

ATTACHMENT A: Scope of Work

Consultant will facilitate decision making by JPAC and Camas and Washougal City Councils regarding the timing of voter initiatives. The tentative strategy, which is subject to change as part of this process is:

2023 – Camas and Washougal float a bond and an EMS levy renewal in the same year.

- Going out together emphasizes that both communities are one service area when it comes to fire/EMS
- Same ballot OR primary and general split (to be determined)
- Levy rate for bond to be determined
- Bonds in each city to fund capital improvements such as fire stations and apparatus with specific capital improvements in each jurisdiction to be determined
- Educate residents that RFA formation and funding will follow

Once a strategy is finalized, consultant will run the public education component for the fire department, as described below.

General Consulting

We will develop three to five **key messages** for the fire department that resonate with the public. These messages become the basis for all communication efforts with the public and news media.

Once approved by a communications committee, the information is shared with all emergency personnel so message is consistent throughout the organization. The communications committee is comprised of councilmembers from both cities, the executive management team, union and volunteer representation, and possibly two prominent community members not associated with government.

The messages are then added to a **communications plan** that we develop and implement for the length of our contract. This scope of work also identifies the projects we will complete each month for the fire department using the communication assets of both cities and other coalition partners.

We propose **monthly conference calls** (or calls as needed) with the communications committee to review content and materials before distribution. We also provide **public relations assistance** for our clients 24-hours a day, 7-days a week for the length of our contract.

Strategies & Tactics for Message Delivery

An effective communications plan includes five areas where we share our key messages. Including all five is important to reach as broad an audience as possible.

Paid Communications – Paid communication projects are those that the fire department pays to produce whether it's for our labor, or printing, postage and handling for mailed pieces.

We would like to develop text every month for the Fire Chief to update all personnel about the status of the ballot measures through an **internal communication**. This is usually distributed by email. Similar content will be developed for the City Administrator/City Manager to share with all staff.

It would be ideal to do a brief **newsletter** a few times a year if the cities have the budget for it. Mailed newsletters are now more effective than emailed versions so it's something to consider. Another option is to develop a newsletter and blow it into a printed newspaper, or create a **monthly column** for the local papers from the Fire Chief to share information. Smaller community newspapers appreciate the advertising revenue and it can help for editorial approval.

The cities are allowed to do one piece of **direct mail** per ballot measure to all households that provides factual information. We will develop a Frequently Asked Questions card or similar and coordinate the printing and delivery of the piece in time for the election or elections.

Earned Media – This is the most cost-effective way to share information with the public. We can't guarantee that the media will share our information comprehensively, accurately or in a timely manner, which is why this is just one part of our communications plan.

We propose **one news release a month** to share our key messages. In addition, we likely will use factual **letters to the editor** and possibly an **editorial piece** from the Fire Chief as part of this project.

We will determine which social media and other comments need addressing and prepare **online media responses** for the fire department as needed.

Owned Media – We propose adding a page on the city **web sites** with content about the ballot measures. Additional materials to post here would include all print/paid communication pieces, earned media and other information that is relevant to the project.

Social Media – We will implement a **social media strategy** for the fire department and cities using established platforms to share information about the ballot measure. We may consider boosting content on different applications considering how many people use social media. We also anticipate writing brief **video scripts** about what the ballot measures will fund. All materials

will be promoted through and cross posted to the fire department and cities social media accounts.

Public Outreach – We propose to develop a brief **PowerPoint** providing an overview of the fire department, explaining challenges to service and sharing information about the ballot measures.

We recommend that the presentation be delivered to all personnel and staff and their comments incorporated before making it public. This helps educate them about our key messages as well as makes the presentation stronger because of their input.

There are **three phases of public outreach** using this presentation. First is when the respective city councils deliberate on the resolution to be on the ballot. The second is for the purpose of **coalition building** using the presentation to share information with different community service organizations. Finally, we would plan a few question-and-answer sessions with the public closer to the election.

Budget

The total cost for this project is \$140,000 with a contract lasting through December 31, 2023. In addition to labor, the cities should anticipate expenses for printing, data, postage, and handling charges for direct mail. In-person meetings may incur travel expenses, as well.