Alaskan	Comp # : 01	USDA "Living the Brand" Alaskan
Quote # : 01	Revision # : 01	Sales Class:	Account Services

Description	Amount
-------------	--------

This estimate is subject to a +/- 10% variance.

The costs are based upon our understanding at this time. These costs do not include any allowances for revisions or changes after this date. This estimate is subject to review if not approved within (30) days or if production is not complete within (60) days. Photo and broadcast estimates do not allow for "Rain-Out" or "Cancellation Fees".

Payment:

Upon termination of the agreement Osborn & Barr shall be entitled to receive the compensation and expenses in its entirety as provided herein for its services as outlined herein for advertising /public relations purchased, and for any uncancelable materials and/or contracts finished or in preparation. Photo illustrations are based upon a "usage fee" unless otherwise noted. Freight, delivery and postage expenses are estimates only. Actual costs will be billed accordingly.

Jimmy Vatterott
Production Manager

Robert J. J.
Account Executive

April 27, 2004
Date

Kathleen Russell
Client Signature
see attached Purchase Order

Date *4/29/04*

PROCUREMENT REQUEST <small>INSTRUCTIONS: Agencies must provide entries in unshaded areas. See reverse.</small>		TO: (Procurement Office) <div style="font-size: 2em; font-weight: bold; margin-top: 10px;">COPY</div>				1. REQUESTING OFFICE SUPERVISOR SIGNATURE		
2 RECEIVING OFFICE NO.	3 CONTRACT NUMBER (If Applicable)	4 ORDER DATE	5	6 UNIT CODE	7 FUND CODE	8 PURCHASE/DELIVERY ORDER NUMBER	9 SUB.	1A. PROCUREMENT REQUEST NO.
								1B. DATE 04-29-04

CHECK ONE <input type="checkbox"/> Purchase Order <input type="checkbox"/> Delivery Order	10. TO: (Seller) Osborn-Barr St. Louis, MO Attn: Kathy Atwood 800-666-1765	11. SHIP TO: (Consignee and Destination) USDA Rural Development One Credit Union Place, Suite 330 Harrisburg, PA 17110 <input type="checkbox"/> INSIDE DELIVERY REQUESTED
---	---	---

12 LINE ITEM	13 ACT. CODE	14 DESCRIPTION	15 BUDGET OBJECT	16 ACC. LINE	17 QUANTITY	18 UNIT ISSUE	19 UNIT PRICE	20 AMOUNT
		State "Mini" Marketing Session 6-15-04 fee \$2,000 travel 800						2800 - travel estimated
		JUSTIFICATION: Follow up to Marketing Rollout						
		signed (Alaska - Arkansas Gov. Works. TN ID combination of LA Sonia Hernandez Account/Gov. Billing 314-7461975 For additional information please contact: [Signature] (238-2269)						
		TECHNICAL CONTACT	TELEPHONE NO.					

21 FOB POINT	22 DISCOUNT TERMS	25 Sub-Total	26
23 REQUIRED DELIVERY (DO NOT USE ASAP)	23A NEGOTIATED DELIVERY	24 SHIP VIA	26 ESTIMATED FREIGHT
			27 TOTAL
			2800. - plus travel

28 ACC. LINE	29 ACCOUNTING CLASSIFICATION					30 DISTRIBUTION	31 AMOUNT
	A	B	C	D	E		
2	5	10	5	3	1	4	1
						2	

RECOMMENDED SOURCE(S) (If necessary, use attached)	I certify that the above items are necessary for use in the public service.
	TITLE
	STATE DIRECTOR
	SIGNATURE OF AUTHORIZED REPRESENTATIVE
	[Signature]
FUNDS AVAILABLE SIGNATURE	DATE



One North Brentwood ♦ Eighth Floor ♦ St. Louis, Missouri 63105 ♦ (314) 726-5511 ♦ (888) BELIEF-2 ♦ (314) 726-6350 FAX ♦ www.osborn-barr.com

To: Rose Marie Massa	From: Kathy Atwood
Fax: 717-237-2191	Date: 5-3-04
Phone:	Pages: 3
Re:	CC:
<input type="checkbox"/> URGENT <input type="checkbox"/> For Review <input type="checkbox"/> Please Comment <input type="checkbox"/> Please Reply <input type="checkbox"/> Please Recycle	
<p>Comments:</p> <p>Hi Rose Marie,</p> <p>Attached is the estimate for the "Living the Brand" workshop to be conducted by Mark Vogel on Tues., June 15. Travel expenses may look a bit high but want sure what airfare would be, hotel, meals, etc.</p> <p>Please sign and fax back to me at 314-726-6350.</p> <p>Thanks,</p> <p>Kathy</p>	
<p>We Create Belief®</p>	

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OSBORN & BARR
COMMUNICATIONS

One North Brentwood, 8th Floor, St. Louis, MO. 63105

Estimate

USDA

Date: 4/29/2004

Page: 1

Attention:

Client Ref #:	Client:	usda	Division misc	Product misc
Estimate # : 013384	USDA "Living the Brand" PA Work	Job # : 021458	USDA "Living the Brand" PA Works	
Comp # : 01	USDA "Living the Brand" PA Work	Comp # : 01	USDA "Living the Brand" PA Works	
Quote # : 01	Revision # : 00	Sales Class:	Account Services.	

Description	Amount
<p>This estimate has been created to cover costs associated with the USDA Living the Brand Workshop</p> <p>Mark Vogel from Osborn & Barr Communications will travel to PA to present the "Living the Brand" workshop. Any changes to these job specifications will require a revised estimate.</p>	
Agency Fees:	
Agency Fees	2,000.00
	Agency Fees:: 2,000.00
Outside Expense:	
Travel Expenses	800.00
	Outside Expense:: 800.00
Total Estimate Amount:	\$2,800.00



OSBORN & BARR
COMMUNICATIONS

One North Brentwood, 8th Floor, St. Louis, MO. 63105

Estimate

USDA

Date: 4/29/2004

Page: 2

Attention:

Client Ref #:

Client: usda Division misc Product misc

Estimate #: 013384 USDA "Living the Brand" PA Work

Job #: 021458 USDA "Living the Brand" PA Works

Comp #: 01 USDA "Living the Brand" PA Work

Comp #: 01 USDA "Living the Brand" PA Works

Quote #: 01 Revision #: 00

Sales Class: Account Services

Description

Amount

This estimate is subject to a +/- 10% variance.

The costs are based upon our understanding at this time. These costs do not include any allowances for revisions or changes after this date. This estimate is subject to review if not approved within (30) days or if production is not complete within (60) days. Photo and broadcast estimates do not allow for "Rain-Out" or "Cancellation Fees".

Payment:

Upon termination of the agreement Osborn & Barr shall be entitled to receive the compensation and expenses in its entirety as provided herein for its services as outlined herein for advertising /public relations purchased, and for any uncancelable materials and/or contracts finished or in preparation. Photo illustrations are based upon a "usage fee" unless otherwise noted. Freight, delivery and postage expenses are estimates only. Actual costs will be billed accordingly.

Annex Vatterott

Production Manager

Client Signature

Mark A. Ough

Account Executive

Date

4/30/04

Date