

May 31, 2013

Ms Heath Keirstead
Education & Outreach, Invasive Species
Benton Soil & Water Conservation District
456 SW Monroe Ave., Suite 110
Corvallis OR 97333

RE: Teamworkx Job Contract

Dear Heath;

Thank you very much for the opportunity to serve you! We really enjoyed learning about your program and goals. We admire your dedication to the task of identifying and eradicating invasive weeds.

Teamworkx was contracted to provide marketing research and analysis to develop an Invasive Weeds Eradication Program with attention to these areas: Branding/Messaging, Desired Outcomes, Financial Forecasting, and Recommendations. The attached report fails to provide specific advice, since the available budget will affect the scope of the campaigns created to accomplish specific goals. However this report does provide information that will prove useful for understanding cost-effective strategies so that decisions can be made about where to spend precious resources. This information should be the starting point from which we can dial in actionable campaigns that are affordable. What BSWCD can afford is not known to us.

One theme that this report supports is that of targeted marketing. By understanding the characteristics of those individuals and organizations already involved, future campaigns can use those characteristics to identify other prospects, and uncover the keys to motivating them to action.

Another important consideration is how merchandise including literature, banners, buttons, stickers, apparel and more can be used to inspire and motivate people, as well as give "activists" the tools they need to educate people within their network.

It was clear to us that BSWCD has many resources on hand to accomplish their goals. In this time of diminishing budgets, it is imperative that sound strategies are employed so resources are not wasted.

We look forward to continuing the discussion so we can ultimately create and help execute campaigns to effectively address the problems of invasive weeds. When can we schedule a follow-up call?

Warm Regards,

Eric Fraser
Teamworkx
Cell: 707.479-8247

Chapter 1: Overview

Benton County covers 679 square miles and includes over 85,000 residents, in approximately 33,000 households, 56% living in owner-occupied structures. The median age is 31.7, according to the US Census, 7 years below the median age of 38.7 in all of the state of Oregon. More people on average walked or biked, or car-pooled to work in Benton County than in most other parts of the state. Around 37% of the county's employed civilians work in educational services and health care; 30% are employed by federal, state, or local governments. Almost half the residents 25 and over of the county have a Bachelor's degree. Approximately 17% of the county's households have changed their addresses in the past year. (Source: <http://factfinder2.census.gov>)

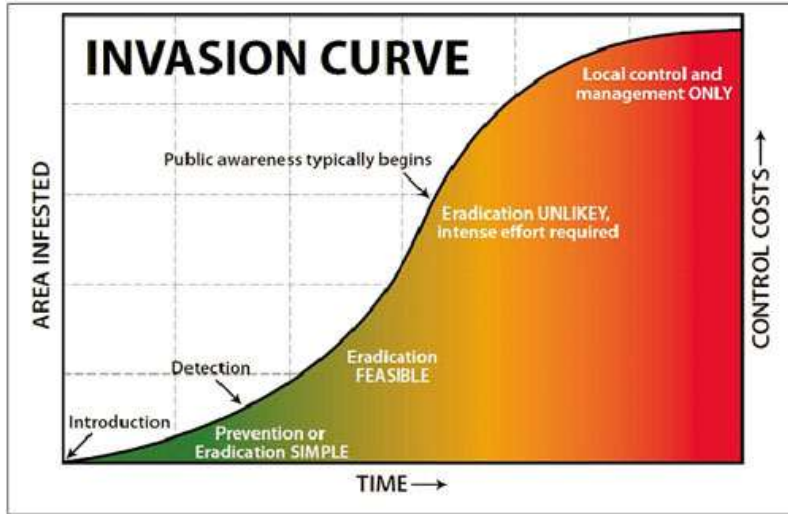
In short, the typical Benton resident is active with outdoor recreation, and is educated. Many fit the profile of a LOHAS consumer, i.e., one that enjoys the **Lifestyles Of Health And Sustainability**.

The ecosystems that identify both the invasive plants, as well as personal/business activities transcend the county's political boundaries. The seeds and plants that are defined as "invasive", and rise to the level of "noxious" are by nature not from the area, not indigenous. Many people travel to Benton County for recreation and to work in agriculture, creating the need to educate not only county residents, but those that may bring invasive species with them, or potential carry them back to their areas. Lastly, many important businesses that operate in Benton County also operate in other parts of the state and country.

Benton Soil & Water Conservation District (BSWCD) is tasked with the creation and execution of an Invasive Weeds Eradication Program to be implemented by the Cooperative Weed Management Area (CWMA). The CWMA is comprised of many agencies and organizations that need to attack the problem and show progress in an era of eroding government funds and future budgets. In short, BSWCD needs to develop new strategies to leverage the resources they have, and discover and utilize new resources from strategically aligned individuals, groups, businesses, and other agencies.

Building off the materials already developed by the CWMA, including the spreadsheet entitled "Invasive Weeds Planning Process: Public Engagement Strategy (9/29/11 Draft by Keirstaed Ayotte)", the following information should provide some "out-of-the-box" suggestions and methodology to augment the planning already initiated.

An ounce of prevent may be worth a pound of cure. The identification and removal of noxious invasive pests at the earliest stages will reduce the overall cost of eradication.



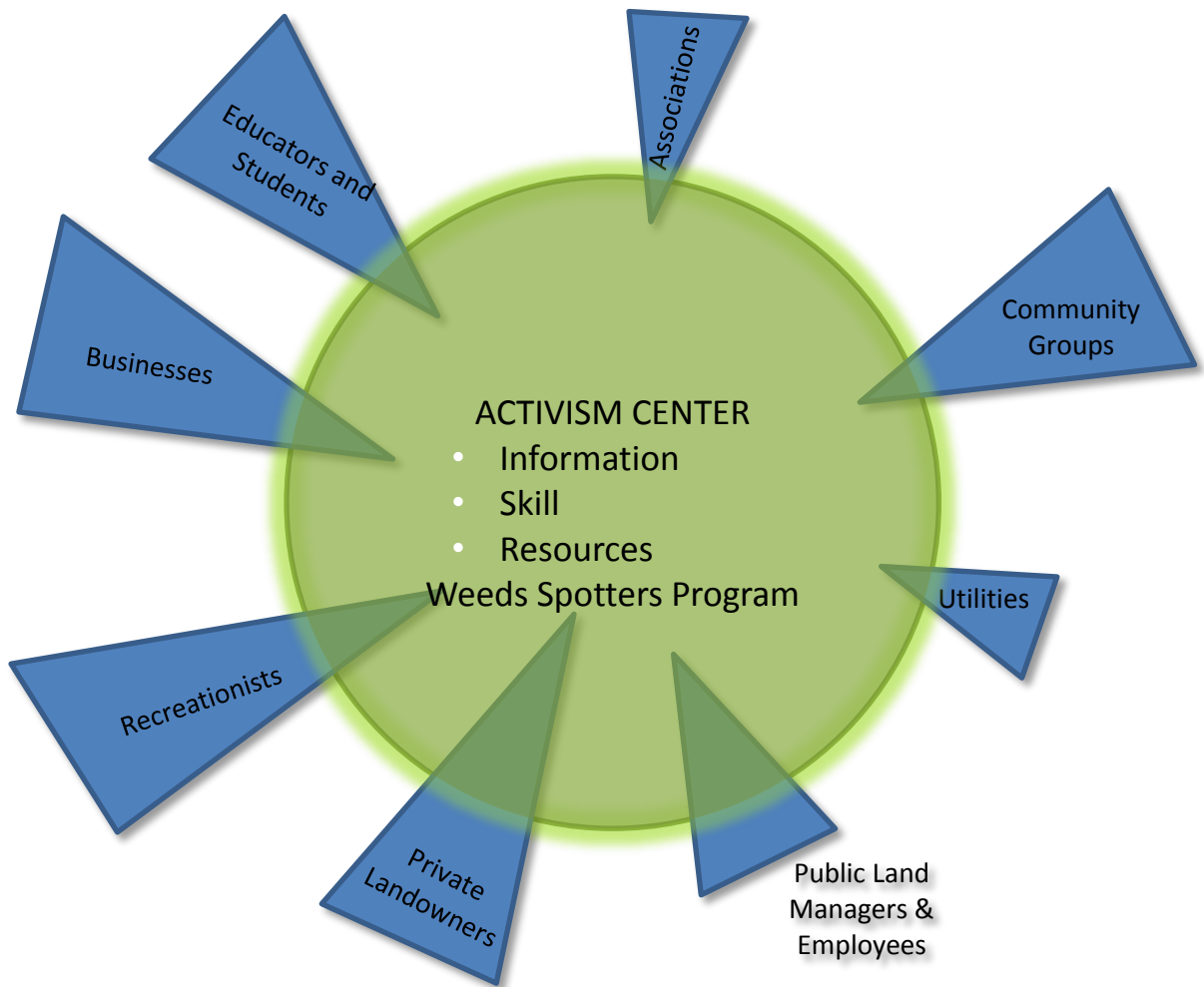
(From www.senrm.sa.gov.au)

Chapter 2: Audiences

Imagine a circle. Within that circle are the resources, staff, and volunteers in the Weed Spotters program, information and anything else harnessed into the efforts to fight invasive weeds in Benton County. Our research indicates that there is plenty of information available in print and on-line to help identify invasive weeds, including those ranked most noxious, especially from Oregon State University. The BSWCD staff is knowledgeable and willing to share that knowledge to anybody that asks. The Weed Spotters program trains dozens each year.

Graphically, we overlay on the circle of influence triangles that represent each target audience. People may belong to more than one target audience. The area of the triangle within the circle represents those people, businesses and organization that can be called upon to carry the message forward to those not currently found within the circle of influence. The goal is to increase the circle of influence so that more people are educated, however knowing that it will be impossible to engage 100% of the target audiences with 100% saturation of CWMA pedagogy.

Some of the target audiences have members that are already enrolled in the fight against invasive species. Their involvement may be that they are knowledgeable, or that they are trained to prevent, spot, or eradicate target weeds. How well does BSWCD know the characteristics of those that are already enlisted? If someone is trained by BCSWD, do managers also know if that volunteer owns a business? Is an educator? Owns real estate? Participates in other community groups or activities? Learning how those that are already involved – let's call them "activists" - can influence others within their target audiences is key to maximizing the leverage their influence can provide, and reducing costs overall for marketing communications materials.



Priority Audiences:

Private Landowners

Primary Messages: Stop the Spread, Know the Weeds.

Campaign Messages: Protect Land Values, Be A Good Neighbor, Spot New Pests.

Potential Strategic Partners and Sponsors: Other Agencies, Retailers, Utility Companies, Realtors, Insurance Companies and Brokers, Tree Services, Landscapers, Pest Control Companies, Consumer Brands, Banks and Credit Unions.

Useful Marketing Materials: Literature, Direct Mail, Yard Signs, Playing Cards, Stickers, Buttons, Brushes, and Magnets.

Public Land Managers and Employees

Primary Messages: Stop the Spread, Know the Weeds, and Know When to Mow.

Campaign Messages: Protect the Community, Be a Trained Professional, Spot New Pests .

Potential Strategic Partners and Sponsors: Other Agencies, BioControl Product Manufacturers, Equipment Manufacturers/Dealers

Useful Marketing Materials: Literature, BMP Manual, Certificates of Training, Banners, Stickers, Buttons, Brushes, and Magnets.

Recreationalists

Primary Messages: Stop the Spread, Know the Weeds, and Clean Your Gear.

Campaign Messages: Protect the Environment, Protect Your Home Environment, Be a Knowledgeable User.

Potential Strategic Partners and Sponsors: Retailers, Tourism Boards, Chambers of Commerce, Outfitters, Outdoor Brands, RV and Boat Dealers, Tour Operators/Guides, Lodging, Restaurants.

Useful Marketing Materials: Literature, Certificates of Training, Bandannas, Signage at Recreation Areas, Stickers, Buttons, and Brushes.

Businesses

Primary Messages: We are Good Neighbors – You should Be Too.

Campaign Messages: We are Enrolled to Help Prevent the Spread. We are Trained and Certified (by taking a fee for service class appropriate for the business classification: Realtor, Plant Nursery, Small Farm, Property Manager, Outdoor Outfitters/Guides. Business can also enroll as consumer education centers.

Potential Strategic Partners and Sponsors: Other Agencies, Chambers of Commerce, Organic Ag Certifiers, Businesses, Utility Companies, Insurance Companies.

Useful Marketing Materials: Literature, Certificates of Training, Banners, Bag Stuffers, Floor Mats, Door Decals, Posters, BMP Manuals, Stickers, Buttons, Bandannas (resale), Brushes (resale).

Associations (Farm Bureau, Chambers of Commerce)

Primary Messages: We Want to Help

Campaign Messages: Let's Figure This Out Together.

Useful Marketing Materials: Literature, Certificates of Training, Banners, Bag Stuffers, Floor Mats, Door Decals, Posters, Stickers, Buttons.

Community Groups (Youth Groups, Scouts, Lions/Rotary, etc.)

Primary Messages: We Want to Help

Campaign Messages: Let's Figure This Out Together.

Useful Marketing Materials: Literature, Certificates of Training, Banners, Bag Stuffers, Floor Mats, Door Decals, Posters, Coloring Books, Stickers, Buttons.

Utility and Maintenance Workers

Primary Messages: We are Good Corporate Citizens, Know When to Mow

Campaign Messages: Our Employees Are Trained Professional Servants of the Community.

Useful Marketing Materials: Literature, Certificates of Training, Banners, Floor Mats, Door Decals, Posters, Stickers, Buttons.

Educators/Students

Primary Messages: Stop the Spread, Know the Weeds

Campaign Messages: We Help Serve Our Communities, We are Responsible Environment Stewards

Useful Marketing Materials: Literature, Certificates of Training, Banners, Floor Mats, Door Decals, Posters, Stickers, Buttons, Coloring Books.

Some other angles to consider include cooperation with other organizations appealing to LOHAS sensibilities including Organic Ag Certifiers (like Oregon Tilth), OMRI (Organic Materials View Institute), Pesticide Reduction Activists, and nonGMO Activist (many see GMOs as an invasive threat, and people need to be vigilant about GMO “volunteers” and super weeds spawned by massive doses of herbicides like Glyphosate).

House Bill 3364 requires “integrated pest management” for state programs such as invasive weed control on public property from forests to universities to roadsides, according to Scoot Learn of OregonLive.com. Will BSWCD become a model for demonstrating IPM methodology, moving beyond the intent of the law? If so, OMRI and other sustainable ag suppliers and consultants may be attracted to support BSWCD’s efforts.

Chapter 3: Campaigns and Data

Depending on budget, BSWCD/CWMA should focus in on the specific *actions* desired from their target audiences. This strategy in action is called a “campaign”, and each campaign has specific goals, resources coordinated within a design folio, data to show a “prospect pool” of qualified individuals or contacts within businesses and other organizations, and the designation of who will administer the campaign.

Examples of campaigns include a call to action for local businesses to attend an inexpensive training session, or for businesses to participate in a “Stop the Spread” awareness campaign by agreeing to display signs and banners in their stores or offices and to engage their customers with handouts and resale items.

Ideally, one campaign would be devised for each target audience per quarter.

The campaign is executed against a prospect pool by using targeted direct mail, email, phone calls and personal visits. The phone and follow-up email has been proven to be the most effective for moving businesses and organizations into the “Closed-Won” category; however, outreach to citizens may be more difficult using this method. Individuals can be reached through a number of channels including social media, direct mail, and through information transmitted by supporting businesses and organizations.

To be persuasive in a campaign, an easy to grasp value proposition needs to be presented. For businesses to enroll employees in a seminar, they need to be convinced that the decision is good for their business, as well as the community at large. Are the motivations of current volunteers, sponsor and graduates well known? What are the reasons why somebody gets involved? Frequently, the value proposition for a campaign will change based on new insights on what motivates the target audience.

Keeping tabs on the prospect pool is the job of solid CRM software. CRM means “customer relationship management” and as a class of software it is the focus of attention for anyone engaging campaign strategies. Data assembled within the CRM matrix provides current contact information as well as useful historical data. What is the status of the BSWCD CRM? Many CRM software solutions are available on-line in the “cloud”. (An example of this is Salesforce.com).

Campaigns have a start date, and most importantly an end date. The end date provides a reminder that the campaign should be intense to be effective. Most campaigns last from 6 – 12 weeks, however the effects of a successful campaign can last for years.

Chapter 4: Merchandising and Fulfillment

Using literature, promotional products, and apparel to inform and inspire target audiences is cost-effective if distributed effectively, and managed well internally. Frequently, organizations without good internal controls and distribution (i.e. campaign) strategies end up wasting resources due to errors made on the materials themselves, ordering too little or too much, not properly accounting for or securing high value items, or not having a distribution plan so that materials are distributed in a timely manner.

Our affiliate, Pennworthy Associates, successfully managed the grassroots materials used in California's Prop 37 (California Right To Know GMOs - CRTK) with an initial \$20,000 investment in inventory. Over a three month period, our fulfillment center in Santa Cruz sent almost 2,000 paid orders to citizens in California and elsewhere, producing tens of thousands of dollars in profit for CRTK after they recovered their initial investment. The emphasis was on "wholesale" pricing for small batches of materials that can be used in a grassroots activism. See <http://www.four51.com/ui/AutoLogon.hcf?id=aa0b6daf-96f9-41fc-9dc5-d66a9007cd8a> Our fulfillment center handled all aspects of the operation including eCommerce web design, ordering merchandise, inventory, order fulfillment, shipping, customer service/returns, custom orders, sales tax collection and remittance.

While this fulfillment model is not good for distributing individual inexpensive items (individual sticker, buttons, etc.), it was very effective for distributing small lots (25 buttons, 50 stickers) at "wholesale prices". In some cases materials purchased through the fulfillment center were resold to raise funds for local efforts. Also, the professional presentation inspired other groups to order custom merchandise to fit their needs; these orders would produce an income stream for CRTK without costing them anything.

Our eCommerce software however can be used to collect orders for inexpensive items, with the actual fulfillment coming from the client's office. Some clients want a hybrid model that captures orders for wholesale lots and custom orders through the fulfillment center and also informs them about what needs to be sent from their offices.

One powerful tool is to make "kits" from the various items available. Kits can target businesses, groups, or individuals so they have everything they need to carry out their mission. Usually, the kit also represents a cost savings for them over purchasing the items individually.

Furthermore, orders can be shipped from fulfillment using an organization's purchase order. Many government organizations prefer this model. The PO system provides an authorization loop so managers can approval all orders prior to shipping.

Costs for fulfillment varies depending on inventory requirements, number of items, etc. Charges include set-up costs, inventory, and processing per order. Shipping costs and sales taxes are borne by the purchaser.

Chapter 5: Design Portfolios

Materials needed for specific campaigns, as well for overall marketing communication tasks, are identified within Design Portfolios. Between themes there is continuity. Materials are added to the portfolios as needed, and the inventory list reminds managers about what has already been created and can be reused or updated.

1) Library of Invasive Weeds (Identification). This folio should have good photo reference, text, and other graphics deployable for each of the species found within the EDRR list. Suitable materials are probably available from OSU, ODA USDA or within BSCWCD. If needed for reproduction on literature, social media, merchandise (flexoprinted labels, magnets, literature, electronic media, banners) certain graphic standards need to be met depending on the usage. Public domain? Copyright issues? Attributions?

2) Benton County Weed Spotters

- a) Logo that can be used consistently for multiple years.
- b) Yearly design (illustration and slogan) meant to inspire trained volunteers, activists.
- c) "I'm a" that can be used on certificates, merchandise exclusively for trained volunteers.
- d) Subset that announces that you can "Become a", that is appropriate for bag stuffers, retail point-of-purchase (POP) materials, banners. Also PR and Social Media
- e) Subsets to be used in specific business training programs (nurseries, outdoor outfitters/guides, property managers, realtors, small farms) and collateral materials.
- f) Literature also with an emphasis on emerging threats.
- g) GPS instructions or apps, and forms used to report invasives.

3) Stop the SPREAD

- a) Logo that can be used consistently for multiple years.
- b) Yearly design (illustration and slogan) meant to inspire trained volunteers, activists.
- c) For signage in public area, cooperative messaging.
- d) Materials that are used for "enrolled" business – those that have agreed to display banners and posters, floor mats, and window decals. Also packaging for resale boot brushes and bandanas.
- e) Outreach materials to be used with recreationalists and private land owners.

4) Recruitment messaging (volunteers, WS/STS students, sponsors, local businesses)

- a) Mission Statement, Value Proposition
- b) The value proposition is very focused on the attributes of the target audience.
- c) Bios for available speakers.

5) Best Practices Manual, and Technical Information for Prevention, Eradication, and Remediation. This material is probably already available from OSU, ODA, USDA or within BSCWCD.

- a) Are eradication volunteers a subgroup to be recognized? Can they contribute to the development of the BPM?

6) Direct Mail Piece: Outreach to Private Landowners. "Don't Gamble on your Property Values – Fight Back Against Invasive Species."

- a) Co-operative piece that includes invasive insect, weed, and animal pests.
- b) Postcard with "token/ poker chip" that can be redeemed at WS/STS trainings for free merchandise (sticker, certificate, bandana).
- c) Use USPS every door direct.

7) Children's Messaging

- a) Age appropriate worksheets, stickers, coloring books.

8) PR, Social Media, and eNews. (Also include sales scripts, email templates for campaigns)

- a) Photo, video, and message strategy for social media
- b) Templates for physical press releases
- c) eNews template
- d) Templates used to build specific campaigns using email, etc.
- e) Graphic treatment of talking points or sales scripts

Chapter 6: Merchandise

Below are items to consider for various campaigns. The "Portfolios" refer to design parameters found in Chapter 5: Design Folio. Prices are supplied for guidance only. Once the campaign and products are specified, an exact and binding quote can be prepared.

1.5" **Roll Labels**, 4-color flexoprinted, paper, indoor use.

USA Made. Union Made.

Portfolios: 1) Status A Invasive Weeds, full color illustration/photo (34 on EDRR List of 08/24/12) to be used as training/identification aids.

2c) To be used on certificates or by graduates as recognition.

2d) To promote awareness of the training program.

2e) By graduates of specialized training programs.

3e) On public information days as a label sticker.

7) As children's stickers

Uses: Indoor use only on paper and fabric.

Distribution: Available in rolls (100, 200, 500).

25,000 @ \$ 0.0195 each

15,000 @ 0.0280 each

10,000 @ 0.0340 each

5,000 @ 0.0510 each

3,000 @ 0.0790 each

2,000 @ 0.1130 each

1,000 @ 0.2100 each

Possible art charges.

No set-up charges with approved art. Possible ganged run savings.

3-5 working day production.

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3.75" x 7.5" 2-color vinyl removable **bumper sticker**, fade resistant.

USA Made. Union Made.

Portfolios: 2c) To recognize graduates.

2e) By graduates of specialized training programs.

3c) As resale merchandise.

Uses: All outdoor locations on cars, trucks, RVs, equipment, skateboards. Outdoor durable for 3-5 years.

Distribution: Packages of 25 or 50 for fulfillment purposes. Individually by BCSWCD

2,500 @ \$ 0.29 ea.

2,000 @ 0.36 ea.

1,500 @ 0.415 ea.

1,000 @ 0.475 ea.

500 @ 0.755 ea.

Possible art charges.

No set-up charges with approved art.

Coupon or additional information can be imprinted on liner for additional charge.

Possible ganged run savings.

3-5 working day production.

3' x 6' (18 square feet) **Banner**, Outdoor Grade, Vinyl, grommets, stitched seams.

Full color on one-side, USA Made

Portfolios: 2d) Publicize program

3d) For use with enrolled businesses

13 – up @ \$27 each

7 – 12 @ \$33 each

1 – 6 @ \$36 each

Possible art charges.

No set-up charges with approved art.

3-5 working day production.

2.25" Celluloid **Button**, full color, pin back

Made in USA

Portfolios: 1) To advertise specific threats

2b) As commemorative merchandise

2c) To reward graduates

2e) To collateralize specific programs

3b) As commemorative merchandise

3d) for employees of enrolled businesses to wear to publicize program. Also, as resale merchandise.

5a) To reward for successful missions.

7) For educators to wear.

8) As enticements for social media campaigns.

2,500 @ \$ 0.338 each

1,000 @ 0.40 each

500 @ 0.55 each

250 @ 0.91 each

Possible art charges.

No set-up charges with approved art.

3-5 working day production.



8" Boot Brush

Wooden Multi-Purpose Brush for removing bio-residue from boots, hiking/camping gear, and marine components. Silver finish spike wrench, durable black plastic bristles. Includes shoe horn as handle. Imported. \$8 retail value.

One color imprint. Imprint area: 1 .25" h x 1.5" w

Portfolios: 3d) As resale merchandise.

500 @ \$3.75 each

250 @ 3.85 each

125 @ 4.00 each

Additional cost for packaging in retail display, Possible collateralization with hand tag or sticker.

Possible art charges.

\$50 set-up charge, on first order, with approved art.

3-5 working day production.

3.5" x 2" Refrigerator Magnet

25 mil thickness. Suitable for years of indoor use on any metal surface.

Made in US. Full color imprint.

1) To advertise specific threats

2b) As commemorative merchandise

2c) To reward graduates

2e) To collateralize specific programs

3b) As commemorative merchandise

3d) for employees of enrolled businesses to wear to publicize program. Also, as resale merchandise.

5a) To reward for successful missions.

7) For educators to use.

8) As enticements for social media campaigns.

- 10,000 units @ \$ 0.11 each
- 5,000 units @ 0.13 each
- 2,500 units @ 0.17 each
- 1,000 units @ 0.22 each

Possible art charges.
No set-up charges with approved art.
3-5 working day production.



3' x 5' (15 square feet) **Floor Mat**. Indoor/Outdoor use.
Full color Digitally Printed Thermo-Plastic Vinyl material
Made in USA
Portfolios: 2d) Publicize program
 3d) For use with enrolled businesses

- 24 units @ \$ TBD
- 18 units @ TBD
- 12 units @ TBD
- 6 units @ TBD
- 1 unit @ TBD

Possible art charges.
No set-up charges with approved art.
5 - 7 working day production.

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Window Sticker

3" x 5" Clear vinyl with removable adhesive face for inside windows and doors, including cars and trucks.
Made in USA. Rounded corners.
Price includes two standard color imprints.
Portfolios: 2d) Publicize program
 3d) For use with enrolled businesses

5,000 units @ \$ 0.145 each
2,500 units @ 0.225 each
1,500 units @ 0.300 each
1,000 units @ 0.395 each

Possible art charges.
No set-up charges with approved art.
Possible ganged run savings.
5 - 7 working day production.



Certificate

8.5 x 11 certificate paper that can be custom printed from office workstation.

- Portfolios:
- 2c) To recognize graduates.
 - 2e) By graduates of specialized training programs.
 - 3d) To recognize enrolled businesses.
 - 5a) To recognize eradicators.

Price TDB

Should be available from office supply store.
Can be custom printed with lo if quantity above 500 certificates.

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Postcard w/ game token or contest entry.

6.00" x 4.25"

Heavyweight card stock with die cut "poker chip"

Compliant to USPS mailing standards

<https://www.usps.com/business/pdf/eddm-business-mail-entry-unit-fact-sheet.pdf>

Portfolio: 6) Specifically for a Private Landowner Campaign

Price TDB

May also be used as the bag stuffer.



Coloring Book

Folded to 8.5 x 11. 16 pages.

Color cover, b/w text pages.

Age appropriate

Identifies species.

Portfolio: 1) As an identification aid

7a) As part of the education materials for children.

Price TDB.

Other Print Materials:

8.5 x 11 Flyer – 4 color/ 4 color, could be folded.

5.5 x 8.5 Bag Stuffer – 4 color/ 1 color

Poster – 11 x 14 – 4 color one side.

FSC-rated stock. High PCW %

Printed in USA.

Price and Quantity to be determined.

Some of these materials may be available already.

Apparel Items:

T-shirt

Bandanna

Price and Quantity to be determined.

Some of these materials may be available already.

