

NEBRASKA

— GAME  PARKS —



State of Nebraska RFP 6862 Z1
Nebraska Game and
Parks Commission
MARKETING RESEARCH AND ANALYSIS

Technical Proposal

SA strategic america®

letter

March 12, 2024

TO | State of Nebraska
Department of Administrative Services,
Material Division, State Purchasing Bureau

Attn: Matthew Hansen/Craig Palik

Re: RFP 6862 Z1
Marketing Research and Analysis
For the Nebraska Game and
Parks Commission (NGPC)

FROM | Strategic America

State of Nebraska



Dear RFP Review Committee,

Strategic America (SA) and Spawn Ideas are pleased to submit our response on behalf of this important communication strategy initiative for the Nebraska Game and Parks Commission. Our capabilities and expertise are herein presented for review and consideration. The marketing research, segmentation, message testing and media selection resulting from this RFP will be a critical underpinning that allows the NGPC's message to reach further and do more, meaningfully.

Nebraska's lands are inspired and vast, running until they touch the "skirts of heaven" as Scottish author Robert Louis Stevenson once penned, while TV personality Dick Cavett claimed to have a hundred pleasant Nebraska childhood memories—some right out of the famous novel Tom Sawyer. And yet Nebraskans (and others) may not fully grasp what's just within the state. As both the SA team and Spawn's CEO are Midwesterners, we get it and have ideas and strategies to share.

We recognize the diversity of Nebraska's seven SCORP regions—both geographically and amongst its population—can give rise to powerful stories that engender the spirit of adventure and exploration NGPC is seeking to impress upon the public. SA and Spawn want to share these stories with the Commission, Nebraska citizens, and anyone looking for discovery and delight in an outdoor experience nearby.

Not every bidder has the competencies in place to deliver the data-enriched strategy and insights that SA/Spawn collaboration can offer. Not all understand the power of strategic alliances. Our team's approach to deep-dive segmentation will pair potent competencies with Spawn's nationally recognized outdoor, destination, travel and tourism marketing expertise, and an unparalleled digital and traditional media

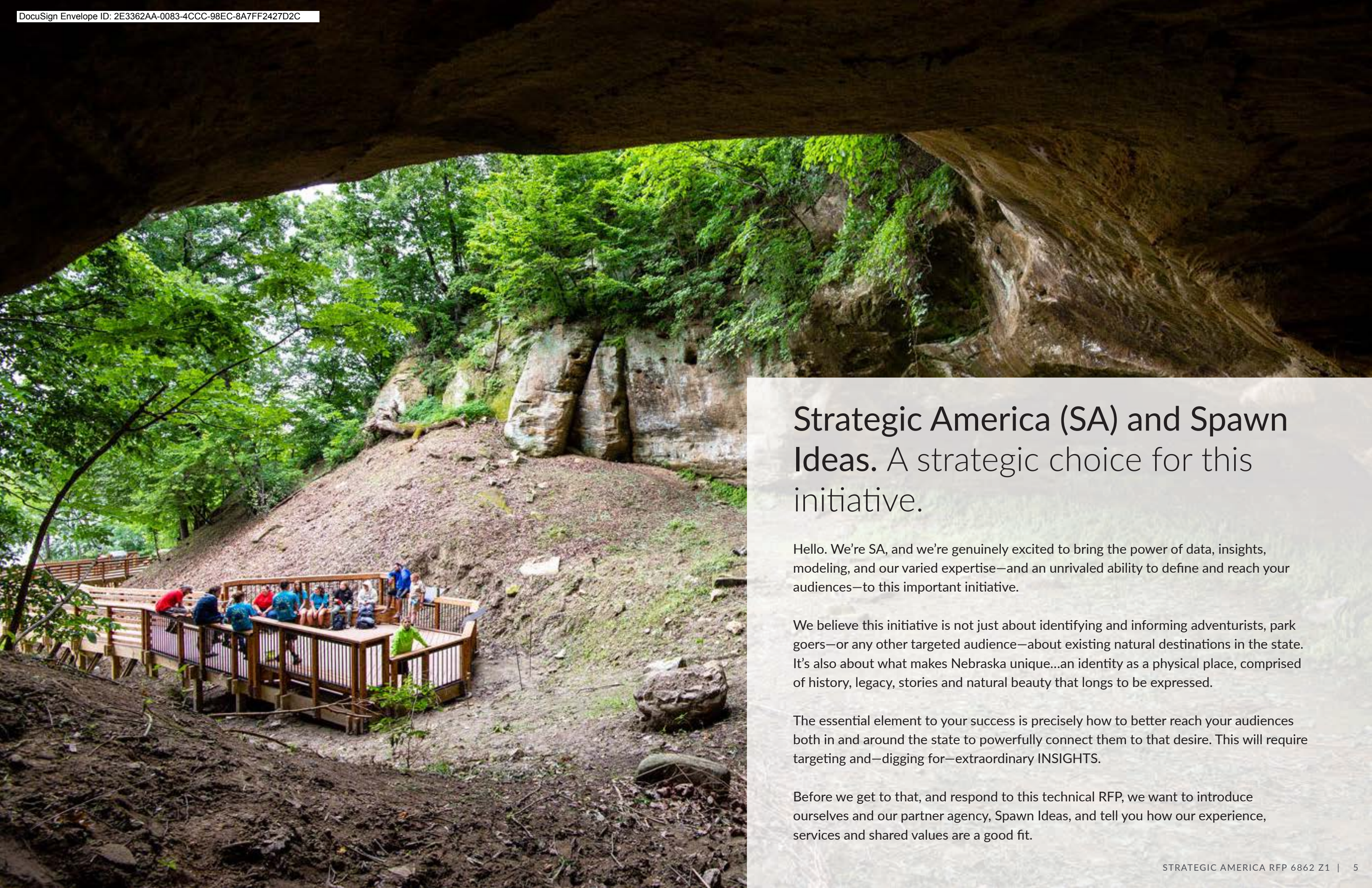
database already delivering successful marketing services for Nebraska agencies and companies, including:

- **Recent Partnership with the Nebraska Secretary of State's Office**, currently executing a statewide Nebraska Voter ID education campaign, in support of recent legislation.
- **Ongoing partnership with the Nebraska Corn Board**: SA delivered the iconic "Del and Ed," and reached Nebraska consumers, corn producers, influential officials and the media with powerful and memorable campaigns, including "The Plant that Can Change the Planet."
- **Experience Serving Other Nebraska State Agencies and Companies**: For the past 40+ years, SA has served clients in Nebraska—including DNA Genetics/Pillen Family Farms, Exmark, Lennox, Berkshire Hathaway affiliates MedPro and Homemakers Furniture, Hello Garage, Wendy's and many others.

We are confident in this team's ability to understand and convey powerful insights via an outstanding strategic approach to market research, data, analytics, and audience segmentation, to power successful outcomes for the Nebraska Game and Parks Commission. For additional information, please reach out to me at 515-453-2003 or jschreurs@strategicamerica.com.

Thank you.

John Schreurs | President/CEO | Strategic America



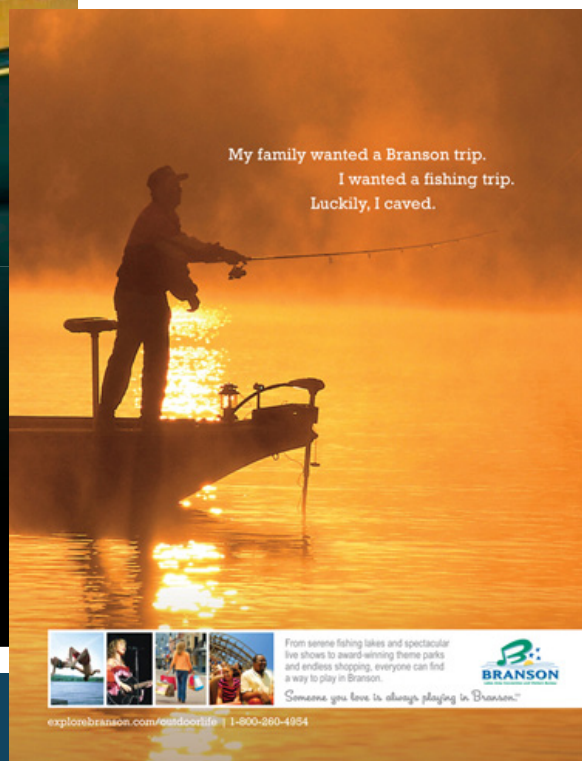
Strategic America (SA) and Spawn Ideas. A strategic choice for this initiative.

Hello. We're SA, and we're genuinely excited to bring the power of data, insights, modeling, and our varied expertise—and an unrivaled ability to define and reach your audiences—to this important initiative.

We believe this initiative is not just about identifying and informing adventurers, park goers—or any other targeted audience—about existing natural destinations in the state. It's also about what makes Nebraska unique...an identity as a physical place, comprised of history, legacy, stories and natural beauty that longs to be expressed.

The essential element to your success is precisely how to better reach your audiences both in and around the state to powerfully connect them to that desire. This will require targeting and—digging for—extraordinary INSIGHTS.

Before we get to that, and respond to this technical RFP, we want to introduce ourselves and our partner agency, Spawn Ideas, and tell you how our experience, services and shared values are a good fit.



Strategic capabilities via strategic partnerships...

For more than 40 years, Strategic America has helped Midwestern and American brands exceed their business goals, tell their stories, reach their potential. We do it through data-enriched insights and compelling solutions. SA is an independent, employee-owned firm just next door in West Des Moines, Iowa.

SA and Spawn's expertise includes marketing research, strategy, creative and media planning for destination brands in tourism, state park foundations, outdoor products and member services groups. Together, we successfully completed the research, insights and planning for a statewide confluence of water trails now known as ICON, a massive project that has direct economic impacts in recreation, workforce attraction, water quality/conservation and public/private engagement.

Companies, nonprofits and state government entities have come to SA for innovation, top-tier talent and capabilities across the board. The result? Long-lasting client relationships.

We believe in a culture of collaboration. That's why the SA/Spawn team is uniquely qualified, tested and proven in media, data, research and creative expression for clients in the outdoors space.



Alaska Native arts & culture

With 11 distinct cultures and 300 different traditional dialects, Alaska Native arts and culture stretches across all five regions in our state. Both present-day Alaska and our history are shaped by these groups' amazing lifestyles, art forms, and stories, as well as their shared and distinct values and collective ancestry.

With art & culture as diverse and broad as the state's landscapes, Alaska Natives' intrinsic relationship to the mountains, tundra, forests, oceans, wildlife, and beyond is celebrated statewide.

iñupiat

When you live above the Arctic Circle, you learn to live in harmony with your surroundings and with whatever the land provides. Using bone and ivory from the marine life they hunt, Inupiat people are creators of beautiful carvings.

yup'ik

All art can have function, and Yup'ik people know this best. The ceremonial mask pictured above is traditionally made from driftwood to bring luck and good fortune on long hunts.

...For Better Ways.

Finding better ways to educate, inform and instill a deeper understanding and appreciation of Nebraska's natural resources—its parks, natural attractions and places of enjoyment and wonder. Applying strategy and better ways to reach and deliver your messages.

That's why we're introducing partners who know the terrain, have been on similar journeys and delivered successful outcomes.

One long-time strategic partner happens to hail from the only state that rhymes with Nebraska. Alaska-based Spawn Ideas, with offices in Denver and Anchorage, will join us on this adventure.

In-depth account planning that deep dives into brand expression, with fluency in how to connect the land to its unique audiences...is a start. As a member of the Outdoor Industry Association, they were chosen to analyze that organization's audience segmentation data on outdoor enthusiasts in order to develop creative, insight-driven journeys that provided an actionable level of execution.

Spawn brings incredible outdoor marketing expertise, serving clients such as Ravn Air, Travel Alaska, Wrangell Alaska branding, Plano Technologies (fishing tackleboxes), Power Pro fishing line, the Alaska Railroad and more.

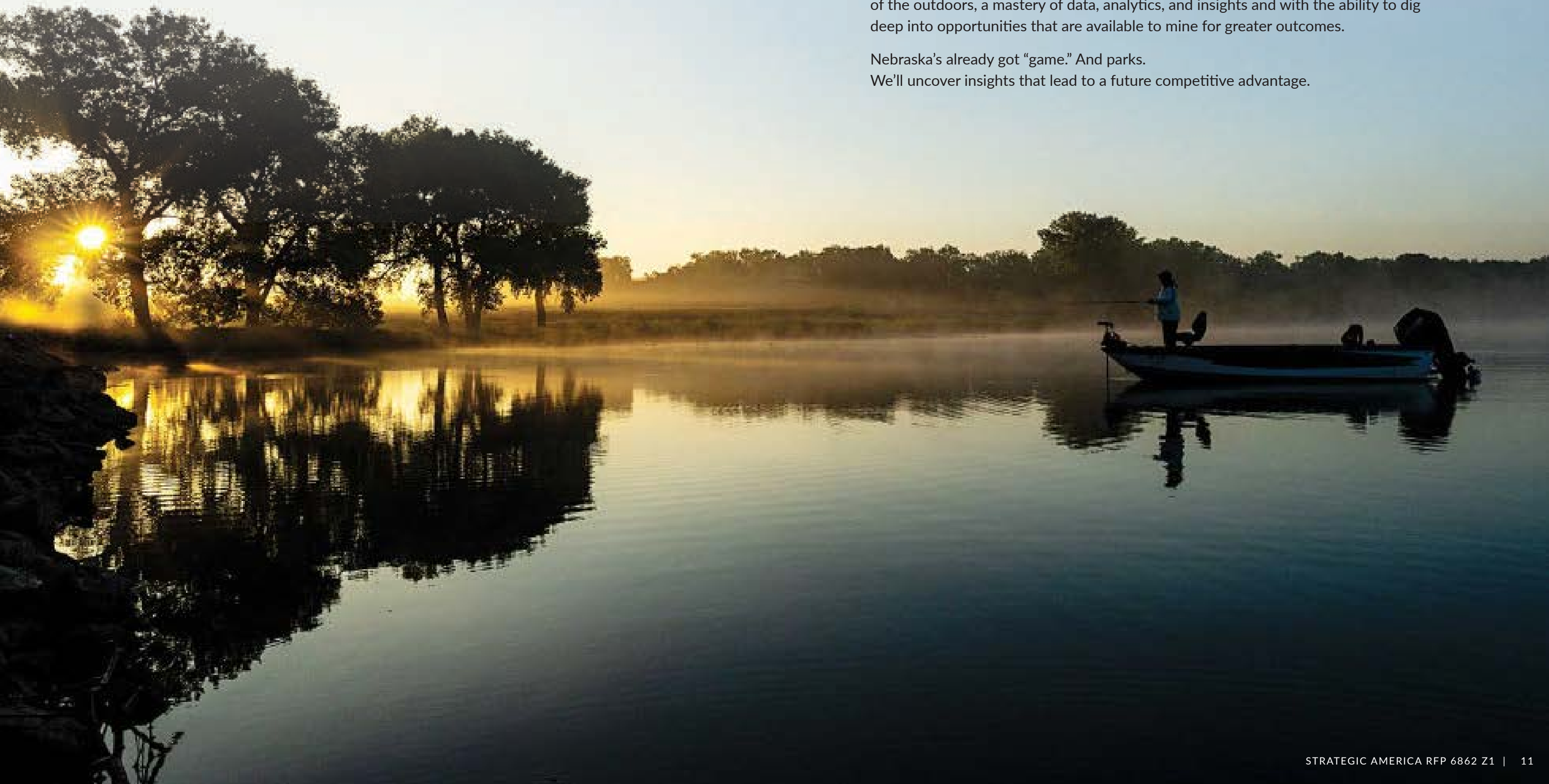
The outdoor adventure journey...

It's unlike any other marketing pathway. It is a journey of discovery, personal fulfillment and relational context, not to mention it carries importance in Nebraska's quality of life, satisfaction, economic and destination marketing.

We think it makes sense to work with an agency that brings a strategic understanding of the outdoors, a mastery of data, analytics, and insights and with the ability to dig deep into opportunities that are available to mine for greater outcomes.

Nebraska's already got "game." And parks.

We'll uncover insights that lead to a future competitive advantage.



Together, let's create that future competitive advantage for Nebraska Game & Parks.

Thank you for the opportunity to provide the following proposal to partner with the Nebraska Game and Parks Commission (NGPC) to deliver marketing research, analysis, audience segmentation and more. Together, we can move the needle on the public's use of and perception about the natural resources, destinations and recreational options within the state of Nebraska. Our belief: Nebraska offers unique and amazing destination experiences for everyone.



**Form A
Bidder Proposal Point of Contact
Request for Proposal Number 6862 Z1**

Form A should be completed and submitted with each response to this Request for Proposal. This is intended to provide the State with information on the bidder's name and address, and the specific person(s) who are responsible for preparation of the bidder's response.

Preparation of Response Contact Information	
Bidder Name:	Strategic America, Inc.
Bidder Address:	6600 Westown Parkway Suite 100 West Des Moines, IA 50266
Contact Person & Title:	Patrick Green Director of Business Development
E-mail Address:	patrick@strategicamerica.com
Telephone Number (Office):	515.453.2048
Telephone Number (Cellular):	610.745.6543
Fax Number:	855.330.3415

Each bidder should also designate a specific contact person who will be responsible for responding to the State if any clarifications of the bidder's response should become necessary. This will also be the person who the State contacts to set up a presentation/demonstration, if required.

Communication with the State Contact Information	
Bidder Name:	Strategic America, Inc.
Bidder Address:	6600 Westown Parkway Suite 100 West Des Moines, IA 50266
Contact Person & Title:	Patrick Green Director of Business Development
E-mail Address:	patrick@strategicamerica.com
Telephone Number (Office):	515.453.2048
Telephone Number (Cellular):	610.745.6543
Fax Number:	855.330.3415

II. TERMS AND CONDITIONS

Bidders should complete Sections II thru VI as part of their proposal. Bidder is expected to read the Terms and Conditions and should initial either accept, reject, or reject and provide alternative language for each clause. The bidder should also provide an explanation of why the bidder rejected the clause or rejected the clause and provided alternate language. By signing the Request for Proposal, bidder is agreeing to be legally bound by all the accepted terms and conditions, and any proposed alternative terms and conditions submitted with the proposal. The State reserves the right to negotiate rejected or proposed alternative language. If the State and bidder fail to agree on the final Terms and Conditions, the State reserves the right to reject the proposal. The State of Nebraska is soliciting proposals in response to this Request for Proposal. The State of Nebraska reserves the right to reject proposals that attempt to substitute the bidder's commercial contracts and/or documents for this Request for Proposal.

The bidders should submit with their proposal any license, user agreement, service level agreement, or similar documents that the bidder wants incorporated in the Contract. The State will not consider incorporation of any document not submitted with the bidder's proposal as the document will not have been included in the evaluation process. These documents shall be subject to negotiation and will be incorporated as addendums if agreed to by the Parties.

If a conflict or ambiguity arises after the Addendum to Contract Award have been negotiated and agreed to, the Addendum to Contract Award shall be interpreted as follows:

1. If only one Party has a particular clause then that clause shall control,
2. If both Parties have a similar clause, but the clauses do not conflict, the clauses shall be read together,
3. If both Parties have a similar clause, but the clauses conflict, the State's clause shall control.

A. GENERAL

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
<i>JS</i>			

1. The contract resulting from this Request for Proposal shall incorporate the following documents:
 - a. Request for Proposal, including any attachments and addenda;
 - b. Amendments to the Request for Proposal;
 - c. Questions and Answers;
 - d. Bidder's properly submitted proposal, including any terms and conditions or agreements submitted by the bidder; and
 - e. Amendments and Addendums to the Contract.

These documents constitute the entirety of the contract.

Unless otherwise specifically stated in a future contract amendment, in case of any conflict between the incorporated documents, the documents shall govern in the following order of preference with number one (1) receiving preference over all other documents and with each lower numbered document having preference over any higher numbered document: 1) Amendment or Addendum to the executed Contract with the most recent dated amendment or addendum having the highest priority, 2) Amendments to the Request for Proposal, 3) Questions and Answers, 4) the original Request for Proposal document and any Addenda or attachments, and 5) the Contractor's submitted Proposal, including any terms and conditions or agreements that are accepted by the State.

Unless otherwise specifically agreed to in writing by the State, the State's standard terms and conditions, as executed by the State shall always control over any terms and conditions or agreements submitted or included by the Contractor.

Any ambiguity or conflict in the contract discovered after its execution, not otherwise addressed herein, shall be resolved in accordance with the rules of contract interpretation as established in the State of Nebraska.

B. NOTIFICATION

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
JS			

Bidder and State shall identify the contract manager who shall serve as the point of contact for the executed contract.

Communications regarding the executed contract shall be in writing and shall be deemed to have been given if delivered personally; electronically, return receipt requested; or mailed, return receipt requested. All notices, requests, or communications shall be deemed effective upon receipt.

Either party may change its address for notification purposes by giving notice of the change and setting forth the new address and an effective date.

C. BUYER'S REPRESENTATIVE

The State reserves the right to appoint a Buyer's Representative to manage or assist the Buyer in managing the contract on behalf of the State. The Buyer's Representative will be appointed in writing, and the appointment document will specify the extent of the Buyer's Representative authority and responsibilities. If a Buyer's Representative is appointed, the bidder will be provided a copy of the appointment document and is expected to cooperate accordingly with the Buyer's Representative. The Buyer's Representative has no authority to bind the State to a contract, amendment, addendum, or other change or addition to the contract.

D. GOVERNING LAW (Nonnegotiable)

Notwithstanding any other provision of this contract, or any amendment or addendum(s) entered into contemporaneously or at a later time, the parties understand and agree that, (1) the State of Nebraska is a sovereign state and its authority to contract is therefore subject to limitation by the State's Constitution, statutes, common law, and regulation; (2) this contract will be interpreted and enforced under the laws of the State of Nebraska; (3) any action to enforce the provisions of this agreement must be brought in the State of Nebraska per state law; (4) the person signing this contract on behalf of the State of Nebraska does not have the authority to waive the State's sovereign immunity, statutes, common law, or regulations; (5) the indemnity, limitation of liability, remedy, and other similar provisions of the final contract, if any, are entered into subject to the State's Constitution, statutes, common law, regulations, and sovereign immunity; and, (6) all terms and conditions of the final contract, including but not limited to the clauses concerning third party use, licenses, warranties, limitations of liability, governing law and venue, usage verification, indemnity, liability, remedy or other similar provisions of the final contract are entered into specifically subject to the State's Constitution, statutes, common law, regulations, and sovereign immunity.

The Parties must comply with all applicable local, state, and federal laws, ordinances, rules, orders, and regulations.

E. DISCOUNTS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
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Prices quoted shall be inclusive of ALL trade discounts. Cash discount terms of less than thirty (30) days will not be considered as part of the proposal. Cash discount periods will be computed from the date of receipt of a properly executed claim voucher or the date of completion of delivery of all items in a satisfactory condition, whichever is later.

F. PRICES

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
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Prices quoted shall be net, including transportation and delivery charges fully prepaid by the bidder, F.O.B. destination named in the Request for Proposal. No additional charges will be allowed for packing, packages, or partial delivery costs. When an arithmetic error has been made in the extended total, the unit price will govern.

Prices submitted on the cost proposal form, once accepted by the State, shall remain fixed for the two (2) years of the contract. Any request for a price increase subsequent to the first two (2) years of the contract shall not exceed five percent (5%) of the price proposed for the period. Increases shall not be cumulative and will only apply to that period of the contract. The request for a price increase must be submitted in writing to the Nebraska Game and Parks Commission (NGPC) a minimum of 120 days prior to the end of the current contract period. Documentation may be required by the State to support the price increase.

The State reserves the right to deny any requested price increase. No price increases are to be billed to any State Agencies prior to written amendment of the contract by the parties.

The State will be given full proportionate benefit of any decreases for the term of the contract.

G. BEGINNING OF WORK & SUSPENSION OF SERVICES

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
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The bidder shall not commence any billable work until a valid contract has been fully executed by the State and the successful Contractor. The Contractor will be notified in writing when work may begin.

The State may, at any time and without advance notice, require the Contractor to suspend any or all performance or deliverables provided under this Contract. In the event of such suspension, the Contract Manager or POC, or their designee, will issue a written order to stop work. The written order will specify which activities are to be immediately suspended and the reason(s) for the suspension. Upon receipt of such order, the Contractor shall immediately comply with its terms and take all necessary steps to mitigate and eliminate the incurrence of costs allocable to the work affected by the order during the period of suspension. The suspended performance or deliverables may only resume when the State provides the Contractor with written notice that such performance or deliverables may resume, in whole or in part.

H. AMENDMENT

This Contract may be amended in writing, within scope, upon the agreement of both parties.

I. CHANGE ORDERS OR SUBSTITUTIONS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
JS			

The State and the Contractor, upon the written agreement, may make changes to the contract within the general scope of the Request for Proposal. Changes may involve specifications, the quantity of work, or such other items as the State may find necessary or desirable. Corrections of any deliverable, service, or work required pursuant to the contract shall not be deemed a change. The Contractor may not claim forfeiture of the contract by reasons of such changes.

The Contractor shall prepare a written description of the work required due to the change and an itemized cost sheet for the change. Changes in work and the amount of compensation to be paid to the Contractor shall be determined in accordance with applicable unit prices if any, a pro-rated value, or through negotiations. The State shall not incur a price increase for changes that should have been included in the Contractor's proposal, were foreseeable, or result from difficulties with or failure of the Contractor's proposal or performance.

No change shall be implemented by the Contractor until approved by the State, and the Contract is amended to reflect the change and associated costs, if any. If there is a dispute regarding the cost, but both parties agree that immediate implementation is necessary, the change may be implemented, and cost negotiations may continue with both Parties retaining all remedies under the contract and law.

*****Contractor will not substitute any item that has been awarded without prior written approval of NGPC*****

J. RECORD OF VENDOR PERFORMANCE

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
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The State may document the vendor's performance, which may include, but is not limited to, the customer service provided by the vendor, the ability of the vendor, the skill of the vendor, and any instance(s) of products or services delivered or performed which fail to meet the terms of the purchase order, contract, and/or Request for Proposal specifications. In addition to other remedies and options available to the State, the State may issue one or more notices to the vendor outlining any issues the State has regarding the vendor's performance for a specific contract ("Vendor Performance Notice"). The State may also document the Vendor's performance in a report, which may or may not be provided to the vendor ("Vendor Improvement Request"). The Vendor shall respond to any Vendor Performance Notice or Vendor Improvement Request in accordance with such notice or request. At the sole discretion of the State, such Vendor Performance Notices and Vendor Improvement Requests may be placed in the State's records regarding the vendor and may be considered by the State and held against the vendor in any future contract or award opportunity.

K. CORRECTIVE ACTION PLAN

If Contractor is failing to meet the Scope of Work, in whole or in part, the State may require the Contractor to complete a corrective action plan ("CAP"). The State will identify issues with the Contractor's performance and will set a deadline for the CAP to be provided. The Contractor must provide a written response to each identified issue and what steps the Contractor will take to resolve each issue, including the timeline(s) for resolution. If the Contractor fails to adequately provide the CAP in accordance with this section, fails to adequately resolve the issues described in the CAP, or fails to resolve the issues described in the CAP by the relevant deadline, the State may withhold payments and exercise any legal remedy available.

L. NOTICE OF POTENTIAL CONTRACTOR BREACH

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
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If Contractor breaches the contract or anticipates breaching the contract, the Contractor shall immediately give written notice to the State. The notice shall explain the breach or potential breach, a proposed cure, and may include a

request for a waiver of the breach if so desired. The State may, in its discretion, temporarily or permanently waive the breach. By granting a waiver, the State does not forfeit any rights or remedies to which the State is entitled by law or equity, or pursuant to the provisions of the contract. Failure to give immediate notice, however, may be grounds for denial of any request for a waiver of a breach.

M. BREACH

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
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Either Party may terminate the contract, in whole or in part, if the other Party breaches its duty to perform its obligations under the contract in a timely and proper manner. Termination requires written notice of default and a thirty (30) calendar day (or longer at the non-breaching Party's discretion considering the gravity and nature of the default) cure period. Said notice shall be delivered by email to the contractor's point of contact with acknowledgement from the contractor, Certified Mail - Return Receipt Requested, or in person with proof of delivery. Allowing time to cure a failure or breach of contract does not waive the right to immediately terminate the contract for the same or different contract breach which may occur at a different time. In case of default of the Contractor, the State may contract the service from other sources and hold the Contractor responsible for any excess cost occasioned thereby.

The State's failure to make payment shall not be a breach, and the Contractor shall retain all available statutory remedies and protections.

N. NON-WAIVER OF BREACH

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
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The acceptance of late performance with or without objection or reservation by a Party shall not waive any rights of the Party nor constitute a waiver of the requirement of timely performance of any obligations remaining to be performed.

O. SEVERABILITY

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
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If any term or condition of the contract is declared by a court of competent jurisdiction to be illegal or in conflict with any law, the validity of the remaining terms and conditions shall not be affected, and the rights and obligations of the parties shall be construed and enforced as if the contract did not contain the provision held to be invalid or illegal.

P. INDEMNIFICATION

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
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1. GENERAL

The Contractor agrees to defend, indemnify, and hold harmless the State and its employees, volunteers, agents, and its elected and appointed officials (“the indemnified parties”) from and against any and all third party claims, liens, demands, damages, liability, actions, causes of action, losses, judgments, costs, and expenses of every nature, including investigation costs and expenses, settlement costs, and attorney fees and expenses (“the claims”), sustained or asserted against the State for personal injury, death, or property loss or damage, arising out of, resulting from, or attributable to the willful misconduct, negligence, error, or omission of the Contractor, its employees, Subcontractors, consultants, representatives, and agents, resulting from this contract, except to the extent such Contractor liability is attenuated by any action of the State which directly and proximately contributed to the claims.

2. INTELLECTUAL PROPERTY

The Contractor agrees it will, at its sole cost and expense, defend, indemnify, and hold harmless the indemnified parties from and against any and all claims, to the extent such claims arise out of, result from, or are attributable to, the actual or alleged infringement or misappropriation of any patent, copyright, trade secret, trademark, or confidential information of any third party by the Contractor or its employees, Subcontractors, consultants, representatives, and agents; provided, however, the State gives the Contractor prompt notice in writing of the claim. The Contractor may not settle any infringement claim that will affect the State’s use of the Licensed Software without the State’s prior written consent, which consent may be withheld for any reason.

If a judgment or settlement is obtained or reasonably anticipated against the State’s use of any intellectual property for which the Contractor has indemnified the State, the Contractor shall, at the Contractor’s sole cost and expense, promptly modify the item or items which were determined to be infringing, acquire a license or licenses on the State’s behalf to provide the necessary rights to the State to eliminate the infringement, or provide the State with a non-infringing substitute that provides the State the same functionality. At the State’s election, the actual or anticipated judgment may be treated as a breach of warranty by the Contractor, and the State may receive the remedies provided under this Request for Proposal.

3. PERSONNEL

The Contractor shall, at its expense, indemnify and hold harmless the indemnified parties from and against any claim with respect to withholding taxes, worker’s compensation, employee benefits, or any other claim, demand, liability, damage, or loss of any nature relating to any of the personnel, including subcontractor’s and their employees, provided by the Contractor.

4. SELF-INSURANCE

The State of Nebraska is self-insured for any loss and purchases excess insurance coverage pursuant to Neb. Rev. Stat. § 81-8,239.01. If there is a presumed loss under the provisions of this agreement, Contractor may file a claim with the Office of Risk Management pursuant to Neb. Rev. Stat. §§ 81-8,239.01 to 81-8,306 for review by the State Claims Board. The State retains all rights and immunities under the State Miscellaneous (Neb. Rev. Stat. § 81-8,294), Tort (Neb. Rev. Stat. § 81-8,209), and Contract Claim Acts (Neb. Rev. Stat. § 81-8,302), as outlined in state law and accepts liability under this agreement only to the extent provided by law.

5. The Parties acknowledge that Attorney General for the State of Nebraska is required by statute to represent the legal interests of the State, and that any provision of this indemnity clause is subject to the statutory authority of the Attorney General.

Q. ATTORNEY’S FEES

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
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In the event of any litigation, appeal, or other legal action to enforce any provision of the contract, the Parties agree to pay all expenses of such action, as permitted by law and if ordered by the court, including attorney’s fees and costs, if the other Party prevails.

R. ASSIGNMENT, SALE, OR MERGER

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
JS			

Either Party may assign the contract upon mutual written agreement of the other Party. Such agreement shall not be unreasonably withheld.

The Contractor retains the right to enter into a sale, merger, acquisition, internal reorganization, or similar transaction involving Contractor’s business. Contractor agrees to cooperate with the State in executing amendments to the contract to allow for the transaction. If a third party or entity is involved in the transaction, the Contractor will remain responsible for performance of the contract until such time as the person or entity involved in the transaction agrees in writing to be contractually bound by this contract and perform all obligations of the contract.

S. CONTRACTING WITH OTHER NEBRASKA POLITICAL SUBDIVISIONS OF THE STATE OR ANOTHER STATE

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
JS			

The Contractor may, but shall not be required to, allow agencies, as defined in Neb. Rev. Stat. § 81-145(3), to use this contract. The terms and conditions, including price, of the contract may not be amended. The State shall not be contractually obligated or liable for any contract entered into pursuant to this clause. A listing of Nebraska political subdivisions may be found at the website of the Nebraska Auditor of Public Accounts.

The Contractor may, but shall not be required to, allow other states, agencies or divisions of other states, or political subdivisions of other states to use this contract. The terms and conditions, including price, of this contract shall apply to any such contract, but may be amended upon mutual consent of the Parties. The State of Nebraska shall not be contractually or otherwise obligated or liable under any contract entered into pursuant to this clause. The State shall be notified if a contract is executed based upon this contract.

T. FORCE MAJEURE

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
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Neither Party shall be liable for any costs or damages, or for default resulting from its inability to perform any of its obligations under the contract due to a natural or manmade event outside the control and not the fault of the affected Party ("Force Majeure Event") that was not foreseeable at the time the Contract was executed. The Party so affected shall immediately make a written request for relief to the other Party and shall have the burden of proof to justify the request. The other Party may grant the relief requested; relief may not be unreasonably withheld. Labor disputes with the impacted Party's own employees will not be considered a Force Majeure Event.

U. CONFIDENTIALITY

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
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All materials and information provided by the Parties or acquired by a Party on behalf of the other Party shall be regarded as confidential information. All materials and information provided or acquired shall be handled in accordance with federal and state law, and ethical standards. Should said confidentiality be breached by a Party, the Party shall notify the other Party immediately of said breach and take immediate corrective action.

It is incumbent upon the Parties to inform their officers and employees of the penalties for improper disclosure imposed by the Privacy Act of 1974, 5 U.S.C. 552a. Specifically, 5 U.S.C. 552a (i)(1), which is made applicable by 5 U.S.C. 552a (m)(1), provides that any officer or employee, who by virtue of his/her employment or official position has possession of or access to agency records which contain individually identifiable information, the disclosure of which is prohibited by the Privacy Act or regulations established thereunder, and who knowing that disclosure of the specific material is prohibited, willfully discloses the material in any manner to any person or agency not entitled to receive it, shall be guilty of a misdemeanor and fined not more than \$5,000.

V. EARLY TERMINATION

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
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The contract may be terminated as follows:

1. The State and the Contractor, by mutual written agreement, may terminate the contract, in whole or in part, at any time.
2. The State, in its sole discretion, may terminate the contract, in whole or in part, for any reason upon thirty (30) calendar day's written notice to the Contractor. Such termination shall not relieve the Contractor of warranty or other service obligations incurred under the terms of the contract. In the event of termination, the Contractor shall be entitled to payment, determined on a pro rata basis, for products or services satisfactorily performed or provided.
3. The State may terminate the contract, in whole or in part, immediately for the following reasons:

- a. if directed to do so by statute,
- b. Contractor has made an assignment for the benefit of creditors, has admitted in writing its inability to pay debts as they mature, or has ceased operating in the normal course of business,
- c. a trustee or receiver of the Contractor or of any substantial part of the Contractor's assets has been appointed by a court,
- d. fraud, misappropriation, embezzlement, malfeasance, misfeasance, or illegal conduct pertaining to performance under the contract by its Contractor, its employees, officers, directors, or shareholders,
- e. an involuntary proceeding has been commenced by any Party against the Contractor under any one of the chapters of Title 11 of the United States Code and (i) the proceeding has been pending for at least sixty (60) calendar days; or (ii) the Contractor has consented, either expressly or by operation of law, to the entry of an order for relief; or (iii) the Contractor has been decreed or adjudged a debtor,
- f. a voluntary petition has been filed by the Contractor under any of the chapters of Title 11 of the United States Code,
- g. Contractor intentionally discloses confidential information,
- h. Contractor has or announces it will discontinue support of the deliverable; and,
- i. In the event funding is no longer available.

W. CONTRACT CLOSEOUT

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
JS			

Upon contract closeout for any reason the Contractor shall within 30 days, unless stated otherwise herein:

1. Transfer all completed or partially completed deliverables to the State,
2. Transfer ownership and title to all completed or partially completed deliverables to the State,
3. Return to the State all information and data, unless the Contractor is permitted to keep the information or data by contract or rule of law. Contractor may retain one copy of any information or data as required to comply with applicable work product documentation standards or as are automatically retained in the course of Contractor's routine back up procedures,
4. Cooperate with any successor Contractor, person or entity in the assumption of any or all of the obligations of this contract,
5. Cooperate with any successor Contractor, person or entity with the transfer of information or data related to this contract,
6. Return or vacate any state owned real or personal property; and,
7. Return all data in a mutually acceptable format and manner.

Nothing in this Section should be construed to require the Contractor to surrender intellectual property, real or personal property, or information or data owned by the Contractor for which the State has no legal claim.

III. CONTRACTOR DUTIES

A. INDEPENDENT CONTRACTOR / OBLIGATIONS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
JS			

It is agreed that the Contractor is an independent contractor and that nothing contained herein is intended or should be construed as creating or establishing a relationship of employment, agency, or a partnership.

The Contractor is solely responsible for fulfilling the contract. The Contractor or the Contractor's representative shall be the sole point of contact regarding all contractual matters.

The Contractor shall secure, at its own expense, all personnel required to perform the services under the contract. The personnel the Contractor uses to fulfill the contract shall have no contractual or other legal relationship with the State; they shall not be considered employees of the State and shall not be entitled to any compensation, rights or benefits from the State, including but not limited to, tenure rights, medical and hospital care, sick and vacation leave, severance pay, or retirement benefits.

By-name personnel commitments made in the bidder's proposal shall not be changed without the prior written approval of the State. Replacement of these personnel, if approved by the State, shall be with personnel of equal or greater ability and qualifications.

All personnel assigned by the Contractor to the contract shall be employees of the Contractor or a subcontractor and shall be fully qualified to perform the work required herein. Personnel employed by the Contractor or a subcontractor to fulfill the terms of the contract shall remain under the sole direction and control of the Contractor or the subcontractor respectively.

With respect to its employees, the Contractor agrees to be solely responsible for the following:

- Any and all pay, benefits, and employment taxes and/or other payroll withholding,
- Any and all vehicles used by the Contractor's employees, including all insurance required by state law,
- Damages incurred by Contractor's employees within the scope of their duties under the contract,
- Maintaining Workers' Compensation and health insurance that complies with state and federal law and submitting any reports on such insurance to the extent required by governing law,
- Determining the hours to be worked and the duties to be performed by the Contractor's employees; and,
- All claims on behalf of any person arising out of employment or alleged employment (including without limit claims of discrimination alleged against the Contractor, its officers, agents, or subcontractors or subcontractor's employees).

If the Contractor intends to utilize any subcontractor, the subcontractor's level of effort, tasks, and time allocation should be clearly defined in the bidder's proposal. The Contractor shall agree that it will not utilize any subcontractors not specifically included in its proposal in the performance of the contract without the prior written authorization of the State.

The State reserves the right to require the Contractor to reassign or remove from the project any Contractor or subcontractor employee.

Contractor shall insure that the terms and conditions contained in any contract with a subcontractor does not conflict with the terms and conditions of this contract.

The Contractor shall include a similar provision, for the protection of the State, in the contract with any Subcontractor engaged to perform work on this contract.

B. EMPLOYEE WORK ELIGIBILITY STATUS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
JS			

The Contractor is required and hereby agrees to use a federal immigration verification system to determine the work eligibility status of employees physically performing services within the State of Nebraska. A federal immigration verification system means the electronic verification of the work authorization program authorized by the Illegal Immigration Reform and Immigrant Responsibility Act of 1996, 8 U.S.C. 1324a, known as the E-Verify Program, or an equivalent federal program designated by the United States Department of Homeland Security or other federal agency authorized to verify the work eligibility status of an employee.

If the Contractor is an individual or sole proprietorship, the following applies:

- The Contractor must complete the United States Citizenship Attestation Form, available on the Department of Administrative Services website at <https://das.nebraska.gov/materiel/docs/pdf/Individual%20or%20Sole%20Proprietor%20United%20States%20Attestation%20Form%20English%20and%20Spanish.pdf>
- The completed United States Attestation Form should be submitted with the Request for Proposal response.
- If the Contractor indicates on such attestation form that he or she is a qualified alien, the Contractor agrees to provide the US Citizenship and Immigration Services documentation required to verify the Contractor's lawful presence in the United States using the Systematic Alien Verification for Entitlements (SAVE) Program.
- The Contractor understands and agrees that lawful presence in the United States is required, and the Contractor may be disqualified or the contract terminated if such lawful presence cannot be verified as required by Neb. Rev. Stat. § 4-108.

C. COMPLIANCE WITH CIVIL RIGHTS LAWS AND EQUAL OPPORTUNITY EMPLOYMENT / NONDISCRIMINATION (Nonnegotiable)

The Contractor shall comply with all applicable local, state, and federal statutes and regulations regarding civil rights laws and equal opportunity employment. The Nebraska Fair Employment Practice Act prohibits Contractors of the State of Nebraska, and their Subcontractors, from discriminating against any employee or applicant for employment, with respect to hire, tenure, terms, conditions, compensation, or privileges of employment because of race, color, religion, sex, disability, marital status, or national origin (Neb. Rev. Stat. §§ 48-1101 to 48-1125). The Contractor guarantees compliance with the Nebraska Fair Employment Practice Act, and breach of this provision shall be regarded as a material breach of contract. The Contractor shall insert a similar provision in all Subcontracts for goods and services to be covered by any contract resulting from this Request for Proposal.

D. COOPERATION WITH OTHER CONTRACTORS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
JS			

Contractor may be required to work with or in close proximity to other contractors or individuals that may be working on same or different projects. The Contractor shall agree to cooperate with such other contractors or individuals and shall not commit or permit any act which may interfere with the performance of work by any other contractor or individual. Contractor is not required to compromise Contractor's intellectual property or proprietary information unless expressly required to do so by this contract.

E. PERMITS, REGULATIONS, LAWS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
JS			

The contract price shall include the cost of all royalties, licenses, permits, and approvals, whether arising from patents, trademarks, copyrights or otherwise, that are in any way involved in the contract. The Contractor shall obtain and pay for all royalties, licenses, and permits, and approvals necessary for the execution of the contract. The Contractor must guarantee that it has the full legal right to the materials, supplies, equipment, software, and other items used to execute this contract.

F. OWNERSHIP OF INFORMATION AND DATA / DELIVERABLES

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
JS			

The State shall have the unlimited right to publish, duplicate, use, and disclose all information and data developed or obtained by the Contractor on behalf of the State pursuant to this contract.

The State shall own and hold exclusive title to any deliverable developed as a result of this contract. Contractor shall have no ownership interest or title, and shall not patent, license, or copyright, duplicate, transfer, sell, or exchange, the design, specifications, concept, or deliverable.

G. INSURANCE REQUIREMENTS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
		JS	See \$12,000,000 umbrella coverage

The Contractor shall throughout the term of the contract maintain insurance as specified herein and provide the State a current Certificate of Insurance/Acord Form (COI) verifying the coverage. The Contractor shall not commence work on the contract until the insurance is in place. If Contractor subcontracts any portion of the Contract the Contractor must, throughout the term of the contract, either:

1. Provide equivalent insurance for each subcontractor and provide a COI verifying the coverage for the subcontractor,
2. Require each subcontractor to have equivalent insurance and provide written notice to the State that the Contractor has verified that each subcontractor has the required coverage; or,
3. Provide the State with copies of each subcontractor's Certificate of Insurance evidencing the required coverage.

The Contractor shall not allow any Subcontractor to commence work until the Subcontractor has equivalent insurance. The failure of the State to require a COI, or the failure of the Contractor to provide a COI or require subcontractor insurance shall not limit, relieve, or decrease the liability of the Contractor hereunder.

In the event that any policy written on a claims-made basis terminates or is canceled during the term of the contract or within (two (2) years of termination or expiration of the contract, the contractor shall obtain an extended discovery

or reporting period, or a new insurance policy, providing coverage required by this contract for the term of the contract and two (2) years following termination or expiration of the contract.

If by the terms of any insurance a mandatory deductible is required, or if the Contractor elects to increase the mandatory deductible amount, the Contractor shall be responsible for payment of the amount of the deductible in the event of a paid claim.

Notwithstanding any other clause in this Contract, the State may recover up to the liability limits of the insurance policies required herein.

1. WORKERS' COMPENSATION INSURANCE

The Contractor shall take out and maintain during the life of this contract the statutory Workers' Compensation and Employer's Liability Insurance for all of the contactors' employees to be engaged in work on the project under this contract and, in case any such work is sublet, the Contractor shall require the Subcontractor similarly to provide Worker's Compensation and Employer's Liability Insurance for all of the Subcontractor's employees to be engaged in such work. This policy shall be written to meet the statutory requirements for the state in which the work is to be performed, including Occupational Disease. **The policy shall include a waiver of subrogation in favor of the State. The COI shall contain the mandatory COI subrogation waiver language found hereinafter.** The amounts of such insurance shall not be less than the limits stated hereinafter. For employees working in the State of Nebraska, the policy must be written by an entity authorized by the State of Nebraska Department of Insurance to write Workers' Compensation and Employer's Liability Insurance for Nebraska employees.

2. COMMERCIAL GENERAL LIABILITY INSURANCE

The Contractor shall take out and maintain during the life of this contract such Commercial General Liability Insurance and Commercial Automobile Liability Insurance as shall protect Contractor and any Subcontractor performing work covered by this contract from claims for damages for bodily injury, including death, as well as from claims for property damage, which may arise from operations under this contract, whether such operation be by the Contractor or by any Subcontractor or by anyone directly or indirectly employed by either of them, and the amounts of such insurance shall not be less than limits stated hereinafter.

The Commercial General Liability Insurance shall be written on an **occurrence basis**, and provide Premises/Operations, Products/Completed Operations, Independent Contractors, Personal Injury, and Contractual Liability coverage. **The policy shall include the State, and others as required by the contract documents, as Additional Insured(s). This policy shall be primary, and any insurance or self-insurance carried by the State shall be considered secondary and non-contributory. The COI shall contain the mandatory COI liability waiver language found hereinafter.** The Commercial Automobile Liability Insurance shall be written to cover all Owned, Non-owned, and Hired vehicles.

REQUIRED INSURANCE COVERAGE	
COMMERCIAL GENERAL LIABILITY	
General Aggregate	\$2,000,000
Products/Completed Operations Aggregate	\$2,000,000
Personal/Advertising Injury	\$1,000,000 per occurrence
Bodily Injury/Property Damage	\$1,000,000 per occurrence
Medical Payments	\$10,000 any one person
Damage to Rented Premises (Fire)	\$300,000 each occurrence
Contractual	Included
Independent Contractors	Included
<i>If higher limits are required, the Umbrella/Excess Liability limits are allowed to satisfy the higher limit.</i>	
WORKER'S COMPENSATION	
Employers Liability Limits	\$500K/\$500K/\$500K
Statutory Limits- All States	Statutory - State of Nebraska
Voluntary Compensation	Statutory
UMBRELLA/EXCESS LIABILITY	
Over Primary Insurance	\$5,000,000 per occurrence
PROFESSIONAL LIABILITY	
Professional liability (Medical Malpractice)	Limits consistent with Nebraska Medical Malpractice Cap
Qualification Under Nebraska Excess Fund	
All Other Professional Liability (Errors & Omissions)	
COMMERCIAL CRIME	
Crime/Employee Dishonesty Including 3rd Party Fidelity	\$1,000,000
CYBER LIABILITY	
Breach of Privacy, Security Breach, Denial of Service, Remediation, Fines and Penalties	\$5,000,000
MANDATORY COI SUBROGATION WAIVER LANGUAGE	
"Workers' Compensation policy shall include a waiver of subrogation in favor of the State of Nebraska."	
MANDATORY COI LIABILITY WAIVER LANGUAGE	
"Commercial General Liability & Commercial Automobile Liability policies shall name the State of Nebraska as an Additional Insured and the policies shall be primary and any insurance or self-insurance carried by the State shall be considered secondary and non-contributory as additionally insured."	

4. EVIDENCE OF COVERAGE

The Contractor shall furnish the Contract Manager, via email, with a certificate of insurance coverage complying with the above requirements prior to beginning work at:

Nebraska Game and Parks Commission
 RFP # 6862 Z1
 Nathaniel.betts@nebraska.gov

Nebraska Game and Parks Commission Purchasing
 PO Box 30730
 Lincoln, NE 68506

These certificates or the cover sheet shall reference the RFP number, and the certificates shall include the name of the company, policy numbers, effective dates, dates of expiration, and amounts and types of coverage afforded. If the State is damaged by the failure of the Contractor to maintain such insurance, then the Contractor shall be responsible for all reasonable costs properly attributable thereto.

Reasonable notice of cancellation of any required insurance policy must be submitted to the contract manager as listed above when issued and a new coverage binder shall be submitted immediately to ensure no break in coverage.

5. DEVIATIONS

The insurance requirements are subject to limited negotiation. Negotiation typically includes, but is not necessarily limited to, the correct type of coverage, necessity for Workers' Compensation, and the type of automobile coverage carried by the Contractor.

H. ANTITRUST

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
JS			

The Contractor hereby assigns to the State any and all claims for overcharges as to goods and/or services provided in connection with this contract resulting from antitrust violations which arise under antitrust laws of the United States and the antitrust laws of the State.

I. CONFLICT OF INTEREST

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
JS			

By submitting a proposal, bidder certifies that no relationship exists between the bidder and any person or entity which either is, or gives the appearance of, a conflict of interest related to this Request for Proposal or project.

Bidder further certifies that bidder will not employ any individual known by bidder to have a conflict of interest nor shall bidder take any action or acquire any interest, either directly or indirectly, which will conflict in any manner or degree with the performance of its contractual obligations hereunder or which creates an actual or appearance of conflict of interest.

If there is an actual or perceived conflict of interest, bidder shall provide with its proposal a full disclosure of the facts describing such actual or perceived conflict of interest and a proposed mitigation plan for consideration. The State will then consider such disclosure and proposed mitigation plan and either approve or reject as part of the overall bid evaluation.

J. STATE PROPERTY

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
JS			

The Contractor shall be responsible for the proper care and custody of any State-owned property which is furnished for the Contractor's use during the performance of the contract. The Contractor shall reimburse the State for any loss or damage of such property; normal wear and tear is expected.

K. SITE RULES AND REGULATIONS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
JS			

The Contractor shall use its best efforts to ensure that its employees, agents, and Subcontractors comply with site rules and regulations while on State premises. If the Contractor must perform on-site work outside of the daily operational hours set forth by the State, it must make arrangements with the State to ensure access to the facility and the equipment has been arranged. No additional payment will be made by the State on the basis of lack of access, unless the State fails to provide access as agreed to in writing between the State and the Contractor.

L. ADVERTISING

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
JS			

The Contractor agrees not to refer to the contract award in advertising in such a manner as to state or imply that the company or its goods or services are endorsed or preferred by the State. Any publicity releases pertaining to the project shall not be issued without prior written approval from the State.

M. DISASTER RECOVERY/BACK UP PLAN

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
JS			

The Contractor shall have a disaster recovery and back-up plan, of which a copy should be provided upon request to the State, which includes, but is not limited to equipment, personnel, facilities, and transportation, in order to continue delivery of goods and services as specified under the specifications in the contract in the event of a disaster.

N. DRUG POLICY

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
JS			

Contractor certifies it maintains a drug free workplace environment to ensure worker safety and workplace integrity. Contractor agrees to provide a copy of its drug free workplace policy at any time upon request by the State.

O. WARRANTY

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
JS			

Despite any clause to the contrary, the Contractor represents and warrants that its services hereunder shall be performed by competent personnel and shall be of professional quality consistent with generally accepted industry standards for the performance of such services and shall comply in all respects with the requirements of this Agreement. For any breach of this warranty, the Contractor shall, for a period of ninety (90) days from performance of the service, perform the services again, at no cost to the State, or if Contractor is unable to perform the services as warranted, Contractor shall reimburse the State all fees paid to Contractor for the unsatisfactory services. The rights and remedies of the parties under this warranty are in addition to any other rights and remedies of the parties provided by law or equity, including, without limitation actual damages, and, as applicable and awarded under the law, to a prevailing party, reasonable attorneys' fees and costs.

P. TIME IS OF THE ESSENCE

Time is of the essence with respect to Contractor's performance and deliverables pursuant to this Contract.

IV. PAYMENT

- A. PROHIBITION AGAINST ADVANCE PAYMENT (Nonnegotiable)**
Pursuant to Neb. Rev. Stat. § 81-2403, “[n]o goods or services shall be deemed to be received by an agency until all such goods or services are completely delivered and finally accepted by the agency.”
- B. TAXES (Nonnegotiable)**
The State is not required to pay taxes and assumes no such liability as a result of this Request for Proposal. The Contractor may request a copy of the Nebraska Department of Revenue, Nebraska Resale or Exempt Sale Certificate for Sales Tax Exemption, Form 13 for their records. Any property tax payable on the Contractor's equipment which may be installed in a state-owned facility is the responsibility of the Contractor.

C. INVOICES

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
JS			

Invoices for payments must be submitted by the Contractor to the agency requesting the services with sufficient detail to support payment. Detailed Invoices must be itemized with work or service provided, hours, quantities, and corresponding coding to the contracted services. Mailing address will be provided to the awarded bidder upon contract award. The terms and conditions included in the Contractor's invoice shall be deemed to be solely for the convenience of the parties. No terms or conditions of any such invoice shall be binding upon the State, and no action by the State, including without limitation the payment of any such invoice in whole or in part, shall be construed as binding or estopping the State with respect to any such term or condition, unless the invoice term or condition has been previously agreed to by the State as an amendment to the contract. **The State shall have forty-five (45) calendar days to pay after a valid and accurate invoice is received by the State.**

D. INSPECTION AND APPROVAL

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
JS			

Final inspection and approval of all work required under the contract shall be performed by the designated State officials.

- E. PAYMENT (Nonnegotiable)**
Payment will be made by the responsible agency in compliance with the State of Nebraska Prompt Payment Act (See Neb. Rev. Stat. § 81-2403). The State may require the Contractor to accept payment by electronic means such as ACH deposit. In no event shall the State be responsible or liable to pay for any goods and services provided by the Contractor prior to the Effective Date of the contract, and the Contractor hereby waives any claim or cause of action for any such services.
- F. LATE PAYMENT (Nonnegotiable)**
The Contractor may charge the responsible agency interest for late payment in compliance with the State of Nebraska Prompt Payment Act (See Neb. Rev. Stat. §§ 81-2401 through 81-2408).
- G. SUBJECT TO FUNDING / FUNDING OUT CLAUSE FOR LOSS OF APPROPRIATIONS (Nonnegotiable)**
The State's obligation to pay amounts due on the Contract for fiscal years following the current fiscal year is contingent upon legislative appropriation of funds. Should said funds not be appropriated, the State may terminate the contract with respect to those payments for the fiscal year(s) for which such funds are not appropriated. The State will give the Contractor written notice thirty (30) calendar days prior to the effective date of termination. All obligations of the State to make payments after the termination date will cease. The Contractor shall be entitled to receive just and

equitable compensation for any authorized work which has been satisfactorily completed as of the termination date. In no event shall the Contractor be paid for a loss of anticipated profit.

- H. RIGHT TO AUDIT (First Paragraph is Nonnegotiable)**
The State shall have the right to audit the Contractor's performance of this contract upon a thirty (30) days' written notice. Contractor shall utilize generally accepted accounting principles, and shall maintain the accounting records, and other records and information relevant to the contract (Information) to enable the State to audit the contract. (Neb. Rev. Stat. § 84-304 et seq.) The State may audit, and the Contractor shall maintain, the Information during the term of the contract and for a period of five (5) years after the completion of this contract or until all issues or litigation are resolved, whichever is later. The Contractor shall make the Information available to the State at Contractor's place of business or a location acceptable to both Parties during normal business hours. If this is not practical or the Contractor so elects, the Contractor may provide electronic or paper copies of the Information. The State reserves the right to examine, make copies of, and take notes on any Information relevant to this contract, regardless of the form or the Information, how it is stored, or who possesses the Information. Under no circumstance will the Contractor be required to create or maintain documents not kept in the ordinary course of contractor's business operations, nor will contractor be required to disclose any information, including but not limited to product cost data, which is confidential or proprietary to contractor.

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
JS			

The Parties shall pay their own costs of the audit unless the audit finds a previously undisclosed overpayment by the State. If a previously undisclosed overpayment exceeds one-half of one percent (.5%) of the total contract billings, or if fraud, material misrepresentations, or non-performance is discovered on the part of the Contractor, the Contractor shall reimburse the State for the total costs of the audit. Overpayments and audit costs owed to the State shall be paid within ninety (90) days of written notice of the claim. The Contractor agrees to correct any material weaknesses or condition found as a result of the audit.

BIDDER IDENTIFICATION AND INFORMATION

corporate overview



Strategic America, Inc.
6600 Westown Parkway, Suite 100
West Des Moines, IA 50266
(515) 453-2000

Strategic America was founded in 1980 and is a C Corporation registered and operated in the state of Iowa.

PRIMARY AGENCY CONTACT

John Schreurs | CEO
6600 Westown Parkway, Suite 100
West Des Moines, IA 50266
(515) 453-2003
JSchreurs@strategicamerica.com

Strategic America

Financial Statements - Pages 36-85

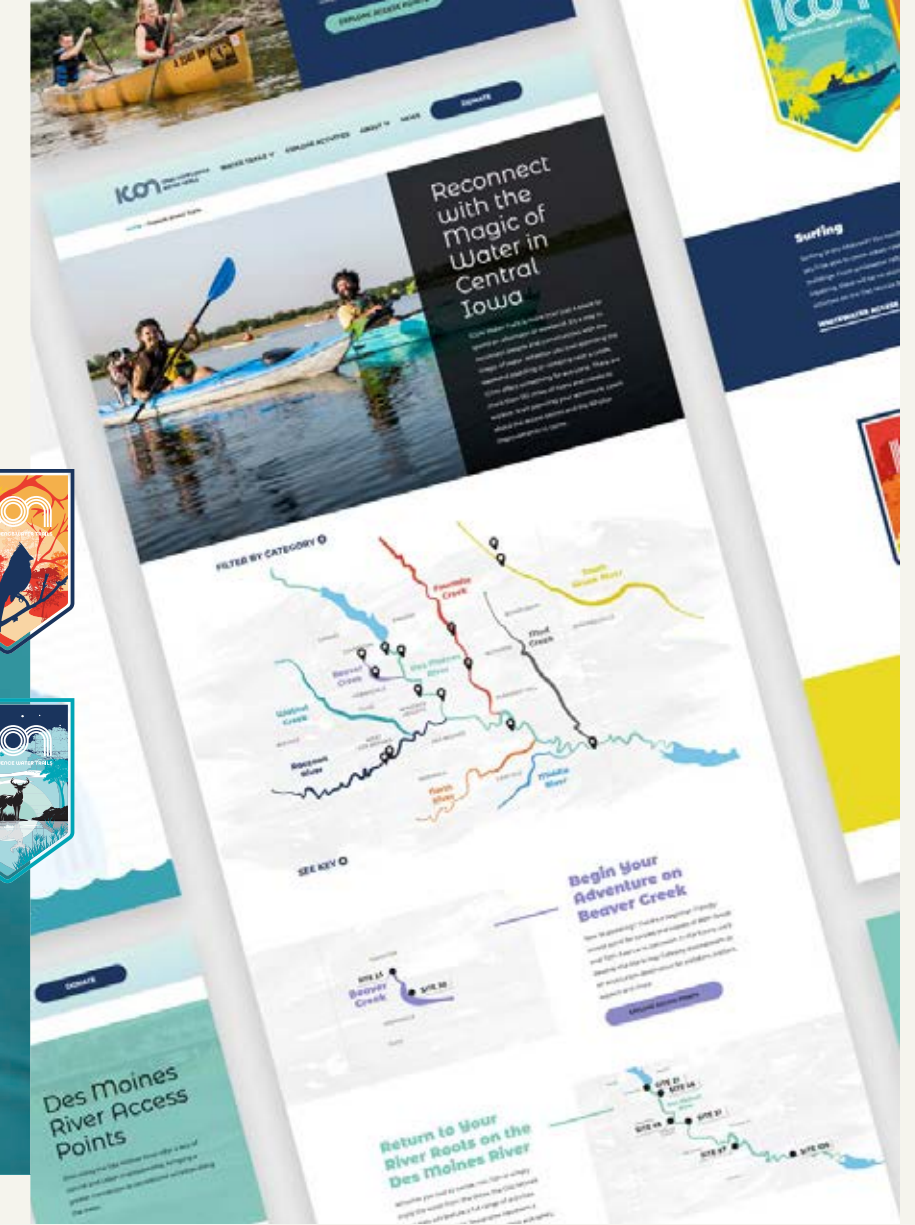
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SUMMARY OF BIDDER'S

corporate experience

In response to this request, we offer the following three clients, formatted as a matrix, for which Strategic America and/or Spawn Ideas were the primary Contractor.





"AT THIS STAGE, I WANT TO EXPRESS APPRECIATION FOR EVERYONE'S HARD WORK AND DEDICATION TO THE BRANDING PROCESS FOR US. THE RESULT IS BEAUTIFUL! DATA-DRIVEN RESEARCH THAT ENSURED BRILLIANT CREATIVE WORK PROVIDED A BEST-IN-CLASS RESULT. I WAS HONORED TO WORK WITH THE ENTIRE TEAM, AND GRATEFUL FOR THE PROFESSIONALISM AND COMMITMENT TO DELIVER SUCH OUTSTANDING RESULTS."

— TOM MAHONEY
BOARD CHAIRMAN, GREAT OUTDOORS FOUNDATION

Nebraska Game and Parks

Summary of Bidder's Corporate Experience

CLIENT

ICON
(Iowa Confluence Water Trails)

SA and Spawn acted as a singular agency for ICON and its parent company Great Outdoors Foundation for 1.5 years.

TIME PERIOD OF PROJECT PLANNED/ACTUAL DATES

6/2020 – 11/2021
Scheduled completion shifted due to change in scope and impacts of the pandemic.

Completion: November 2021

NARRATIVE

Campaign: ICON Water Trails

Objective: Create a memorable destination brand for a network of 150 miles of water trails in Central Iowa.

Audience: Central Iowans, residents statewide, out-of-state visitors and tourists, often overlooked groups, BIPOC, and the businesses/other community stakeholders directly and indirectly impacted.

Markets: Iowa and select Midwestern regions

About: Central Iowa Water Trails—the biggest transformational project ever attempted in central Iowa—aimed to bring Iowans back to the water, to appreciate and use this natural resource. The project also sought to leverage relationships, partnerships, and collaborations throughout the state, to develop advocates and garner investments in infrastructure. The new brand would also need to:

- Impact workforce retention/attraction
- Enhance economic development, and
- Attract donor involvement.

SA and Spawn undertook extensive research, drove brand development, and reached Iowans across the state. We brought communities and stakeholder groups together, and 'Confluence and Connection' emerged as key themes, influencing the final brand name—Iowa Confluence Water Trails, ICON for short—and every element created.

Results: SA raised awareness, built the brand, and developed detailed plans to target audiences and drive social engagement. Early results after launching ICON social pages include reaching more than 20K people organically and 1,600 engagements (24% engagement rate cross channel). Within a year of launch, ICON secured nearly \$77 million in private donor funding, municipal and state grants, and federal funding. A related study was released in February 2024. Looking at the Spring and Summer post launch, culling more than 2.6 billion mobile location pings to project aggregate behavior, it was determined that ICON produced \$20MM in regional economic impacts, driven by the evocative work SA/Spawn produced.

BIDDER'S RESPONSIBILITIES

Research, account planning, branding, renaming of entity to ICON, logo development, graphic design, website development—including custom programming—for www.iconwatertrails.com, social media assets and strategy, video production, development materials, PR, badges for project subsites, and premium collateral design/develop such as t-shirts and surfboards.

CLIENT CONTACT

Kaitie Hartmann,
Director of Marketing

kaitie@
greatoutdoorsfoundation.org

515-452-0053

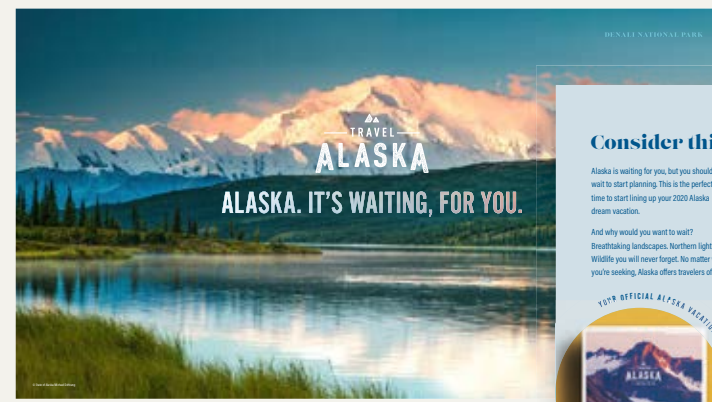
501 SW 7th Street, Suite G
Des Moines, Iowa 50309

PRIME CONTRACTOR OR SUBCONTRACTOR

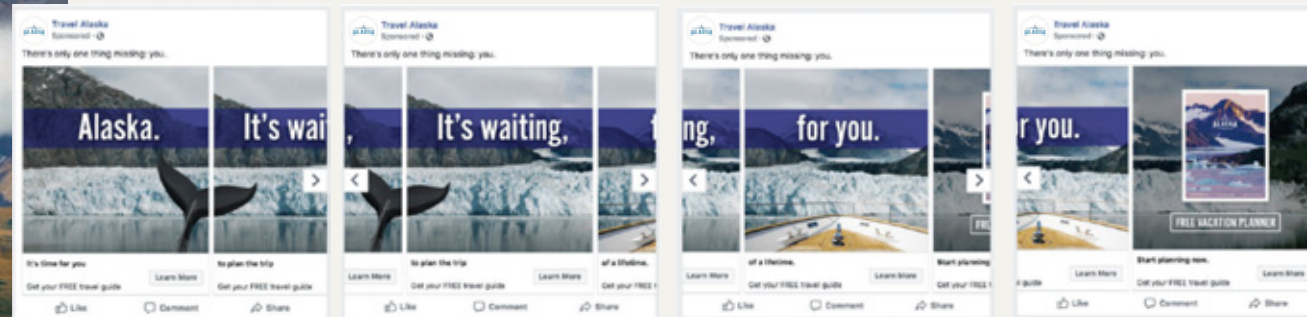
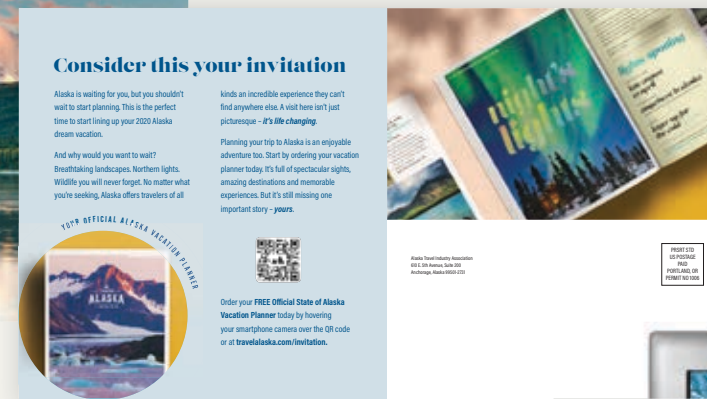
Prime



PRINT AD



DIRECT MAIL



SOCIAL CAROUSEL



CLICK TO PLAY TV

Nebraska Game and Parks
Summary of Bidder's Corporate Experience

CLIENT

Alaska Travel Industry Association (ATIA)

Spawn served as agency of record for ATIA for 6 years: 2017 - 2022

TIME PERIOD OF PROJECT PLANNED/ACTUAL DATES

7/2018 - 6/2019

NARRATIVE

Campaign: "It's Waiting For You."

Objective: Drive prospective tourist leads as measured by Vacation Planner requests.

Audience: Spawn developed personas including (1) Donna & partner who are affluent, well-traveled Boomers, and (2) Jessica and family, older Millennials and GenXers who are outdoor enthusiasts.

Markets: With a limited budget compared to other states' tourism investments, Spawn recommended these states based on previous traveler data: AZ, CA, CO, FL, IL, TX, OR, NY, WA.

About: "It's Waiting for You," used emotional storytelling to turn an audience mindset of someday I'll visit (AK on bucket list), to today. Creative assets featured compelling, iconic imagery with a direct invitation to prospective travelers to complete their own Alaska story.

Results: 59% increase in ATIA leads year-over-year.

BIDDER'S RESPONSIBILITIES

Lead generation and visitation for travel to Alaska. Rebranding, logo design, persona development, research/analysis, content and social media strategy, advertising campaigns, member-based co-op campaigns, media planning and buying (streaming audio and video, web asset development, visitor magazine, segmented email newsletter marketing, direct mail, radio, CTV, print, digital/social including paid search/SEO, B2B).

CLIENT CONTACT

Jillian Simpson, President

jsimpson@alaskatia.org
907-830-2016

ATIA
610 E. 5th Ave., Ste 200
Anchorage, AK 99501

PRIME CONTRACTOR OR SUBCONTRACTOR

Prime



LOGO DESIGN



CLICK TO PLAY RADIO



PRINT AD



BRAND GUIDELINES

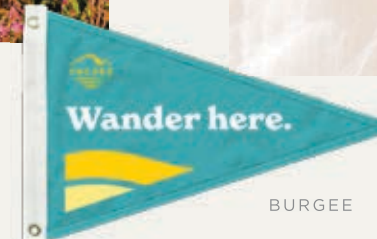


FLEECE BLANKETS



WATER BOTTLE

STICKERS



BURGEE

Nebraska Game and Parks
Summary of Bidder's Corporate Experience

CLIENT

City of Valdez, AK

**TIME PERIOD OF PROJECT
PLANNED/ACTUAL DATES**

Branding: 4/2021 - 1/2022

Add-on Rollout Phase/Budget:
3/2022-8/2022

NARRATIVE

Campaign: Destination brand development for Valdez, AK.

Objective: Develop a strategic brand for Valdez that distinguishes the destination from other Alaska community brands.

Audience: Residents, visitors, CVB, City offices (Harbors, Parks & Rec, Port, City) and businesses/other community stakeholders.

Market: Valdez, Alaska

About: A failed earlier branding attempt by another agency left stakeholders skeptical and cost-conscious. Spawm audited earlier research, identified gaps and embedded itself into the community for a familiarization tour, community meetings, focus groups, stakeholder/other resident interviews, an ethnographic study and other research: qualitative and quantitative studies, and a competitive positioning review. Multiple check-ins with key brand stakeholders built confidence in the work.

Theme: "Valdez. Wander Here." Whether you wander to Valdez, in Valdez, around Valdez or from Valdez, you are humbly tamed by its magnetism.

Personality: A force of nature. Larger than life, Valdez runs on the quiet rush of accomplishment, whether it's finding solitude out in Prince William Sound, landing a prize halibut or a new business venture. Strong contrast is everything and part of Valdez's rough-hewn charm.

Brand Attributes: Astonishing; Resilient; Friendly.

BIDDER'S RESPONSIBILITIES

Original responsibility: brand development, including research, logo/brand architecture, font, palette, ad templates rolled into a brand style guide. Client added a brand rollout phase. Responsibilities included rollout recommendation to include: media (radio, paid digital/social, Milepost ad), community business lunch'n learns on brand use, social channel organic content calendar and branded promotional items (boat burgees, water bottles, totes, etc.) for local festival.

CLIENT CONTACT

Martha Barberio,
Economic Development
Director

mbarberio@valdezak.gov
907-834-3490

City of Valdez:
P.O. Box 307
Valdez, AK 99686

**PRIME CONTRACTOR
OR SUBCONTRACTOR**

Prime

summary

OF BIDDER'S PROPOSED PERSONNEL/MANAGEMENT APPROACH

Strategic America believes that by offering a dedicated, integrated team, the Nebraska Game and Parks Commission will gain significant benefits of a unified vision, integrated strategy and cohesive approach.

With highly qualified talent in key disciplines, we believe we bring the best to the table consistently for your account.

In SA's integrated environment, we are also able to consolidate training and development, while providing better accountability and reporting in terms of costs, deadlines and quality assurance.

Additionally, SA strongly believes in the power of collaboration to enhance service delivery and outcomes. This includes the use of strategic alliances, when appropriate.

Within this response, you will see that we propose two such strategic partners we are operationally integrated with, and with whom we've worked on several major initiatives.

Spawn Ideas, an award-winning outdoor agency, is focused on providing insightful research for destinations to develop compelling messaging. Also, iHeart's Unified Partnerships—with whom we currently partner on the Nebraska Secretary of State's Voter ID campaign—brings a wealth of expertise in audience targeting and data opportunities for Nebraska and beyond. The net result: higher competencies that are united and seamless, to easily serve the Nebraska Game and Parks' goals.

As you will see in other parts of the proposal, our team is outstanding. Research, data and analytics, account strategy and service, creative, media and digital are all top-notch, nationally recognized senior talent. All working together. All organized to think and work collaboratively. All focused on NGPC and your success.

We have identified the following key team members who will work on this account:



John Schreurs
Chief Executive Officer/President

In addition to setting corporate strategies and overseeing the operations for the agency, John is actively involved with our clients and supporting their business growth. He is an advocate for SA clients and brands and is always challenging the SA team to find a better way and provide solutions to our clients. His approach to business and perspective of integrating sales, operations, finance and marketing is strategic and provides both short-term results and long-term value for SA clients.

Before joining Strategic America in 1983, John successfully developed his skills as sales manager at KFMW-FM in Waterloo, and gained broad marketing experience with the Muscatine, Iowa, Chamber of Commerce.



Bo Adams
Client Strategist

Bo's career encompasses leading client success in precision agriculture, financial services and B2C marketing initiatives. Bo's professional background, progressive thinking and knack for problem solving helps his clients stay on the leading edge of the latest marketing trends.

Bo currently serves as Client Strategy and Service account manager for the Nebraska Corn Board and the Nebraska Secretary of State.



Carole Curtis
Media Director

Carole joined SA in 2003. She is passionate about building relationships and working collaboratively with clients, vendors and colleagues. She uses these partnerships to stay up to date on the evolving media landscape and develop integrated media strategies that exceed client expectations and deliver results. She leads a team of experienced media professionals that cross over between traditional and digital planning and placement. Carole works on a variety of accounts, including Broadlawns, Des Moines Public Schools, College Savings Iowa and the American Heart Association Iowa.

Carole will co-lead the account alongside Carolyn Hikiji. Together they will provide integrated media strategy and planning, account oversight and evaluation of new media opportunities and sponsorships.



Carolyn Hikiji
Digital Media Director

Carolyn joined SA in 1995. With a strong foundation in traditional media and expertise in digital marketing, she is an advocate for integrated media strategy to drive measurable results. She leads a team that offers digital solutions developed with a clear vision of desired outcomes, key audiences and the customer journey. Carolyn is currently engaged with a variety of local and regional clients, including Wendy's restaurants, Lennox and College Savings Iowa. She has completed certified coursework with Digital Marketer and the Digital Marketing Institute.

Carolyn and Carole together will provide integrated media strategy and planning, account oversight and evaluation of new media opportunities and sponsorships.



Angie Ramirez
Director of Project Management

Angie joined SA in 2019 with an expertise in facilitating workflow. Her reputation for project management was developed over 23 years of managing and implementing processes. Angie has multiple certifications, including a certificate for managing a cross-functioning team, certification in agile development and certification in developing executive presence. Angie's passion for project management is rooted in the creative energy and passion flowing when connecting between disciplines to ultimately build brand loyalty.

Angie will partner with Bo in facilitating work between all disciplines across the agency to ensure marketing campaigns and activities run on schedule.



Karen King
President and CEO

Karen is president and CEO of Spawn Ideas, an employee-owned firm with offices in Anchorage, Alaska, and Denver, Colorado (<https://spawnideas.com/>). Employee owners at Spawn call themselves perpetual adventurers, and that attitude starts at the top with Karen, who has a well-earned reputation for being fearless on the job and always game for outdoor adventure. She mentors a "never settle" mentality that makes the agency a modern partner with the resources, talent and capabilities that are both necessary for today – and ready for what's next.

Karen rose to the top of her discipline as a strategic planner and brand builder for national clients like General Mills and Coca-Cola, as well as regional clients like the Alaska Railroad. She led destination branding work for Anchorage, Cordova and Valdez, Alaska. She led national advertising efforts to promote Alaska for the Alaska Tourism Industry Association (Travel Alaska). And, under her leadership, Spawn was named "Alaska's Top Shop" by Adweek magazine and won Advertising Age "Small Agency of the Year" regional and national awards in 2017 and 2018. Spawn has been called one of 50 Best Places to Work in America by Outside magazine for 11 years running.

Karen's team leadership, gift for brand strategy, and decades in her field ensure that Strategic America is bringing the best partnership into the NGPC opportunity.



Neil Slotterback
Senior Account Planner

Neil is an independent strategy consultant, partnering with Strategic America and Spawn Ideas to lead consumer insights and brand strategy efforts across their client portfolios. For the Nebraska Game and Parks Commission, he will lead research and strategic efforts—shaping the consumer segmentation and identifying the best path forward to inspire Nebraskans to explore and enjoy the very best of their beautiful state. Based in San Francisco, he brings 14 years of experience working at top creative agencies, including BSSP, BBDO and Venables Bell and Partners, where he led research and strategy for brands such as MINI, Wells Fargo, Blue Shield of California, WhatsApp and Microsoft.

SEE ATTACHED RESUMES FOR FURTHER INFORMATION.

John Schreurs
 President/CEO
 515.453.2003
 jschreurs@strategicamerica.com

I've spent the majority of my career at Strategic America – 40 years – working with clients and the team at Strategic America to provide the expertise, innovation and systems to help clients grow their business.

In addition to setting corporate strategies and overseeing the operations for the agency, I am actively involved with our clients and supporting their business growth. I am an advocate for SA clients and brands, and am always challenging the SA team to find a better way to provide solutions to our clients. My approach to business and perspective of integrating sales, operations, finance and marketing is strategic and provides both short-term results and long-term value for SA clients.

Before joining Strategic America in 1983, I successfully developed my skills over a period of more than five years as sales and promotions manager at KFMW in Waterloo. Prior to that I gained broad marketing experience with the Muscatine, Iowa, Chamber of Commerce working with their retail committee and economic development counsel.

What that means to the clients of SA? I have a real passion for learning and understanding each client's business. Their challenges. Competition. Competitive advantages. Operations. People. Their culture. Plans for the future. And helping them identify their Future Competitive Advantage.

When working with me you will find that my StrengthsFinder profile are indicative to the way I counsel clients, but also how I work with and lead the team at SA.

StrengthsFinder
 Strength #1 – Individualization
 Strength #2 – Ideation
 Strength #3 – Responsibility
 Strength #4 – Arranger
 Strength #5 – Relator

Education.
 BA University of Northern Iowa, Cedar Falls, IA. College of Humanities and Fine Arts, Radio/TV and Marketing (Major/Minor), 1973-1977

Engagement.
 Board of Directors, Hoyt Sherman Place, Des Moines
 Board of Directors, Iowa Association of Business & Industry (former)
 Employee and Family Resources (former)
 Among others



Carole Curtis
 Media Director – Strategic America

Contact

6600 Westown Parkway
 Suite 100
 West Des Moines, IA 50266
 515-453-2094
 ccurtis@strategicamerica.com

Education

M.B.A.
 Drake University
 Des Moines, Iowa, 2007

B.A., Advertising
 Iowa State University
 Ames, Iowa, 1999

The Dale Carnegie Course
 Dale Carnegie North Central
 US
 Issued 2022

Toolbox

- Advantage Media
- Comscore
- Nielsen
- SQAD
- Strata/Freewheel
- Vivvix

Profile

Media professional passionate about building relationships and working collaboratively with clients, vendors, and colleagues. Up to date on evolving media landscape. Develops integrated media strategies that exceed client expectations and deliver results. Leads a tenured team that crosses over between traditional and digital channels. Experienced in a variety of industries including home services, healthcare, education, state government and non-profit.

Experience

Media Director

Strategic America | 2022 to Current

- Overall corporate responsibility for management of media function
- Supervise the performance of media staff
- Oversee the formation of quality media strategies and plans
- Form strategic alliances with outside media vendors to aid in negotiation and innovation
- Maintain thorough awareness of trends and tools in media environment

Associate Media Director

Strategic America | 2020 to 2022

- Demonstrate leadership in all areas of media function
- Utilize data to develop targeted media strategies
- Act as liaison to clients and internal teams on formation of media strategies and budgets
- Evaluate and maintain media research and data tools

Media Account Manager

Strategic America | 2003 to 2020

- Develop media plans based on client needs
- Negotiate and implement media plans and maintain buy records
- Conduct post-buy analysis and prepare reporting
- Reconcile vendor invoices and ensure accurate client billing

References

- Emily Beringer, Account Manager, Matrix Media Services, eberinger@matrixmediaservices.com
- Christine Locke, SVP Sales & Operations, CTV Media, Inc., CLocke@CTVMedia.com
- Angela Parker, Senior Account Executive, iHeart Media, AngelaParker@iheartmedia.com
- Sherri Sadon, VP/DOS, Katz Media Group, Sherri.Sadon@katzmedia.com

Bo Adams

Phone: 270-844-2591 || badams@strategicamerica.com

Client Strategist

Dynamic marketing professional with 18 years of marketing experience in both business and agency settings. Expertise in both B2B and B2C marketing platforms, with a successful track record of implementing direct and indirect marketing strategies. Creative and innovative team player with a knack for identifying problems while developing appropriate, effective and efficient solutions. Proficient in collaborating with multiple project stakeholders to determine an audience's interest level. Vast experience in the development of specific go-to-market strategies that align with current priorities and business objectives.

Experience

CLIENT STRATEGIST || Strategic America || Des Moines, IA || Sept 2020 – Present

- Management of the client/agency relationship, becoming a direct extension of their day-to-day business.
- Define strategies and tactics to drive qualified traffic through client sales funnels, while creating opportunities to shorten sales cycles and thereby decreasing the overall cost of new client acquisitions.
- Fully develop client marketing campaigns (print, digital, direct mail, broadcast, etc.) that address current and future needs, while ensuring alignment with brand guidelines.
- Collaborate with key team members and key stakeholders to ensure transparency, while maintaining consistent alignment with current initiatives, long-term goals and KPIs (Key Performance Indicators).

DIRECTOR OF BRAND DEVELOPMENT || Rubline Marketing || Traer, IA || Jan 2019 – Aug 2020

- Successfully develop and implement social, digital, print and video marketing campaigns that are aligned with the client's brand, tell their story and are designed to meet their current objectives.
- Manage daily activities of the creative team, while ensuring current projects are finished on time and remain within budget.
- Responsible for creating and maintaining client's brand identity through storytelling, along with the implementation of consistent, compelling messaging throughout various distribution platforms.
- Responsible for creating sophisticated digital marketing campaigns that fully integrate with the various social media platforms.
- Specialize in a multi-platform brand strategy for clients across multiple industry verticals.

BRAND MANAGER || Drift Media || Moreland, GA || April 2016 – Dec 2019

- Manage budgets and creative deliverables with both in-house and freelance teams as the team leader throughout all phases of national branding campaigns.
- Provide strong managerial, strategic and creative expertise, developing creative talent within the agency.
- Facilitate effective client relationships while advising clients throughout the strategic planning phases of advertising campaigns.

- Conceptualize, articulate and oversee the execution of design concepts across various mediums (print/graphical/video), based on the client's individual goals and objectives.
- Direct, supervise and review all production work to ensure all goals were aligned and creative quality was held to the highest standard.

MARKETING DIRECTOR || Campbell Enterprises || Carmi, IL || March 2012 – April 2016

- Create and implement a grassroots marketing strategy that increased gross sales revenue from \$1.2M to \$10M annually over a 36-month period.
- Develop an in-depth understanding of company products and customer buying preferences.
- Develop and maintain relationships with key account holders, utilizing those relationships as a platform to reach new customers.
- Produce leading-edge digital marketing and SEO (Search Engine Optimization) strategies that resulted in the company ranking number one across many Google keyword searches.
- Responsible for all ad placement (print, tv, web) while operating within the allotted budget of \$500K.
- Created a new promotional campaign through "package bundles" that resulted in an average profit margin increase of 8%.

RELATIONSHIP BANKER || Integra Bank || Evansville, IN || Feb 2005 – Aug 2011

- Cultivated key relationships in the community and internal relationships with ag lenders and mortgage loan originators.
- Top annuity salesperson over 67 branches with annual investments averaging more than \$1M.

Education

Eastern Kentucky University || Richmond, KY || Aug 2001 – May 2004 || Bachelor of Arts, Economics

Southeastern Illinois College || Harrisburg, IL || Aug 1999 – May 2001 || Associate of Science

Skills

- Advanced Google Analytics Certified
- Google Fundamentals of Digital Marketing Certified
- Financial Analysis
- Critical Thinking
- Resource Management
- Creativity

References

- Kelly Brunkhorst || Executive Director || Nebraska Corn || 402-471-2676
- Brandon Goodwin || President || WMC Inc || 708-774-3237
- Dustin Knutson || President || Boyd's || 605-630-0463

CAROLYN HIKIJI6600 Westown Parkway, West Des Moines, IA | chikiji@strategicamerica.com**PROFESSIONAL SUMMARY**

Collaborative and forward-thinking digital media director with more than 10 years of experience leading teams and executing integrated media campaigns. Expert at leveraging research, data, external partnerships and industry platforms to generate successful campaigns focused on achieving short- and long-term objectives by reaching intended audiences.

WORK EXPERIENCE**Digital Media Director, Strategic America | October 2020 – present**

- Responsible for professional development, operations and output of the paid social and digital media team, collaborating closely with the VP of media/digital services and other directors and managers in the agency.
- Responsible for talent acquisition and hiring for digital and paid social media teams. Conduct quarterly reviews of direct reports and provide ongoing feedback in real time.
- Provide education and relevant updates to teams and clients about the ever-evolving digital media landscape, including audience research, trends, innovation and data privacy.
- Lend senior leadership to the development, presentation, and execution of integrated media plans including traditional, digital and paid social tactics. This includes understanding each client's unique marketing goals and establishing specific and measurable KPIs.
- Deliver campaign reporting with relevant performance metrics to validate campaign success and identify meaningful insights for future campaigns.
- Collaborate with SA's data analytics and programming teams to assist with innovative enhancement of reporting dashboards, attribution models and API integrations with external platforms.
- Manage daily media planning and buying tasks for multiple agency accounts, including tenured work on Wendy's for 20 years and Lennox Industries for 25 years. Includes preparing and confirming contracts for media vendors, providing detailed traffic instructions and delivering creative assets.
- Lead ongoing evaluation of paid digital media partnerships to negotiate media costs, added-value benefits and ensure the highest standards of service, pricing and cross-channel delivery and reporting.
- Responsible for reconciliation of paid media vendor invoices every month to validate campaign delivery based on contractual agreements.

Media Director, Strategic America | January 2013 – October 2020

- Responsibilities for the media director role were very similar to those noted for digital media director, with greater emphasis on strategic planning, execution and mentorship for traditional media channels like television, radio, print and out-of-home.
- Managed media planning and buying for clients such as Wendy's, Lennox, Catch Des Moines (Des Moines Convention and Visitors' Bureau), Exmark Lawnmowers, STEM and various political campaigns.
- Negotiated television and radio buys using Nielsen ratings and daypart/programming analysis in media buying software. Provided detailed television post analysis and negotiated makegood weight for any underdelivery.
- Established myself as a leader in the adoption and strategic implementation of programmatic digital media tactics like display, video, streaming audio and connected television.

Associate Media Director, Strategic America | February 2006 – December 2012

- Assisted the media director with management and operations of the media team in all aspects noted above.
- Managed media planning and buying for clients such as Wendy's, Lennox, Service Experts, Iowa Lottery and various political campaigns.

EDUCATION

Iowa State University

B.S. Journalism/Mass Communications

SKILLS

- Articulate and thoughtful communicator.
- Strong organizational skills to manage multiple projects with a high degree of accuracy.
- Collaborative with organizational savvy to understand roles within the agency, and engage appropriate team members to complete tasks efficiently.
- Proficient with Strata and Advantage media buying software.
- Microsoft Office Excel, Word, PowerPoint, SharePoint

CERTIFICATIONS

- Digital Marketing Pro certification with American Marketing Association and Digital Marketing Institute
- Digital Marketer Paid Traffic certification
- Currently updating Google Fundamentals certification

REFERENCESMichelle Hay, Alpha Media Lincoln | 402.318.6227 | michelle.hay@alphamediausa.comJennifer Hunt, Outdoor Nation | 423.309.2695 | jhunt@odn.agencyCami Webb, NRG Media Omaha | 402.977.9274 | cwebb@nrgmedia.comMisty Schultz, Pandora | 612.396.9370 | mschultz@pandora.com

ANGIE RAMIREZ

515.494.2650 | angieramirez1201@gmail.com

PROFILE

Experienced management professional with expertise in facilitating efficient workflow and successfully supervising complex projects. Exceptional problem-solving skills. Proven manager of multiple associates. Skilled at ensuring on-time completion of projects. Known as a caring, highly involved mentor. Well-developed ability to wear multiple hats and manage a wide range of responsibilities.

PROFESSIONAL EXPERIENCESTRATEGIC AMERICA | Des Moines, IA*Director, Project Management – May 2019-Present*

- Introduced and built project management discipline into the agency.
- Responsible for co-launching, activating and training associates on use of new project management tool (WorkFront) for the agency.
- Provides leadership and direction to project management team; strategically thinking and communicating desired outcomes for SA and our clients.
- Direct the team to work with client service strategy partners to create effective plans for clients and develop the best strategies for project execution for 10+ accounts.
- Project manager for new business agency initiatives.

THE INTEGER GROUP | DES MOINES, IA*Director of Agency Engagement and Collaboration — July 2018 to April 2019*

- Collaborate with key leaders (President, CFO, VP Exec. Creative Director, VP of Integration) on business initiatives, business plans and communication.
- Develop agency communication plans, drive communication channels.
- Guide integration and communication throughout the agency.
- Responsible for development and success of teams and individuals by leveraging training, communication plans and agency culture.
- Drive agency vision through one-on-one connections and agency communication.
- Coach and mentor associates while implementing structured career planning and performance review and improvement programs.
- Strengthen connections at corporate level, facilitate productive network communication and collaboration.
- Manage agency budgets across multiple initiatives.
- New business operations:
 - Identify case studies and collaborate with teams to develop case studies.
 - Project management of new business development teams.
 - Manage and deploy all new business assets.
 - Facilitate strategy sessions, presentation reviews and rehearsals, and pitch day logistics, content and process.

Director of Agency Operations — March 2015 to July 2018

- Executive team member responsible for setting vision for departments and teams that ladder up to corporate vision.
- Work with outside consultants to improve operating efficiencies.
- Represent the voice of associates and be their advocate in executive committee meetings, champion for associates to evolve and help implement positive changes.
- Responsible for outlining and managing agency budgets for internal events, training, award shows, creative department.
- Co-leader of the development and implementation of project management and integrated producer positions.
- Lead career development and supervisor training.
- Responsible for co-launching, activating and training associates on use of new project management tool (WorkFront) for the agency and network.
- Integrate standardized workflow process and encourage agency-wide collaboration.
- Resource manager for the agency, assign talent and approve all timelines for projects.

Director of Creative Operations — March 2006 to March 2015

- Co-manage a creative department of 40-50 associates, providing structure, generating schedules, monitoring daily workflow, maintaining work balance and ensuring deadlines are met.
- Direct supervisor for 10-12 associates.
- Lead team and department meetings.
- Work closely with account service directors, creative leads and executive committee in managing finances and forecasting resources.
- Develop estimates for creative projects.
- Facilitate networking and “cross-pollinating” creative opportunities with the group.
- Manage associate growth through performance evaluations, action plans, coaching, training and working with human resources department and the executive committee.
- Recruit and interview candidates for account service and creative department, identify and hire new employees and freelancers.
- Develop and implement mentor program for agency associates.

Traffic Manager — February 2002 to March 2006

- Oversee and track up to 4,000 projects a year for more than 20 different accounts.
- Serve as traffic lead and decision maker to establish team goals and recommend problem-solving solutions for continual efficiency of accounts.
- Develop and implement agency processes that focus on quality control and cost-effective efficiencies.
- Ensure complete functionality of digital project management system.
- Negotiate deadlines and assign creative resources to projects to ensure the right people and talent are matched to every job.
- Traffic digital projects, attend estimate meetings, attend digital team meetings and set up cross-department collaboration meetings.

EDUCATION

- Grandview College, Business Courses
- Des Moines Area Community College, Business Courses

KAREN KING

Phone (907) 529-5611 karen.king@spawnideas.com

QUALIFICATIONS SUMMARY

Executive with extensive experience in marketing communications, including strategic project planning, brand positioning/development, account planning/research, and client program management in advertising and sales promotion.

EXPERIENCE

President and CEO**Spawn Ideas, Anchorage AK:** 1999–present

Agency leader uniquely qualified as a strategic account planner, brand identity builder/steward, and client relationship/management specialist. Developed new or enhanced brands for clients in many industries. Managed research and advertising development programs for for-profit Agency clients in the outdoors, health and wellness, consumer packaged goods, and resource development, and for many nonprofit clients as well.

Major Accomplishments

Created an agency focus around clients that inspire adventure and wellbeing. Encouraged and invested in new agency services/practices: Hooligan for account planning and Bore Tide One Source for print production/promotional items. Consistently differentiated Spawn from other agencies in the marketplace through strategic insights, creative quality, culture and results. Led agency to achieve regional and national awards for culture (Outside Magazine, 11 years running), and Ad Age NW Small Agency of the Year (gold 2017 and silver award 2018).

President**k2 Marketing Communications, Anchorage, AK:** 1997-2001

Sole proprietor of a marketing consultancy with clients in Alaska and Minnesota. Capabilities include brand positioning, marketing plan development, qualitative research, and copywriting. Clients in school portraits, banking, travel, advertising, and telecom.

Major Accomplishments

Co-partner of brand team that created a first-ever branding effort for America's largest school portrait company. Led a new business effort for an Alaska agency that won its largest ever multi-year contract with a new client, increasing annual revenue by 30 percent.

Senior VP, Management Supervisor**McCracken Brooks, Inc., Minneapolis, MN:** 1994-1997

Senior management professional responsible for client retention, strategic planning, internal staff leadership and program execution. Developed and produced successful consumer promotions for clients like Coca-Cola, Kraft Foods, Keebler, ConAgra and Subaru.

Major Accomplishments

Managed client portfolio that represented one-half of agency's total income, including agency's single largest client. Develop 36-week staff training program that saved agency thousands of dollars formerly spent on industry-conducted seminars.

Earlier Work

- Account Manager, Line-Up Productions, Minneapolis-based sports marketing agency
- Account Manager, PROVA Marketing Group, Minneapolis-based sales promotion agency
- PR Director, Minneapolis Aquatennial, annual summer festival

COMMUNITY SERVICE

- Board member, Providence Alaska Regional Board, Alaska
- Board member, Iditarod Trail Committee, Alaska
- Board member, Erik's Ranch & Retreats, Minnesota and Montana
- Board member, Spawn Ideas, Alaska
- Former board president and member, The Nature Conservancy Alaska
- Former board member, United Way of Anchorage
- Member and former president, Anchorage Rotary Club

INTERESTS

International travel, remote Alaska travel, skiing, boating (motor and sail), art & culture

Director of Client Services**Senior Project Manager****Line-Up Productions, Minneapolis, MN**

June 1991-December 1992

January 1993-March 1994

Planned and managed all aspects of licensed retail product development – including product design, branding strategies, public relations, direct marketing and partner sales promotion programs for a differentiated sports art retail product.

Major Accomplishments

Developed company's first licensed sports products for promotion and retail sale, serving as primary liaison to properties such as the NFL, MLB, NHL, and NBA.

Project Manager**PROVA Marketing Group, Minneapolis, MN**

September 1989 – May 1991

Managed travel, sports, music, celebrity appearance and other sales promotion programs for clients such as SmithKline Beecham, General Mills, Lever Brothers Company and Pillsbury.

Public Relations Director**Minneapolis Aquatennial Association, Minneapolis, MN**

January 1986-August 1989

Developed and executed 50-event summer festival's strategy for public relations activities, including media relations, advertising and collateral development, volunteer training and sponsor development/relations.

EDUCATION

Bachelor of Arts in Journalism, University of Minnesota, Minneapolis, MN

PROFESSIONAL/CIVIC AFFILIATIONS

Former board president and member, The Nature Conservancy Alaska

Board member, The Iditarod Trail Committee

Board member, Providence Alaska Regional Board

NEIL SLOTTERBACK

www.neilslotterback.com | +1 (570) 847 9018 | neil.slotterback@gmail.com | [neilslotterback](https://www.linkedin.com/in/neilslotterback) | San Francisco CA US |

PROFESSIONAL ABSTRACT

Award-winning brand and creative strategist with broad category experience leading startup, challenger, and global brands. Developer of inspiring insights that create new audience understanding and market opportunity. Curious learner and champion of creative ideas that move businesses forward. Trusted and collaborative partner to senior clients and creatives. Mentor and advisor, passionate about developing the next generation of creative and strategic thinkers. Former NCAA Division I athlete and team -captain.

EXPERTISE

- Brand Planning
- Brand Narrative
- Brand Positioning
- Brand Architecture
- Consumer Research
- Focus Group Moderation
- Trend Analysis
- Insight Development
- Creative Brief & Case Study Writing
- Competitive Analysis
- Social Media Analytics
- Audience Personas
- Microsoft Office
- Apple iWork
- Adobe Creative Suite
- Google Workspace

CAREER DEVELOPMENT

BRAND STRATEGY CONSULTANT *San Francisco, CA February 2023 - Present*

Partnering with agencies and brands to identify and seize creative business opportunities

- Barretto – consultant on the creative studio’s messaging and outreach to highlight their newly acquired B Corporation status
- Butler, Shine, Stern and Partners (BSSP) – brand strategy lead and automotive category expert on a new business pitch
- Hecho Studios (72andSunny) – brand strategy lead on Microsoft consumer business, crafting messaging and communications plans for FY24 product launches
- The Pinkney Foundation - strategy consulting to TPF, a non-profit organization based in Oakland, California helping to bring educational, recreational and career opportunities to kids through the game of golf
- Revery – consultant on new business proposals for global golf brand and an AI thought leadership content program for a global investment bank
- Spawn Ideas – strategy lead across their client roster, including GCI – the largest telecom company in Alaska
- Strategic America – strategy and insights lead on Exmark Mowers and US Eagle Federal Credit Union, designing and executing primary consumer research, including customer interviews and focus groups
- Vital Proteins – brand strategy consultant to the in-house creative studio, Kola, authoring campaign creative briefs for the category leader in collagen supplements

VENABLES BELL & PARTNERS *San Francisco, CA June 2022 - February 2023*

Strategy Director: Opendoor, Chrome Industries, Renaissance Hotels, and Discount Tire

- Identified a new creative audience and brand strategy to build the future of Chrome Industries
- Grew Opendoor brand awareness and consideration by 30% during a down real estate market
- Conducted global research with Renaissance stakeholders to identify new ways to reinvigorate their brand and hotel Navigator program
- Partnered with the head of strategy to define the future vision of the strategy department

SUBCONTRACTORS

Strategic America is a full-service agency, capable of completing qualitative and quantitative research, with a powerful data and analytics team, award-winning creative services, and more. However, for outdoor, destination, and travel opportunities, we often successfully combine our many strengths with those of our strategic partner—Spawn Ideas—a smaller outdoor and tourism shop that we consider a “sister” agency for our linked values and collaborative ability to work seamlessly together. It’s an alliance that leads to multiplied capabilities for our clients. We’ll do so for this RFP as well. In addition, we’ll bring in our partner Unified Partnerships (iHeart), with whom we’ve already been partnering on the Nebraska Secretary of State’s Voter ID initiative. Their contact information is below.

Spawn Ideas

510 L Street | Suite 100 | Anchorage, AK 99501 | 907.529.5611

Spawn will be partners with SA to collaborate on strategy, account planning, and qualitative and quantitative research.

Percentage of performance hours = 55%

Wiese Research Group (WRG)

12020 Shamrock Plaza | Suite 200 PMB97953 | Omaha, NE 68154 | 402.391.7734

WRG will recruit research participants and conduct quantitative research, providing data analysis and reporting to include key findings as they relate to planning/decision making.

Percentage of performance hours = 20%

Unified Partnerships

5180 Golden Foothill Pkwy. | El Dorado Hills, CA 95762 | 530.306.7966

Unified will potentially partner with SA to collaborate on audience targeting and data, as well as possible media strategies.

Percentage of performance hours = 3–5%

Attachment A - Technical Approach
Attachment A
Technical Approach
Marketing Research and Analysis
Request for Proposal Number 6862 Z1

Bidder Name: Strategic America, Inc.

For the following six technical requirements, provide a bidder response explaining how each requirement will be met. Include frequency of each requirement in the bidder response. Explain the overall process, research methodology, planning, requirement implementation and evaluation of each item.

The fulfillment of the RFP requirements listed below will be at the direction of the Nebraska Game & Parks Commission (NGPC). A completed copy of this form must be submitted with the proposal response.

STRATEGY DEVELOPMENT

The primary need for this RFP is to identify a communication/marketing research and strategy vendor(s) with proven experience in researching and providing marketing guidance on consumer/recreationist motivations to provide recommendations for customer and brand engagement. Because NGPC has a broad spectrum of recreational activities and there is ever-increasing competition for people's free time the agency must continue what is successful but also identify innovative, unique, and compelling strategies to reach new potential consumers with messages related to Nebraska's outdoor recreation opportunities and grow brand awareness among potential customers. Bidder must demonstrate understanding of NGPC's current outreach, events, and messaging. Awarded bidder should recommend new or emerging communications and outreach efforts that are attainable with the agency's current staff and funding resources. Describe demonstrated experience in successful delivery of a variety of communications outreach, strategies, implementation, and evaluations.

The Nebraska Game and Parks Commission (NGPC) has a clear mission: to create a future that inspires a diverse group of people to participate in outdoor recreational endeavors and become or remain advocates for conservation and a healthy, natural environment. The organization accomplishes this in five focus areas: boating, fishing, hunting, parks and shooting sports, with specific objectives for each to increase and reactivate participants, retain participants, and maintain support for conservation and outdoor recreation. The NGPC encourages people to be active in the parks, educates the next generation of hunters and fishers, promotes fishing to boaters in Nebraska who do not currently fish, teaches boating safety and conducts classes in shooting sports.

Diverse groups of visitors, both young and old, benefit from these efforts. The Wise and Wild program, for seniors, enables them to spend more time outdoors cooking, learning edible mushrooms, and keeping an eye out for sandhill cranes. Children ages 3-5 gain a greater appreciation for animals, nature and the outdoors while bonding with parents through the Little Saplings Nature Discovery Program. Students in the Wildcat Hills Homeschool Program meet monthly to learn about the ecosystems, animals, adaptations and habitats found only in western Nebraska. Birdwatchers, history buffs and up-and-coming naturalists find a place to fuel their passions through events like Birds of a Feather, Living History Week, Master Naturalist Mondays and more. And the NGPC and several partners offer the "Take 'Em Hunting"

challenge in which hunters take beginners on mentored hunts for a chance to win prizes.

Safety is paramount. The Go Explore series teaches students outdoor skills, the fundamentals of safe and successful hunting techniques, and species identification. Try Archery classes and First Shot Pistol train proper archery and firearm handling. And Boating Safety Classes let water enthusiasts brush up on skills that protect themselves and others.

NGPC's audiences of Affable Adventurers, Family & Outdoor Enthusiasts and Dabblers have different motivations, yet all have commonalities as well. They are attracted to the sense of place Nebraska's outdoors provides and envision taking it all in on their own. To that end, the most effective NGPC campaigns have focused on a single, strong outdoor image that puts Nebraska on center stage – with few people in sight (photography centric – suggest, rather than show). The approach also enables the commission to attract a broader audience. In research, ad concepts with the best reactions are those about "making memories" and "conservation."

Other approaches show the thrill of competition through events/contests and motivate families to make and share family memories. And NGPC has found that, while many people are searching for a solo endeavor, socializing and bringing along friends and family only amplify the experience. And even a few hours in the outdoors can be remembered for a lifetime.

NGPC is in an enviable position as it promotes a diverse range of outdoor recreational opportunities for Nebraskans, inspiring them to experience some of the best of what the state has to offer. The organization is capable of generating enormous goodwill through its marketing efforts. Similar organizations, such as the National Park Service, have built an influential and often viral social media presence by bringing conservation and environmental awareness to the public through entertaining and shareworthy content. We endeavor to do the same for NGPC.

And while building a following is a worthy marketing goal, we need to create a movement.

Rather than rely on the passion of the few to carry the conservation flag from generation to generation, we want every Nebraskan to take up the cause. This represents both an opportunity and challenge for NGPC: how can we make the conservation of Nebraska's greatest natural resources and wonders not just a job for the most committed of outdoors people, but a source of pride for all Nebraskans?

Our first step in taking conservation from a responsibility of "the few" to a source of pride for all is to understand the cultural context of how Nebraskans currently engage with the outdoors and with NGPC. Through in-depth research of both non-customers and customers, we can identify the current attitudes and behaviors that ultimately influence their relationship with the outdoors and create obstacles to their outdoor enjoyment, and understand the various emotional triggers that can inspire greater engagement with NGPC messaging and the recreation areas it manages and promotes. In addition to the current cultural context of the outdoors, we'll identify ways to establish cultural relevance across a multi-generational audience. Here, we'll search for important commonalities across generations and segments to establish a level of consistency, while utilizing key channels and tactics to customize our engagement strategy by segment.

This approach will involve reaching "new to NGPC" audiences, and for that we will leverage communication channels and tactics that are most effective in reaching them, including social media, online video, digital communications and events. And through ongoing media and messaging optimization, we can measure and manage to our marketing objectives and apply learnings to subsequent efforts.

We also recognize the need to fulfill these bold ambitions while operating with limited NGPC resources. This is why we will propose strategic and creative solutions that are insight-led, punch above their weight (to maximize investment and achieve more earned attention), actionable by NGPC staff and measurable to ensure accountability.

Example: Just one way in which we've done this for other clients is seen in work with GCI, Alaska's largest telecom (wireless, internet, TV

– B2B, B2C). And while their “largest network” status might suggest a marketing budget to match, we partnered with them for over 11 years to create insight-driven, impactful, actionable and measurable work, while working with a fraction of the resources of the larger telecoms from the Lower 48. Those limitations in many ways fueled our successes as we created messaging, campaigns and programs that demonstrated a deep knowledge of both rural and urban Alaskans, and various personas/segments (based on demographics, psychographics and product use), helping to establish a more relevant connection with our audience and improving brand likeability in a category not known for it.

Partnering with a small client marketing team, we supported their vast needs for omnichannel marketing and speed of program delivery, including (partial list):

- A major brand refresh (logo, palette, fonts, photography style, etc.)
- Marketing installations and POS in-and-around GCI’s multiple retail stores. We developed a retail strategy and designed, printed and installed all assets
- Paid digital and social marketing featuring A/B test, learn and apply strategies
- Streaming audio and video
- CTV
- Out Of Home displays in stores, malls, buses, airports and at events
- GCI retail fleet wraps
- Radio
- Direct mail
- Sponsorship support (Special Olympics, Iditarod, suicide prevention efforts and others)

- Spokesperson recommendations/development including Nick Hanson of American Ninja Warrior fame
- Internal communications
- Qualitative and quantitative research
- Audience segmentation, personas
- Annual iPhone launch TV; iPad TV (GCI was the first regional telecom Apple allowed to produce TV due to the quality of Spawn’s finished advertising)
- The launch of a new state “holiday,” Good Neighbor Day, which established a new retail sales opportunity for GCI and developed long-term goodwill for the company
- An ongoing themeline: Alaska Born & Raised, promoting GCI as the local favorite against national competitors like AT&T and Verizon

All marketing activities were developed on an annual calendar and budget, but allowed for quarterly adaptation and quick-turn competitive advertising (proactive and responsive). Advertising varied by customer/prospect segment, with customer lists deployed to either market to a specific customer group (bundling opportunities), or eliminate a product’s customers from receiving inefficient, duplicated marketing.

Audiences varied by campaign, with market-specific creative assets developed as necessary for urban, rural, Alaska Native and other audiences.

And throughout our initiatives, we held ourselves accountable with regular retail and subscriber dashboards to track and optimize our impact on GCI’s business. Monthly “reflections” meetings with the client’s marketing team recounted results for all marketing channels and a summary accounting of outcomes the team called “Up, Down, Innovate” (what worked, improvements necessary, new executions).

NGPC CONSUMER/AUDIENCE RESEARCH

Conduct primary research of NGPC current customers and potential customers who are active in outdoor recreation, and those who are not currently paying customers or active in outdoor pursuits. Include varied societal, generational, cultural, economic, recreational, and tourism and lifestyle values of both urban and rural residents. A representative sample of existing NGPC customers including but not limited to hunters, anglers, campers and park visitors, event attendees, and/or others will be provided securely and electronically to the awarded bidder. Additional lists of general Nebraska population samples shall be sourced by the awarded bidder. Describe experience and approach to completing and reporting results.

For our primary research needs, we are partnering with Wiese Research Group (WRG). WRG is a wholly owned subsidiary of The MSR Group. They are a full-service marketing research firm in existence for nearly 50 years, headquartered in Omaha, Nebraska. WRG has completed literally thousands of research studies listening to both consumer and business respondents across a wide variety of industries and informational objectives.

One of WRG’s greatest strengths is the ability to translate the client’s specific research objectives into unbiased questions that yield the most “actionable” information possible. This is a collaborative process that begins with taking the time to fully assess the client’s informational needs up front, as well as how the client plans to use the information once obtained.

When summarizing research results, WRG’s report format is designed to present the findings in such a way that will be meaningful and understandable to the reader, even if they were not integrally involved in the research process.

Given its Nebraska location, WRG has completed countless research studies where the target population involved “listening to” a representative and statewide sample of Nebraska residents. While these research projects are proprietary in nature, suffice it to say that such studies have been conducted on behalf of clients in a wide variety of industries, including healthcare, banking/financial, utilities, agriculture, education and gaming, to name a few.

In partnership with WRG, we will conduct a multiphase research study involving both quantitative and qualitative methodologies to reach and gain valuable insights from existing NGPC customers as well as prospects. The findings from each phase will inform subsequent phases, bringing iterative and collaborative learning to a structured and well-defined research process. In our proposed approach, there are three primary phases of research.

PHASE I – OUTDOOR ATTITUDES AND USAGE

- Quantitative survey utilizing a Nebraska-only sample, completed via online and telephone surveying, supplemented by postcards mailed to NGPC customers
- When using a phone methodology, the data collected is only as good as the interviewers conducting the survey. WRG employs its own staff of telephone research interviewers who are extensively trained and continuously monitored and given feedback. We set and maintain extremely high standards to ensure the accuracy and completeness of the information provided to clients. For online data collection, we partner with a reputable and highly regarded panel provider.
 - o Rural and urban populations
 - o Aged 18-74

- Objectives:
 - o Understand current attitudes and usage (frequency and time spent) of Nebraska outdoor recreational opportunities across the following activities:
 - Hiking (including trail users, wildlife watchers)
 - Camping (including park day visitors and park guests)
 - Angling
 - Hunting (including shooting sports)
 - Boating (including kayaking and floating)
 - o Understand current attitudes and usage of competing activities
 - Out-of-state travel
 - Bars and restaurants
 - Hotels and short-stay rentals
 - Streaming and TV watching
 - Organized sports
 - Live sports (spectating)
 - Religious services
 - Etc.
 - o Understand needs and attitudes of target audiences
 - E.g., willingness to travel, plan trips, purchase permits, etc.
 - Motivators for outdoor recreation (e.g., adventure, family time, relaxation)
 - o Other outdoor brand affiliations
 - o Understand current knowledge and awareness of NGPC activities, events and offerings
 - o Media habits and brand usage

PHASE I IMPLEMENTATION DETAILS

- **Sampling** – We will include a random sample of all Nebraska residents aged 18-74, with quotas by region, age group and gender to ensure the final sample accurately reflects population statistics (weight total random sample if needed to adjust for any under or over sampling should quotas not be met), in addition to a “booster” sample of NGPC customers. This booster sample will then be combined with customers in the random sample to achieve greater result stability for this segment.
- **Data Collection for Random Sample** – We will obtain lists needed for phone phase (primarily wireless numbers), and interviewers on staff will conduct the surveys; we will work with a reputable panel partner to obtain the web-based survey respondents.
- **Data Collection for Booster Sample** – NGPC will print postcards with link to a web-based survey and mail to customer addresses from its data base; WRG will be responsible for providing the survey link, URL (domain name), landing page and data hosting.
- **Sample Size** – We recommend options ranging from n=750 to n=1500 total random sample respondents, with 25% of the surveys completed by phone and 75% online. The booster sample size will be a function of the actual # of postcards mailed and response rate achieved (5%-10% is anticipated); budgets allow for up to n=1000 additional customers completing the online survey as a result of the postcard invitation.
- **Survey Instrument** – Our teams will collaborate to develop the questionnaire needed to meet the research objectives and then program the final survey for CATI and online administration.
- **Survey Length** – Budgets assume the average interview length will not exceed 15 minutes (over the phone). The same “core” set of questions will be administered to both non-customers and NGPC customers, to allow

comparability, although a few extra “customer only” items are anticipated. We recommend gauging interest in participating in follow-up research at the conclusion of this survey and, if interested, we will obtain the respondent’s contact information (name, phone, email).

- **Coding** – We will code responses to open-ended questions (assume 3-4 such items) for analysis purposes as well as provide verbatims, if desired.
- **Final Deliverables** – Data file, crosstabs and accompanying statistics, data analysis and reporting.
- **Summary Report** – We will include a graphic presentation of the results, along with an interpretive discussion of key findings as they relate to planning and decision making.
- **Approximate Timeline** – Typically 2 weeks are needed for the survey development, review and revision process, with a few days needed for programming and testing the survey. Data collection will take 3 to 5 weeks, depending on the sample size selected, with another week to complete coding and generate crosstabs. Data analysis and final report preparation requires approximately two weeks.

PHASE II – QUALITATIVE INTERVIEWS WITH CURRENT NGPC CUSTOMERS

- Qualitative interviews (individual interviews of NGPC customers, n=12-18)
- Research objectives:
 - o Understand the key triggers or motivators (the ‘why’ behind the ‘what’) that inspire outdoor recreation activities
 - o Evaluate creative stimulus (messaging) for comprehension, relevance and consideration of NGPC programming

- Creative stimulus to include concept statements inspired by research insights and the hypothesized drivers of outdoor recreation (e.g. family time, relaxation, adventure, etc.)
- Use qualitative interviews to explore potential creative areas with the purpose of narrowing to a selection of concepts to take to quantitative testing.

PHASE II IMPLEMENTATION DETAILS

- **Study Design** – A qualitative survey taking the form of in-depth interviews (IDIs) to further explore key motivators for outdoor activities and evaluate creative messaging.
- **Sample** – Will come from NGPC customers surveyed in Phase I who agreed to be contacted for follow-up research (can select participants based on survey responses).
- **Recruitment** – We will develop a screener and recruit respondents by phone, offering a \$100 gift card incentive as a token of appreciation (incentives to be paid and distributed by consultant).
- **IDI Participants** – We recommend conducting a total of 12, 15 or 18 IDIs, with each session lasting approximately 30-45 minutes on the phone. It is anticipated that an additional 2-4 recruits will also be needed to replace any cancellations/no shows.
- **IDI Discussion Guide & Moderation** – We will develop the IDI questionnaire or guide as well as moderate/facilitate the IDIs (no involvement by WRG is needed).
- **Final Deliverables** – Audio recordings, typed transcripts and summary report that highlights key findings will be provided.
- **Approximate Timeline** – We anticipate that one week will be needed to develop and program the recruiting screener, with participant recruitment taking another week to 10 days.

PHASE III - CURRENT AND POTENTIAL NGPC CUSTOMERS

- Quantitative evaluation of NGPC creative stimulus
- Use an online quantitative study to identify the most relevant and persuasive messaging to inspire consideration of NGPC programming, events and activities
- Research objectives:
 - o Identify the message(s) that drive positive perception and consideration of NGPC programming, events and products
- Audiences to include:
 - o Rural and urban Nebraska residents (non-NGPC customers)
 - o Rural and urban Nebraska residents (past/current NGPC customers)
 - o Out-of-state residents who enjoy outdoor recreation/activities (states TBD)

- **Coding** – Our research partner will code responses to open-ended questions (assume 2-3 such items) for analysis purposes as well as provide verbatims, if desired.
- **Final Deliverables** – Data file, crosstabs and accompanying statistics, data analysis and reporting.
- **Summary Report** – Will include a graphic presentation of the results, along with an interpretive discussion of what we consider key findings as they relate to planning/decision making.
- **Approximate Timeline** – 2-3 weeks for the survey development, review and revision process, with another week for programming and testing the survey internally. Data collection will take 10 days to 2 weeks, with another few days needed to complete coding and generate crosstabs. Data analysis and final report preparation requires about two weeks.

PHASE III IMPLEMENTATION DETAILS

- **Sample** – Both customers and non-customers of NGPC from across the state, as well as an option to include out-of-state residents who enjoy outdoor activities (specific states TBD).
- **Data Collection** – Use sample from Phase I and Phase II study participants; we will manage the email broadcast, work with same panel partner to recontact prior panel respondents as well as to obtain “new respondents” as needed (e.g., from other states) and data hosting.
- **Sample Size** – Total of n=300 respondents.
- **Survey Instrument** – Our team members will collaborate to develop the questionnaire needed to meet the research objectives, and then program the final survey for online administration.
- **Survey Length** – Survey length of 8 minutes (time to complete online).

MARKET ANALYSIS

Our proprietary dashboard provides demographics, psychographics, lifestyle information and channel preferences on all households in the U.S. This can be sliced down to the state, county, city and ZIP Code levels, enabling us to properly analyze the target audience throughout the state of Nebraska and determine the optimum channel mix and message for each area and audience segment throughout the state.

DATA ANALYSIS & REPORTING

As the customer journey becomes more complex, reporting and analytics are becoming even more vital to delivering an effective, integrated marketing plan. We develop real-time reports and regularly update reports for any time frame (daily, weekly, monthly, etc.). Reports can be displayed at any level, depending on the end-user preference and use case. We are proficient in data visualization through platforms such as Tableau and Excel. Software like Tableau enables real-time data connections, as well as interactive dashboards that can be customized for different users within the organization. Our data team also leverages sophisticated data blending and

enrichment software to manage large sets of data, as well as combine disparate data sources for a unified view and tracking.

When it comes to reporting and measurement, it is a collaborative effort from the beginning. We will work with you to determine the main research-based KPIs to measure success. From there we will develop custom dashboards to ensure we are not only measuring media effectiveness, but also are incorporating first-party data you already have to see how our efforts are increasing awareness and engagement across the state.

Comprehensive Summary

WRG’s typical report format (in PowerPoint) consists of a discussion of key findings alongside graphics designed to provide a visual presentation of results.

Executive Summary

If needed, WRG can also prepare an executive summary that includes only the key takeaways, based on an analysis of the data in the Comprehensive Summary.

Executive Presentation

With the SA/Spawn Ideas team, we are happy to present the research findings to key stakeholders virtually or in person.

Customized Dashboard

While not a standard deliverable, WRG can design a customized dashboard using interactive reporting software like Tableau. This enables real-time data connections, as well as interactive dashboards that can be customized for different users within the organization.

Real-Time Reporting Examples



ATTRIBUTION MODELS, ARTIFICIAL INTELLIGENCE & PREDICTIVE MODELING

While this opportunity to partner may not need these data applications, they're worth mentioning. In order to truly assess a marketing plan, we go deeper than last-touch attribution. A consumer needs to be reached seven to 10 times with a marketing message, through at least three different channels, before they are moved to action. Therefore, we are able to execute cross-channel attribution to help gain insight into the full customer journey. Examples of this are direct mail matchback, digital attribution models and media mix models.

Artificial intelligence is an emerging integration for SA and our partners, and this is true for all marketers. We've primarily used AI tools for content generation and paid digital media. For media planning/buying, our approach is to leverage AI where it can help us make informed decisions, be more efficient and optimize faster. Artificial plus human intelligence is used within every stage of our programmatic planning and buying process. AI provides micro details and

optimizations while human intelligence provides the macro view, plus context within each strategy.

The need for human input and strategic thinking must be paired with AI. We strive to use AI purposefully so that it enhances, but does not replace, our critical thinking.

Predictive modeling is another useful tool in which we are proficient. It can be leveraged throughout marketing plans on several different levels. In particular, we have leveraged predictive modeling to assist in targeting and segmentation. Models can be developed based on past customer data analysis, ranking all consumers/households into tiered groups most likely to convert into profitable customers. Again, predictive modeling will never replace the need for human input and strategic thinking, but it can be a valuable tool in our tool kit. It's likely not needed for this endeavor, but we're prepared in case it proves beneficial.

Predictive Modeling Example



UNDERSTANDING THE MARKETPLACE, NGPC SPORTSPERSONS AND RECREATIONAL TRENDS:

NGPC has prior consumer segmentation studies, customer surveys, sportspersons preferences and avidity studies, park user surveys, and more data. Recent national outdoor recreation studies report levels of hunting, fishing, boating, and parks and wildlife viewing. Describe your current approach to utilizing existing data and how it applies to this new effort, your understanding of the outdoor recreation and conservation market in Nebraska, urbanization challenges, and opportunities and trends in outdoor recreation in Nebraska. Describe your approach and level of understanding of recreational opportunities managed and offered by NGPC. Describe previous experience and how it would benefit the NGPC.

The Nebraska Game and Parks Commission continues to embrace its purpose and mission to steward the state's fish, wildlife, parks and outdoor resources. Regardless of the recreational opportunities it manages, NGPC ultimately aims to increase, reactivate and retain participants, as well as maintain support for conservation and outdoor recreation in each of these areas. The work is vast, detailed and inspirational to the Strategic America/Spawn team.

and challenges facing NGPC. In addition, by looking at existing data and formulating our own research questions, we can identify the knowledge gaps that we will look to fill through both primary and secondary research. See question 2 response for a detailed outline of our proposed research approach by phase and implementation.

As the challenge pertains to the outdoor recreation and conservation market in Nebraska, we can offer these early observations:

NGPC's Focus on the Future Strategic Plan includes Parks and Land Management Plans for state park, recreation areas, historical parks, trails, wildlife management wetlands, boat launch facilities, shooting ranges; Fish and Wildlife Plans; and Public Engagement and Recreation Plans. The plan highlights an array of opportunities for NGPC, which balances sustainability, talent/expertise investment, outdoor safety, a prioritization of fish and wildlife and their habitats, partnerships and conservation engagement.

NGPC has completed an impressive amount of work valuable to this RFP's new assignment. As our team begins to tackle any research-based assignment, among the critical first steps is to establish a baseline of accumulated knowledge on the organization, its competitive environment, and its audiences. Through an audit and review of existing 1st party data, as well as conducting secondary research to further explore and incorporate external perspectives and insights, we become grounded in the opportunities

- First, Nebraska is a growing state, with .5% population growth in 2022 and exceeding average annual US population growth in 8 of the past 15 years.¹ As the state population nears 2 million, increased resources will be devoted to supporting this growth through new economic development and housing, while adding potential strain to sustainability and conservation efforts.
- According to the Nebraska Environmental Trust, despite consistent funding contributions from the Nebraska Lottery, less than half of the amounts requested for projects pertaining to habitat, surface and ground water, waste management, air quality and soil management are ultimately granted.² Said another way, historical demand for these important conservation projects has exceeded the supply of state-funded dollars.
- Parks and natural areas are playing an increasingly larger role in the battle against

climate change. Through measures such as flood protection, retention of stormwater, green infrastructure parks, and protection against both long-term climate trends and single events, state and local parks are vital to mitigating environmental disasters and protecting human populations.³

- The Nebraska R3 Plan outlines the critical importance of recruiting, retaining and reactivating outdoor recreation participants across key pillars, including boating, fishing, hunting, parks and shooting sports. Chief among the tasks is engaging new, younger and more diverse participants, helping to create a more inclusive environment for people of color, one of the most underrepresented groups in the outdoor industry.⁴ By recruiting and retaining these new users, as well as reactivating previously engaged audiences, NGPC can further its development goals while providing exceptional recreational opportunities and experiences to all Nebraskans.

Through the NGPC, Nebraskans can connect with the natural world and support conservation efforts in the state. And while many regularly benefit from

the recreational opportunities offered through NGPC, increasing engagement and relevancy with the public remains a top strategic priority.⁵ Absent a strong connection to the local environment and the future support of conservation efforts from the legislation and Nebraskans, the long-term viability of NGPC's programming will be challenged.

Example of previous experience from strategic partner Spawn Ideas (SI):

Spawn's work to create a destination brand for Valdez, Alaska, required the merging of vast existing research to analyze and summarize its findings, look for gaps, and fill in with new qualitative and quantitative research, stakeholder/community discussion groups and stakeholder interviews.

Prior to our work, Valdez hired a place-branding agency that spent significant monies and failed to produce a destination Valdez brand that community stakeholders were willing to support. The core branding committee was under immense pressure to deliver in a second branding attempt with our agency team.

Study Design

Secondary Information Review

WHAT WE HEARD

COMMUNITY VALUES

- Small town spirit and values
- Neighbors helping neighbors
- Resiliency
- Access to recreation
- Culture and history

CONCERNS

- Protecting character while growing the economy
- Increasing development costs and high cost of living
- Reduced regional transportation services
- Growing quality education and employment opportunities
- Diminishing population
- Access to healthcare
- Limited access to affordable childcare
- Long-term mental and physical health
- Lack of affordable housing and general lack of housing

ASPIRATIONS

- Be a community where people want to stay
- Have a sustainable, stable, and year-round economy
- Have quality affordable services: education, health care, childcare, and senior living
- Have a variety of housing types to meet different needs and income levels
- Be a model city for wellness
- Grow in a positive and productive trajectory with the public and private sectors partnering in an efficient and effective manner
- Be celebrated for its quality of life
- Balance racial inequities

- COLLABORATIVE ACCOUNTABLE TRANSPARENT
- LIVABLE BUILT ENVIRONMENT
- THRIVING, STABLE & SUSTAINABLE ECONOMY
- CONNECTED
- HEALTHY LIVING
- ENVIRONMENTAL STEWARDSHIP
- ADAPTABLE & RESILIENT

Estimated Valdez Pleasure Visitor Volume by Exit Mode, October 2015-September 2016

Exit Mode	Volume	Percentage
Highway	77,000	82%
Ferry	9,000	10%
Cruise	5,000	5%
Air	3,000	3%
TOTAL VISITORS	94,000	

Top Ten Valdez Activities, Summer Visitors

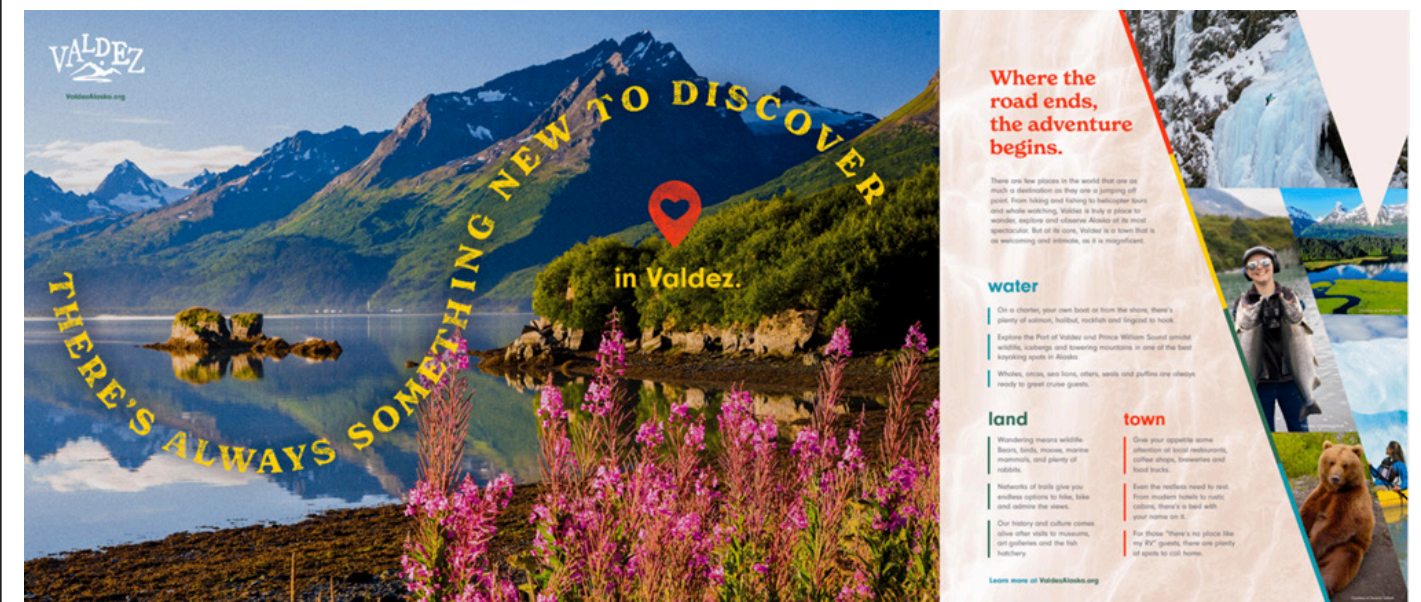
Activity	Percentage
Camping	66%
Fishing	44%
Wildlife viewing	42%
Hiking	34%
Day cruise	31%
Shopping	27%
Museums	21%
Hatchery	17%
Birdwatching	16%
Sightseeing tours	14%

We honored the earlier-completed work and expense and found a cost-efficient way to create a winning brand for the community. Our team assessed 80 gigabytes of earlier research, performed a social media scrape (Trip Advisor, Meta) and did our own secondary research before identifying gaps that our brand research effort could fill. The new research we engaged in included an ethnographic study, a site visit/familiarization tour, community group conversations, 1:1 interviews, and in-depth qualitative study, community survey and a quantitative perception study (visitors and non-visitors, Alaska and Washington state), as well as a competitive positioning review. We spoke with local Native tribes, culture bearers, artists, fishermen/women, entrepreneurs and tourism organizations.

The resulting Valdez brand was approved, and we provided a comprehensive brand style guide

with advertising templates and a community lunch'n learn meeting with businesses, tourism groups and other stakeholders on how to use the brand. The lunch'n learn included examples from local businesses already implementing the new city brand (with our help) and provided Canva resources for small businesses with little asset creation experience and limited budgets.

The Valdez brand experience will benefit the NGPC because we are experienced in merging knowledge and analysis of existing research with new work to fill gaps – keeping all stakeholders engaged and informed along the way. It is an example of accountability to a cost-efficient research strategy and overcoming difficult and sensitive circumstances to result in a successfully completed project on time, on budget, and with critical approval of a core client committee and larger stakeholder groups/partners.



¹ "Nebraska returns to healthy population growth," https://omaha.com/news/local/nebraska-returns-to-healthy-population-growth-after-pandemic-lull/article_dcbe98f0-9ded-11ee-9946-bbc1991af33e.html#:~:text=Nebraska%27s%20estimated%20population%20grew%20by,poor%20growth%20during%20the%20pandemic.&text=It%27s%20kind%20of%20a%20return,Health%20Development%20Partners%20of%20Omaha. Accessed Feb 22, 2024.

² "The Nebraska Environmental Trust 2021 Annual Report" Nebraska Environmental Trust. https://environmentaltrust.nebraska.gov/about/pdf/2021_Annual_Report.pdf

³ "Top Trends in Parks and Recreation for 2024." National Recreation And Park Association. <https://www.nrpa.org/parks-recreation-magazine/2024/january/top-trends-in-parks-and-recreation-for-2024/>. Accessed Feb 22, 2024.

⁴ "Breaking down the lack of diversity in outdoor spaces." National Health Foundation. <https://nationalhealthfoundation.org/breaking-down-lack-diversity-outdoor-spaces/>. Accessed Feb 22, 2024.

⁵ "Focus on the future 2023-2025 Strategic Plan. NGPC

NGPC AUDIENCE SEGMENTATION

Segments must be created from primary and secondary research to identify core and growth audience segments for the Nebraska game and parks. Identify the size of each segment (percent of customers and the population) identify their motivations for outdoor recreation, barriers to outdoor recreation, defining characteristics, preferences for leisure time and activity, related activities, etc. Describe process and approach to segmenting current and potential growth audiences. Provide an example of an executive summary and/or visual model that references segments.

Creating an audience segmentation combines the art and science of research and analysis. The “art” involves the creative use of data to tell a compelling story about a discreet audience, bound together by its shared values, motivations, attitudes and behaviors. For NGPC, that may include how often people engage with outdoor recreation, activity types, the emotional benefits they derive from outdoor recreation and their current relationship with NGPC. These valuable inputs are derived from a blend of primary and secondary research that is typically more expansive and inclusive of an array of potential audience segments. The “science” of segmentation involves the design of primary research that can yield a diversity of responses, and thus create opportunities to cluster audiences based on their commonalities. Some of those clusters may be driven by life stage, geography (urban vs rural), passion level for the outdoors or psychographics (e.g., adventure-seeking). In addition, the use of a typing tool from prior NGPC segmentation studies can help bring continuity to this work and build on existing segments, if desired.

When looking at the current NGPC audience, we will closely examine what we believe are the key drivers of behavior (i.e., visits, permits acquired) and through data analysis, identify the audience characteristics that play the largest influence on those behaviors, such as proximity to a state park, age or other outdoor brand affiliation. From that baseline, we will effectively pattern-match those audience characteristics from existing customers to those within the non-customer pool to show their relative willingness to participate in NGPC activities. From this vantage point, we

can more clearly define the non-customer segments based on their shared values, the likelihood they will engage with NGPC, and the motivations to which we’ll need to appeal to via messaging and other programming.

Example: On behalf of Intrawest Resorts (now Alterra Mountain Company), a developer and operator of destination resorts and a luxury adventure travel company, we created in-depth consumer personas for key outdoor-recreation segments. Each persona featured demographics, behaviors, motivations and key messaging points for marketing purposes.

In this example, we crafted personas using qualitative and quantitative information from each resort’s audience data, outlining the needs and wants of each customer segment to provide focus and purpose for marketing and advertising. We added more depth (travel behavior, online booking habits, general attitudes re: life/travel/brand interactions, media habits, etc.) to these personas by leveraging additional data from resources such as Experian, Gartner, Snowsports Industries America and the American Association of Advertising. Highly specific demographic and psychographic models were built out from this data merger and named appropriately, e.g., older Legacy Builders and young, mostly male, Snow Gods.

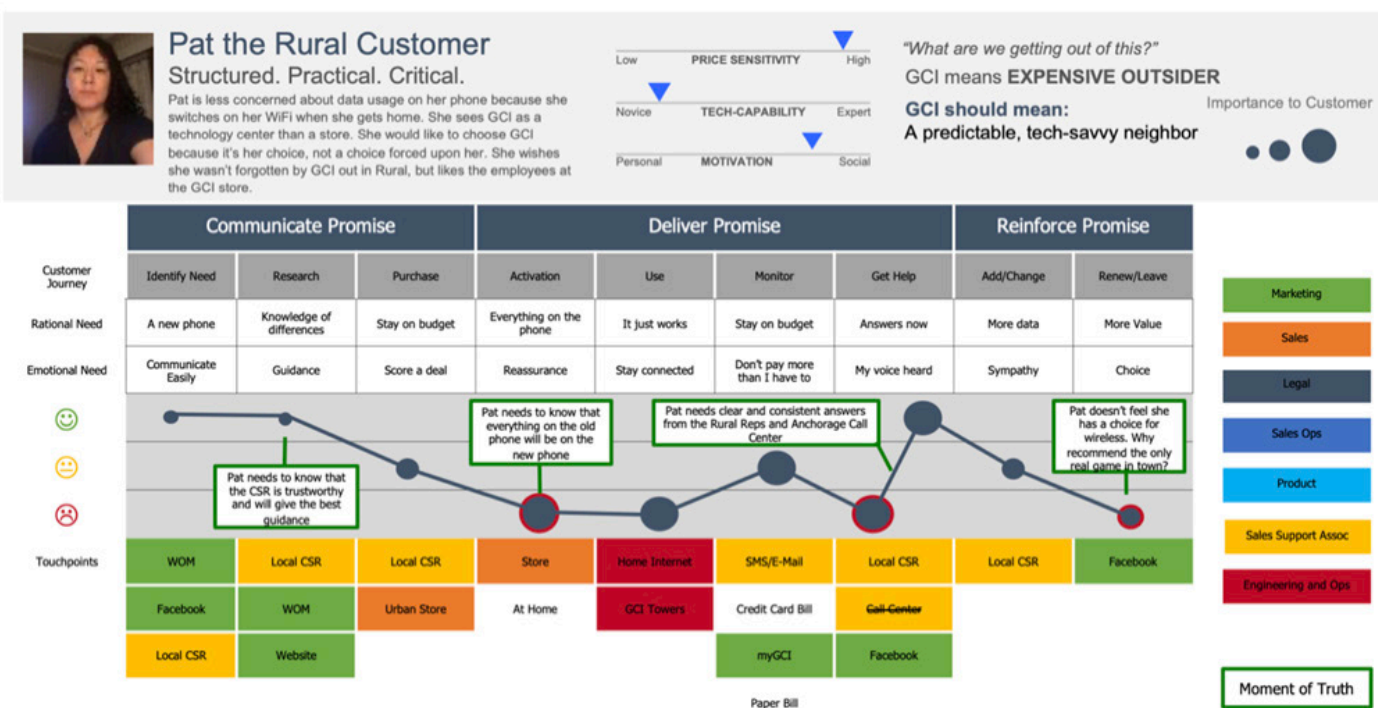
The full report can be found here: https://www.dropbox.com/scl/fi/mu9ckrf6ckapelu4ctd4l/Intrawest-Consumer-Personas_Final_07-15-15.pdf?rlkey=wehq88ipiepy1rpyx3t8dxo9z&dl=0

See next page for page one of the Snow Gods persona.



DEMOGRAPHIC	BEHAVIOR	MOTIVATIONS
<ul style="list-style-type: none"> ▶ Gender: Male ▶ Age: 18-35 ▶ HH Income: \$75K+ ▶ Solo Traveler ▶ Spend ~ \$5,500+ annual on travel ▶ All-inclusive, friends/relatives, standard hotels, e.g., Embassy Suites 	<ul style="list-style-type: none"> ▶ Extrovert ▶ Competitive, adventure-loving, extreme ▶ Have “go-to” places for ski/boardng and will travel for terrain ▶ Stay up to date on promos at favorite destinations ▶ Track performance with apps/social 	<ul style="list-style-type: none"> ▶ Full-bore engagement ▶ Professional-level performance ▶ Being healthy and active in outdoors
MARKET TO ME		MESSAGING
<ul style="list-style-type: none"> ▶ New activities / extended mountain hours ▶ Terrain / snow report ▶ Year-round mountain opportunities ▶ Performance tracking apps/programs, competitors/events ▶ Special rooms/offers for solo travelers ▶ Local offers ▶ Remarketing relevant messages ▶ Ambassador/rewards programs 		<ul style="list-style-type: none"> ▶ Spontaneous, opportunistic ▶ Spend your sick-day with us ▶ Ego builder and extreme experiences ▶ Skier/Boarder endorsed ▶ Me-time focused

A second example is from GCI. We defined B2B wireless telecom segments to include marketing touchpoints/opportunities along the customer journey.



MARKETING STRATEGY AND DEVELOPMENT:

Identify engagement strategies that will resonate with campers, park goers, hunters, and anglers. Identify engagement strategies for growing cohorts of non-consumptive participants such as boaters/floaters, trail users, and wildlife-watchers. Identify key messages and actions to grow participation and increase brand relevance and outdoor recreation participation among non-consumptive individuals. Describe experience and approach.

For 43 years, SA has brought strategic thinking, insights, creativity and discipline to effective engagement strategies and public campaign development across many channels. Our team members—along with our partners—leverage our collective professional expertise and experience to build campaigns that move target audiences to action, and translate complex human emotions into simple, effective messages that deliver results.

We'll partner with you to develop innovative, compelling key messages and creative solutions that connect to your target audiences over time, following not just the data, but also the seasonal ebb and flow of Nebraska's natural resources and outdoor adventure opportunities. We know how to effectively tell your story, when to tell that story, and how to extend the reach of your story building public awareness and support for your desired ends and key initiatives as defined by your goals.

Our process includes working closely with you for initial discovery — learning more about your efforts to date, understanding more about your brand, and gaining insights on your audiences, opportunities and objectives via prior research, new research, and other data and resources made available. This team effort results in engaging, memorable and often unexpected messaging that gets noticed, read, remembered and acted upon.

We believe the kind of creative you're looking for begins with a distinctive insight. We know we have an insight when we have a fresh view into the consumer's world that will move them to action. In short, great creative results from great minds joined to 3 keys:

- Conducting the right research to uncover consumer insights and behavior.
- Bringing together the right team to recognize which insights will move people.
- Executing the right creative to leverage those insights in the most relevant and emotional way.

It's a collaborative, exhaustive process involving people from across the agency, individual departments and disciplines—with our strategic partnerships seamlessly integrated. Everyone contributes. Everyone brings ideas shaped by their world view. And we know compelling creative works best when customized for each medium utilized, more effectively reaching as many people in your target audience/s as possible. It always starts with data.

A recent and ongoing example is the work we're doing for the Nebraska Secretary of State's Office, focused on a soon-to-launch Statewide Voter ID Campaign. An integrated mix of traditional and digital media tactics was proposed to effectively and cost-efficiently reach the identified target audiences of:

- Nebraska voting age population
- County officials and election workers
- Ethnic audiences

- College students
- Individuals with disabilities

Media tactics were informed by insights from a mix of proprietary and syndicated research, and selected for alignment with varying consumption behaviors. Recommended tactics also capitalized on our knowledge of Nebraska's media landscape and marketing to niche and ethnic audiences.

Audience segmentation was customized for each media tactic. Demographics, media consumption habits and ethnic considerations guided audience targeting within the recommended media mix. For example, broadcast television efficiently delivers broad reach among the Adults 25-54 and 65+ age groups. Paid social was weighted more heavily to younger audiences. Additionally, Spanish-speaking audiences were deemed to best be reached through a mix of both traditional and digital elements.

We then layered in geographic considerations, which guided media selection and the budget weighting strategy. While the target geography for the Voter ID campaign is statewide Nebraska, there are nuances that needed careful consideration while developing the campaign strategy. This experience will benefit NGPC as, like Iowa, Nebraska has a significant population density in key metro/urban areas. However, all counties and rural populations must receive media coverage. Key counties have ethnic population densities that need appropriate coverage. Nebraska also has border markets where it can be wasteful and cost-prohibitive to purchase broadcast media, depending on the desired reach.

For NGPC, by leveraging research insights and a well-defined audience segmentation, our team will develop a core messaging and engagement strategy to drive relevance and consideration among current and potential NGPC customers. And while we will create messaging consistencies across the priority audience segments, we will also find opportunities to establish increased relevance within each individual segment with customized messaging

and tactics to better reach and engage them. As an example, boaters and wildlife-watchers may both be motivated by relaxation, yet the messages used to engage them will be customized to establish greater relevance to their preferred outdoor passion.

This exercise will be repeated across target segments, where the core drivers or motivations unique to each segment or cohort will be coupled with the messages and tactics most likely to drive action. And, because we cannot include every message for every segment at every opportunity, our communications strategy will effectively address the core marketing objectives of NGPC while narrowly defining both the messages and marketing touchpoints for each segment along their consumer journey.

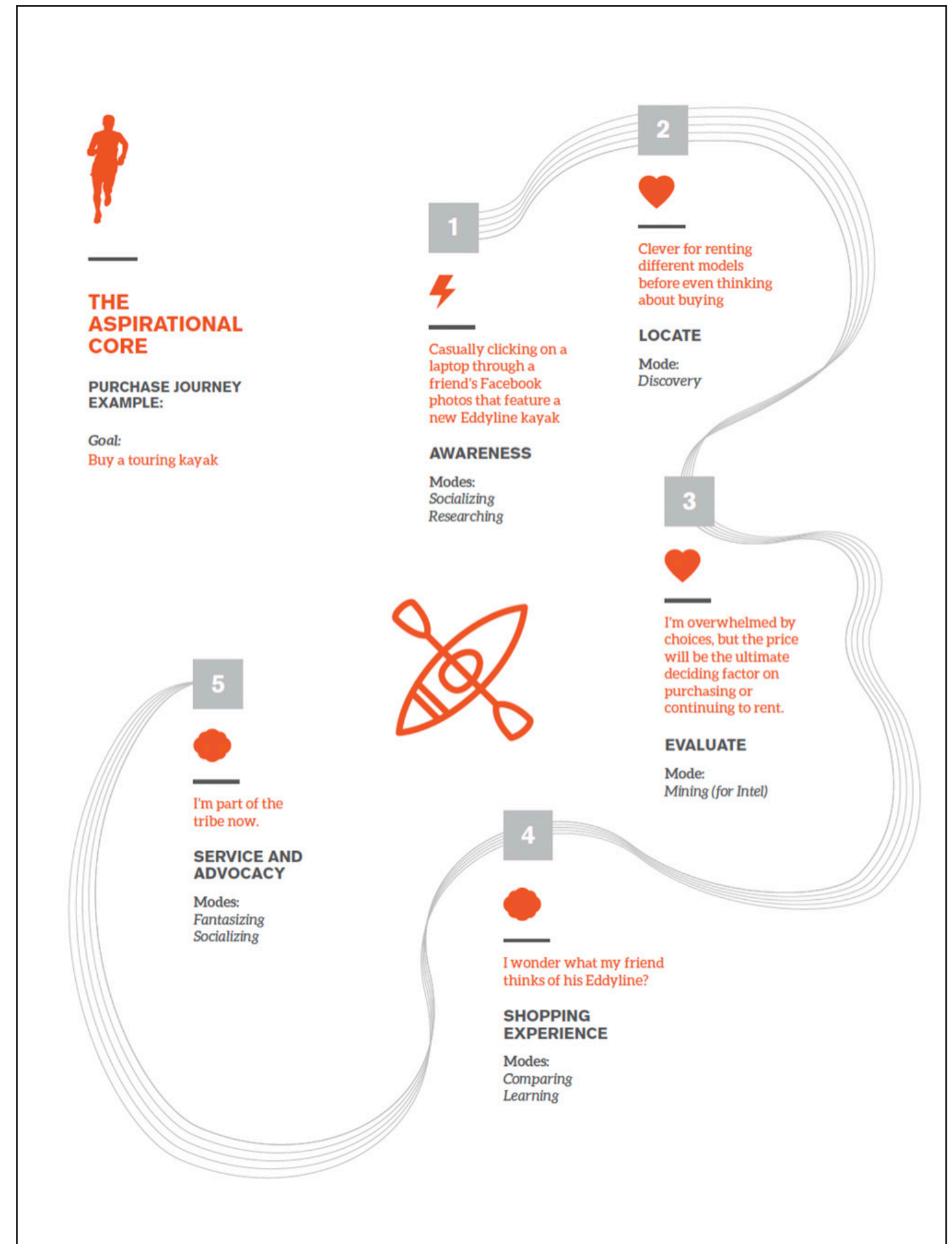
A key point of difference in our approach will be establishing what “modes” participants and prospects are in along their journey to engage in the outdoor recreation Nebraska has to offer. Modes are mindsets—the distinctive behaviors, thoughts, preferences and intentions that a person brings to any moment where they’re trying to accomplish something. Modes help to further define your personas profiles and make named stages in a customer journey more actionable.

There are countless modes, and our research

and analysis will define both the journey itself and the modes people get into along the way. By doing so, we can help the NGPC create marketing messages/materials and even events that respond to people’s wants and needs. It’s important to bear in mind that we’re not attempting to alter an audience’s mode, but instead jumping in to support it – giving the participant or prospect tools or insights that help them do what they’re ready to do in a moment along their journey.

Example: See the full report Spawn Ideas created in collaboration with the Outdoor Industry Association at the link below. The customer journeys begin on page 24. A pullout page of the customer journey established for the Aspirational Core persona can be found on the next page. Note the modes cited along that customer journey on page 9, with more detail on page 10.

https://www.dropbox.com/preview/_Spawn%20Internal/_SPAWN/%2Aspawn%20%7C%202017/17-SPI-0040%20OIA%20Materials/REFERENCE/CV%20Path2Purchase_Report.pdf





THE ASPIRATIONAL CORE

PURCHASING JOURNEY MODES:



DOING



THINKING



FEELING

AWARENESS

Modes:
Socializing
Researching

Casually clicking on a laptop through a friend's Facebook photos that feature a new Eddyline kayak

That's a really cool Eddyline, but they can be spendy.
I really liked the last one I rented.
Am I ready to take this hobby to the next level?
Do I have room for this?

I'm inspired to think about purchasing a kayak.

LOCATE

Mode:
Discovery

Find portable, cost effective kayaks online and find out about local availability

I know what I like and don't like from renting

Clever for renting different models before even thinking about buying

EVALUATE

Mode:
Mining (for Intel)

Looks through old emails of receipts that list kayaks he previously rented. Compares those models to other kayak options online.

I wish there was a better way to organize this history and compare all these different models.
I wish there was an easier way to calculate the cost of renting vs. buying.
What do others like me think of these kayaks?

I'm overwhelmed by choices, but the price will be the ultimate deciding factor on purchasing or continuing to rent.

SHOPPING EXPERIENCE

Modes:
Comparing
Learning

Visits Eddyline website, uses the Dealer Locator to find brick and mortar stores and websites that carry Eddyline kayaks.

Finds the online store of local shop through Dealer Locator function

There is a outdoor store by my office, I can stop there on the way home and see what they have
I wonder what my friend thinks of his Eddyline?

What do the online reviews say?
I wonder what the store associates think of Eddyline

I'm frustrated by all the choices online, but lack of choice in-store.
I'm happy that the sales associate pointed out features he hadn't considered.

I feel assured that home delivery won't be an issue.
I'm excited he could purchase the kayak either in-store or online.

SERVICE AND ADVOCACY

Modes:
Fantasizing
Socializing

Tracks package through app
Posts photo of kayak to friend's Facebook wall

I'm part of the tribe now.

I'm excited to know exactly when my new kayak is arriving, so I can be home for when it's delivered.

ACTIONABLE RECOMMENDATIONS FOR MESSAGING, MARKETING, OUTREACH:

Describe how you will summarize findings, opportunities, challenges, and create a how-to guide of actionable recommendations and a media strategy for the NGPC team. Describe experience and approach to guide implementation. Provide an example of how-to guide containing actionable recommendations and strategy.

Our proposed approach goes both broad and deep to uncover powerful insights that can shape NGPC's marketing and operational decisions for years to come. We also recognize how the outcome of this work will influence how Nebraskans may choose to engage with NGPC locations, events and programs. Therefore, our goal is to present our research findings and recommendations with honesty, clarity and conviction.

We want to be true to the data, and present insights, opportunities and challenges with the backing of our primary research. We also plan to use the data to create an understanding of findings that may be surprising, illuminating or contradicting of current attitudes or beliefs. Through honesty, we can push our understanding of the marketplace and the opportunities facing NGPC into rich new territory.

This research initiative promises to generate substantial new data and information that can benefit NGPC, yet the sheer quantity of data is less important than the clarity that it provides. To that end, our goal is to provide actionable recommendations yielded by clear insights. In practice that means providing NGPC with an action plan that assigns tasks that can advance the organization's strategic priorities in 30, 60, 90- and 120-day timelines. Additionally, we will identify the individuals on our working team (NGPC and agency) that will carry out and own these specific tasks. And, in devising insights-backed communications and media strategies, we will incorporate media usage, habits and the consumer modes found from our earlier research to provide guidelines for where, when and how to engage target segments. These strategies will work together to bring greater awareness, shift perceptions and compel audience segments to action.




As your partner in this initiative, we are charged with providing research insights, perspective and a point of view that can move NGPC forward and advance its strategic priorities. In practice, that means providing account and strategic leadership through each phase of the assignment and sharing recommendations that include clear implications and actions.

Example: Included in the Outdoor Industry Association Path-to-Purchase report's customer journey work—already shared—are pages on channels with which to engage each persona. Example: on the next page, see the Aspirational Core's defined use of technology and how a marketing/media plan should support that persona. More information on personalizing the experience (page 15) and "getting to yes" (page 20) can be found in the full report, linked again here.

https://www.dropbox.com/preview/_Spawn%20Internal/_SPAWN/%2Aspawn%20%7C%202017/17-SPI-0040%20OIA%20Materials/REFERENCE/CV%20Path2Purchase_Report.pdf



THE ASPIRATIONAL CORE
PURCHASING JOURNEY TECHNOLOGY:

	 TRADITIONAL TECHNOLOGY	 NEW TECHNOLOGY	 FUTURE TECHNOLOGY
AWARENESS	Traditional Media (TV, Radio, Print, OOH)	Social Media	Beacon, Cloud, RFID
EVALUATE	Touch and Feel	Online Reviews, Sales Associates	AR/VR/AI Assistant
SHOPPING EXPERIENCE	Stores	Multichannel, Buy Online, Pickup in Store (BOPUS)	Omnichannel
SERVICE	Telephone	Call Center	Communities, Personalization
ADVOCATE	Word of mouth	Social Media	Social Listening

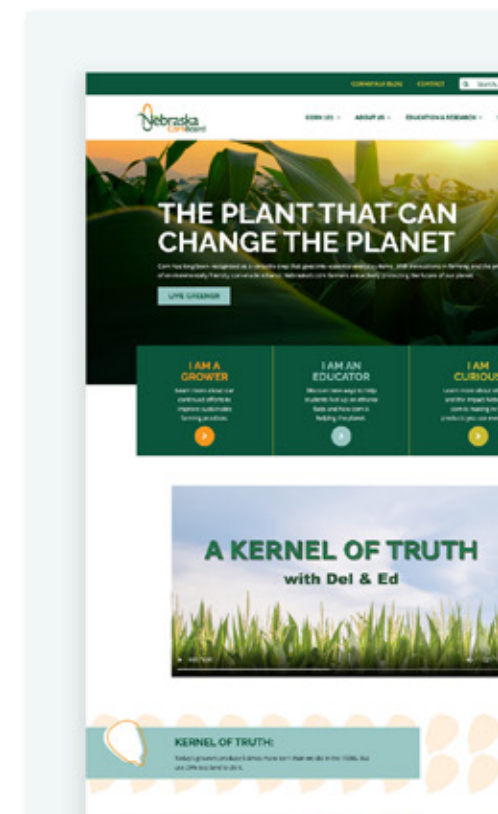
Opportunities for reaching The Aspirational Core on their path to purchase:

- Promote entry-level apparel and gear
- Message seasonal discounts and promotions
- Provide access to gear and expertise, not ownership
- Give them experiences (rental, trials and courses)
- Be very active on your social channels

After completion of the project’s research phases, the SA/Spawn team will analyze results in combination with NGPC’s earlier-fielded work. This treasure trove of information will be presented to NGPC, summarizing buyer motivations and behaviors by market segment among current customers and prospects, along with opportunities and challenges. This work will be distilled into a creative brief that defines insights/strategy for creative messaging. Rough creative concepts will be part of this presentation for approval by the NGPC team. Approved messaging/concepts will then be concept tested with segments (per the RFP’s “Project Overview #4”) to further refine attitudes and behaviors (including each segment’s most actionable modes¹ along the journey).

Concept test results will be reported to NGPC, along with any recommendations for adaptation.

At the same time, once segments and modes are identified, media planning/strategy can be engaged by the SA media team who’ve been in the business of planning and buying media for 43 years, forging strong alliances with media vendors across the U.S. and in the state of Nebraska. Besides our current work with the Secretary of State’s Office, SA’s 30-year partnership with Wendy’s Nebraska showcases our ability to earn client trust and prove our value by delivering results in the state. Our work with Wendy’s includes media placement with traditional, digital and social media, as well as PSA campaigns for the Dave Thomas Foundation for Adoption, activations at local events and public relations. Hispanic targeting is prominent among digital and social media tactics.



Another example of SA’s Nebraska media (and creative) experience is the statewide scope of our work with Nebraska Corn Board (NCB). NCB work is focused on educating Nebraskans on the many benefits and uses of corn. Multimedia campaigns incorporate broadcast TV, News Channel Nebraska, statewide radio, streaming audio, podcasts, CTV, digital display, pre-roll video and gas-pump toppers. We have also assisted NCB in analyzing and making recommendations on local and regional sports packages, including a multistate Big Ten network sponsorship.

¹As mentioned earlier, modes are mindsets and pattern of behaviors that consumers get into when they want to get a job done along the customer journey.

Partner Spawn’s relevant national media expertise includes tourism work for the Alaska Tourism Industry Association (Visit Alaska) and marketing rail packages to nationwide audiences for The Alaska Railroad.



MEDIA PLANNING PROCESS

Our team’s media planning process is a research-led exploration of the practical audience behaviors required to drive behavioral change and campaign success. NGPC segments research will identify platform affinities along their behavioral journey. Measurement and attribution strategies will maximize ROAS and campaign learnings.

Our planning process comes to life in 3 stages.

1. RESEARCH & STRATEGY

To ensure our media programs are as efficient, effective and integrated as possible, we perform extensive research into our media planning. Collaboratively, we will use a variety of research and data sources to define audiences, prioritize media tactics and set media cost goals. Those resources include, but are not limited to:

- Industry research
- First-party data
- MRI-Simmons
- Nielsen
- Advantage Media
- SQAD (Spot Quotations & Data)
- Radio-Locator
- U.S. Census data

2. PLANNING

In the planning phase, we’ll use our team’s earlier completed research findings along with first- and third-party data and insights, and ad industry resources to guide channel strategy and spend.

Among these resources is United Partnership’s access to 165 million datasets, the 4A’s (American Association of Advertising Agencies), MRI-Simmons, eMarketer, Statista and Edison Research.

• Not surprisingly, eMarketer data on daily average time spent with media in the U.S. shows a gradual, consistent trend toward increased use—specifically time spent on video and social platforms on mobile devices.

• Edison’s audio research finds that 62% of the U.S. population has listened to a podcast. The age group showing the most growth in podcast listening and the largest share of time spent with podcasts is age 13-24.

• MRI-Simmons can provide insights into audience attitudes, lifestyle and media consumption habits. While sample sizes are small for demographic age groups at a state level, the data can provide a good baseline in combination with other data sources. Again, not surprisingly, Simmons data — weighted to the State of Nebraska — shows that the state’s 18-34-year-olds are consuming less broadcast television than other age groups, and indexes highest for music or audio services, podcasts and digital video.

• Simmons data can also provide media consumption for ethnic populations. For instance, Hispanics in Nebraska are consuming internet or app-based audio at higher rates than any other

media channel. They also index much higher for audio consumption than their white peers. American Indians index highest of any race for daily newspaper consumption and have high consumption rates for audio and video.

• Nielsen audio and television ratings are loaded into SA’s Advantage media buying software and are essential to understanding viewership and listening for specific dayparts and programming. Media costs analysis determines the most cost-efficient stations and programs. SA subscribes to SQAD (Spot Quotations and Data), which is a media cost forecasting tool for every radio and TV market in the U.S. The tool indicates high, average and low CPP/CPM by daypart, by quarter. This tool, when paired with SA’s own historical media cost benchmarks, aides in planning TV and radio budgets and negotiating with media vendors.

• Radio-Locator is a tool for reviewing AM/FM signal strength and coverage maps for every radio station in the country.

SA’s media team is savvy, too, when it comes to navigating the political advertising landscape. Our planning phase will consider the 2024 Presidential race, and elections for U.S. Senate and House of Representatives, as well as State Senate seats to determine optimal timing, media channels and programming, and to anticipate pricing demands.

Our media planning will also seek opportunities to reach key audience segments at local events like state and county fairs, ethnic heritage festivals, concerts and large sporting events. This engagement may include grassroots outreach or location-based mobile ads to serve impressions around a geofenced venue.

2023 MRI-Simmons	Ages: 13-24		Ages: 25-34		Ages: 35-44		Ages: 45-54		Ages: 55-64		Ages: 65+	
	Vert %	Index	Vert %	Index	Vert %	Index	Vert %	Index	Vert %	Index	Vert %	Index
Digital/Video Ads	49.23	119	41.97	101	46.94	113	40.47	98	32.22	78	40.49	98
Other Alternative Advertising	69.03	86	75.09	93	78.56	98	86.68	108	85.15	106	82.53	103
Chat, Instant Messenger, Or Video Chat Services	91.43	117	91.80	118	79.00	101	83.45	107	76.97	99	54.63	70
Websites Visited Or Apps	97.19	101	99.49	104	89.67	93	96.56	101	97.56	102	96.22	100
Social Media/Photo/Video-sharing services	96.05	110	96.37	110	88.73	101	89.46	102	85.84	98	74.92	86
Magazines: Read, either paper or electronic versions	90.56	106	81.24	95	87.74	102	85.68	100	85.45	100	85.77	100
Newspapers [Print/Paper/Hard-Copy]	13.81	43	21.71	68	22.02	69	30.04	94	44.20	138	50.75	159
Newspapers [Print/Paper/Hard-Copy]	10.29	41	12.46	50	16.18	64	29.36	117	33.13	132	41.22	164
Music or Audio Services	84.70	132	87.82	137	75.72	118	62.53	98	51.29	80	34.29	54
Podcasts: Total Users	38.81	127	46.89	153	40.62	133	34.66	113	21.76	71	6.34	21
Radio Formats	57.98	98	56.19	95	56.86	96	56.67	95	68.39	115	61.01	103
Radio Listening - Terrestrial, Internet, & Satellite	1.91	13	4.61	31	9.37	63	13.77	93	26.70	181	26.62	180
Radio Listening - Terrestrial, Internet, & Satellite	68.27	114	63.84	107	57.92	97	60.49	101	65.99	110	49.60	83
Radio Listening - Terrestrial, Internet, & Satellite	20.90	53	41.92	106	42.74	108	49.75	126	39.95	101	32.69	83
Radio Listening - Terrestrial, Internet, & Satellite	8.42	37	32.55	142	23.46	102	36.89	161	16.96	74	11.69	51
Radio Listening - Terrestrial, Internet, & Satellite	12.48	65	9.63	50	23.72	123	20.54	106	25.23	131	21.99	114
Streaming Video Services	93.38	117	95.45	119	84.06	105	81.83	102	80.94	101	54.33	68
Television Channels Or Networks - Any watching past 30 days	66.41	86	53.94	70	80.43	104	79.07	102	91.53	118	88.94	115
Cable Television Channels or Networks - Any watching past 30 days	86.15	97	80.78	91	85.91	96	93.50	105	92.55	104	94.62	106
TV Channels Or Networks - Viewing In Last Week	82.31	92	80.92	90	89.69	100	93.26	104	93.04	104	95.01	106
TV Channels Or Networks - Viewing In Last Week	39.59	69	33.91	59	44.51	78	54.91	96	77.90	136	84.70	148

3. ESTABLISHING KPIS

Knowing what we're trying to accomplish and understanding how success will be measured is fundamental to how our data-first partnership works. Our mantra is "better tracking = wiser marketing dollar spend." Establishing success metrics up front and putting the measurements in place to monitor and track the overall campaign performance and individual online and offline campaign contributions helps to eliminate waste and boost performance results.

Depending on the learnings uncovered during the strategy process and overarching goals, some of the KPIs likely to be monitored, optimized and reported include:

- Impressions
- Clicks
- Cost-per-click
- Click-thru rate
- Digital conversions
- Follows
- Video views
- Likes
- Shares
- Awareness lift
- Web lift
- Call Lift (to Client-Run Program hotlines)

Regarding the request for development of a how-to guide, please see images of 2 such guides below. The first is a training manual created for poll workers across the state of Nebraska for our work with the Nebraska Secretary of State. The second is for a national medical device client that asked us to create a how-to marketing guide for smaller customers of theirs unable to participate in the co-op marketing program we had developed for larger customers. The guide gave smaller customers the tools needed to make sound marketing decisions on their own.

We have expertise in developing such guides and will work with the NGPC to determine scope, based on the collective research and data, and develop an appropriate how-to guide of actionable recommendations and strategies.



Marketing your practice

Guide for ASCs



Guide overview

Opening or expanding an ambulatory surgery center is challenging. Competition can be intense, resources are limited and getting the word out about your new service is critical for success.

Stryker provides this guide so you can deploy your own marketing efforts to drive visibility within your community and utilization of your services. Included are recommended steps to make it easy for prospective patients and referring physicians to find you. From establishing a digital presence to hosting an opening event, this guide is meant to empower you with the tools to market and grow your own practice.



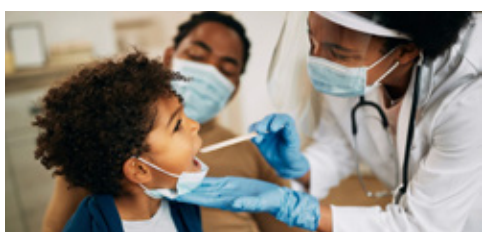
Getting started: Steps to market and grow your practice

- Website**
Your most valuable communication tool is your website. Invest in one that is easy to navigate, clearly outlines your services and makes it simple for patients to make appointments. Increasingly, patients expect the flexibility and convenience of scheduling appointments online, rather than calling.
- Webinar**
Ensure essential information is highly visible—including office hours, address and contact information.
- For prospective patients to learn more about providers and areas of specialization, make sure you include a professional photo and biography for each physician. Include information like educational background, specialty procedures offered, board certifications, memberships, presentations and/or publications. Providers may also choose to personalize their bios by including interests or hobbies. Including, for example, that a physician is an avid runner may be appealing for a prospective patient who also runs and has an injury requiring surgery. A personal connection to a physician may help drive a potential patient's choice.**
- If budget allows, consider adding profile videos for each provider. Video is a top performer online, and video biographies showcase a physician's personality and mannerisms much more effectively than a still photograph alone. The videos should be posted on the ASC website and can also be used effectively on social media. Stick with a consistent format for your videos—using the same graphics, logo/treatment, length and similar questions for each provider video. If outsourcing to a vendor for filming or production, use the same one for all videos. This may result in a volume discount.**
- Photography**
Choose one photographer and a consistent backdrop for every head shot. Most communities have photographers with imaginative options for simple backdrops. Some photographers will come to your business and take every provider's photo in one session, while others have studios for appointments.
- Investing in consistency will pay off when the photos are displayed together on your website and in your ASC for easy recognition upon check-in. The photos can also be used in marketing tools, news releases, social media posts or referring provider directories.**
- Social media**
Another effective, low- to no-cost way to promote your ASC is via social media. Unless you choose to advertise, all you have to invest in time and effort to monitor channels and maintain engagement. Not all social media channels, however, will be compatible with your goals.
- When choosing which channels to pursue, consider the audience you are trying to reach.**
- LinkedIn is a professional platform for networking and thought leadership. It can be used to reach referring providers.**
- Facebook users range in age, but tend to be a little older than other social media platforms. This platform can help you connect with prospective patients.**
- Other channels may also be a fit, but these two are usually the best places to start. If you choose to utilize other channels, be sure to evaluate how much time and effort you can put into creating engaging content.**



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Getting started: steps to market and grow your practice



Getting started: Steps to market and grow your practice

- Business listings**
Google is the most popular search engine in the world. Creating and verifying your Google Business listing makes it easy for consumers to discover, learn about and contact your practice.
- To properly optimize your listing, however, you need to verify with Google that you are the proper owner. This process is frequently updated, so it is wise to check the latest guidelines online and follow the steps outlined. Once you have this created, you will be able to respond to any reviews posted—a critical step in managing your practice reputation.**
- Physician leader and rating services**
Reputation management is important for both your practice and your individual providers. You will need to carefully monitor and update third-party physician leader and ratings services as part of your reputation efforts.
- These include healthgrades.com, doximity.com, vitals.com and doctorwebmd.com, among others. The services generally publish practice and credential information and frequently include reviews from patients. To make any changes to biographical or credential information, physicians or their designees must enter their national provider index number (NPI).**
- A good practice is to conduct an online search for each ASC physician, identifying all listings on these services. Physicians generally have the option to update their information and add more robust content to their listings, which often adds valuable content.**
- Community connections**
The value of relationships can never be underestimated. Physicians can help grow their business through networking and building community connections. Here are a few ways to get started:
 - Join your local chamber of commerce.
 - Join and actively participate in local school functions, churches or community groups, such as Rotary Club, Jaycee or similar organizations.
- Consider supporting or sponsoring aligned community activities, such as athletic teams or local festivals.**
- If a provider has privileges at area hospitals, he or she may offer to serve as the organization's speakers' bureau. There, they may give presentations on specific health topics to community groups as needed, or serve as an expert for media inquiries.**
- If possible, coordinate meet-and-greet sessions with referring provider groups to make peer-to-peer connections and help drive referrals.**
- Send a thank you note to medical professionals who refer a patient.**

Getting started checklist

- Gather or write brief profiles for every physician
- Take professional headshot photos
- Add profiles, photos and videos, if applicable, to website
- Choose social media channels and create a strategy for posting
- Create and verify your Google business listing
- Find, update and monitor all physician listings on third-party "find a physician" or "physician rating" services
- Join the local chamber of commerce or local community groups
- Consider community sponsorships or event participation (e.g. exhibitor booth at neighborhood festival)
- Consider serving as a community speaker or expert panel source
- Push announcements on social channels, websites, any internal channels and to area media via news releases



REQUEST FOR PROPOSAL FOR CONTRACTUAL SERVICES FORM

BIDDER MUST COMPLETE THE FOLLOWING

By signing this Request for Proposal for Contractual Services form, the bidder guarantees compliance with the procedures stated in this Request for Proposal and agrees to the terms and conditions unless otherwise indicated in writing, certifies that Contractor maintains a drug free workplace, and certifies that bidder is not owned by the Chinese Communist Party.

Per Nebraska’s Transparency in Government Procurement Act, Neb. Rev Stat § 73-603 DAS is required to collect statistical information regarding the number of contracts awarded to Nebraska Contractors. This information is for statistical purposes only and will not be considered for contract award purposes.

_____ NEBRASKA CONTRACTOR AFFIDAVIT: Bidder hereby attests that bidder is a Nebraska Contractor. “Nebraska Contractor” shall mean any bidder who has maintained a bona fide place of business and at least one employee within this state for at least the six (6) months immediately preceding the posting date of this Solicitation.

_____ I hereby certify that I am a Resident disabled veteran or business located in a designated enterprise zone in accordance with Neb. Rev. Stat. § 73-107 and wish to have preference, if applicable, considered in the award of this contract.

_____ I hereby certify that I am a blind person licensed by the Commission for the Blind & Visually Impaired in accordance with Neb. Rev. Stat. § 71-8611 and wish to have preference considered in the award of this contract.

FORM MUST BE SIGNED MANUALLY IN INK OR BY DOCUSIGN

BIDDER:	Strategic America, Inc.
COMPLETE ADDRESS:	6600 Westown Parkway Suite 100 West Des Moines, IA 50266
TELEPHONE NUMBER:	515.453.2000
FAX NUMBER:	855.330.3415
DATE:	3/12/2024
SIGNATURE:	<i>John Schreurs</i>
TYPED NAME & TITLE OF SIGNER:	John Schreurs CEO

thank you

SA strategic america®



NEBRASKA



State of Nebraska RFP 6862 Z1
Nebraska Game and
Parks Commission
MARKETING RESEARCH AND ANALYSIS

Cost Proposal

SA strategic america®

Cost Proposal

Marketing Research and Analysis

Request for Proposal Number 6862 Z1

Bidder Name: Strategic America

Bidder must complete the following cost proposal table. Costs shall remain fixed for the first two (2) years of the contract, except as otherwise provided in the following cost proposal tables. Any request for a price increase subsequent to the first two (2) years of the contract shall not exceed five percent (5%) of the price proposed for the period. Increases shall not be cumulative and will only apply to that period of the contract. The total price shall reflect all fees necessary to perform the services in their entirety, such as but not limited to, labor, taxes, equipment, travel, and copies. Invoices should be submitted monthly during the term of the contract.

For the Optional Additional Services – Hourly Rates section the bidder may add additional rows to the table for each additional rate and/or service. A description of the service for the corresponding rate should be provided for each item added.

MARKETING				
		Total Fixed Cost (Initial Term)		
1. NGPC Marketing and Consumer Research Option 1 & 2 include same elements. Reduced cost of Option 2 = smaller quantitative sample and fewer NGPC in-depth interviews (IDI) – resulting in fewer hours. Onboarding agency/client, review of NGPC research, survey development/execution of large quantitative study and in-person presentation of results.	Option 1	Option 2		
	\$108,655	\$89,925		
	N=2,000	N=1,500 (Phase 1 quantitative study)		
	18 IDI	12 IDI (Option 2 requires fewer staff hours for research/analysis as reflected here and in 2-5, below)		
2. Research/Data Analysis and Summary and Review Stakeholder interviews, NGPC customer IDI, development of creative stimulus through concept testing and presentation of results in person.	\$107,550	\$90,300		
3. NGPC Audience Segmentation Developing descriptors, characteristics and summaries of unique segments.	\$29,805	\$29,805		
4. NGPC Marketing and Outreach Strategy Positioning, primary/secondary messaging, media mix recommendations, results presentation.	\$34,815	\$34,815		
5. Communications Toolkit Delivery and Project Presentation Messaging/communications framework by segment, toolkit, media plan, final wrap-up project presentation in person.	\$45,385	\$45,385		
OPTIONAL ADDITIONAL SERVICES – HOURLY RATES				
	Initial Period Year One	Initial Period Year Two	Optional Renewal One Year Three	Optional Renewal Two Year Four
Additional Marketing/Creative Work Hourly Rate	\$165	\$165	\$170	\$175
Other (Please specify)	\$	\$	\$	\$