



**DAN JOHNSON**  
DIRECTOR

DEPARTMENT OF TRANSPORTATION AND DEVELOPMENT  
DEVELOPMENT SERVICES BUILDING  
150 BEAVERCREEK ROAD OREGON CITY, OR 97045

November 27, 2024

BCC Agenda Date/Item: \_\_\_\_\_

Board of County Commissioners  
Clackamas County

**Approval of a Personal Services Contract with PRR, Inc. for a social marketing campaign to reduce distracted driving. Total Agreement Value is \$269,953 for 2 years. Funding through the Oregon Department of Transportation. No County General Funds are involved.**

<b>Previous Board Action/Review</b>	3/4/2024: BCC approved the grant application. 6/6/2024: BCC approved grant agreement with ODOT. 11/26/2024: Request for consent		
<b>Performance Clackamas</b>	Ensure safe, healthy and secure communities.		
<b>Counsel Review</b>	Yes	<b>Procurement Review</b>	Yes
<b>Contact Person</b>	Rob Sadowsky	<b>Contact Phone</b>	503-679-7375

**EXECUTIVE SUMMARY:** This Personal Services Contract will provide consulting services to conduct research, develop creative assets and implement a social marketing campaign focused on improving safe driving. This comprehensive marketing campaign targets one of the most common behaviors causing serious and fatal crashes: distracted driving. Services provided will include strategic communications, social marketing for behavioral change and micro-targeting efforts using public outreach, education and education, communication and marketing support to County staff. Campaign materials will include social media, public outreach, events, advertising, video production and related materials.

**PROCUREMENT PROCESS:** This project was advertised in accordance with ORS and LCRB Rules on September 3, 2024, as RFP #2024-66 seeking proposals from vendors to provide marketing services. Twenty consulting proposals were submitted. A selection committee of five representatives, three from DTD and two from PGA scored PRR, Inc. the highest. After Notice of Intent was issued, the statement of work and project fees were negotiated and finalized

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**RECOMMENDATION:** Staff respectfully recommends that the Board of County Commissioners approve and sign this personal services contract #1052 with PRR, Inc.

Respectfully submitted,

*Dan Johnson*

Dan Johnson  
Director of Transportation & Development



**CLACKAMAS COUNTY  
PERSONAL SERVICES CONTRACT  
Contract # 1052**

This Personal Services Contract (this “Contract”) is entered into between PRR, Inc. (“Contractor”), and Clackamas County, a political subdivision of the State of Oregon (“County”) on behalf of the Department of Transportation and Development (“DTD”).

**ARTICLE I.**

- 1. Effective Date and Duration.** This Contract shall become effective upon signature of both parties. Unless earlier terminated or extended, this Contract shall expire on **September 30, 2026**.
- 2. Scope of Work.** Contractor shall provide the following personal services: the creation and implementation of a new marketing campaign designed to reduce distracted and aggressive driving (“Work”), further described in **Exhibit A**.
- 3. Consideration.** The County agrees to pay Contractor, from available and authorized funds, a sum not to exceed **Two Hundred Sixty-Nine Thousand Nine Hundred Fifty-Three dollars (\$269,953.00)**, for accomplishing the Work required by this Contract. Consideration rates are on a time and materials basis in accordance with the rates and costs specified in Exhibit B. If any interim payments to Contractor are made, such payments shall be made only in accordance with the schedule and requirements in Exhibit B.
- 4. Invoices and Payments.** Unless otherwise specified, Contractor shall submit monthly invoices for Work performed. Invoices shall describe all Work performed with particularity, by whom it was performed, and shall itemize and explain all expenses for which reimbursement is claimed. The invoices shall include the total amount billed to date by Contractor prior to the current invoice. If Contractor fails to present invoices in proper form within sixty (60) calendar days after the end of the month in which the services were rendered, Contractor waives any rights to present such invoice thereafter and to receive payment therefor. Payments shall be made in accordance with ORS 293.462 to Contractor following the County’s review and approval of invoices submitted by Contractor. Contractor shall not submit invoices for, and the County will not be obligated to pay, any amount in excess of the maximum compensation amount set forth above. If this maximum compensation amount is increased by amendment of this Contract, the amendment must be fully effective before Contractor performs Work subject to the amendment.

Invoices shall reference the above Contract Number and be submitted to: Rob Sadowsky

- 5. Travel and Other Expense.** Authorized:  Yes  No  
If travel expense reimbursement is authorized in this Contract, such expense shall only be reimbursed at the rates in the County Contractor Travel Reimbursement Policy, hereby incorporated by reference and found at: <https://www.clackamas.us/finance/terms.html>. Travel expense reimbursement is not in excess of the not to exceed consideration.
- 6. Contract Documents.** This Contract consists of the following documents, which are listed in descending order of precedence and are attached and incorporated by reference, this Contract, Exhibit A, and Exhibit B.

**7. Contractor and County Contacts.**

Contractor Administrator: Diana Steeble Phone: 206-462-6389 Email: <a href="mailto:dsteoble@prrbiz.com">dsteoble@prrbiz.com</a>	County Administrator: Rob Sadowsky Phone: 503-679-7375 Email: <a href="mailto:RSadowsky@clackamas.us">RSadowsky@clackamas.us</a>
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Payment information will be reported to the Internal Revenue Service (“IRS”) under the name and taxpayer ID number submitted. (See I.R.S. 1099 for additional instructions regarding taxpayer ID numbers.) Information not matching IRS records will subject Contractor payments to backup withholding.

## **ARTICLE II.**

- 1. ACCESS TO RECORDS.** Contractor shall maintain books, records, documents, and other evidence, in accordance with generally accepted accounting procedures and practices, sufficient to reflect properly all costs of whatever nature claimed to have been incurred and anticipated to be incurred in the performance of this Contract. County and their duly authorized representatives shall have access to the books, documents, papers, and records of Contractor, which are directly pertinent to this Contract for the purpose of making audit, examination, excerpts, and transcripts. Contractor shall maintain such books and records for a minimum of six (6) years, or such longer period as may be required by applicable law, following final payment and termination of this Contract, or until the conclusion of any audit, controversy or litigation arising out of or related to this Contract, whichever date is later.
- 2. AVAILABILITY OF FUTURE FUNDS.** Any continuation or extension of this Contract after the end of the fiscal period in which it is written is contingent on a new appropriation for each succeeding fiscal period sufficient to continue to make payments under this Contract, as determined by the County in its sole administrative discretion.
- 3. CAPTIONS.** The captions or headings in this Contract are for convenience only and in no way define, limit, or describe the scope or intent of any provisions of this Contract.
- 4. COMPLIANCE WITH APPLICABLE LAW.** Contractor shall comply with all applicable federal, state and local laws, regulations, executive orders, and ordinances, as such may be amended from time to time.
- 5. COUNTERPARTS.** This Contract may be executed in several counterparts (electronic or otherwise), each of which shall be an original, all of which shall constitute the same instrument.
- 6. GOVERNING LAW.** This Contract, and all rights, obligations, and disputes arising out of it, shall be governed and construed in accordance with the laws of the State of Oregon and the ordinances of Clackamas County without regard to principles of conflicts of law. Any claim, action, or suit between County and Contractor that arises out of or relates to the performance of this Contract shall be brought and conducted solely and exclusively within the Circuit Court for Clackamas County, for the State of Oregon. Provided, however, that if any such claim, action, or suit may be brought in a federal forum, it shall be brought and conducted solely and exclusively within the United States District Court for the District of Oregon. In no event shall this section be construed as a waiver by the County of any form of defense or immunity, whether sovereign immunity, governmental immunity, immunity based on the Eleventh Amendment to the Constitution of the United States or otherwise, from any claim or from the jurisdiction of any court. Contractor, by execution of this Contract, hereby consents to the personal jurisdiction of the courts referenced in this section.
- 7. INDEMNITY, RESPONSIBILITY FOR DAMAGES.** Contractor shall be responsible for all damage to property, injury to persons, and loss, expense, inconvenience, and delay which may be caused by, or result from, any act, omission, or neglect of Contractor, its subcontractors, agents, or employees. The Contractor agrees to indemnify and defend the County, and its officers, elected officials, agents, and employees, from and against all claims, actions, losses, liabilities, including reasonable attorney and accounting fees, and all expenses incidental to the investigation and defense thereof, arising out of or based upon Contractor’s acts or omissions in performing under this Contract.

However, neither Contractor nor any attorney engaged by Contractor shall defend the claim in the name of County, purport to act as legal representative of County, or settle any claim on behalf of County, without the approval of the Clackamas County Counsel's Office. County may assume its own defense and settlement at its election and expense.

- 8. INDEPENDENT CONTRACTOR STATUS.** The service(s) to be rendered under this Contract are those of an independent contractor. Although the County reserves the right to determine (and modify) the delivery schedule for the Work to be performed and to evaluate the quality of the completed performance, County cannot and will not control the means or manner of Contractor's performance. Contractor is responsible for determining the appropriate means and manner of performing the Work. Contractor is not to be considered an agent or employee of County for any purpose, including, but not limited to: (A) The Contractor will be solely responsible for payment of any Federal or State taxes required as a result of this Contract; and (B) This Contract is not intended to entitle the Contractor to any benefits generally granted to County employees, including, but not limited to, vacation, holiday and sick leave, other leaves with pay, tenure, medical and dental coverage, life and disability insurance, overtime, Social Security, Workers' Compensation, unemployment compensation, or retirement benefits.
- 9. INSURANCE.** Contractor shall secure at its own expense and keep in effect during the term of the performance under this Contract the insurance required and minimum coverage indicated below. The insurance requirement outlined below do not in any way limit the amount of scope of liability of Contractor under this Contract. Contractor shall provide proof of said insurance and name the County as an additional insured on all required liability policies. Proof of insurance and notice of any material change should be submitted to the following address: Clackamas County Procurement Division, 2051 Kaen Road, Oregon City, OR 97045 or emailed to the County Contract Analyst.

Required - Workers Compensation: Contractor shall comply with the statutory workers' compensation requirements in ORS 656.017, unless exempt under ORS 656.027 or 656.126.
<input checked="" type="checkbox"/> Required – Commercial General Liability: combined single limit, or the equivalent, of not less than \$1,000,000 per occurrence, with an annual aggregate limit of \$2,000,000 for Bodily Injury and Property Damage.
<input checked="" type="checkbox"/> Required – Professional Liability: combined single limit, or the equivalent, of not less than \$1,000,000 per claim, with an annual aggregate limit of \$2,000,000 for damages caused by error, omission or negligent acts.
<input checked="" type="checkbox"/> Required – Automobile Liability: combined single limit, or the equivalent, of not less than \$1,000,000 per accident for Bodily Injury and Property Damage.

The policy(s) shall be primary insurance as respects to the County. Any insurance or self-insurance maintained by the County shall be excess and shall not contribute to it. Any obligation that County agree to a waiver of subrogation is hereby stricken.

- 10. LIMITATION OF LIABILITIES.** This Contract is expressly subject to the debt limitation of Oregon counties set forth in Article XI, Section 10, of the Oregon Constitution, and is contingent upon funds being appropriated therefore. Any provisions herein which would conflict with law are deemed inoperative to that extent. Except for liability arising under or related to Article II, Section 13 or Section 20 neither party shall be liable for (i) any indirect, incidental, consequential or special damages under this Contract or (ii) any damages of any sort arising solely from the termination of this Contract in accordance with its terms.
- 11. NOTICES.** Except as otherwise provided in this Contract, any required notices between the parties shall be given in writing by personal delivery, email, or mailing the same, to the Contract Administrators identified in Article 1, Section 6. If notice is sent to County, a copy shall also be sent

to: Clackamas County Procurement, 2051 Kaen Road, Oregon City, OR 97045. Any communication or notice so addressed and mailed shall be deemed to be given five (5) days after mailing, and immediately upon personal delivery, or within 2 hours after the email is sent during County's normal business hours (Monday – Thursday, 7:00 a.m. to 6:00 p.m.) (as recorded on the device from which the sender sent the email), unless the sender receives an automated message or other indication that the email has not been delivered.

- 12. OWNERSHIP OF WORK PRODUCT.** All work product of Contractor that results from this Contract (the “Work Product”) is the exclusive property of County. County and Contractor intend that such Work Product be deemed “work made for hire” of which County shall be deemed the author. If for any reason the Work Product is not deemed “work made for hire,” Contractor hereby irrevocably assigns to County all of its right, title, and interest in and to any and all of the Work Product, whether arising from copyright, patent, trademark or trade secret, or any other state or federal intellectual property law or doctrine. Contractor shall execute such further documents and instruments as County may reasonably request in order to fully vest such rights in County. Contractor forever waives any and all rights relating to the Work Product, including without limitation, any and all rights arising under 17 USC § 106A or any other rights of identification of authorship or rights of approval, restriction or limitation on use or subsequent modifications. Notwithstanding the above, County shall have no rights in any pre-existing Contractor intellectual property provided to County by Contractor in the performance of this Contract except to copy, use and re-use any such Contractor intellectual property for County use only.
- 13. REPRESENTATIONS AND WARRANTIES.** Contractor represents and warrants to County that (A) Contractor has the power and authority to enter into and perform this Contract; (B) this Contract, when executed and delivered, shall be a valid and binding obligation of Contractor enforceable in accordance with its terms; (C) Contractor shall at all times during the term of this Contract, be qualified, professionally competent, and duly licensed to perform the Work; (D) Contractor is an independent contractor as defined in ORS 670.600; and (E) the Work under this Contract shall be performed in a good and workmanlike manner and in accordance with the highest professional standards. The warranties set forth in this section are in addition to, and not in lieu of, any other warranties provided.
- 14. SURVIVAL.** All rights and obligations shall cease upon termination or expiration of this Contract, except for the rights and obligations set forth in Article II, Sections 1, 6, 7, 10, 12, 13, 14, 15, 17, 20, 21, 25, 27 and 34, and all other rights and obligations which by their context are intended to survive. However, such expiration shall not extinguish or prejudice the County's right to enforce this Contract with respect to: (a) any breach of a Contractor warranty; or (b) any default or defect in Contractor performance that has not been cured.
- 15. SEVERABILITY.** If any term or provision of this 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 provisions 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 particular term or provision held to be invalid.
- 16. SUBCONTRACTS AND ASSIGNMENTS.** Contractor shall not enter into any subcontracts for any of the Work required by this Contract, or assign or transfer any of its interest in this Contract by operation of law or otherwise, without obtaining prior written approval from the County, which shall be granted or denied in the County's sole discretion. In addition to any provisions the County may require, Contractor shall include in any permitted subcontract under this Contract a requirement that the subcontractor be bound by this Article II, Sections 1, 7, 8, 13, 16 and 27 as if the subcontractor were the Contractor. County's consent to any subcontract shall not relieve Contractor of any of its duties or obligations under this Contract.

- 17. SUCCESSORS IN INTEREST.** The provisions of this Contract shall be binding upon and shall inure to the benefit of the parties hereto, and their respective authorized successors and assigns.
- 18. TAX COMPLIANCE CERTIFICATION.** The Contractor shall comply with all federal, state and local laws, regulation, executive orders and ordinances applicable to this Contract. Contractor represents and warrants that it has complied, and will continue to comply throughout the duration of this Contract and any extensions, with all tax laws of this state or any political subdivision of this state, including but not limited to ORS 305.620 and ORS chapters 316, 317, and 318. Any violation of this section shall constitute a material breach of this Contract and shall entitle County to terminate this Contract, to pursue and recover any and all damages that arise from the breach and the termination of this Contract, and to pursue any or all of the remedies available under this Contract or applicable law.
- 19. TERMINATIONS.** This Contract may be terminated for the following reasons: (A) by mutual agreement of the parties or by the County (i) for convenience upon thirty (30) days written notice to Contractor, or (ii) at any time the County fails to receive funding, appropriations, or other expenditure authority as solely determined by the County; or (B) if contractor breaches any Contract provision or is declared insolvent, County may terminate after thirty (30) days written notice with an opportunity to cure.
- Upon receipt of written notice of termination from the County, Contractor shall immediately stop performance of the Work. Upon termination of this Contract, Contractor shall deliver to County all documents, Work Product, information, works-in-progress and other property that are or would be deliverables had the Contract Work been completed. Upon County's request, Contractor shall surrender to anyone County designates, all documents, research, objects or other tangible things needed to complete the Work.
- 20. REMEDIES.** If terminated by the County due to a breach by the Contractor, then the County shall have any remedy available to it in law or equity. If this Contract is terminated for any other reason, Contractor's sole remedy is payment for the goods and services delivered and accepted by the County, less any setoff to which the County is entitled.
- 21. NO THIRD PARTY BENEFICIARIES.** County and Contractor are the only parties to this Contract and are the only parties entitled to enforce its terms. Nothing in this Contract gives, is intended to give, or shall be construed to give or provide any benefit or right, whether directly, indirectly or otherwise, to third persons unless such third persons are individually identified by name herein and expressly described as intended beneficiaries of the terms of this Contract.
- 22. TIME IS OF THE ESSENCE.** Contractor agrees that time is of the essence in the performance of this Contract.
- 23. FOREIGN CONTRACTOR.** If the Contractor is not domiciled in or registered to do business in the State of Oregon, Contractor shall promptly provide to the Oregon Department of Revenue and the Secretary of State, Corporate Division, all information required by those agencies relative to this Contract. The Contractor shall demonstrate its legal capacity to perform these services in the State of Oregon prior to entering into this Contract.
- 24. FORCE MAJEURE.** Neither County nor Contractor shall be held responsible for delay or default caused by events outside the County or Contractor's reasonable control including, but not limited to, fire, terrorism, riot, acts of God, or war. However, Contractor shall make all reasonable efforts to remove or eliminate such a cause of delay or default and shall upon the cessation of the cause, diligently pursue performance of its obligations under this Contract.

**25. WAIVER.** The failure of County to enforce any provision of this Contract shall not constitute a waiver by County of that or any other provision.

**26. PUBLIC CONTRACTING REQUIREMENTS.** Pursuant to the public contracting requirements contained in Oregon Revised Statutes (“ORS”) Chapter 279B.220 through 279B.235, Contractor shall:

- a. Make payments promptly, as due, to all persons supplying to Contractor labor or materials for the prosecution of the work provided for in the Contract.
- b. Pay all contributions or amounts due the Industrial Accident Fund from such Contractor or subcontractor incurred in the performance of the Contract.
- c. Not permit any lien or claim to be filed or prosecuted against County on account of any labor or material furnished.
- d. Pay the Department of Revenue all sums withheld from employees pursuant to ORS 316.167.
- e. As applicable, the Contractor shall pay employees for work in accordance with ORS 279B.235, which is incorporated herein by this reference. The Contractor shall comply with the prohibitions set forth in ORS 652.220, compliance of which is a material element of this Contract, and failure to comply is a breach entitling County to terminate this Contract for cause.
- f. If the Work involves lawn and landscape maintenance, Contractor shall salvage, recycle, compost, or mulch yard waste material at an approved site, if feasible and cost effective.

**27. NO ATTORNEY FEES.** In the event any arbitration, action or proceeding, including any bankruptcy proceeding, is instituted to enforce any term of this Contract, each party shall be responsible for its own attorneys’ fees and expenses.

**28. RESERVED.**

**29. RESERVED.**

**30. RESERVED.**

**31. RESERVED.**

**32. RESERVED.**

**33. RESERVED.**

**34. MERGER.** THIS CONTRACT CONSTITUTES THE ENTIRE AGREEMENT BETWEEN THE PARTIES WITH RESPECT TO THE SUBJECT MATTER REFERENCED THEREIN. THERE ARE NO UNDERSTANDINGS, AGREEMENTS, OR REPRESENTATIONS, ORAL OR WRITTEN, NOT SPECIFIED HEREIN REGARDING THIS CONTRACT. NO AMENDMENT, CONSENT, OR WAIVER OF TERMS OF THIS CONTRACT SHALL BIND EITHER PARTY UNLESS IN WRITING AND SIGNED BY ALL PARTIES. ANY SUCH AMENDMENT, CONSENT, OR WAIVER SHALL BE EFFECTIVE ONLY IN THE SPECIFIC INSTANCE AND FOR THE SPECIFIC PURPOSE GIVEN. CONTRACTOR, BY THE SIGNATURE HERETO OF ITS AUTHORIZED REPRESENTATIVE, IS AN INDEPENDENT CONTRACTOR, ACKNOWLEDGES HAVING READ AND UNDERSTOOD THIS CONTRACT, AND CONTRACTOR AGREES TO BE BOUND BY ITS TERMS AND CONDITIONS.

**Signature page to follow.**



By their signatures below, the parties to this Contract agree to the terms, conditions, and content expressed herein.

PRR, Inc.

Clackamas County

*Diana Steeble* 11/14/2024

Authorized Signature Date

\_\_\_\_\_  
Signature Date

Diana Steeble, Principal  
Name / Title (Printed)

Name: \_\_\_\_\_

231213-5

Title: \_\_\_\_\_

Oregon Business Registry #

Approved as to Form:

S-Corp/WA

*[Signature]* 11/18/2024

Entity Type / State of Formation

County Counsel Date

**EXHIBIT A**  
**REQUEST FOR PROPOSALS #2024-66**  
**EXPECT THE UNEXPECTED MARKETING CAMPAIGN**  
**PUBLISHED AUGUST 6, 2024**

EXHIBIT A



**REQUEST FOR PROPOSALS #RFP 2024-66**

**FOR**

**EXPECT THE UNEXPECTED MARKETING CAMPAIGN**

**BOARD OF COUNTY COMMISSIONERS**

**TOOTIE SMITH, Chair**  
**PAUL SAVAS, Commissioner**  
**MARK SHULL, Commissioner**  
**MARTHA SCHRADER, Commissioner**  
**BEN WEST, Commissioner**

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**Gary Schmidt**  
**County Administrator**

**Stephanie Ebner**  
**Contract Analyst**

**PROPOSAL CLOSING DATE, TIME AND LOCATION**

**DATE:** September 3, 2024

**TIME:** 2:00 PM, Pacific Time

**PLACE:** <https://bidlocker.us/a/clackamascounty/BidLocker>

**EXHIBIT A**

**SCHEDULE**

Request for Proposals Issued.....	August 6, 2024
Protest of Specifications Deadline.....	August 13, 2024, 5:00 PM, Pacific Time
Deadline to Submit Clarifying Questions.....	August 20, 2024, 5:00 PM, Pacific Time
Request for Proposals Closing Date and Time.....	September 3, 2024, 2:00 PM, Pacific Time
Deadline to Submit Protest of Award.....	Seven (7) days from the Intent to Award

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Section 1 – Notice of Request for Proposals
Section 2 – Instructions to Proposers
Section 3 – Scope of Work
Section 4 – Evaluation and Selection Criteria
Section 5 – Proposal Content (Including Proposal Certification)

## EXHIBIT A

### SECTION 1 NOTICE OF REQUEST FOR PROPOSALS

Notice is hereby given that Clackamas County through its Board of County Commissioners, will receive sealed Proposals per specifications until **2:00 PM, September 5, 2024** (“Closing”), to provide services for our **Expect the Unexpected Marketing Campaign**. No Proposals will be received or considered after that time.

#### **Location of RFP documents: OregonBuys**

RFP Documents can be downloaded from the state of Oregon procurement website (“OregonBuys”) at the following address <https://oregonbuys.gov/bsa/view/login/login.xhtml>, Document No. S-C01010-00011194.

Prospective Proposers will need to sign in to download the information and that information will be accumulated for a Plan Holder's List. Prospective Proposers are responsible for obtaining any Addenda, clarifying questions, and Notices of Award from OregonBuys.

#### **Submitting Proposals: Bid Locker**

Proposals will only be accepted electronically thru a secure online bid submission service, **Bid Locker**. *Email submissions to Clackamas County email addresses will no longer be accepted.*

- A. Completed proposal documents must arrive electronically via Bid Locker located at <https://bidlocker.us/a/clackamascountry/BidLocker>.
- B. Bid Locker will electronically document the date and time of all submissions. Completed documents must arrive by the deadline indicated in Section 1 or as modified by Addendum. **LATE PROPOSALS WILL NOT BE ACCEPTED.**
- C. Proposers must register and create a profile for their business with Bid Locker in order to submit for this project. It is free to register for Bid Locker.
- D. Proposers with further questions concerning Bid Locker may review the Vendor’s Guide located at <https://www.clackamas.us/how-to-bid-on-county-projects> .

#### **Contact Information**

Procurement Process and Technical Questions: Stephanie Ebner, [sebner@clackamas.us](mailto:sebner@clackamas.us)

The Board of County Commissioners reserves the right to reject any and all Proposals not in compliance with all prescribed public bidding procedures and requirements, and may reject for good cause any and all Proposals upon the finding that it is in the public interest to do so and to waive any and all informalities in the public interest. In the award of the contract, the Board of County Commissioners will consider the element of time, will accept the Proposal or Proposals which in their estimation will best serve the interests of Clackamas County and will reserve the right to award the contract to the contractor whose Proposal shall be best for the public good.

Clackamas County encourages proposals from Minority, Women, Veteran and Emerging Small Businesses.

**EXHIBIT A**  
**SECTION 2**  
**INSTRUCTIONS TO PROPOSERS**

Clackamas County (“County”) reserves the right to reject any and all Proposals received as a result of this RFP. County Local Contract Review Board Rules (“LCRB”) govern the procurement process for the County.

**2.1 Modification or Withdrawal of Proposal:** Any Proposal may be modified or withdrawn at any time prior to the Closing deadline, provided that a written request is received by the County Procurement Division Director, prior to the Closing. The withdrawal of a Proposal will not prejudice the right of a Proposer to submit a new Proposal.

**2.2 Requests for Clarification and Requests for Change:** Proposers may submit questions regarding the specifications of the RFP. Questions must be received in writing on or before 5:00 p.m. (Pacific Time), on the date indicated in the Schedule, at the Procurement Division address as listed in Section 1 of this RFP. Requests for changes must include the reason for the change and any proposed changes to the requirements. The purpose of this requirement is to permit County to correct, prior to the opening of Proposals, RFP terms or technical requirements that may be unlawful, improvident or which unjustifiably restrict competition. County will consider all requested changes and, if appropriate, amend the RFP. No oral or written instructions or information concerning this RFP from County managers, employees or agents to prospective Proposers shall bind County unless included in an Addendum to the RFP.

**2.3 Protests of the RFP/Specifications:** Protests must be in accordance with LCRB C-047-0730. Protests of Specifications must be received in writing on or before 5:00 p.m. (Pacific Time), on the date indicated in the Schedule, or within three (3) business days of issuance of any addendum, at the Procurement Division address listed in Section 1 of this RFP. Protests may not be faxed. Protests of the RFP specifications must include the reason for the protest and any proposed changes to the requirements.

**2.4 Addenda:** If any part of this RFP is changed, an addendum will be provided to Proposers that have provided an address to the Procurement Division for this procurement. It shall be Proposers responsibility to regularly check OregonBuys for any notices, published addenda, or response to clarifying questions.

**2.5 Submission of Proposals:** Proposals must be submitted in accordance with Section 5. All Proposals shall be legibly written in ink or typed and comply in all regards with the requirements of this RFP. Proposals that include orders or qualifications may be rejected as irregular. All Proposals must include a signature that affirms the Proposer’s intent to be bound by the Proposal (may be on cover letter, on the Proposal, or the Proposal Certification Form) shall be signed. If a Proposal is submitted by a firm or partnership, the name and address of the firm or partnership shall be shown, together with the names and addresses of the members. If the Proposal is submitted by a corporation, it shall be signed in the name of such corporation by an official who is authorized to bind the contractor. The Proposals will be considered by the County to be submitted in confidence and are not subject to public disclosure until the notice of intent to award has been issued.

No late Proposals will be accepted. Proposals submitted after the Closing will be considered late and will be returned unopened. Proposals may not be submitted by telephone or fax.

**2.6 Post-Selection Review and Protest of Award:** County will name the apparent successful Proposer in a Notice of Intent to Award published on OregonBuys. Identification of the apparent successful Proposer is procedural only and creates no right of the named Proposer to award of the contract. Competing Proposers shall be given seven (7) calendar days from the date on the Notice of Intent to Award to review the file at the Procurement Division office and file a written protest of award, pursuant to LCRB C-047-0740. Any award protest must be in writing and must be delivered by email, hand-delivery or mail to the address for the Procurement Division as listed in Section 1 of this RFP.

Only actual Proposers may protest if they believe they have been adversely affected because the Proposer would be eligible to be awarded the contract in the event the protest is successful. The basis of the written protest must be in accordance with ORS 279B.410 and shall specify the grounds upon which the protest is based. In order to be an adversely affected Proposer with a right to submit a written protest, a Proposer must be next in line for

## EXHIBIT A

award, i.e. the protester must claim that all higher rated Proposers are ineligible for award because they are non-responsive or non-responsible.

### County will consider any protests received and:

- a. reject all protests and proceed with final evaluation of, and any allowed contract language negotiation with, the apparent successful Proposer and, pending the satisfactory outcome of this final evaluation and negotiation, enter into a contract with the named Proposer; OR
- b. sustain a meritorious protest(s) and reject the apparent successful Proposer as nonresponsive, if such Proposer is unable to demonstrate that its Proposal complied with all material requirements of the solicitation and Oregon public procurement law; thereafter, County may name a new apparent successful Proposer; OR
- c. reject all Proposals and cancel the procurement.

**2.7 Acceptance of Contractual Requirements:** Failure of the selected Proposer to execute a contract and deliver required insurance certificates within ten (10) calendar days after notification of an award may result in cancellation of the award. This time period may be extended at the option of County.

**2.8 Public Records:** Proposals are deemed confidential until the “Notice of Intent to Award” letter is issued. This RFP and one copy of each original Proposal received in response to it, together with copies of all documents pertaining to the award of a contract, will be kept and made a part of a file or record which will be open to public inspection. If a Proposal contains any information that is considered a **TRADE SECRET** under ORS 192.345(2), **SUCH INFORMATION MUST BE LISTED ON A SEPARATE SHEET CAPABLE OF SEPARATION FROM THE REMAINING PROPOSAL AND MUST BE CLEARLY MARKED WITH THE FOLLOWING LEGEND:**

**“This information constitutes a trade secret under ORS 192.345(2), and shall not be disclosed except in accordance with the Oregon Public Records Law, ORS Chapter 192.”**

The Oregon Public Records Law exempts from disclosure only bona fide trade secrets, and the exemption from disclosure applies only “unless the public interest requires disclosure in the particular instance” (ORS 192.345). Therefore, non-disclosure of documents, or any portion of a document submitted as part of a Proposal, may depend upon official or judicial determinations made pursuant to the Public Records Law.

**2.9 Investigation of References:** County reserves the right to investigate all references in addition to those supplied references and investigate past performance of any Proposer with respect to its successful performance of similar services, its compliance with specifications and contractual obligations, its completion or delivery of a project on schedule, its lawful payment of subcontractors and workers, and any other factor relevant to this RFP. County may postpone the award or the execution of the contract after the announcement of the apparent successful Proposer in order to complete its investigation.

**2.10 RFP Proposal Preparation Costs and Other Costs:** Proposer costs of developing the Proposal, cost of attendance at an interview (if requested by County), or any other costs are entirely the responsibility of the Proposer, and will not be reimbursed in any manner by County.

**2.11 Clarification and Clarity:** County reserves the right to seek clarification of each Proposal, or to make an award without further discussion of Proposals received. Therefore, it is important that each Proposal be submitted initially in the most complete, clear, and favorable manner possible.

**2.12 Right to Reject Proposals:** County reserves the right to reject any or all Proposals or to withdraw any item from the award, if such rejection or withdrawal would be in the public interest, as determined by County.

**2.13 Cancellation:** County reserves the right to cancel or postpone this RFP at any time or to award no contract.

**2.14 Proposal Terms:** All Proposals, including any price quotations, will be valid and firm through a period of one hundred and eighty (180) calendar days following the Closing date. County may require an

## EXHIBIT A

extension of this firm offer period. Proposers will be required to agree to the longer time frame in order to be further considered in the procurement process.

**2.15 Oral Presentations:** At County's sole option, Proposers may be required to give an oral presentation of their Proposals to County, a process which would provide an opportunity for the Proposer to clarify or elaborate on the Proposal but will in no material way change Proposer's original Proposal. If the evaluating committee requests presentations, the Procurement Division will schedule the time and location for said presentation. Any costs of participating in such presentations will be borne solely by Proposer and will not be reimbursed by County. **Note:** Oral presentations are at the discretion of the evaluating committee and may not be conducted; therefore, **written Proposals should be complete.**

**2.16 Usage:** It is the intention of County to utilize the services of the successful Proposer(s) to provide services as outlined in the below Scope of Work.

**2.17 Review for Responsiveness:** Upon receipt of all Proposals, the Procurement Division or designee will determine the responsiveness of all Proposals before submitting them to the evaluation committee. If a Proposal is incomplete or non-responsive in significant part or in whole, it will be rejected and will not be submitted to the evaluation committee. County reserves the right to determine if an inadvertent error is solely clerical or is a minor informality which may be waived, and then to determine if an error is grounds for disqualifying a Proposal. The Proposer's contact person identified on the Proposal will be notified, identifying the reason(s) the Proposal is non-responsive. One copy of the Proposal will be archived and all others discarded.

**2.18 RFP Incorporated into Contract:** This RFP will become part of the Contract between County and the selected contractor(s). The contractor(s) will be bound to perform according to the terms of this RFP, their Proposal(s), and the terms of the Sample Contract.

**2.19 Communication Blackout Period:** Except as called for in this RFP, Proposers may not communicate with members of the Evaluation Committee or other County employees or representatives about the RFP during the procurement process until the apparent successful Proposer is selected, and all protests, if any, have been resolved. Communication in violation of this restriction may result in rejection of a Proposer.

**2.20 Prohibition on Commissions and Subcontractors:** County will contract directly with persons/entities capable of performing the requirements of this RFP. Contractors must be represented directly. Participation by brokers or commissioned agents will not be allowed during the Proposal process. Contractor shall not use subcontractors to perform the Work unless specifically pre-authorized in writing to do so by the County. Contractor represents that any employees assigned to perform the Work, and any authorized subcontractors performing the Work, are fully qualified to perform the tasks assigned to them, and shall perform the Work in a competent and professional manner. Contractor shall not be permitted to add on any fee or charge for subcontractor Work. Contractor shall provide, if requested, any documents relating to subcontractor's qualifications to perform required Work.

**2.21 Ownership of Proposals:** All Proposals in response to this RFP are the sole property of County, and subject to the provisions of ORS 192.410-192.505 (Public Records Act).

**2.22 Clerical Errors in Awards:** County reserves the right to correct inaccurate awards resulting from its clerical errors.

**2.23 Rejection of Qualified Proposals:** Proposals may be rejected in whole or in part if they attempt to limit or modify any of the terms, conditions, or specifications of the RFP or the Sample Contract.

**2.24 Collusion:** By responding, the Proposer states that the Proposal is not made in connection with any competing Proposer submitting a separate response to the RFP, and is in all aspects fair and without collusion or fraud. Proposer also certifies that no officer, agent, elected official, or employee of County has a pecuniary interest in this Proposal.



## EXHIBIT A

**2.25 Evaluation Committee:** Proposals will be evaluated by a committee consisting of representatives from County and potentially external representatives. County reserves the right to modify the Evaluation Committee make-up in its sole discretion.

**2.26 Commencement of Work:** The contractor shall commence no work until all insurance requirements have been met, the Protest of Awards deadline has been passed, any protest have been decided, a contract has been fully executed, and a Notice to Proceed has been issued by County.

**2.27 Best and Final Offer:** County may request best and final offers from those Proposers determined by County to be reasonably viable for contract award. However, County reserves the right to award a contract on the basis of initial Proposal received. Therefore, each Proposal should contain the Proposer's best terms from a price and technical standpoint. Following evaluation of the best and final offers, County may select for final contract negotiations/execution the offers that are most advantageous to County, considering cost and the evaluation criteria in this RFP.

**2.28 Nondiscrimination:** The successful Proposer agrees that, in performing the work called for by this RFP and in securing and supplying materials, contractor will not discriminate against any person on the basis of race, color, religious creed, political ideas, sex, age, marital status, sexual orientation, gender identity, veteran status, physical or mental handicap, national origin or ancestry, or any other class protected by applicable law.

**2.29 Intergovernmental Cooperative Procurement Statement:** Pursuant to ORS 279A and LCRB, other public agencies shall have the ability to purchase the awarded goods and services from the awarded contractor(s) under terms and conditions of the resultant contract. Any such purchases shall be between the contractor and the participating public agency and shall not impact the contractor's obligation to the County. Any estimated purchase volumes listed herein do not include other public agencies and County makes no guarantee as to their participation. Any Proposer, by written notification included with their Proposal, may decline to extend the prices and terms of this solicitation to any and/or all other public agencies. County grants to any and all public serving governmental agencies, authorization to purchase equivalent services or products described herein at the same submitted unit bid price, but only with the consent of the contractor awarded the contract by the County.

**EXHIBIT A  
SECTION 3  
SCOPE OF WORK**

**3.1. INTRODUCTION**

The Clackamas County Department of Transportation and Development (“DTD”) is seeking proposals from qualified consultants experienced in strategic communications, social marketing for behavioral change and micro-targeting efforts using public outreach, education and engagement, communication and marketing support for a new campaign seeking to reduce distracted and aggressive driving, particularly focused on reducing fatalities and serious injuries to our most vulnerable road users. Clackamas County seeks a consultant that will provide campaign materials including social media, public outreach, events, advertising, video production and related materials, and developed micro targeting expertise.

**Please direct all Technical/Specifications or Procurement Process Questions to the indicated representative referenced in the Notice of Request for Proposals and note the communication restriction outlined in Section 2.19.**

**3.2 BACKGROUND**

Clackamas County has set a goal to eliminate fatal and serious injury crashes on its roads by 2035. Our [Drive to Zero Safety Action Plan](https://www.clackamas.us/transportation/tsap.html) (<https://www.clackamas.us/transportation/tsap.html>) first adopted in 2012 and updated in early 2019, represents an evidence-based approach to reduce fatal and serious injury crashes. Successful implementation of the plan depends on everyone, including emergency medical services personnel, activists and educators, local leaders, law enforcement, business engineers, and most importantly, the traveling public. From 2009 to 2015, 183 people were killed in traffic crashes in Clackamas County. Another 795 people suffered serious, potentially life-altering injuries<sup>1</sup>.

The most contributing factors in reported crashes in the county are:

- 36% inexperienced drivers (25 years of age or younger).
- 34% roadway departures
- 31% aggressive driving
- 22% motorcycles
- 21% alcohol/drug related
- 17% senior drivers (65 years of age or older)
- 16% pedestrians and bicyclists

Drive to Zero embraces the importance of creating a “positive safety culture” using the tools within the [Positive Culture Framework](https://chsculture.org/positive-culture-framework/) (<https://chsculture.org/positive-culture-framework/>). Additionally, staff with the Drive to Zero Program have worked with County Public Health professionals in the development of the [Clackamas County Blueprint for a Health Clackamas County, 2017-2020](https://www.clackamas.us/publichealth/chipupdate.html) ([page 36](https://www.clackamas.us/publichealth/chipupdate.html)) (<https://www.clackamas.us/publichealth/chipupdate.html>), which includes a goal of eliminating roadway fatalities Demographics.

The population of Clackamas County has steadily increased since 1850. The population of the county in the 2020 U.S. Census was estimated to be 421,401. Since its creation in 1843, agriculture, timber, manufacturing and commerce have been the county's principal activities. In recent years Clackamas County business districts and communities continue to grow with industry leaders in metals, machinery, healthcare, high tech, logistics, forestry, food and beverage processing, renewable energy, nursery/agriculture, tourism and software development.

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<sup>1</sup> Drive to Zero Safety Action Plan. (2019). Retrieved from <https://dochub.clackamas.us/documents/drupal/ae811741-789e-465c-9b79-9fba2261ccd0>  
RFP 2024-66-Expect the Unexpected Marketing Campaign

## EXHIBIT A

Oregon is a self-reporting state for vehicle crashes, so serious and fatal injury crashes are well-documented, but minor and property damage crashes are assumed to be under-represented in the crash data. People must drive farther in rural areas to reach destinations and emergency response times can be longer than in urban areas. In rural areas, speeds are also higher and there are fewer transportation options than in urban areas. As a result, rural areas are disproportionately more susceptible to severe crashes than urban areas.

While the rural area makes up only 20% of the population, over 45% of the fatal and serious injury crashes occur in this area. Crashes most often occur due to higher speeds, the winding nature of the roadways and the proximity of fixed objects to the roadside on rural roads.

### Overall Project Framework

The Drive to Zero program embraces a holistic safe systems approach to culture and behavior change, enforcement and education to reduce serious and fatal crashes due to common driver behaviors. Targeted key behaviors for this project would include seeking to reduce distracted and aggressive driving, and speeding -- particularly focused on reducing fatalities and serious injuries to our most vulnerable road users such as pedestrians, bicyclists, and older adults.

### **The contract scope must include the following phases:**

#### Phase 1: Campaign Development

In partnership with County staff and community partners, co-develop a campaign framework and key messaging.

#### Phase 2: Implementation

Implement the campaign developed through advertising, video production, and other asset development, as necessary. This work will include all production elements for the campaign. No allocation of additional funds for expenses outside of this RFP.

### **3.3. SCOPE OF WORK**

**3.3.1.** Develop and implement a new campaign that targets reducing distracted driving and speeding, initially framed as Expect the Unexpected. The effort will particularly work to reduce serious and fatal crashes for the county's most vulnerable users. The campaign will tie into marketing assets developed in the County's other traffic safety campaigns.

We anticipate that the work will include advertising, video production and/or animation, and other asset development as necessary. This work will include all production elements for the campaign. No allocation of additional funds for expenses outside of this RFP.

The implementation plan includes engaging community partners such as nonprofit service organizations and public health organizations that are working in the county to engage its members, particularly communities of color through providing mini-grants. The hope is that this will enable local, targeted efforts to engage traditionally underserved communities in the marketing efforts and to compensate them for this work.

### **Campaign Goals**

The overall DTZ ("Drive to Zero") campaign seeks to impact those behaviors that are most frequently cited as a cause in serious traffic crashes. While it will be difficult to measure these changes in behavior over the course of the project's timeline, we expect to be able to measure:

- Individual engagement through open and click through rates, website hits, and engagement in direct activities

## EXHIBIT A

### Current Marketing and Digital Ecosystem

#### Shared Beliefs

We believe that for Drive to Zero to be successful the work must embrace a “Safety Culture”. Safety Culture is the attitude, beliefs, perceptions and values people share related to safety. For Clackamas County, Safety Culture includes the attitude residents share about safe driving and other forms of transportation. We recognize the need to grow a positive Safety Culture and to have everyone agree that serious injury or death from a vehicle crash is not acceptable, for anyone. We have a unique opportunity to integrate shared safety beliefs and values as it relates to health safety related to Covid-19 into overall safety messages that will work for both traffic safety behaviors and public health behaviors as a whole.

A fundamental component of our DTZ work is how the county embraces the Positive Culture Framework (PCF) into our operations and marketing. Developed by the Center for Health and Safety Culture at Montana State University, PCF enhances efforts that grow a positive traffic safety culture. It is founded on the concept that there is positive in the community and it is worth growing. We work to support and enhance shared values and beliefs, and in turn, decrease the prevalence of risky behaviors.

#### Current Social Media Assets and Strategy

The county manages its main assets as follows:

- Website: [www.clackamas.us](http://www.clackamas.us). The DTZ program has its own direct link at [www.DriveToZero.org](http://www.DriveToZero.org).
- Twitter: [www.twitter.com/clackamascounty](https://www.twitter.com/clackamascounty)
- Facebook: [www.facebook.com/ClackamasCounty](https://www.facebook.com/ClackamasCounty)
- Nextdoor: [www.nextdoor.com/agency-detail/or/clackamas/clackamas-county](https://www.nextdoor.com/agency-detail/or/clackamas/clackamas-county)
- Instagram: [www.instagram.com/ClackamasCounty](https://www.instagram.com/ClackamasCounty)
- YouTube: [www.youtube.com/user/ClackamasCounty](https://www.youtube.com/user/ClackamasCounty)

We also have accounts with Twitch, Snapchat and TikTok for advertising purposes.

Please note we have partner agencies (most notably the Clackamas County Sheriff's Office) that operates their own branding.

#### Skills

The DTD and PGA (Public & Government Affairs) team have skills in graphic design, web development, strategic communications and public relations. In general terms, the PGA team is dedicated to government and public relations efforts for the entire county and does not have the resources for specific campaign building and marketing development on its own. For that reason, we are relying heavily on the consultant to be the lead in developing strategy and messaging.

#### Marketing Challenges

The county is a government agency that, by nature, is often slower to react than smaller agencies and businesses, especially in the area of communications and marketing. Other challenges include having a geographically diverse demographic that includes rural communities, communities focused on outdoor recreation, farmland, and suburban communities that are both established and growing, etc. Some county residents may feel less confident in county services and be reluctant to engage in our marketing efforts.

The county is also working to develop more capacity and the cultural competencies to reach communities of color and other historically underrepresented groups.

## EXHIBIT A

### List of Similar Efforts

There are other government entities that the project can look to for capturing lessons learned and successful strategies such as:

- [Washington State Traffic Safety Commission \(https://wtsc.wa.gov/\)](https://wtsc.wa.gov/)
- [Idaho Office of Traffic Safety \(https://shift-idaho.org/\)](https://shift-idaho.org/)

### Deliverables

No.	Description of Deliverables	Due Date or Estimated Duration
1.	Develop a new campaign including key messaging, targeting, segmenting, channel plan, and overall marketing plan for the campaign.	Complete by February 15, 2025
2.	Design materials based on campaign, including all graphic design of core elements, storyboarding for animation or video projects, or other elements as determined by step 1 above.	Complete by September 30, 2026
3.	Implement Plan, including printing, ad purchases, video production, or other assets, as developed by Step 1 and 2 above.	All work and billing complete by September 30, 2026

**Milestones:** These are the tasks/work elements needed to complete the activity and the responsible party:

These dates are estimates, and through negotiation with the contractor can be expedited.

No.	Tasks/Milestones	Responsible Party	Estimated Completion Date
1.	Draft campaign framework and implementation plan	Contractor	December 31, 2024
2.	Feedback on campaign framework and implementation plan	County	January 15, 2025
3.	Final campaign framework and implementation plan delivered to County	Contractor	March 15, 2026
4.	Creative asset development and draft script, materials	Contractor	December 31, 2025
5.	Feedback on assets	Conty	January 30, 2026
4.	Complete asset developing including printing, production, etc.	Contractor	June 30, 2026
5.	Assets deployed	Contractor	September 30, 2026

### **3.3.2. Work Schedule:**

The project will begin upon contract execution, and finish on September 30, 2026. PAll billable elements of the project must be completed in this time frame.

### **Budget:**

This project is funded through a blend of two grants from the Oregon Department of Transportation. We have received an Intergovernmental Agreement for one of these grants which allows us to start the planning process, however the final execution of full scope of work for services is contingent upon formal receipt of signed IGA's for each fiscal year.

## EXHIBIT A

The County has an estimated project total of \$270,000 for phase two implementation. However, firms shall provide competitive hourly rates with an estimated not-to-exceed total. The proposed not-to-exceed price will be a factor in vendor selection. There may be additional funds made available to the project contingent on state funding that may carry the project beyond September 30, 2026, if project is deemed successful.

### 3.3.3. Term of Contract:

The term of the contract shall be from the effective date through **September 30, 2026**, with the option for one (1) additional one (1) year renewal thereafter subject to the mutual agreement of the parties and contingent upon additional funding being available.

**3.3.4 Sample Contract:** Submission of a Proposal in response to this RFP indicates Proposer's willingness to enter into a contract containing substantially the same terms (including insurance requirements) of the sample contract identified below. No action or response to the sample contract is required under this RFP. Any objections to the sample contract terms should be raised in accordance with Paragraphs 2.2 or 2.3 of this RFP, pertaining to requests for clarification or change or protest of the RFP/specifications, and as otherwise provided for in this RFP. This RFP and all supplemental information in response to this RFP will be a binding part of the final contract.

The applicable Sample Personal Services Contract for this RFP can be found at <https://www.clackamas.us/finance/terms.html>.

Personal Services Contract (unless checked, item does not apply)

The following paragraphs of the Professional Services Contract will be applicable:

- Article I, Paragraph 5 – Travel and Other Expense is Authorized
- Article II, Paragraph 28 – Confidentiality
- Article II, Paragraph 29 – Criminal Background Check Requirements
- Article II, Paragraph 30 – Key Persons
- Article II, Paragraph 31 – Cooperative Contracting
- Article II, Paragraph 32 – Federal Contracting Requirements
- Exhibit A – On-Call Provision

The following insurance requirements will be applicable:

- Commercial General Liability: combined single limit, or the equivalent, of not less than \$1,000,000 per occurrence, with an annual aggregate limit of \$2,000,000 for Bodily Injury and Property Damage.
- Professional Liability: combined single limit, or the equivalent, of not less than \$1,000,000 per occurrence, with an annual aggregate limit of \$2,000,000 for damages caused by error, omission or negligent acts.
- Automobile Liability: combined single limit, or the equivalent, of not less than \$1,000,000 per occurrence for Bodily Injury and Property Damage.

## EXHIBIT A

### SECTION 4 EVALUATION PROCEDURE

- 4.1** An evaluation committee will review all Proposals that are initially deemed responsive and they shall rank the Proposals in accordance with the below criteria. The evaluation committee may recommend an award based solely on the written responses or may request Proposal interviews/presentations. Interviews/presentations, if deemed beneficial by the evaluation committee, will consist of the highest scoring Proposers. The invited Proposers will be notified of the time, place, and format of the interview/presentation. Based on the interview/presentation, the evaluation committee may revise their scoring.

Written Proposals must be complete and no additions, deletions, or substitutions will be permitted during the interview/presentation (if any). The evaluation committee will recommend award of a contract to the final County decision maker based on the highest scoring Proposal. The County decision maker reserves the right to accept the recommendation, award to a different Proposer, or reject all Proposals and cancel the RFP.

Proposers are not permitted to directly communicate with any member of the evaluation committee during the evaluation process. All communication will be facilitated through the Procurement representative.

**4.2 Evaluation Criteria**

<u>Category</u>	<u>Points available:</u>
Proposer's General Background and Qualifications	0-25
Integration of Community Engagement and Partners	0- 5
Scope of Work	0-45
Fees	0-25
<b>Available points</b>	<b>0-100</b>

- 4.3** Once a selection has been made, the County will enter into contract negotiations. During negotiation, the County may require any additional information it deems necessary to clarify the approach and understanding of the requested services. Any changes agreed upon during contract negotiations will become part of the final contract. The negotiations will identify a level of work and associated fee that best represents the efforts required. If the County is unable to come to terms with the highest scoring Proposer, discussions shall be terminated and negotiations will begin with the next highest scoring Proposer. If the resulting contract contemplates multiple phases and the County deems it is in its interest to not authorize any particular phase, it reserves the right to return to this solicitation and commence negotiations with the next highest ranked Proposer to complete the remaining phases.

## EXHIBIT A

### SECTION 5 PROPOSAL CONTENTS

#### 5.1. Vendors must observe submission instructions and be advised as follows:

5.1.1. Proposals will only be accepted electronically thru Equity Hub's Bid Locker. Email submissions to Clackamas County email addresses will no longer be accepted.

5.1.2. Completed proposal documents must arrive electronically via Equity Hub's Bid Locker located at <https://bidlocker.us/a/clackamascountry/BidLocker>.

5.1.3. County reserves the right to solicit additional information or Proposal clarification from the vendors, or any one vendor, should the County deem such information necessary.

5.1.4. Proposal may not exceed a total of **20 pages** (single-sided), inclusive of all exhibits, attachments, title pages, pages separations, table of contents, or other information. The Proposal Certification Page will NOT count towards the final page count.

#### **Provide the following information in the order in which it appears below:**

#### 5.2. Proposer's General Background and Qualifications:

- A. Description of providing similar services to public entities of similar size within the past five (5) years;
- B. Experience of staff that will work on the project;
- C. Not-to-exceed price including hourly rates to complete the project;
- D. Provide three (3) references that your firm has served similar to the County within the last three years.
- E. Description of the firm's ability to meet the requirements in Scope of Work
- F. Proposal Certification Form; and
- G. Any additional information that Clackamas County should take into consideration for the project or qualifications.

#### 5.3. Scope of Work

1. How will your firm implement community engagement strategies to ensure that the county's most vulnerable users are engaged in co-creation and outreach efforts?
2. Please describe how you will integrate the Positive Culture Framework into design of campaign.
3. What do you see as the most effective tools to reach audiences given the targets and goals of the campaigns (video, posters, advertisements, etc.)?

#### 5.4. Fees

Fees should be on a time and material with a not to exceed fee. Fees should be sufficiently descriptive to facilitate acceptance of a Proposal. List the not-to-exceed amount you propose for the service. Fees and fee schedules should outline all estimated expenses, hourly rates for all assigned individuals, anticipated travel, other reimbursable expenses.

#### 5.5. References

Provide at least three (3) references from clients your firm has served similar to the County in the past three (3) years, including one client that has newly engaged the firm in the past thirty-six (36) months and one (1) long-term client. Provide the name, address, email, and phone number of the references. Please note the required three references may not be from County staff, but additional references may be supplied.



**EXHIBIT A**

**5.6. Completed Proposal Certification (see the below form)**

EXHIBIT A

**PROPOSAL CERTIFICATION**  
**RFP #2024-66**

Submitted by: \_\_\_\_\_  
**(Must be entity’s full legal name, and State of Formation)**

Each Proposer must read, complete and submit a copy of this Proposal Certification with their Proposal. Failure to do so may result in rejection of the Proposal. By signature on this Proposal Certification, the undersigned certifies that they are authorized to act on behalf of the Proposer and that under penalty of perjury, the undersigned will comply with the following:

**SECTION I. OREGON TAX LAWS:** As required in ORS 279B.110(2)(e), the undersigned hereby certifies that, to the best of the undersigned’s knowledge, the Proposer is not in violation of any Oregon Tax Laws. For purposes of this certification, “Oregon Tax Laws” means the tax laws of the state or a political subdivision of the state, including ORS 305.620 and ORS chapters 316, 317 and 318. If a contract is executed, this information will be reported to the Internal Revenue Service. Information not matching IRS records could subject Proposer to 24% backup withholding.

**SECTION II. NON-DISCRIMINATION:** That the Proposer has not and will not discriminate in its employment practices with regard to race, creed, age, religious affiliation, sex, disability, sexual orientation, gender identity, national origin, or any other protected class. Nor has Proposer or will Proposer discriminate against a subcontractor in the awarding of a subcontract because the subcontractor is a disadvantaged business enterprise, a minority-owned business, a woman-owned business, a business that a service-disabled veteran owns or an emerging small business that is certified under ORS 200.055.

**SECTION III. CONFLICT OF INTEREST:** The undersigned hereby certifies that no elected official, officer, agent or employee of Clackamas County is personally interested, directly or indirectly, in any resulting contract from this RFP, or the compensation to be paid under such contract, and that no representation, statements (oral or in writing), of the County, its elected officials, officers, agents, or employees had induced Proposer to submit this Proposal. In addition, the undersigned hereby certifies that this proposal is made without connection with any person, firm, or corporation submitting a proposal for the same material, and is in all respects fair and without collusion or fraud.

**SECTION IV. COMPLIANCE WITH SOLICITATION:** The undersigned further agrees and certifies that they:

1. Have read, understand and agree to be bound by and comply with all requirements, instructions, specifications, terms and conditions of the RFP (including any attachments); and
2. Are an authorized representative of the Proposer, that the information provided is true and accurate, and that providing incorrect or incomplete information may be cause for rejection of the Proposal or contract termination; and
3. Will furnish the designated item(s) and/or service(s) in accordance with the RFP and Proposal; and
4. Will use recyclable products to the maximum extend economically feasible in the performance of the contract work set forth in this RFP.

Name: \_\_\_\_\_ Date: \_\_\_\_\_

Signature: \_\_\_\_\_ Title: \_\_\_\_\_

Email: \_\_\_\_\_ Telephone: \_\_\_\_\_

Oregon Business Registry Number: \_\_\_\_\_ OR CCB # (if applicable): \_\_\_\_\_

Business Designation (check one):

Corporation  Partnership  Sole Proprietorship  Non-Profit  Limited Liability Company

Resident Quoter, as defined in ORS 279A.120

Non-Resident Quote. Resident State: \_\_\_\_\_

**EXHIBIT B**  
**VENDOR PROPOSAL**



September 3, 2024

#RFP 2024-66

# Expect the Unexpected Marketing Campaign

CLACKAMAS COUNTY

**Make It Meaningful**  
[prrbiz.com](http://prrbiz.com)





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## 5.2 PROPOSER'S GENERAL BACKGROUND AND QUALIFICATIONS

### A. Description of providing similar services to public entities of similar size within the past five (5) years.

PRR has more than 40 years of experience working with government agencies and achieving results in a collaborative environment while still maintaining effective stewardship of funds via careful advance planning, regular internal coordination to manage workplans and budget, and creating a team of the right size and availability to complete the scope of work efficiently and effectively. In brief, PRR has decades of experience working side-by-side with hundreds of federal, state, and local governments and their strategic partners and stakeholders to deliver strategic communications. And we have conducted significant, sensitive, and nuanced road safety work from coast to coast, including initiatives and campaigns for the Oregon Department of Transportation (ODOT) and the Washington Traffic Safety Commission (WTSC), which are described in the following case studies.

#### Statewide Walker/Roller Campaign (Drive Like a Pro)

Washington Traffic Safety Commission  
 December 2022 – present



Making Washington's roads safer for everyone is urgent because unprecedented 2022 data shows the greatest number of deaths on Washington roads and highways since 1990. A total of 745 people were killed in collisions in 2022. The top contributing behaviors for collisions include speed, distraction, impairment, and failure to yield. Impairment by drugs and alcohol was involved in more than half of fatal crashes.

WTSC looked to PRR to address this important issue through a statewide PSA campaign. The campaign would continue to address these behaviors, center messages that humanize travelers outside a driver's own car and stress the sentiment that together we all play a role in making our roads safer, especially for those who are walking and rolling.

PRR set out to create a campaign based on sound research and our understanding of and experience working within the Positive Culture Framework. We started by defining the priority audience as drivers, skewing male aged 21-25 and aged 41-45. Data shows that these drivers are the most likely to be involved in a crash resulting in a pedestrian fatality. We then developed a series of creative concepts to test through a statewide panel survey. In addition to three distinct concepts, we also tested the existing creative that WTSC had been using for several years, Together We Get There. PRR developed mood boards, sample ads, and storyboards for each of the concepts.

The panel survey results showed that our two priority audiences responded to very different messages and were compelled to make changes by different motivators. The Together We Get There campaign tested the highest among males aged 41-45. A new concept, Drive Like a Pro, which uses a sports theme to encourage drivers to follow the rules of the road, tested the best among males aged 21-25.

PRR took these results and developed an advertising plan that utilized both the existing Together We Get There materials as well as the new Drive Like a Pro concept. This allowed us to reach both of our priority audiences with messaging that resonated the most. The plan included a mix of **video**, radio, digital, and outdoor mediums. Advertising mediums were chosen for their ability to reach our priority audience at times and places when the message was relevant to their activity and driving behaviors

The Drive Like a Pro campaign was fully transcoded into Spanish, including the use of **Spanish** speaking talent. The ad campaign ran in several flights in summer 2023, fall 2023, and again in spring 2024.



Results:

- 61.4 million impressions received statewide
- Transit advertising alone generated 33.4 million impressions
- Leveraged campaign budget by 70%
- Digital and online ads received 10 million impressions and generated 23,054 clicks
- Audio streaming ads had a high listen-through rate of over 90%
- Video streaming ads had a high view-through rate of over 85%

### POINT Intercity Bus Service

*Oregon Department of Transportation  
 July 2018 – present*

The Oregon Department of Transportation’s POINT Intercity Bus Service includes five long distance bus routes that provide critical connectivity to jobs, healthcare, and other transit services across the state. PRR developed and is implementing a five-year marketing campaign to increase awareness of POINT among residents and visitors. PRR led a complete redesign of [Oregon-Point.com](#) focused on optimizing user experience and understanding of POINT services. We manage copy and content updates to the website, including route alerts and news—updating the public about service changes and policies related to public health. PRR created an [animated video](#) to promote the convenience of POINT. PRR also created and manages the content strategy for POINT organic and paid social media, as well as the design and distribution of informational materials like route brochures and posters. In our initial year of marketing services, including social media management, PRR’s efforts increased POINT’s Facebook following by more than 500 users.

### Strategic Highway Safety Plan (Target Zero Plan)

*Washington Traffic Safety Commission  
 April 2023 – present*

The Washington Traffic Safety Commission (WTSC) leads efforts to save lives and prevent serious injuries on roadways across Washington state. In partnership with the Washington Department of Transportation (WSDOT), WTSC is updating the state’s Strategic Highway Safety Plan, also known as the Target Zero plan. The plan describes actions the State will take to reduce the number of traffic deaths and serious

injuries on Washington roadways to zero by the year 2030. Target Zero is a data-informed, long-term plan to identify priorities and solutions, create goals and develop a collective understanding among the state and local agencies working to keep Washingtonians safe.

As the population in the state continues to grow, WTSC is working to ensure its planning and goals for traffic safety reflect community insights, values, and priorities. A key success factor in that effort includes reaching out directly to community members to ask about their traffic safety concerns and priorities, especially those disproportionately impacted by traffic crashes. As part of this update, WTSC partnered with PRR to engage in a meaningful dialogue with community members and community-based organizations (CBOs), gathering valuable input early in the planning process.

The team’s inclusive approach to community engagement was instrumental in shaping a more robust and refined plan. By listening to diverse voices and incorporating their feedback, the updated plan includes material differences that better address the needs and concerns of all Washington residents. This inclusive process not only strengthened the plan but also ensured it was built on a foundation of equity and broad community support. Moreover, we are developing the website to present the plan in both English and Spanish, ensuring it is accessible to all.

### Keep Oregon Connected

*Oregon Department of Transportation  
 May 2014-April 2021*

In 2017, after launching OReGO with extensive research, branding, earned media, website development, and marketing support, PRR and ODOT embarked on a new education and marketing program to help Oregonians better understand the need for a road usage or pay-per-mile system. We conducted statewide focus groups and recruited an in-the moment online panel of 60 Oregonians from five regions to learn what educational messages and visuals could help Oregonians understand the need for OReGO.

The result was Keep Oregon Connected, a campaign focused on how Oregonians value roads and how OReGO helps ensure roads are around for future generations. The campaign used original video and photography captured throughout Oregon, paired with bite-size facts to better educate Oregonians



on transportation funding. The visuals help create connection to the audience, and the facts stick with them even with diminishing attention spans. The full campaign included paid social media advertising and large outreach events. PRR launched a new campaign website to increase audience engagement by helping users understand the program and take action. The site leverages the Keep Oregon Connected campaign and features a refined OReGO logo, reader-friendly copy, and a new account manager quiz.

The research and creative aspects of this work were awarded the Transportation Research Board 2019 John and Jane Q. Public Award. The online open house received more than 10,000 visits, with 25 percent of visitors spending more than ten minutes on ODOT's online open house platform. The evaluation survey found that more Oregonians think RUC is a fair way to fund transportation; this was a 21% decrease in those who think it is unfair from 2016.

### RUC West Rebrand

*Oregon Department of Transportation  
 May 2022 – June 2022*

PRR's charge was to rebrand RUC West with a name, logo, and colors representative of a national coalition. This included reaching consensus/informed consent on options for Board review. To do this, PRR facilitated several steering committee workshops and surveys. At our meeting on May 11, the group decided to move forward with RUC America RUCDOT as two equal options for new names. On May 27, the Steering Committee decided to move forward with two logo styles and color combinations for each name.

RUC America was the top choice in both surveys, with comments noting it was logical evolution that includes more than just the U.S.

PRR also designed logo options and color combinations for steering committee consideration. Facilitation and surveys revealed that the steering committee liked the existing RUC West logo simplicity, colors, shape and symbolism. After exploring variations, the new name and logo represent an evolution of the brand without changing a lot. The new name and logo was first introduced at the RUC Forum in Salt Lake City in June 2022.

### OReGO Local RUC Pilot Program

*Oregon Department of Transportation  
 November 2020 – January 2022*

PRR leads research and customer service for this first-

of-its-kind road usage charge (RUC) pilot program, which seeks to understand the feasibility and user experience of 225 Portland-area drivers testing three local road usage charge program sub-pilots. We developed the survey and incentive structure and led community outreach for recruitment and enrollment efforts. Outreach included collaboration with CBOs to increase equity in participation. As the research team leads the six-month study, our community engagement team leads communication and customer service, including drafting FAQs, creating and monitoring databases to ensure no volunteer falls through the cracks, and maintaining follow-up communications with participants.

### Public Health Modernization

*Oregon Health Authority  
 March 2023 – January 2024*



In 2023, PRR collaborated with the Oregon Health Authority, Office of the State Public Health to showcase the improvements in Oregon's public health system resulting from investments in public health modernization. We developed several compelling communication materials, including videos, to share this story with key audiences such as elected officials, members of Oregon's Public Health Advisory Board and Oregon Health Policy Board, state and local public health officials, partners and the public. One story, centered on public health partnerships in Clackamas County, was told through a series of videos produced in both English and Spanish.

These videos highlighted the bond between the Clackamas County Health Authority and one of its partner community-based organizations, Northwest Family Services. Through interviews, we illustrated how crucial trust, collaboration and combined resources are in creating successful public health programs in Clackamas County. PRR's in-house expert language services team helped develop a 3-minute Spanish

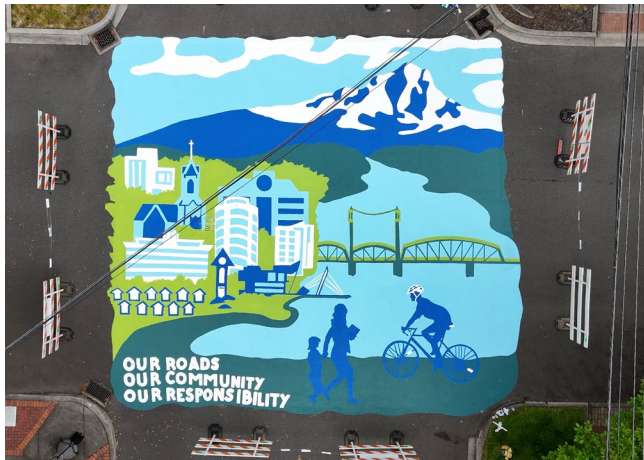




video in tandem with the English version. For the Spanish video, interviews were conducted in Spanish, and English captions were added in post-production.

### Clark County Walker/Roller Campaign

Washington Traffic Safety Commission  
 February 2023 – June 2024



The Washington Traffic Safety Commission (WTSC) and Target Zero work together to build partnerships to save lives and prevent injuries on their roadways for the health, safety, and wellbeing of their communities. For the Clark County Walker/Roller campaign, WTSC and Target Zero wanted to design interventions that would reduce the incidence of fatal and serious injury crashes involving people who walk or roll (includes bicycles, scooters, skateboards, wheelchairs, etc.) in high collision/fatality areas in Clark County.

PRR developed a road safety campaign focused on ensuring safer roadways for walkers and rollers, emphasizing what drivers can do to protect walkers and rollers while driving and what walkers and rollers can do to stay visible and safe while maneuvering the roadways. Campaign messaging was designed to focus on road safety, visibility, impairment, speeding, and distractions, with a special focus on vulnerable pedestrians within the unhoused population. Then, PRR supported the project by conducting research and then developing and producing an outreach campaign that included CBO partnerships, advertising, public relations, a public art campaign, and street team outreach.

**Results:**

- 1,025 visibility materials distributed via CBOs to people who are unhoused

- 9.4 million media impressions (3.3 million earned and 6.1 million paid)
- 66% leveraging of ad buy
- Long-lasting street mural and public art to reiterate
- Foundation for behavior change, with repetition, for prosocial driving culture built on empathy

### B. Experience of staff that will work on the project.



**Jen Rash**  
 Principal in Charge

Jen has 17 years of experience providing strategic communications counsel to state, regional, and local agencies who work at the intersection of transportation, health, and environment. She leads PRR's transportation business development on the west coast while also supporting clients on emerging transportation policies and issues including road-usage charge/milage based user fees, all-electronic tolling, new mobility, and electrification. Her technical understanding combined with emotional intelligence, creativity, and empathy allows Jen to effectively communicate about these complex topics to a variety of communities and environments. Jen's work brings together disciplines of research, storytelling, digital media, and community engagement to deliver messages in meaningful places and ways.



**Kristen Bishop**  
 Project Manager

Kristen brings a deep knowledge of Oregon communities and the organizations that serve them locally and at the state level. Based in Portland for more than 20 years, Kristen's experience includes decades of work in the environmental, health, and transportation sectors. Kristen works collaboratively on behalf of regional, local, state and federal authorities in communicating project needs and information to community and serving as a bridge between community members and the projects and programs that serve them. As the director of PRR's Portland office, Kristen manages projects both locally



and across the Pacific Northwest in the areas of capital planning, transportation/transit initiatives, parks planning, public health program implementation, water resources and wastewater management, and more. Her experience in the Portland metropolitan area and statewide for municipalities ranging from the cities of Portland, Milwaukie, Lake Oswego and others and for state agencies including the Oregon Department of Transportation and the Oregon Health Authority give her a unique view into the communications needs of Oregonians. Kristen comes from an urban planning background, with a degree in environmental and urban planning, and is a planner at heart.



**Mindy Fitzgerald**  
 Deputy Project Manager

Mindy is a marketing and communications professional with 20 years of experience developing and implementing effective marketing and public awareness campaigns that advance social issues and consumer brands. She enjoys working with clients to solve unique business problems through creative and strategic communications practices. Most recently, she has accomplished this for clients and projects including SDOT's Vision Zero initiative, focused on reaching zero fatalities and serious injuries in Seattle by 2030, and King County Metro's Just One Trip campaign, aimed at reducing drive-alone trips by getting people to try alternative modes of transportation. She worked with SDOT to launch the city's first rideshare partnership with Uber, Lyft, and Mothers Against Drunk Driving (MADD) to help deter impaired driving on Seattle's streets. Recent Uber and SDOT promotions surrounding high-impairment holidays of St. Patrick's Day and New Year's Eve have resulted in nearly 2 million impressions and more than \$100k in media coverage values. She is PRR's Vision Zero and road safety expert, and enjoys leading campaigns aimed at saving lives and encouraging safety for people who walk, bike, and drive.



**Greg Eppich**  
 Senior Director of Creative and Marketing

Greg has more than 27 years of creative and marketing communications experience helping more than one hundred clients and organizations reinvigorate, transform, and grow their marketing and creative work.

His keen instincts and insights have inspired big, award-winning ideas that connected with consumers in unique and resonating ways across multiple channels, from PR and social/digital media to influencer marketing and events. He served as creative director for WTSC's road safety campaigns and has supported marketing and communications work for PRR's transportation, health, and environmental clients nationwide. His creative background combined with his passion to motivate people, create spaces of community and belonging, and elevate social good led him to PRR where he leads the development of strategic, creative, and relevant marketing solutions for the agency's extensive list of purpose-driven clients.



**Chris Hernandez**  
 Creative Director, Multimedia  
*(video and radio)*

Chris has nearly 20 years of experience in film and video production, digital content, and social media. His multimedia background includes feature films, broadcast television, music videos, original web series, commercial advertising and marketing content. He started his career in the music industry as a PA and director's assistant where he made a name for himself creating "Behind the Video" content for MTV and YouTube. His style and work ethic landed him a role in a burgeoning digital media group at CBS. Within a year Chris was running a full-blown digital video production studio, with 16 direct-report producers working out of Los Angeles and New York. At PRR, Chris produces compelling multimedia materials across for our numerous transportation, health, and environmental clients. His project work includes producing creative assets, such as broadcast/digital video ads, digital ad photography, radio/streaming ads, and media event support for WTSC's multiple road safety campaigns.



**Nick Terry**  
 Video Animator and Editor

Nick has 15 years of experience as an editor and animator, specializing in marketing and community engagement videos. He is highly skilled at transforming raw footage into compelling stories that evoke thought and emotion. Nick creates charming characters, which, when combined with text and iconography, result in high-quality, informative animated spots. Nick often



works under tight deadlines, consistently ensuring that the final product not only meets but exceeds client expectations. Before joining PRR, Nick worked for various production companies as a freelance writer, videographer, and video editor, where he honed his skills in running project meetings with clients, crafting stories, and editing commercial videos. At PRR, Nick works on creative projects for our transportation, health, and environmental clients, including creative development, editing commercial ads, illustration, and animation for WTSC's multiple road safety campaigns. He also creates monthly animated shorts for one of the most popular true crime podcasts.



**Alex Sobie**  
*Designer Director*

Alex has worked in the field of graphic design for more than 30 years, and most of it has been spent developing original solutions to the communications challenges facing PRR's clients. Working solo or with other members of the PRR design team, his approach always begins with the user, finding the best way to convey key information in a clear and elegant manner. His knowhow covers all relevant areas of design, from print to web, branding and identity development, to marketing communications, advertising, illustration, infographics, and all manner of public outreach materials such as newsletters, postcards, boards, maps, and folios. Clients praise his easy work style, can-do attitude, and collaborative ethic. He has created designs for numerous successful public and private sector projects, and his work has been featured in award-winning and high-profile projects such as King County Metro's Get You There campaign, the redesign of the EPA Fuel Economy Label, and the I-405 Congestion Relief and Bus Rapid Transit projects.



**Julie Morigan**  
*Senior Graphic and Web Designer*

Julie is a senior graphic and web designer with 14 years' experience working in both the public and private sectors. She is skilled in visual communications including branding and logo creation, social media graphics, art direction, online open house design, website design and creation, display ads, annual reports, and other communication materials. Before joining PRR, Julie was the graphic design lead for one

of the country's largest transit expansions, at Sound Transit. Over a 3-year period, she designed the brand for all expansion materials, art directed consultants and designers, and managed the full design scope from websites to mailers. Voters approved the expansion in 2016.



**Nino Mascorella**  
*Senior Graphic Designer*

Nino brings 10 years of experience providing graphic design solutions for transportation, environment, and health engagement and marketing campaigns. Nino helps clients communicate their needs visually, in a clean, simple, and sometimes fun way that allows for easy-to-digest public consumption. Nino is also skilled at staying true to the established styles and brands developed by clients and works collaboratively to determine the desired vision and branding of the project. Nino's professional experience includes working with Amazon's internal creative agency, as well as freelance work for the Seattle International Film Festival and other local Seattle businesses, musicians, and organizations.



**María Villarreal**  
*Language Services Lead*

María has 18 years of experience providing Spanish language services in the U.S. and Mexico with specialties in technical, legal, and engineering translation. She has translation and cultural consultant experience with clients including the Washington Health Benefit Exchange, Oregon Health Authority, and Humana. In addition to providing Spanish language services, she also oversees PRR's language services group, part of our DEI practice.



**Leigh-Ann Eng**  
*Media Director*

Leigh-Ann brings over 25 years of experience in creating outreach and engagement strategies with a focus on equity in media planning, media buying, and marketing. Her strategic approach, strong negotiation skills, and creativity allow her to deliver campaigns



that efficiently and effectively reach campaign objectives, and target audiences by balancing the right mix of media while leveraging budgets to their fullest. She is experienced in planning and purchasing print, radio, outdoor, online/digital, social media, television, and non-traditional forms of advertising for health, environmental, transportation, government and construction marketing and public involvement outreach campaigns. Previously Leigh-Ann, lead the media strategy and buying for the ODOT's OReGO campaign launch, City of Seattle's Vision Zero, and currently serves as the media director overseeing and managing WTSC campaigns' media placement strategy and media buy implementation and Virginia Department for the Aging's Virginia GrandDriver campaign initiatives which intersects our health, transportation and safety work.



**Bree Narag**  
*Social/Digital Lead*

Bree specializes in social marketing, with six years developing digital marketing strategies for foundations, government agencies, and private businesses across transportation, health, and the environmental sectors. She collaborates with clients and team members to understand their unique needs and help them navigate social/digital platforms, content marketing, and developing paid and organic social media strategies. In addition, she supports Leigh-Ann on paid media. Bree's media buying experience includes planning and purchasing print, radio, outdoor, online/digital, social media, television, and non-traditional forms of advertising. She uses analytics, reporting, and search engine optimization strategies to effectively reach and educate target audiences. Bree also supports and manages marketing tasks for our transportation, health, and environmental clients. Her work on WTSC and ODOT POINT includes strategic media planning and buying, collaborating on creative concepting, and managing social media campaigns for their multiple road safety initiatives.



**Christiana Oppong-Boateng**  
*Social Marketing Manager*

Christiana is a talented writer for marketing communications work, including social media and blog articles. For example, she leverages her skills

to develop engaging social media content for the Washington Area Fuel Fund. Christiana brings a fresh perspective and innovative creativity to her projects.



**Lauren Penning**  
*Earned Media/PR*

Lauren has 16 years of experience in the PR industry working in transportation, aviation, and leadership. In her first role working for the Washington State Department of Transportation she developed a passion for communicating complex information to a broad group of stakeholders. She next took this passion to the aviation industry telling the development story of a new airplane and supporting internal and external communications in a global company. There she led teams that executed large-scale events including 20,000 employee event and global webcast that garnered extensive positive media coverage worldwide. She successfully shifted to the role of consultant, bringing her wealth of communications knowledge to help clients effectively tell their story. As a writer, she is a strategic thinker first, always connecting how the topic relates to the larger strategy. She is adept at planning and executing communication plans utilizing a variety of strategies and tools including social media, podcasts, blogs, speeches, newsletters, and other unique touch points. As an effective public speaker and spokesperson, she is driven to help others find their voice through coaching a middle school speech team.



**Anne Frugé, Ph.D.**  
*Research Lead*

Anne brings 17 years of research experience, with a focus on economic and political development in communities around the world. As a political scientist, she has expertise in mixed-methods research, including techniques such as statistical analysis, survey design, and qualitative interviews. At PRR she has helped clients in the transportation, health, and environment sectors understand needs and priorities of communities they serve by applying an equity framework to qualitative and quantitative studies. During Anne's five years at PRR, she has project managed a wide range of projects. She has worked collaboratively with PRR's community engagement,



language services, DEI (diversity, equity, and inclusion), marketing, and creative teams to enhance the quality of project outcomes and results. She is skilled at communicating technical information to a wide range of audiences, having taught university courses and presented at conferences in the U.S. and Africa. Before joining PRR, Anne researched the root causes of political violence at the University of Maryland, College Park. She concentrated on the role of political marginalization and lack of access to public services.



**Hayley Nolan**  
*CBO Engagement Lead*

Hayley comes to PRR from several years of leading integrated relationship and community building in the nonprofit sector. Hayley has a background of improving accessibility to increase the diversity of project participants, build trust with community members, and meet project goals. Hayley leads PRR's Community-Based Organization (CBO) Partnerships program and consults clients and teams on bringing respect, reciprocity, and flexibility to building strong community partnerships.



**C. Not-to-exceed price including hourly rates to complete the project.**

Team Member	Role/responsibility	Rates	Estimated Hours
Jen Rash	Principal in Charge	\$264.12	24
Kristen Bishop	Project Manager	\$235.44	157
Mindy Fitzgerald	Deputy Project Manager	\$212.55	76
Greg Eppich	Senior Director of Creative & Marketing	\$313.92	43
Chris Hernandez	Creative Director, Multimedia	\$222.72	93
Nick Terry	Video Editor/Animator	\$134.07	80
Alex Sobie	Design Director	\$179.85	-
Julie Moraign	Senior Graphic & Web Designer	\$180.15	16
Nino Mascorella	Senior Graphic Designer	\$151.01	76
María Villarreal	Language Services Lead	\$184.36	30
Leigh-Ann Eng	Media Director	\$237.31	14
Bree Narag	Social/Digital Lead	\$162.68	68
Christiana Oppong-Boateng	Social Marketing Manager	\$110.43	45
Lauren Penning	Earned Media/PR	\$183.12	56
Anne Fruge	Research Lead	\$202.45	3
Hayley Nolan	CBO Engagement Lead	\$154.57	25
Daniel Ruiz	Language Services Specialist	\$185.64	16
Morgan Calder	Community Engagement Specialist	\$128.38	42



**D. Provide three (3) references that your firm has served similar to the County within the last three years.**

Please refer to [section 5.5](#).

**E. Description of the firm's ability to meet the requirements in Scope of Work.**

We operate at the intersection of transportation and health to serve road safety clients. Transportation-only firms know road-use behaviors. Health-only firms know public health messaging and theories of change. A transportation and health firm like PRR creates real behavior change on roads by understanding the audiences' travel behaviors, as well as obstacles and motivators for change, and moves them on the behavior change continuum with strengths-based messaging from the health world, which creates a positive community norm for road safety.

**Creative development**

We develop fully integrated marketing campaigns and design/produce a wide range of creative assets, including marketing collateral, social and digital media content, websites, educational and public outreach materials, direct mail pieces, advertising, videos, radio spots, photographs, and more.

We have designed full suites of collateral materials for organizations, such as Oregon Department of Transportation, Oregon Health Authority, Washington State Department of Labor & Industries, Washington State Department of Health, Washington State Department of Licensing, Public Health-Seattle & King County, SDOT, DC Department of Transportation, and others throughout the U.S. We are well-versed in working with and incorporating our work into agency graphic standards and parameters, as well as refreshing to existing materials.

At PRR, we start every campaign or project with a spirit of discovery. At project initiation, PRR will conduct an efficient discovery workshop to capture important insights about the project and its audiences, including their barriers (real or perceived) to participation and motivators strong enough to overcome those barriers. Taking the time for this discovery workshop at project kickoff allows us to hear your needs and develop effective strategies by gaining insights about your audiences' attitudes and needs.

What's more, this is an opportunity to talk through your communications styles and cadences, confirm objectives, review existing materials, prioritize, define milestones and deadlines, and plan for how to include any community partners who are important to wrap into the process.

PRR tailors its project management approach to meet the requirements of each individual project's needs. Nevertheless, this discovery workshop is a key tool that PRR project managers rely on to set projects up for success from the start.

Following the discovery workshop, the project team will develop a creative brief for the project, which we typically share with you to ensure we are on the right track with our understanding and assumptions for the campaign. The creative brief captures and communicates both creative and strategic intent. Combined with the work plan described in the next section, it offers a total road map. Then, our creative director and multimedia storytellers move into creative concepting. We will develop up to three creative concepts for client review. We may use storyboards to portray the concepts for the videos (or other multimedia services). PRR's creative director, Greg Eppich, will lead a group of creatives through an exercise that will generate many ideas—and we will share with you the ones that rise to the top based on what will engage the audience creatively and lead them to the desired understanding or action strategically.

We prefer to present creative concepts in person or via video conference call so we can walk you through them and our creative team can hear your feedback directly. Based on your feedback, we will refine one concept over two rounds of revision.

PRR utilizes multiple communication approaches to ensure that all team members understand their responsibilities and maintain deadlines, goals, and budgets. These include requirements for tracking time by task and individual, regularly scheduled meetings, and written confirming correspondence to validate and document verbal directives. Please rest assured that we are very sensitive of the need to extend every dollar of your budget, keeping management and coordination costs to the lowest possible level so that every possible dollar can be used for implementation is our highest priority in this management process.



## ***F. Proposal Certification Form***

Please refer to [section 5.6](#).

## ***G. Any additional information that Clackamas County should take into consideration for the project or qualifications.***

Our passion for transportation safety and our regional experience providing communications and equitable and inclusive public engagement ensures we are the best partner for Clackamas County in this effort. Our focus on traffic safety has been a journey. PRR is currently working with the state government to update the Strategic Highway Safety Plan (or Target Zero plan) with a Safe Systems Approach, and with a focus on inclusive and equitable engagement. Years prior, PRR supported local safety efforts like the City of Seattle's Vision Zero program through strategic communications and engagement. The PRR team understands the need for a focus on traffic safety at all levels of government, including city, county, and regional, and our experience providing traffic safety messaging and campaigns will be utilized on this Clackamas County campaign.

To aid in the effort of providing a compelling campaign that resonates with Clackamas County communities, PRR also brings a deep understanding of communities in Oregon and how to best communicate sensitive topics. PRR serves as a trusted partner to ODOT and OHA. Over the last decade, we've supported ODOT's efforts to educate Oregonians about the transportation funding situation and the need for alternative funding through the OReGO program, as well as providing communication and awareness of the OHA Opioids Settlement Prevention, Treatment and Recovery Program and Public Health Modernization Program to demonstrate improvements in Oregon's public health system.

PRR's philosophy to Make it Meaningful is focused on prioritizing diversity, equity, and inclusion (DEI) in all our work. We employ a process called Targeted Universalism, prioritizing harder-to-reach communities (e.g., people who are Black, Indigenous, and People of Color (BIPOC), with low incomes, and whose primary language is not English) to build a brand, messaging and approach that works for them, and by extension, everyone.

Together, these experiences, skills, and subject matter knowledge set us apart from other firms. They allow us to hit the ground running and collaborate effectively with Clackamas County on creating and implementing this campaign.





## 5.3 SCOPE OF WORK

### ***1. How will your firm implement community engagement strategies to ensure that the county's most vulnerable users are engaged in co-creation and outreach efforts?***

#### **Human-centered Design**

PRR's creative team practices human-centered design, a process that centers on engagement and feedback with priority audiences throughout the ideation, creation, and refinement process. Human-centered design ensures that we:

- Resonate with audiences, navigating the complexity of resonating with disparate audiences with different needs.
- Learn what questions to ask and develop a deeper understanding of the people we are trying to reach.
- Test our assumptions and ideas with audiences with diverse needs, prioritizing people who are often marginalized.

#### **Accessibility**

We will design with accessibility in mind from the beginning, so all digital and print content meets best practices and accessibility standards. We believe in the importance of accessible formats and cultural sensitivity in all creative deliverables. We will produce all the creative assets once the creative concept is complete. Each piece of content will involve a level of co-creation customized to their medium. Our DEI Director will stay involved for equity reviews and thought partnership throughout this work.

#### **Language Services**

If funding is available, PRR's in-house language specialists can advise on engaging with communities who use languages other than English and provide transcreation services for project materials. Transcreation communicates a message or concept in a new language, perhaps not replacing words one for one but maintaining overall message, intent, style, tone, and context. All our in-house language services

staff are native speakers of the languages in which they provide services, and they have a nuanced knowledge of language and culture. Our design team will work with our in-house language specialists to ensure maximum impact, cultural sensitivity, and QA/QC in the look and feel of our in-language materials. PRR currently supports these languages: Amharic, American Sign Language, Arabic, Cantonese, Japanese, Khmer (Cambodian), Korean, Oromo, Mandarin, Pashto, Russian, Somali, Spanish, and Vietnamese.

#### **Co-creation with Community Partners**

PRR exists to strengthen healthier, informed, and inclusive communities through our communications and consulting services. Our campaigns often center and support people who are Black, Indigenous, and people of color (BIPOC); people who use languages other than English; people with low incomes; people with disabilities; people who are LGBTQIA+; and people who live in rural areas. Recent examples include work on COVID-19 vaccine hesitancy, behavior change for protecting vulnerable pedestrians from traffic-related fatalities and serious injury, opioid fatality prevention, mental health, environmental health, including impacts of water pollution and hazardous waste, understanding state overtime protections, and much more.

Often, we work with CBOs to reach communities impacted by racism and social injustices. We understand our work is more impactful when we partner with organizations rooted in the communities we aim to serve. For instance, in our opioid awareness work with the Washington State Department of Health (DOH), we workshoped our plans with 21 CBOs across the state and involved 58 CBOs in campaign outreach. Inviting and creating accessible opportunities for co-creation with the community allows us to create campaigns that center lived experiences of the topic at hand and resonate more deeply with community members. We have existing partnerships with CBOs in the area that we can lean on to gather early input on campaign development and strategies through one-on-one interviews or listening sessions.

Recognizing that CBO representatives often have greater desire to help than available time, we strive



to make limited, thoughtful asks; provide genuinely useful tools; and foster meaningful, non-transactional relationships so the work feels rewarding to all partners. Effective peer-to-peer social marketing with an equity lens requires empathy for these valuable partners. Respect, reciprocity, and flexibility set an important foundation.

**2. Please describe how you will integrate the Positive Culture Framework into design of campaign.**

Identifying, reinforcing, and building on inherent strengths and shared values can support healthier and safer behaviors and outcomes. As a pioneer of social marketing, PRR has long relied on strengths-based communications approaches that invite individuals and communities to imagine better health and take small steps to achieve that, whether a change in their wellness routine or support for systemic change at the policy or systems level. We believe in positive choice architecture. For example, in Sweden, blood donors get a message when blood saves a life, which then motivates many of them to make another appointment to donate more blood – just through information, no confusing traps or tricks. In the U.S., our road safety work can similarly focus on the respectful social marketing of positive choices vs. manipulation grounded by the Positive Culture Framework.

Part of our respect for the people we serve is our appreciation for what strengths they bring to bear. They make countless choices for the health and safety of themselves, their families, and their communities every day. On the flip side, we don't believe in scaring people into doing the right thing.

**3. What do you see as the most effective tools to reach audiences given the targets and goals of the campaigns (video, posters, advertisements, etc.)?**

As noted in the Request for Proposal, the “overall DTZ (“Drive to Zero”) campaign seeks to impact those behaviors that are most frequently cited as a cause in serious traffic crashes.” This goal will be shared with and supported by the Expect the Unexpected campaign in 2025/2026.

**Expect the Unexpected Campaign Marketing Objectives**

- Build campaign awareness
- Drive online traffic and engagement (e.g., social media platforms, website)
- Increase public engagement in direct activities (e.g., events, CBO activities)
- Expand number of community partners engaged in Expect the Unexpected campaign

**Expect the Unexpected Campaign Marketing Strategy and Strategic Considerations**

**Strategy Statement**

Initiate a county wide awareness-focused campaign – Expect the Unexpected – to help reduce distracted driving and speeding, with an emphasis on the reduction of serious and fatal crashes for the county's most vulnerable users.

**Strategic Considerations**

- Promote holistic, positive safety culture messaging communicating that we are all in this together – it will take everyone's shared vision to get to zero.
- Relatable and positive messaging in ads and marketing content.
- Thought leadership – leverage spokespeople from County Public Health and local media.
- Leverage traditional and non-traditional marketing channels based on research and priority audiences.
- Amplify reach of organic content and messaging with paid advertising on social media and digital platforms.
- Digital is especially important to reach younger audiences who are key contributors to reported crashes in Clackamas County – 36% are inexperienced drivers (aged 25 or younger).
- Micro-targeting through tactics like geofencing for rural areas that are disproportionately affected by severe crashes will also be critical.

The following sections illustrate the various marketing tactics and channels that might be used and executed under the Expect the Unexpected campaign. We've curated these recommendations to meet your



campaign's specific marketing objectives.

### Strategic Planning

- Clackamas County and PRR discovery meeting (1)
- High level marketing plan, including messaging, strategies, timeline, budget and evaluation metrics

### Research

- Review existing client and ODOT research
- Message testing using online panel for recruitment
- Panel recruitment
- Final results memo and recommendations

### Creative Development

- Discovery meeting (1)
- Creative brief (1)
- Creative concepting (up to three (3) concepts, client chooses one (1))
- Video script (1)
- One (1) final video ad
- Radio script (1)
- One (1) final radio ad
- Digital, print and outdoor ad formats will be determined by final media recommendation

### Spanish Transcreation

- Strategic council/planning on messaging and creative concepts to ensure they will resonate with people who speak Spanish.
- Transcreation CBO toolkit for people who speak Spanish.
- Note, translation of creative material is not currently budgeted for this campaign.

### Earned Media

- Media advisory (2)
- Coverage recap (2)

### Social Media

- Organic social media content plan (1)

- Paid social media content plan (1)
- Social graphics (up to 4)

### Media Planning & Buying

- Media strategy and plan (1)
- Media negotiations and secure media placement
- Media tracking and media recap (1)

### CBO Engagement

- CBO research and priority list (includes up to 10 organizations)
- CBO toolkit (email content, social content, flyer or poster)
- CBO engagement (up to 10 organizations)

### Project Management

- Workplan (1)
- Bi-weekly communication/coordination check-in meetings, assumes 30-minute meetings (12)
- Progress reports and invoicing (12)

### Video

Video is a powerful communications tool. Video educates, entertains, inspires, and supports behavior-change campaigns. This visual medium provides a uniquely emotional storytelling platform that can inform and influence audiences in very effective ways.

PRR's video team members have extensive experience in all technical aspects of film production – from location scouting, talent selection, scriptwriting, and onsite coordination of photo and video shoots.

More importantly, PRR's video production team collaborates closely with clients to create rich visual elements and clear, appealing storytelling. PRR and our staff have developed numerous award-winning videos, commercials, and PSAs for our clients. PRR brings a level of craft and storytelling that can only be achieved with experience and a deep knowledge of visual communications as it relates to public education and engagement. Many of our road safety videos have won industry awards, including [work zone safety video](#) we created for WSDOT.

Additionally, these visual and audio products can be used as standalone forms of communication (social media or website). View highlights of PRR's video work



[here](#) and a demonstration of our in-language video services [here](#).

### Paid Media

Goals are critically important – and certainly so when it comes to investing public dollars in paid media. PRR serves as a steward of your funds and brings attention to goals to the forefront in media planning. For Clackamas County Department of Transportation and Development (DTD), PRR will focus on tailoring the strategies of effective media planning based on your desired outcomes for the priority audiences of people who speed, and drive distracted. As part of our strategic planning process, we will also focus on rural areas of the county that are disproportionately more susceptible to severe crashes due to higher speeds, the winding nature of the roadways and the proximity of fixed objects to the roadside on rural roads. Our ability to implement digital and online microtargeting tactics like geofencing, keywords, and contextual and online behavior allow for limited advertising waste.

For advertising to be effective, PRR understands the importance of identifying where we need to go, whom we need to reach, and then mapping out the best way to get there. Following a discovery process, PRR will develop a media plan based on DTD’s goals and objectives and the identified priority audiences. All possible media tactics, both traditional and non-traditional, will be up for consideration; we will evaluate the options to determine which tactics we need to reach DTD’s goals most effectively and efficiently. Our media team is adept at negotiating digital, print, outdoor, and broadcast placements for maximum value per spend. They approach each campaign with creativity and focus on the goal to reach the intended audience in the most efficient, effective, and impactful way.

Our approach to a paid media plan includes establishing measurable objectives and determining the best advertising vehicles and tactics to deliver the campaign message. We work closely with our research and DEI practices to conduct demographic and psychographic analyses. The results influence our paid media recommendations that include platform and spend. For example, if the audience includes a community where residents travel a long distance across radio markets to get to their jobs, satellite or digital radio may be the best way to reach them. We can also use broad-reaching media such as broadcast TV and broadcast radio for a larger geographical

area or outdoor, direct mail, print, or digital for populations who are historically harder to reach due to location (such as rural areas), language, culture, or economics. Our process to plan and buy media allows us to intertwine within a larger communications or marketing plan for a full effort that establishes messages and audiences.

PRR also uses digital/online media tactics to reach priority audiences while on their mobile, desktop, and tablet devices. Digital media allows for micro-targeting – advertisements reaching audiences by specific demographics, geography, geofencing (addressable), keywords, and contextual and past online behavior, resulting in limited advertising waste. The programmatic digital network of publisher websites, e-newsletters, and social media platforms like Facebook/Instagram also have the capability to segment the audience based on demographics and identified personas to track and optimize the messaging and creative. Tactics may include display banner ads native ads, streaming video, streaming audio, search, social media ads, and boosting of organic social media content.

### Shared Media

PRR’s social media team is equipped to deliver. With our diverse and talented team, PRR handles strategy and implementation, including social media campaign design, partnership development, content strategy, and integration with web and mobile development. Our social media team uses a multi-phased approach to plan, develop, and implement social media strategies and tools to reach and engage our clients’ key audiences.

**Evaluation/strategy.** PRR only proposes social networks and tools that will be the most effective in accomplishing your goals. For example, PRR worked with Washington, DC’s Department of Transportation (DDOT) to determine which channels most effectively reach and engage their audience and provided strategies and tactics to get people talking about the DC Streetcar using Twitter and Facebook.

**Implementation/account management.** Our team creates and manages social media networks and tools on behalf of our clients, and we also train clients to manage their accounts without us. PRR has managed social media accounts for Seattle Department of Transportation’s road safety campaigns and DC-based Clean Air Partners, as well as many other clients.



**Monitoring/evaluation.** We offer a range of evaluation and measurement tools that match any budget, from small accounts to large scalable solutions for big campaigns and multiple platforms.

### Earned Media – Media Outreach and Public Relations

We believe that paid and earned media (i.e., public relations or PR) complement each other to achieve maximum results. Proactive PR provides news media, community leaders, elected officials, and other influencers with the knowledge, tools, and motivation they need to communicate with their constituencies. Our PR approach and strategies may include:

- Conducting briefings with news media to make them aware of an issue and provide background information and online resources.
- Inviting Portland morning television talk shows, traffic reporters, weather forecasters, or radio drive time shows to conduct on-air interviews and encourage media to do follow-up stories.
- Enlisting a local news representative to co-host an event with Clackamas County.
- Drafting byline articles/advertorials and placing them in local newspapers and magazines in designated communities.
- Hosting press conferences with Clackamas County representatives.
- Developing multimedia materials that include B-roll video footage and prerecorded interviews for media use.

As skilled crisis communicators, PRR media specialists are savvy in how we react when talking with media to avoid letting the focus shift to provocative story angles. For Clackamas County, this means we will avoid letting the media shift attention to specific harms (e.g., media want to cover a serious crash in a sensational way, and we need to bring them back to the preventable quality of most crashes) or the perceived negative impacts of policy changes (e.g., media want to focus coverage of reduced speed limits on people who are unhappy this will lengthen their commute time, and we need to bring them back to the safer world that reduced speeds will help create).

PRR wrote media materials and pitches media for Maryland’s highway safety programs, including anti-aggressive driving, anti-drunk and drugged driving enforcement called SPIDRE, an annual memorial for

impaired driving victims, a cell phone ban while driving, new seat belt laws, and a campaign to reduce vehicles hitting highway construction workers. Work included social media integration and ad concepts and scripts for broadcast and print. The SPIDRE event alone resulted in online, TV, and radio coverage, including The Washington Post, and garnered more than 1.2 million media impressions.



To build community support for our safer streets messaging for WTSC’s Clark County Walker/Roller project, PRR worked with the City of Vancouver to identify locations for a street mural and utility box paintings. First, we announced the start of the street mural painting and gathered b-roll (including aerial drone footage, interviews, and time-lapse photography of the mural coming together). Then, we came back to host a press conference after the painting was complete, to announce the mural unveiling. The public relations events announcing the street mural received coverage in The Olympian (reach of 140K), The Tacoma News Tribune (reach of 656K), The Tri-City Herald (reach of 239K), The Bellingham Herald (reach of 198K), and [The Columbian](#) (reach of 952K), as well as broadcast coverage on [KPTV](#) (reach of 1.12M) and KATU (reach of 48.8K). Earned media coverage reached more than 3.3 million people.



## 5.4 FEE

Fees should be on time and material with a not to exceed fee. Fees should be sufficiently descriptive to facilitate acceptance of a Proposal. List the not-to-exceed amount you propose for the service. Fees and fee schedules should outline all estimated expenses, hourly rates for all assigned individuals, anticipated travel, other reimbursable expenses.

### COST

Task	Labor Cost	Direct Cost	Subtotal
<b>Phase: Marketing Plan</b>			
Foundational research (client & WTSC)	\$2,647		\$2,647
Draft plan (includes message map)	\$11,927		\$11,927
<b>TOTAL</b>	<b>\$14,574</b>		<b>\$14,574</b>
<b>Phase: Creative</b>			
Discovery meeting	\$5,185		\$5,185
Creative brief	\$1,814		\$1,814
Concepting	\$15,345		\$15,345
Ad development/production	\$12,667		\$12,667
Video production	\$29,445	\$2,500	\$31,945
Radio production	\$9,801	\$2,500	\$12,301
Transcreation for Spanish	\$2,941		\$2,941
<b>TOTAL</b>	<b>\$77,198</b>	<b>\$5,000</b>	<b>\$82,198</b>
<b>Phase: Paid Media</b>			
Strategy/planning (media brief, negotiations, recap)	\$14,325		\$14,325
Paid expense		\$75,000	\$75,000
<b>TOTAL</b>	<b>\$14,325</b>	<b>\$75,000</b>	<b>\$89,325</b>
<b>Phase: Earned Media</b>			
Media advisory (2)	\$4,499		\$4,499
Media outreach/pitching	\$5,693		\$5,693
Media coverage recap (2)	\$3,611		\$3,611
Client/internal meetings	\$1,362		\$1,362
<b>TOTAL</b>	<b>\$15,165</b>		<b>\$15,165</b>



**COST: CONTINUED**

Task	Labor Cost	Direct Cost	Subtotal
<i>Phase: Social Media</i>			
Organic content plan (1) & graphics (up to 4)	\$7,237		\$7,237
<b>TOTAL</b>	<b>\$7,237</b>		<b>\$7,237</b>
<i>Phase: Community Partners/Outreach</i>			
Discovery	\$3,018		\$3,018
CBO/partner list (up to 10)	\$4,091		\$4,091
Digital toolkit (email copy, social posts/graphics (3-4), flyer/poster (1)) and outreach to up to 10 orgs	\$12,045		\$12,045
Translation Spanish (email copy, social media posts (3-4), poster/flyer (1))	\$5,472		\$5,472
Client/internal meetings	\$997		\$997
Expense: CBO/partner reimbursement		\$2,000	\$2,000
Expense: Printed flyers/posters		\$500	\$500
<b>TOTAL</b>	<b>\$25,623</b>	<b>\$2,500</b>	<b>\$28,123</b>
<i>Phase: Project Management (24 mos)</i>			
Project set up	\$1,450		\$1,450
Workplan/updates	\$2,803		\$2,803
Monthly progress reports	\$5,995		\$5,995
Biweekly client check ins (.5/check in)	\$14,380		\$14,380
General project management (1 hr/mo for pm)	\$8,702		\$8,702
<b>TOTAL</b>	<b>\$33,331</b>		<b>\$33,331</b>
<b>GRAND TOTAL</b>	<b>\$187,453</b>	<b>\$82,500</b>	<b>\$269,953</b>



## 5.5 REFERENCES

*Provide at least three (3) references from clients your firm has served similar to the County in the past three (3) years, including one client that has newly engaged the firm in the past thirty-six (36) months and one (1) long-term client. Provide the name, address, email, and phone number of the references. Please note the required three references may not be from County staff, but additional references may be supplied.*

PRR commits to availability for large- and small-scale projects. Thanks to our resource management software and deep bench of talent, we can develop a staffing matrix to best serve Clackamas County. No client has come to us offering unlimited time and money—as your communications counselors, we get that you have real-world limitations and can support you in rapidly planning and implementing your campaign. But don't just take it from us! Please feel free to reach out to these three references or ask us for more.

### Oregon Health Authority

**Sara Beaudrault**

*Project Manager*

**Phone:** 971.645.5766

**Email:** sara.beaudrault@state.or.us

### Oregon Department of Transportation

**Maureen Bock**

*Chief Innovation Officer*

**Phone:** 503.986.3835

**Email:** maureen.bock@state.or.us

### Washington Traffic Safety Commission Statewide Walker/Roller Campaign

**Mark McKechnie, MSW**

*Director, External Relations Division  
 Washington Traffic Safety Commission (WTSC)*

**Phone:** 360.725.9889

**Email:** mmckechnie@wtsc.wa.gov

### Washington Traffic Safety Commission and Target Zero Clark County Walker/Roller Campaign

**Jesamie Peters**

*Target Zero Manager  
 Washington Traffic Safety Commission (WTSC) /  
 Region 6 Clark and Skamania Counties*

**Phone:** 503.341.8896

**Email:** TZMJesamie@outlook.com





## 5.6 PROPOSAL CERTIFICATION FORM

### PROPOSAL CERTIFICATION RFP #2024-66

Submitted by: PRR, Inc.  
(Must be entity's full legal name, and State of Formation)

Each Proposer must read, complete and submit a copy of this Proposal Certification with their Proposal. Failure to do so may result in rejection of the Proposal. By signature on this Proposal Certification, the undersigned certifies that they are authorized to act on behalf of the Proposer and that under penalty of perjury, the undersigned will comply with the following:

**SECTION I. OREGON TAX LAWS:** As required in ORS 279B.110(2)(e), the undersigned hereby certifies that, to the best of the undersigned's knowledge, the Proposer is not in violation of any Oregon Tax Laws. For purposes of this certification, "Oregon Tax Laws" means the tax laws of the state or a political subdivision of the state, including ORS 305.620 and ORS chapters 316, 317 and 318. If a contract is executed, this information will be reported to the Internal Revenue Service. Information not matching IRS records could subject Proposer to 24% backup withholding.

**SECTION II. NON-DISCRIMINATION:** That the Proposer has not and will not discriminate in its employment practices with regard to race, creed, age, religious affiliation, sex, disability, sexual orientation, gender identity, national origin, or any other protected class. Nor has Proposer or will Proposer discriminate against a subcontractor in the awarding of a subcontract because the subcontractor is a disadvantaged business enterprise, a minority-owned business, a woman-owned business, a business that a service-disabled veteran owns or an emerging small business that is certified under ORS 200.055.

**SECTION III. CONFLICT OF INTEREST:** The undersigned hereby certifies that no elected official, officer, agent or employee of Clackamas County is personally interested, directly or indirectly, in any resulting contract from this RFP, or the compensation to be paid under such contract, and that no representation, statements (oral or in writing), of the County, its elected officials, officers, agents, or employees had induced Proposer to submit this Proposal. In addition, the undersigned hereby certifies that this proposal is made without connection with any person, firm, or corporation submitting a proposal for the same material, and is in all respects fair and without collusion or fraud.

**SECTION IV. COMPLIANCE WITH SOLICITATION:** The undersigned further agrees and certifies that they:

1. Have read, understand and agree to be bound by and comply with all requirements, instructions, specifications, terms and conditions of the RFP (including any attachments); and
2. Are an authorized representative of the Proposer, that the information provided is true and accurate, and that providing incorrect or incomplete information may be cause for rejection of the Proposal or contract termination; and
3. Will furnish the designated item(s) and/or service(s) in accordance with the RFP and Proposal; and
4. Will use recyclable products to the maximum extent economically feasible in the performance of the contract work set forth in this RFP.

Name: Diana Steeble Date: 8/3/2024  
 Signature: *Diana Steeble* Title: Principal, Owner  
 Email: dsteoble@prrbiz.com Telephone: 206.462.6389  
 Oregon Business Registry Number: 231213-95 OR CCB # (if applicable): \_\_\_\_\_

Business Designation (check one):

Corporation  Partnership  Sole Proprietorship  Non-Profit  Limited Liability Company

Resident Quoter, as defined in ORS 279A.120

Non-Resident Quote. Resident State: \_\_\_\_\_

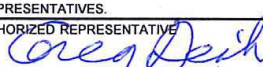


<b>ACORD™ CERTIFICATE OF LIABILITY INSURANCE</b>		DATE (MM/DD/YYYY) <b>10/4/2023</b>
PRODUCER <b>SHINSTROM &amp; NORMAN INC</b> PO Box 638 Kirkland, WA 98083 (425) 827-6200		THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.
INSURED <b>PRR, INC.</b> 1501 4TH AVENUE, SUITE 550 SEATTLE, WA 98101		INSURERS AFFORDING COVERAGE INSURER A: <b>LIBERTY MUTUAL INSURANCE</b> NAIC# <b>23043</b> INSURER B: INSURER C: INSURER D: INSURER E:

**COVERAGES**  
 THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. AGGREGATE LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	ADD'L INSRD	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YY)	POLICY EXPIRATION DATE (MM/DD/YY)	LIMITS
A	Y	GENERAL LIABILITY <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMSMADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PROJECT <input type="checkbox"/> LOC	BK057373477	10/04/23	10/04/24	EACH OCCURRENCE \$ 1,000,000
		DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 15,000 PERSONAL & ADV INJURY \$ EXCLUDED GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000				
A	Y	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input checked="" type="checkbox"/> ALL OWNED AUTOS <input checked="" type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS	BAW57373477	10/04/23	10/04/24	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000
		BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$				
		GARAGE LIABILITY <input type="checkbox"/> ANY AUTO				AUTO ONLY - EA ACCIDENT \$ OTHER THAN AUTO ONLY: EAACC \$ AGG \$
A	Y	EXCESS/UMBRELLA LIABILITY <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMSMADE DEDUCTIBLE \$ RETENTION \$	USO57373477	10/04/23	10/04/24	EACH OCCURRENCE \$ 2,000,000
		AGGREGATE \$ 2,000,000 \$ \$ \$				
A	Y	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? If yes, describe under SPECIAL PROVISIONS below	BK057373477 WA STOP GAP ONLY	10/04/23	10/04/24	<input checked="" type="checkbox"/> WC STATUTORY LIMITS <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 2,000,000
		OTHER DATA SECURITY COVERAGE				\$250,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES / EXCLUSIONS ADDED BY ENDORSEMENT / SPECIAL PROVISIONS  
**FOR INFORMATION PURPOSES.**

<b>CERTIFICATE HOLDER</b>	<b>CANCELLATION</b>
FOR INFORMATION ONLY	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING INSURER WILL ENDEAVOR TO MAIL <u>45</u> DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT, BUT FAILURE TO DO SO SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE INSURER, ITS AGENTS OR REPRESENTATIVES. AUTHORIZED REPRESENTATIVE 



ACORD™ CERTIFICATE OF LIABILITY INSURANCE		DATE (MM/DD/YY)			
<b>PRODUCER</b>  SHINSTROM & NORMAN, INC. P.O. BOX 638 KIRKLAND, WA 98083 (425) 827-6200 FAX: 827-5040		THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.			
<b>INSURED</b>  PRR, INC. 1501 4TH AVENUE, SUITE 550 SEATTLE, WA 98101		<b>COMPANIES AFFORDING COVERAGE</b> COMPANY A LANDMARK AMERICAN INSURANCE CO COMPANY B NAIC #33138 COMPANY C COMPANY D			
<b>COVERAGES</b> THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED, NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.					
CO LTR	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YY)	POLICY EXPIRATION DATE (MM/DD/YY)	LIMITS
	GENERAL LIABILITY <input type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS MADE <input type="checkbox"/> OCCUR <input type="checkbox"/> OWNER'S & CONTRACTOR'S PROT				GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$ PERSONAL & ADV INJURY \$ EACH OCCURRENCE \$ FIRE DAMAGE (Any one fire) \$ MED EXP (Any one person) \$
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS				COMBINED SINGLE LIMIT \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE \$
	GARAGE LIABILITY <input type="checkbox"/> ANY AUTO				AUTO ONLY - EA ACCIDENT \$ OTHER THAN AUTO ONLY: EACH ACCIDENT \$ AGGREGATE \$
	EXCESS LIABILITY <input type="checkbox"/> UMBRELLA FORM <input type="checkbox"/> OTHER THAN UMBRELLA FORM				EACH OCCURRENCE \$ AGGREGATE \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY THE PROPRIETOR/PARTNERS/EXECUTIVE OFFICERS ARE: <input type="checkbox"/> INCL <input type="checkbox"/> EXCL				WC STATUTORY LIMITS OTH ER EL EACH ACCIDENT \$ EL DISEASE - POLICY LIMIT \$ EL DISEASE - EA EMPLOYEE \$
	OTHER <b>A</b> PROFESSIONAL LIABILITY CLAIMS-MADE FORM	LHR852566	10/04/23	10/04/24	LIMIT: \$2,000,000/ \$3,000,000 EACH CLAIM/AGGREGATE DEDUCTIBLE: \$5,000
DESCRIPTION OF OPERATIONS/LOCATIONS/VEHICLES/SPECIAL ITEMS RETROACTIVE DATES: 02-02-2000 FOR LIMITS OF \$1,000,000 EA CLAIM/\$1,000,000 AGGREGATE 02-02-2009 FOR LIMITS EXCESS OF \$1,000,000 EA CLAIM/\$1,000,000 AGGREGATE					
<b>CERTIFICATE HOLDER</b>  FOR INFORMATION ONLY			<b>CANCELLATION</b> SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING COMPANY WILL ENDEAVOR TO MAIL <u>30</u> DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT, BUT FAILURE TO MAIL SUCH NOTICE SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE COMPANY, ITS AGENTS OR REPRESENTATIVES.		
			AUTHORIZED REPRESENTATIVE <i>Cory Deak</i>		
ACORD 25-S (1/95)			© ACORD CORPORATION 1988		