



**CLACKAMAS COUNTY
PERSONAL SERVICES CONTRACT
Contract #3839**

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

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 December 31, 2021.
- 2. Scope of Work.** Contractor shall provide the following personal services: strategic marketing consultant services for Phases II & III of the County Drive to Zero project (“Work”) further described in **Exhibit A**, attached hereto and incorporated by this reference herein, and Contractor’s proposal, attached hereto as **Exhibit B** and hereby incorporated by this reference herein.
- 3. Consideration.** The County agrees to pay Contractor, from available and authorized funds, a sum not to exceed Two Hundred Forty Two Thousand dollars (\$242, 000), 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 A. If any interim payments to Contractor are made, such payments shall be made only in accordance with the schedule and requirements in Exhibit A.
- 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, RSadowsky@clackamas.us

- 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: Julie Colehour Phone: 206-557-4302 Email: jcolehour@cplusc.com	County Administrator: Rob Sadowsky Phone: 503-742-4776 Email: RSadowsky@clackamas.us
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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 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. RESPONSIBILITY FOR DAMAGES; INDEMNITY.** 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, the conduct of Work, or from any act, omission, or neglect of Contractor, its subcontractors, agents, or employees. The Contractor agrees to indemnify, hold harmless and defend the County, and its officers, elected officials, agents and employees from and against all claims and actions, and all expenses incidental to the investigation and defense thereof, arising out of or based upon damage or injuries to persons or property caused by the errors, omissions, fault or negligence of the Contractor or the Contractor's employees, subcontractors, or agents. However, neither Contractor nor any attorney engaged by Contractor shall defend the claim in the name of County or any department of County, nor purport to act as legal representative of County or any of its departments, without first receiving from the Clackamas County Counsel's Office authority to act as legal counsel for County, nor shall Contractor settle any claim on behalf of County without the approval of the Clackamas County Counsel's Office. County may, at its election and expense, assume its own defense and settlement.
- 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 procurement@clackamas.us.

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, or procurement@clackamas.us. 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, 16, 17, 20, 21, 25, 27, 30, and 31 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 27, 29, 30, and 31 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 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:
- 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.
 - Pay all contributions or amounts due the Industrial Accident Fund from such Contractor or subcontractor incurred in the performance of the Contract.
 - Not permit any lien or claim to be filed or prosecuted against County on account of any labor or material furnished.
 - Pay the Department of Revenue all sums withheld from employees pursuant to ORS 316.167.
 - 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.
 - 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. KEY PERSONS.** Contractor acknowledges and agrees that a significant reason the County is entering into this Contract is because of the special qualifications of certain Key Persons set forth in the contract. Under this Contract, the County is engaging the expertise, experience, judgment, and personal attention of such Key Persons. Neither Contractor nor any of the Key Persons shall delegate performance of the management powers and responsibilities each such Key Person is required to provide under this Contract to any other employee or agent of the Contractor unless the County provides prior written consent to such delegation. Contractor shall not reassign or transfer a Key Person to other duties or positions such that the Key Person is no longer available to provide the County with such Key Person's services unless the County provides prior written consent to such reassignment or transfer.

29. FEDERAL CONTRACTING REQUIREMENTS. County intends that all or a portion of the consideration paid to Contractor is eligible for reimbursement by one or more state or federal agencies including, but not limited to, the State of Oregon acting through its Department of Transportation. This Contract is subject to all additional terms and conditions that may be required by applicable state or federal law, whether or not specifically referenced herein. All terms and conditions required under applicable federal law for a federal award including, but no limited to, 2 C.F.R. § 200.326 and 2 C.F.R. § Pt. 200, App. II, are hereby incorporated by this reference herein.

Contractor shall, as soon as commercially practicable, register itself with the federal System for Award Management (SAM). Information regarding registration with SAM may be found at <https://www.sam.gov>.

30. FURTHER ASSURANCES. Contractor agrees to take all necessary steps, and execute and deliver any and all necessary written instruments, to perform under this Contract including, but not limited to, executing all additional documentation necessary for County to comply with applicable State or Federal funding requirements. This provision includes, but is not limited to, execution of an amendment to this Contract incorporating all additional terms and conditions required by that certain grant agreement the County anticipates will be entered into by and between the State of Oregon, through its Department of Transportation.

31. 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.

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

Colehour + Cohen Inc. dba C+C

Clackamas County Board of Commissioners

Karen Mooney
Karen Mooney (Apr 1, 2021 15:03 PDT)

Apr 1, 2021

Authorized Signature

Date

Chair Person

Karen Mooney

Chief Financial Officer

Name / Title (Printed)

Recording Secretary

684055-97

Oregon Business Registry #

Date

FBC/WA

Entity Type / State of Formation

Approved as to Form:



Apr 1, 2021

County Counsel

Date

**EXHIBIT A
SCOPE OF WORK**

1. OBJECTIVE

Contractor shall provide marketing consulting services to County for Phases II and III of its Drive to Zero project. Phase II consists of implementing the campaign designed in Phase I. Phase III consists of developing and implementing a new campaign to utilize assets developed in Phases I and II for a new traffic safety marketing campaign specifically designed to address speeding and reckless driving behaviors that have increased during the Covid-19 pandemic.

2. PHASE II ACTIVITIES AND DELIVERABLES

2.1. Activities conducted by Contractor. Contractor shall:

- Revise and finalize the campaign implementation plan, including channel plan and outreach approach, creative concept, messaging, timeline and list of materials to create. The details of the plan will be informed by insights gleaned in Phase I market research and teen steering committee.
- Develop campaign materials as outlined in the implementation plan. Development of all new materials will begin with a creative brief that outlines the needs of the project (goal of the materials, information about the target audience, barriers and motivators, messaging direction, multicultural considerations, technical specifications, etc.). All campaign materials will be created using the approved campaign concept (determined in Phase I) and will go through two rounds of review with the Clackamas County team.
- Develop paid media plan, including budget spend by channel, targeting parameters, and estimated frequency, reach, click-through rate (CTR) and cost per click (CPC).
- Implement campaign based on strategies and tactics outlined in the implementation plan. Report on campaign outcomes, including paid media performance.

2.2. Contractor shall provide the following deliverables:

- 2.2.1. Implementation plan
- 2.2.2. Campaign materials – TBD based on final implementation
- 2.2.3. Paid media plan
- 2.2.4. Campaign report

3. PHASE III ACTIVITIES AND DELIVERABLES

3.1. Activities conducted by Contractor. Contractor shall:

- Conduct half-day planning workshop with Clackamas County Drive to Zero team members. Purpose of the workshop is to identify the goals and objectives of the campaign; the specific behavior asking the audience to engage in; target audience; barriers, benefits, motivators, and influential others; research needs; social marketing interventions to employ; and messaging strategy.
- Develop campaign plan that outlines recommended strategies and tactics, which may include a mix of paid advertising, community outreach, public relations/media outreach, video production, in-language materials development, etc.
- Identify market research needs (if applicable) and develop plan for research implementation. Additional research may be needed to further understand our target audience to reach them in the most compelling and engaging way. This may be in the form of a secondary research review to understand what data and information may be readily available or may include conducting primary research, such as surveys and/or focus groups with members of the target audience.
- Implement market research (if applicable) as outlined in the research plan.

- Develop creative campaign concept that is based on the campaign plan and research findings, and is connected to the campaign implemented in Phase II.
- Develop campaign materials and will follow the same process as outlined in Phase II.
- Develop paid media plan, including budget spend by channel, targeting parameters, and estimated frequency, reach, click-through rate (CTR) and cost per click (CPC).
- Implement campaign based on strategies and tactics outlined in the campaign plan. Report on campaign outcomes, including paid media performance.

3.2. Contractor shall provide the following deliverables:

- Workshop agenda and supporting materials
- Campaign plan
- Research plan (if applicable)
- Market research report (if applicable)
- Campaign concept
- Campaign materials – TBD based on campaign plan
- Paid media plan
- Campaign report

4. HOURLY RATES BY LABOR CATEGORY

Title (Labor Category)	Rate/Hour
Partner	\$ 255.00
General Manager	\$ 255.00
Vice President	\$ 240.00
Strategic Advisor	\$ 240.00
Creative Director	\$ 240.00
Group Account Director	\$ 240.00
Senior Director	\$ 215.00
Director	\$ 215.00
Associate Creative Director	\$ 200.00
Account Supervisor	\$ 200.00
Digital Strategy Manager	\$ 200.00
Art Director	\$ 170.00
Digital Strategist	\$ 170.00
Senior Account Executive	\$ 170.00
Senior Producer	\$ 170.00
Senior Designer	\$ 155.00
Production Manager	\$ 155.00
Designer	\$ 140.00
Producer	\$ 140.00
Account Executive	\$ 140.00
Digital Specialist	\$ 140.00
Assistant Account Executive	\$ 125.00
Associate Designer	\$ 125.00
Data Management Associate	\$ 125.00
Digital Coordinator	\$ 125.00
Market Research Assistant	\$ 125.00
Intern	\$ 50.0

5. TIMELINE

	March	April	May	June	July	Aug	Sept
PHASE II: IMPLEMENTATION							
C+C sends draft implementation plan to County for review	26-Mar						
County provides feedback to draft implementation plan		5-Apr					
C+C revises plan and sends revised plan to County		10-Apr					
County approves implementation plan		12-Apr					
C+C provides list of materials to create to County		10-Apr					
County approves list of materials to create		12-Apr					
C+C drafts materials and sends to County		1-Apr					
County provides feedback to C+C on draft materials			7-May				
C+C revises materials and sends to County			14-May				
County provides feedback to C+C on revised materials			21-May				
C+C finalizes materials and sends to County			28-May				
County approves materials			30-May				
All materials produced				28-Jun			
Campaign launches					30-Jul		
Materials deployed in market							
PHASE III: PLANNING AND IMPLEMENTATION							
C+C develops campaign implementation plan and presents to County		5-Apr					
County provides feedback to draft implementation plan		12-Apr					
C+C revises plan and sends to County		17-Apr					
County approves implementation plan		19-Apr					
C+C identifies area(s) where research is needed and proposes research activities to County		5-Apr					
County reviews research activities and approves path forward		12-Apr					
C+C develops research plan and sends to County		19-Apr					
County provides feedback to research plan		26-Apr					
C+C revises plan and sends to County		1-Apr					
County approves research plan			2-May				
C+C conducts research			5/5-5/16				
C+C provides research findings			30-May				
C+C develops two potential campaign concepts and presents to County (concept linked to Phase II)			30-May				
County provides feedback on concepts - chooses one				5-Jun			
C+C refines concept and sends to County				7-Jun			
County approves campaign concept				10-Jun			
C+C provides list of materials to create to County				7-Jun			
County approves list of materials to create				12-Jun			
C+C drafts materials and sends to County					11-Jul		
County provides feedback to C+C on draft materials					18-Jul		
C+C revises materials and sends to County					23-Jul		
County provides feedback to C+C on revised materials					25-Jul		
<i>OPTIONAL: Community partners identified</i>					30-Jul		
C+C finalizes materials and sends to County						2-Aug	
County approves materials						5-Aug	
All materials produced						30-Aug	
Campaign launches							
Materials deployed in market							
Paid media starts							27-Sep

**EXHIBIT B
CONTRACTOR'S PROPOSAL**



C+C | ALL ABOUT THE GOOD

RFP #2020-73

Strategic Marketing Consultant for the Drive to Zero Project Phases II & III

CLACKAMAS COUNTY

SUBMITTED BY:

C+C

DECEMBER 2, 2020

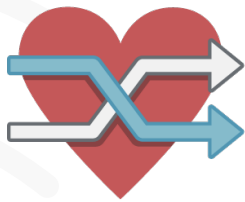
ABOUT C+C

C+C was founded in 2005 with a simple mission: Do Good Work. Since then, C+C has grown from a team of two into a team of 63 with offices in Portland, Seattle and Boston.

Fifteen years later, C+C is still all about the good — good work, good causes and good people. We specialize in making issues like safe driving, recycling, energy efficiency, water conservation, public health, individual health and public transportation every bit as interesting as they are important. Our team has expertise in social marketing, creative strategy, design and branding, multicultural marketing, market intelligence, content development, video production, experiential marketing and events, and much more.

Our clients span public, private and non-profit sectors and include Clean Water Services, Northwest Energy Efficiency Alliance (NEEA), Portland General Electric (PGE), Energy Trust of Oregon, Bonneville Power Administration (BPA), Washington State Department of Health, ENERGY STAR®, Public Health – Seattle & King County, Alaska Airlines, REI and Waste Management — to name a few.

The C+C secret sauce is simple: strong client relationships + awesome work = a successful agency people love to work with. Our service-driven philosophy has made these clients long-term C+C partners. Almost three-quarters of our work is with clients we have retained for more than five years (more than double the PR industry average). Business as usual at C+C is delivering the exceptional — and as PRWeek’s 2018 Small Agency of the Year and one of The Holmes Report’s 2018 Best Agencies to Work For, we have the hardware to back up that claim.



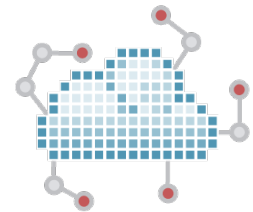
Behavior Change



Advertising + Branding



Public Relations



Digital + Social



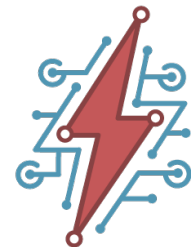
Market Intelligence



Multicultural



Events + Outreach



Utility Program Solutions

THE TEAM

Your C+C team will be led by Jan Kleszynski, who will serve as overall project manager ensuring that all activities and deliverables are completed on time and on budget. In the 10+ years that Jan has been at C+C, she has led award-winning integrated creative campaigns for clients like NEEA, ENERGY STAR, James Beard Foundation and Harvest Power. Jan has participated in community-based social marketing training with Doug McKenzie-Mohr, Ph.D. — the founder of community-based social marketing and the author of three books on the topic. She has worked closely with C+C’s co-founder, Julie Colehour, on C+C’s social



marketing practice and has planned and implemented several integrated campaigns using Nancy Lee's 10-step planning process. Most recently, Jan has been working with the Clackamas County Drive to Zero (DTZ) team on Phase I of this project, co-leading planning workshops, spear heading the development of the draft marketing plan and coordinating planned research activities.

The C+C team also includes Julie Colehour and Nancy Lee as strategic advisors who will provide insight and ideas into the campaign(s) to ensure we're following social marketing best practices. Nancy and Julie are both nationally recognized social marketing experts who have helped hundreds of organizations plan and implement social marketing campaigns. Both Julie and Nancy were involved in Phase I of this project, each co-leading workshops with Clackamas County staff to develop the social marketing framework for the DTZ campaign, while simultaneously building up staff capacity to replicate the process for future behavior change campaigns.

Additionally, we have compiled a team of multidisciplinary marketing and communication professionals to support our work in Phases II and III of the project:

- › **Suzette Riley** – Portland Office General Manager will lead public relations and media outreach efforts.
- › **Carey Evenson** – Vice President of Creative and Content will lead creative strategy for campaign branding and materials.
- › **Jennifer Stansfield** – Vice President of Multicultural Strategy will lead multicultural strategy and cultural competency for the campaign.
- › **Allison Arrington** – Director of Content will lead content strategy for campaign outreach activities.
- › **Corinne McCarthy** – Director of Market Intelligence will lead all market research activities as identified through the planning process.
- › **Wyatt Curtiss** – Associate Creative Director will lead creative development for campaign branding and materials and serve as lead copywriter for campaign messaging development.
- › **Mel Gutierrez** – Art Director will lead art direction and graphic design for creative materials development.
- › **Andrés Rodríguez** – Multicultural Account Supervisor will provide strategic marketing support and transcreation services to help us reach non-English speaking audiences.
- › **Rainelle Uszynski** – Digital Strategy Manager will lead digital channel strategy for how to reach target audiences.
- › **Brian Lum** – Senior Account Executive will provide general project support, including messaging and content development.
- › **Chris Wilson** – Senior Account Executive will provide public relations and media outreach support.
- › **Bridget Nolan** – Market Research Assistant will support market research activities as identified through the planning process.
- › **Kim Tran** – Digital Specialist will support digital channel strategies, including social media campaign implementation.
- › **KW Media** – In addition to our in-house team of experts, we will be working with Katrina Williams, Owner of KW Media, for all media planning and buying activities.

Please see Appendix B for full team bios.



OUR EXPERIENCE WITH DIVERSE COMMUNITIES

C+C has a decade of experience developing impactful creative campaigns and collateral materials for diverse audiences, including Latinx, Chinese, Vietnamese, Korean, African American, Somali, Russian and Hindi communities, as well as urban and rural communities, across the country. We have an in-house team of multicultural strategists, experts and liaisons who design culturally competent campaigns that reflect and respect the attitudes, skills and knowledge of these diverse audiences.

For us, multicultural outreach is not about sending copy written for an English-speaking audience to a translation house, or placing an article or ad in an ethnic newspaper and calling it a day. It's about understanding the culture, speaking the language, and recognizing the practices and worldviews of the communities we're trying to reach. This allows us to reach our audience with a genuine message wherever they live, work and play. And it's one of the reasons why C+C was named a 2016 Diversity Heroes Organization of the Year by PRNews.

At C+C, we custom build multicultural communication through an approach we call transcreation. Numerous factors determine the way diverse audiences interpret messaging and brands, including country of origin, race, ethnicity, gender, language proficiency, etc. We apply our transcreation framework, which goes beyond literal translation and considers the language and the cultural context within which it is interpreted to deliver culturally responsive and equitable client campaigns that touch our communities of color and underrepresented populations.

We also prioritize place-based strategy to make sure our campaigns instill a sense of trust, partnership and community with our audiences. We understand that messages that may resonate with urban and suburban residents in Clackamas may not be applicable, or relatable, to more rural residents in Estacada, Molalla or Canby.

For example, through our work with Energy Trust of Oregon, we develop communications campaigns for regions throughout the state, including Southern and Eastern Oregon, and the coastal regions. While messages equating saving energy to protecting natural resources may resonate in Portland, when communicating in other regions of the state, we will emphasize different benefits, such as energy independence and building resilient communities.

OUR ABILITY TO DELIVER ON THE SCOPE OF WORK

We know that changing behavior is hard. Even when people know what they should be doing, bad habits are hard to break. Information gaps, social stigma, denial and hard-to-reach target audiences compound the difficulties faced by agencies like yours that are trying to change behaviors for the better.

Tackling these challenges is what C+C does best.

Our experience creating social marketing campaigns that overcome behavioral barriers makes us the perfect partner to support Clackamas County with Phases II and III of this project, and to help you reach your DTZ goals. Here's how we'd do it:

On our team, we have C+C co-founder Julie Colehour and C+C strategic advisor Nancy Lee. Julie has helped hundreds of organizations with planning and implementing social marketing campaigns, some of which have been presented at the Behavior, Energy and Climate Change conference (BECC) and published in the peer-reviewed journal Social Marketing Quarterly. Her strength lies in taking social marketing theory and turning it into practice in a way that spurs real, measurable behavior change for her clients. Nancy wrote the book on social marketing. Literally. Twelve times, actually. Using the 10-step social marketing process Nancy cultivated and popularized, our team has conducted research and developed campaigns tackling challenges ranging from reducing distracted driving to improving home recycling practices.



At C+C, we strive to understand. We listen carefully and without bias to develop a nuanced understanding of how our target audiences think, feel and behave. We understand that the 16-year-old who just got their driver's license or the recently retired Harley Davidson enthusiast aren't so different from us — their motivations just may not match ours. We know how to use quantitative and qualitative research to get past the “how” of behavior to the honest, real-talk, sometimes-frustrating “why.” Then, we put that understanding to work to develop fully-integrated campaigns that make people sit up, pay attention and take action.

C+C also has substantial expertise in the areas of traffic safety and transportation. In the last year, we've been working with the DTZ team on developing a social marketing campaign plan to combat distracted driving among teens in Canby and Molalla (Phase I of this project). For the last four years, we've also been supporting the Washington Traffic Safety Commission (WTSC) on its journey to Target Zero using the Positive Culture Framework. WTSC is charting new territory as it moves toward positive framing in all its communications and campaigns aimed at changing road user behaviors. This work is building pathways that partners and agencies nationwide can follow. And as a result, everyone benefits. You can read more about these campaigns on page 11, and see work samples in Appendix C.

C+C understands where Clackamas County is trying to go, and we wholeheartedly believe in your vision. Our team has researched and embraced the Positive Culture Framework and sees the opportunities to marry these principles with community-based social marketing to build communications that transform the traffic safety conversation and change behaviors for good.

In addition to traffic safety, C+C has extensive expertise working in the area of transportation on campaigns that encourage people to reduce their drive-alone trips by taking public transportation or other alternative choices like walking or biking. C+C partnered with King County Metro to help residents successfully navigate Metro to reduce more than 800,000 drive-alone trips through the Just One Trip campaign. We created an integrated multicultural and multilingual strategy to reduce drive-alone trips in one of Seattle's most diverse neighborhoods, Beacon Hill. We helped millions of people plan around the closure of Seattle's Alaskan Way Viaduct. We've worked to reposition Metro's brand as not just a “transportation service provider,” but a vital connector of our region's communities.

WHAT MAKES US DIFFERENT

First, we have a tendency to stick around — almost half of C+C's staffers have been at the company more than five years and our turnover rate is only 9%, far lower than the 20% industry standard. We believe this has contributed to the fact that 76% of our clients have been with us five years or more (compared to the industry standard of 30%).

Second, C+C has a focus on social good. This is in our DNA. It guides who we are as an agency, our staff's involvement in the broader community and our matching program for staff charitable giving.

Third, we think (and work) inclusively. As the only communications agency in the Northwest with an integrated multicultural strategy practice, we are uniquely qualified to build campaigns that span language and cultural barriers in our region to drive results. That means your campaign is built from the ground up to embrace cultural nuance, whether it's developing an Inclusive Communications Strategic Plan for a client, partnering with the Asian Pacific American Network of Oregon (APANO) to implement community outreach for TriMet, or running recycling best practices workshops in-language for Spanish- and Chinese-speaking residents for Waste Management.

Finally, we've mastered the psychology of behavior change. We understand that making a difference starts with unpacking complex behaviors, understanding your audience and building strategies that accommodate the shortcomings of our often less-than-rational brains. At C+C, that process is led by global behavior change marketing leaders. We've been around the block, and we know how to build strategies that will help you succeed.



PROJECT APPROACH

In order to lay out our approach to Phases II and III, it's important to look at how our remaining work in Phase I will set us up for success. We've outlined our approach to all three phases below.

PHASE I

Research

Currently, C+C is working with the DTZ team on planning and implementing primary market research with the target audience, 15-19-year-olds in Molalla and Canby. The research is designed to gain insight into the barriers, benefits, motivators and potential influencers that affect the target audience's use of the "do not disturb" function on smartphones while driving. The research will:

- Provide perspective on the target audience's current awareness, attitudes and beliefs about the "do not disturb" feature.
- Identify the target audience's key influencers.
- Provide direction for how to position the "do not disturb" feature as safe, easy and smart in an engaging way.

Findings from the research will be used to develop key messaging for the campaign that is compelling and relevant to the target audience, and to provide guidance on the channel plan.

Creative Concepting and Messaging

Once the research is complete, C+C will use the findings to develop two distinct creative concepts to present to the DTZ team. C+C shines when it comes to developing effective, overarching creative concepts, and executing them successfully with the perfect mix of messaging and visual design. Our creative team has developed a deep understanding of how to create designs and messages that best fit the brand's personality and character, that resonate with specific audiences, and that work across a variety of communications mediums.

The concepts will include the campaign's overarching theme, look and feel, and potential taglines. Concepts will also take into account any insight the DTZ team can provide on existing DTZ materials — are there opportunities to efficiently leverage any existing content and materials? Have any pieces from the existing DTZ campaign been linked to significant follow-up action? These insights will be used to create concepts that successfully engage our target audience and drive action. We will work together to select the option that best represents the program and is most likely to drive action among our target audience.

C+C's in-house multicultural team will be fully integrated into the concepting process to ensure multicultural considerations are taken into account. At C+C, we strive to develop culturally elastic campaigns — meaning the creative concept and key messages will resonate across target audiences, whether that includes members of the Latinx, Chinese, Russian or Vietnamese communities.

Channel Plan

The C+C team will develop a channel plan for how we're going to reach members of our target audience through both paid media channels and community outreach efforts. The draft channel plan will also be informed by insights from the research showing the best tactics for reaching our target audience. (More detail on what the plan may include is below under Phase II.)



Teen Steering Committee

After we've landed on a campaign concept and developed our channel plan, this will be the perfect time to engage with our teen steering committee (as proposed in our draft implementation plan delivered to the DTZ team as part of our Phase I contract). This committee will be comprised of teenagers in our target audience who will help us develop the campaign, and provide guidance on messaging, creative and tactics (i.e., how best to reach them and their peers).

We suggest leveraging the County's established relationships with local high schools and other community organizations to recruit committee members from sports teams, student government, DECA, church groups, teacher nominations/suggestions, etc. The committee members will serve as ambassadors to the campaign and model the behavior with their peers — they are influential messengers in and of themselves, and can be valuable "research" tools to ensure we are using the right message to reach the right people at the right time.

At this stage, we will have built a great foundation to enter into Phase II of the campaign.

PHASE II

Implementation Plan

Armed with the feedback and insights provided by the research and Teen Steering Committee, the team will make necessary revisions to, and flesh out the details of, the implementation plan, including the channel plan, creative concept, messaging, timeline and what materials will need to be created to implement the campaign.

The details of the plan will be informed by the research and the Teen Steering Committee, but based on what we know now about our target audience, we have some recommendations below for how the campaign may be implemented through both paid media and community outreach efforts.

Given the extremely targeted nature of this campaign, both demographically (15-19 years old) and geographically (in Molalla and Canby), digital and social media channels will provide us the most flexibility in terms of targeting to avoid any media waste — our goal will be to use media dollars as cost efficiently as possible to avoid any media waste outside our target audience. These channels may include:

- YouTube – according to [USA Today](#), last year the percentage of 13–18-year-olds who watch online videos everyday was 69%.
- Snapchat – according to [Social Media Today](#), Snapchat is now the most popular social media platform among teenagers.
- TikTok – according to [CNBC](#), TikTok has surpassed Instagram as teenagers' second favorite social media app (after Snapchat).
- Instagram – based on the same report cited on CNBC, Instagram is now teenagers' third favorite social media app (after Snapchat and TikTok, respectively).
- Facebook – data from [Sprout Social](#) shows that 51% of 13–17-year-olds use Facebook.

Additional online channels may be discovered through the research findings. For example, we may learn that social media influencers would be powerful messengers to deliver the campaign, in which case we may consider negotiating partnerships with popular social media influencers within this audience.

Another example of how these recommendations may change is if we learn through the research that parents are the most powerful influencer for this type of behavior. If this is the case, we may recommend adding different online channels to the media mix to target parents of teens.



Community outreach will be another useful tool for reaching the target audience. But in the age of COVID-19, these strategies may look a bit different than if we were in “normal” times. Again, final outreach recommendations will be informed through research findings and input from the Teen Steering Committee, but initial ideas include:

- Partner with announcers at high school sporting events to include our campaign CTA in their announcements throughout the game. This allows us to get the message out there to our target audience without running into the COVID-19 restrictions of one-on-one outreach.
- Provide teenagers and parents who sign the DTZ pledge online (as outlined in our draft implementation plan delivered to the DTZ team as part of our Phase I contract) with a campaign branded Zoom background they can download and use when working remotely, online learning, attending online social gatherings, etc.
- Place campaign signage at local farmers markets where the message is likely to reach both parents and teens.
- Hang posters and other campaign signage at local businesses where teens and/or parents of teens may be most likely to see it:
 - Cell phone stores (Verizon, AT&T, etc.).
 - Coffee shops.
 - Popular local restaurants providing take-out during the pandemic.
 - Car dealers (potentially reaching parents of teens shopping for a car for them).
- Place campaign flyers on the windshields of cars in the parking lot at local grocery stores.
 - Partner with grocery stores to drop flyers into bags of pick-up and delivery orders (via Instacart, etc.).
- Partner with drivers ed classes/teachers to provide DTZ window clings to students who complete the course so they can put it on their driver’s side car door to remind them as they get in the car to have their do-not-disturb function turned on and to leave their phone alone while driving.

Materials Development

Based on the final campaign implementation plan, the C+C team will compile a list of all materials to be developed for implementation, which will be approved by the DTZ team. Development of new materials will begin with a creative brief that will serve as the guiding principles for all campaign deliverables. The creative brief outlines the needs of the project (goal of the materials, information about the target audience, barriers and motivators, messaging direction, multicultural considerations, technical specifications, etc.) and we have found this ensures that everyone is on the same page about what needs to be done before work commences; it also reduces the rounds of revisions needed, saving time and resources.

All campaign materials will be created using the approved campaign concept and will go through two rounds of revision for all creative deliverables, allowing the DTZ team to provide major revisions on the first round of review, and final refinements on the second round. This process results in work that embodies our vision for the campaign and makes our audience take notice, understand our “ask” and feel motivated to act.

Video production would be a part of materials development. You can read more about our experience producing videos for behavior change campaigns on page 15.



PHASE III

Campaign Plan Development

For Phase III, since the campaign will address a different behavior related to unsafe driving habits (speeding and reckless driving), and will target a new, different audience (the entire county vs. teens aged 15-19), we recommend re-engaging in the 10-step social marketing planning process. Since we went through this process in Phase I through a series of workshops, and now the DTZ team is familiar with the process, we can engage in a truncated version by conducting a single half-day workshop to develop the foundation for the new campaign. This will provide the opportunity for the team to coalesce around: the goals and objectives of the campaign; the specific behavior we are asking the audience to engage in; target audience; barriers, benefits, motivators, and influential others; research needs; social marketing interventions to employ; and messaging strategy. The plan will outline which strategies and tactics the team recommends for implementation — these could include a mix of paid advertising, community outreach, public relations/ media outreach, video production, in-language materials development, etc.

Research

Through the planning process, the C+C and DTZ teams will identify areas where research may be needed to further understand our target audience and how to reach them in the most compelling and engaging way. This may be in the form of a secondary research review to understand what data and information may be readily available. Or, it may include conducting primary research, such as surveys and/or focus groups with members of the target audience.

While quantitative surveys are important to provide the ability to measure the success of outreach efforts, C+C also uses a qualitative approach for gaining an in-depth understanding of specific priority audiences. With qualitative research, we can dig into why these unique audiences behave the way they do, and what is influencing behavior. This will help us to understand the strongest barriers and most meaningful motivations to change, and who they trust to deliver positive traffic safety messages and information.

In addition to traditional focus groups, C+C has experience conducting qualitative research using a variety of online tools and in-context techniques. Our qualitative research toolkit includes the use of projective techniques, such as personification and picture projection; reflective techniques, such as storytelling, journaling and other creative writing activities; and visual expression, such as collaging, journey mapping, and photo-expression. We carefully select the qualitative research methods and techniques that are most likely to enable your priority audience to tap into, express and explain their attitudes, behaviors, perceptions and desires.

Campaign Concept

Based on the campaign plan and research findings, C+C will develop a creative concept for this campaign that is connected to the DTZ campaign implemented in Phase II. As in Phase II, any multicultural considerations will be taken into account during every step of the concepting process.

Materials Development

C+C will produce all materials needed to implement the campaign and will follow the same process as outlined in Phase II.



PROJECT MATRIX

	2021								% of Total Phase Resources *	
	Jan	Feb	March	April	May	June	July	Aug		
PHASE II: IMPLEMENTATION										
C+C sends draft implementation plan to County for review		26-Feb								8%
County provides feedback to draft implementation plan			5-Mar							
C+C revises plan and sends revised plan to County			10-Mar							
County approves implementation plan			12-Mar							
C+C provides list of materials to create to County			10-Mar							62%
County approves list of materials to create			12-Mar							
C+C drafts materials and sends to County			31-Mar							
County provides feedback to C+C on draft materials				7-Apr						
C+C revises materials and sends to County				14-Apr						
County provides feedback to C+C on revised materials				21-Apr						
C+C finalizes materials and sends to County				28-Apr						
County approves materials				30-Apr						
All materials produced					28-May					
Campaign launches Materials deployed in market						30-Jun				30%
PHASE III: PLANNING AND IMPLEMENTATION										
C+C develops campaign implementation plan and presents to County			5-Mar							9%
County provides feedback to draft implementation plan			12-Mar							
C+C revises plan and sends to County			17-Mar							
County approves implementation plan			19-Mar							
C+C identifies area(s) where research is needed and proposes research activities to County			5-Mar							11%
County reviews research activities and approves path forward			12-Mar							
C+C develops research plan and sends to County			19-Mar							
County provides feedback to research plan			26-Mar							
C+C revises plan and sends to County			31-Mar							
County approves research plan				2-Apr						
C+C conducts research				4/5-4/16						
C+C provides research findings				30-Apr						
C+C develops two potential campaign concepts and presents to County (concept linked to Phase II)				30-Apr						4%
County provides feedback on concepts - chooses one					5-May					
C+C refines concept and sends to County					7-May					
County approves campaign concept					10-May					
C+C provides list of materials to create to County					7-May					36%
County approves list of materials to create					12-May					
C+C drafts materials and sends to County						11-Jun				
County provides feedback to C+C on draft materials						18-Jun				
C+C revises materials and sends to County						23-Jun				
County provides feedback to C+C on revised materials						25-Jun				
<i>OPTIONAL: Community partners identified</i>						30-Jun				
C+C finalizes materials and sends to County							2-Jul			
County approves materials							5-Jul			
All materials produced							30-Jul			
Campaign launches Materials deployed in market Paid media starts								27-Aug		30%
<i>OPTIONAL: Mini grants dispersed to community partners</i>								27-Aug		10%

* Phase II total budget is \$49,990 and Phase III total budget is \$191,960



SCOPE OF WORK

Describe your experience using social marketing for behavioral change. Provide context, goals, what was measured to determine success, specific tools/platforms used, and experiences learned.

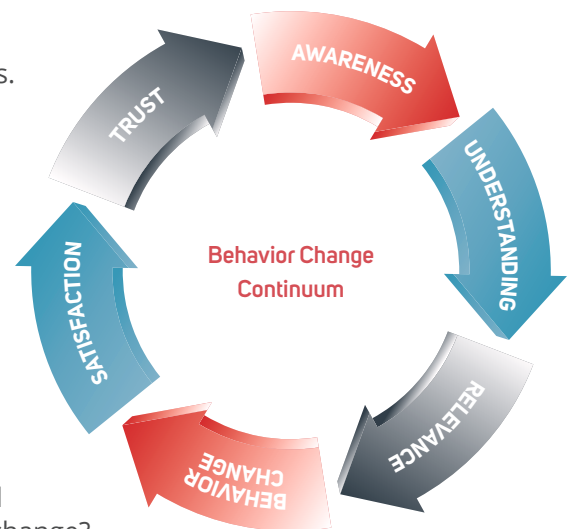
C+C uses a social marketing framework to plan campaigns with our clients. Social marketing is based on behavior change science and is built on a significant base of research that shows that awareness and education alone do not change behaviors. However, when barriers are removed and people are given a personal and relevant motivation, they are able to change behaviors. So, when applied knowledgeably, social marketing will increase the efficiency and effectiveness of marketing efforts.

C+C has conducted social marketing planning and implemented social marketing campaigns for hundreds of clients. We've created social marketing campaigns for many important social issues from HIV prevention, to commute trip reduction, to financial responsibility to waste reduction. C+C has conducted social marketing campaigns for: Waste Management, King County Solid Waste Division and the Washington State Department of Ecology to get people to properly treat and sort household recyclable materials; Clean Water Services and Kitsap County to motivate residents to pick up pet waste, use natural lawn fertilizers, and wash their cars in commercial facilities to avoid hazardous runoff; and the Washington Traffic Safety Commission to encourage people to put down their phones while driving, and to make a plan to get home safely before they party.

Through our experience, we have learned the following truths:

1. A combination of tactics is necessary to change behaviors. Mass media channels, such as advertising and earned media, serve to raise awareness of an issue while more direct outreach — social media, digital strategies, one-on-one, and events — spurs initial behavior changes. Social marketing can be effective along all parts of the behavior change continuum, from raising awareness to building loyalty, in projects large and small.
2. Research is key to successful behavior change campaigns. Research plays an important role in the following steps in the process:

- **Narrowing in on your target audience.** Who is currently not engaging in the desired behavior, and also would have the largest impact if they were to change? Sometimes secondary research is necessary to identify who the target audience segment should be in terms of demographics and psychographics.
- **Identifying your target audience's barriers and motivators to engaging in a particular behavior.** Rather than making assumptions of what those barriers and motivators are, talk to your target audience to get a deeper understanding around how they view the behavior, why they don't currently do it, and what would prompt them to make a lasting change. This is essential to determining the social marketing interventions used in a campaign.
- **Evaluating the effectiveness of the campaign.** Your social marketing plan needs to include an evaluation strategy that outlines how you will determine if the campaign actually changed behaviors. This is often the most challenging part of behavior change campaigns, but C+C has the ability to leverage available data and research strategies, and to find creative ways to measure if our campaigns actually move the needle.



For more information on context, goals, measurement, tools used and general experience running social marketing campaigns, see pages 11–14, where we've included several case studies about our experience running traffic safety, transportation and other types of public health campaigns.



Describe your marketing experience in traffic safety and transportation. Describe related work experience in traffic safety and transportation?

C+C started working with the Washington Traffic Safety Commission (WTSC) in 2017 to plan and execute biannual statewide media campaigns to reduce injuries and collisions due to impaired and distracted driving. The ongoing effort includes both awareness and behavior change work. We've included case studies of these projects below.

› **E-DUI Distracted Driving Law**

C+C created the “On the Road, Off the Phone” campaign to make all Washington drivers aware of the Driving Under the Influence of Electronics Act and its consequences. We crafted a strategic advertising mix to saturate the state for three weeks (two weeks prior and one week after) when the law took effect, including TV, radio and a digital campaign that utilized video ads across ad networks, Facebook and digital TV. In order to ensure we reached every driver possible, C+C transcreated the campaign into five additional languages — Spanish, Chinese (simplified and traditional), Vietnamese, Russian and Korean — and multicultural outreach was integrated into all campaign tactics. The campaign included a toolkit for partners to use, and a kick-off media event with the Governor and a distracted driving simulator.

The “On the Road, Off the Phone” campaign successfully reached a large swath of Washington state drivers engaging them about the topic of distracted driving. Data from TrueMotion, an app that monitored actual Washington driver cell phone use two weeks before and two weeks after the law took effect showed a 13% reduction in distracted driving as a result of the campaign. The media outreach effort also resulted in more than 2,200 news stories statewide (equal to 1.4 billion impressions).

› **Campaign for Mothers of Young Children**

In general, male drivers engage in high-risk behaviors such as impairment and speeding more often than female drivers of comparable ages. However, female drivers in fatal crashes are slightly more likely to be distracted than their male counterparts. This is why C+C helped WTSC commission a study of more than 800 female drivers statewide.

The research showed that while more than 90% of respondents felt that using a cell phone while driving a car was dangerous, more than 50% report that they still use their cell phone in the car. The survey also indicated that a primary motivator for female drivers who were also parents was to exhibit good behavior for their children. Using these insights, C+C developed English and Spanish versions of a video PSA, a radio spot and social media content that spoke to the protective instinct of mothers. We planned the statewide media campaign distribution that used video ads across digital ad networks and digital TV, traditional TV and radio, and internet radio.

In early 2019, WTSC released results of their observational study on distracted driving. The study showed a 40% decrease in people using their cell phones while driving — from 5.6% and 5.7% in 2016 and 2017 (respectively) to 3.4% of drivers in 2018.



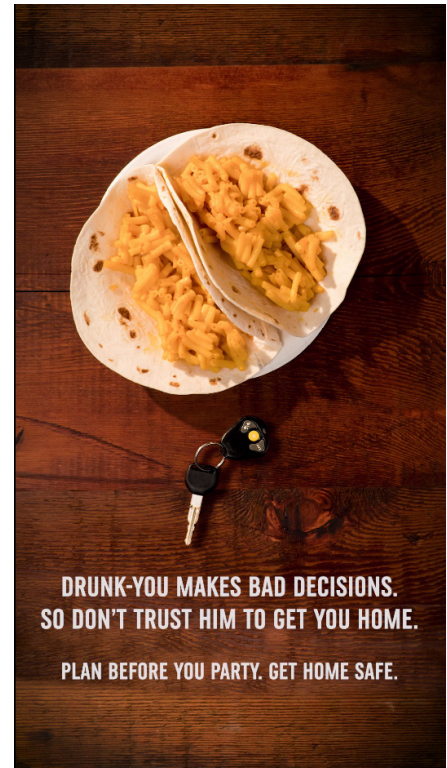
› Impaired Driving Prevention

During the holidays, higher numbers of drunk and impaired drivers take to Washington roadways. In December 2017, WTSC tapped C+C to develop and execute a campaign about the dangers of impaired driving, targeted to the population who are involved in the most DUI collisions and roadway fatalities: male drivers, ages 25–34, who choose to drive within one hour of getting high or drinking three or more drinks.

C+C reviewed existing research to identify key insights, revealing that young male drivers understand impaired driving is bad, but take a chance because they've done it before and think they can handle it. This group is not motivated to change because of the risk of hurting themselves or others, as much as they are motivated by avoiding fines and jail time. Using these insights, C+C developed a culturally elastic creative direction that worked in Spanish and English to appeal to this young, single male audience, and tested it with them. The key message: Drunk-you (or stoned-you) makes really bad decisions, the worst of which is driving. The call to action: Make a plan before you party to get home safe.

An integrated media campaign spread this message statewide through bilingual radio, TV and digital video ads. Tactics included “over-the-top” ads on platforms like Roku and SlingTV, as well as sponsored ads on Snapchat. In addition to advertising, the C+C team also managed a statewide PR effort to garner news stories about the enforcement period, and developed a website, infographic, law enforcement DUI information card and a toolkit of materials for WTSC partners to use in their own outreach.

The “Plan Before You Party” campaign resulted in more than 3.9 million views for the English and Spanish campaign videos, and more than 14 million impressions among the target audience statewide. News media outreach resulted in 4.8 million impressions worth of stories placed across the state that highlighted the accounts of law enforcement officers and DUI victims.



Please see Appendix C for additional work samples associated with these campaigns.

Describe your experience in behavioral change campaigns such as tobacco cessation, drug and alcohol use, or other such campaigns that reduce health risks.

C+C works with public agencies in Oregon and Washington on a variety of campaigns to reduce public health risks. We've included case studies of these projects below.

› COVID-19: Spread the Facts

C+C was hired on March 17th of this year to help the State of Washington educate residents about COVID-19, counteract the spread of misinformation and influence their behavior through a statewide “Spread the Facts” media campaign. In less than one week, the C+C team created an integrated statewide media plan and creative assets that launched on March 23rd. The media plan included paid social ads on Facebook, Instagram and Twitter, Google Search text ads, digital display and video, traditional and digital TV (OTT), digital audio (podcasts and Spotify, Pandora, iHeartMedia ads), traditional radio, print and in-language community media. C+C developed the creative, including multiple



video assets, for all the media channels and helped transcreate the campaign into four languages.

As the COVID-19 pandemic response has progressed, the campaign remains nimble, using a phased approach to distribute critical messaging over time, which has ranged from an emphasis on the Stay Home order, to promoting healthy coping strategies, to a \$9 million effort that encourages wearing masks, smaller gatherings and physical distancing, and finally to highlighting the harsh realities of the virus. The C+C team has run targeted campaigns to young adults and partnered with local health departments to support communications in their communities with localized approaches. All creative assets have been made available via an online partner toolkit to support all local health jurisdictions around the state.

Most recently, the team completed qualitative research to identify the key barriers and motivators for COVID-19 safe behaviors among the audience groups who have been found to be least likely to comply (males and those individuals with right leaning political views). This research helped guide an extensive social marketing planning process that is informing how the state will proceed with its outreach campaigns this winter and into 2021.

Please see Appendix C for additional work samples associated with this campaign.

› COVID-19 “Small Actions, Big Impact”

In May, after more than two months under statewide shutdown orders, Washington County (OR) was preparing to enter Phase I of Governor Brown’s reopening plan. With businesses and organizations starting to open up, the County wanted to continue to encourage residents to stay the course and reinforce disease-prevention behaviors such as washing hands, wearing masks in public settings and continuing physical distancing practices.

The creative team came up with the concept, “Every small action makes a big impact,” and adapted iconography the County had already used on its website and in other COVID-19-related communications to visualize the target behaviors (physical distancing, washing hands, wearing a mask) stacking up to help the County to reopen, as represented by an icon of an ajar door.

Within two weeks, the creative team launched the campaign on social media, using an animated GIF as the main visual asset, in both English and Spanish. A week later, the campaign launched in cable TV and digital video channels using a :15 video spot (English and Spanish), on Spanish radio using a :30 spot (Spanish only), and in local community papers using a full-page, full-color print ad (English only). The campaign launched in early June and ran in-market leading up to the 4th of July, when fears were high that the number of cases would spike after the holiday weekend.

In late June, the team expanded the reach of the campaign by transcreating the animated GIF into 10 different languages (Filipino, Russian, Somali, Chinese, Japanese, Vietnamese, Korean, Arabic, Farsi,



and Khmer) and placing Facebook ads to reach users in Washington County who might not have seen or understood the English and/or Spanish ads.

Later in the summer, case counts were rising among younger audiences. Washington County wanted to run a second round of the campaign, this time focused solely on the message of wearing a mask with the general population, and create separate messaging and assets for young adult audiences about safe socializing.

Washington County invited Clackamas and Multnomah counties to join the campaign, so assets were created with each county's logo and drove to their respective COVID-19 resource web pages. The animated GIF for the general population was again transcreated into 10 different languages and posted on Facebook.

Between the two runs of the campaign, we were successful in saturating Washington, Multnomah and Clackamas counties with the disease prevention messaging. The campaign generated more than 16.3 million impressions, more than 2.5 million completed video views and more than 28,000 clicks back to the counties' landing pages. The Facebook and Twitter campaigns were optimized to drive traffic to the landing page, while the video ad network was optimized for completed video views. Both worked in tandem to increase message visibility and drive site traffic for more information.

> **"It's About Respect" Pilot**

It's not the easiest job in the world, reaching middle school kids. But that was the challenge in 2018 when the Washington State Department of Health asked us to talk to young teenagers about gender-based sexual violence. By focusing on the topic of body autonomy — having control over what happens to your body and who has access to it — C+C went about the task of teaching teens a little about respect.

To figure out the best way to discuss the idea of body autonomy with middle school-aged kids, we talked to a lot of them. We learned that middle schoolers had the tools to understand the concept of body autonomy, but when it came time to put that understanding into real-world practice, many kids had trouble making the connection: No, it's not cool to make people feel uncomfortable; Yes, they should respect the bodies of others just as they expect others to respect their own bodies. The team focused our creative strategy on driving that point home.

C+C's creative team developed the "It's About Respect" campaign. The concept keyed off the central insight that middle schoolers wanted to hear directly from their peers, and that they also responded to things that were a little quirky. Like talking cats. And pizza. So, we developed a concept that featured about 8.3 seconds of a middle schooler giving some straight talk about respect, followed by 3.2 seconds of either a talking cat delivering pizza, a talking cat playing soccer or a talking cat wearing a fancy hat.

The cat worked. As it turned out, middle schoolers were more likely to stay tuned in if they were offered something fun and unexpected as a reward. And the results were impressive. The campaign achieved 25% recall through the online digital campaign (which included geo-targeted animated banner ads, YouTube pre-roll video, and sponsored social on Facebook, Instagram and Snapchat), as well as 70% recall through a supporting poster campaign. It also worked at the middle school level where a post-campaign survey showed a strong positive impact across nearly all of the questions measuring attitude, behavior and social norms.



Describe your experience in multi-sector collaboration and partnerships. How have you overcome obstacles to achieve results for your client?

Many of our longest-term clients are collaborative initiatives, and as such, we are well accustomed to working as part of a broader team. We welcome the opportunity to roll up our sleeves in working sessions with our clients and colleagues, and we work hard to develop trusting relationships that are grounded in regular and open communication.

For example, through our work with utility and energy efficiency organizations, we are often part of large teams that include internal staff who work across disciplines (e.g., marketing, technical, evaluation, research, corporate communications, etc.), and external contributors (e.g., market actors, such as manufacturers, retailers, distributors, contractors, etc.). Like any relationship, those between internal and external team members work best when they are based on clear, honest and consistent communications, a true sense of collaboration, and common purpose.

We work with our clients to develop a system of communication and collaboration that works best for them and their culture. Often, that will include the following:

- › **Project Plan** – Developing a project plan and project management protocols (i.e., chains of review and approval) and key deliverable dates provides a road map for all parties to ensure we are on the same page from the beginning.
- › **Status Reports and Meetings** – For projects in process, we have weekly status reports and meetings to review tasks and responsible team members, deliverables and deadlines to ensure that the team is working in unison to best support our clients in a timely fashion. Status calls will be planned as a weekly or bi-weekly occurrence, based on the project/client needs.
- › **Brainstorming/Working Sessions** – Some clients enjoy participating in brainstorming and working sessions. Others prefer that the agency manage these steps independently. C+C is equally comfortable working either way, according to our clients' preferences. And if brainstorming and working sessions are your thing, we're very experienced at facilitating these types of group meetings to ensure the time is focused and we achieve the objectives of the session.
- › **Problem Resolution** – We take proactive efforts toward flawless execution and believe in complete transparency. We focus on swift resolution if problems arise.
- › **Ongoing/Ad Hoc Communications** – Clients are provided with agency team members' email addresses, landlines and cell phone numbers so that we can be accessible at any time.

Communication and collaboration are two principles that C+C values above all else. They are evident in how we approach everything from our daily work with clients, teammates and partner agencies, to our weekly cross-office staff meeting and among our own cross-functional teams.

Describe your experience in video production, related to behavioral change goals.

The C+C video team has extensive experience producing videos that educate, create emotion, generate engagement and inspire the audience to take action. Over the last 10 years, the team has produced hundreds of videos for social media, television broadcast, events, web and more. We've created public service announcements, educational pieces and marketing videos in styles ranging from documentary to animation. Many of them have won awards, such as a 2017 Emmy for a series of broadcast spots C+C produced for King County's E-911 Program. No matter the topic, many of our videos are conceived, scripted and produced with behavior change in mind.

Our in-house team includes producers, videographers, editors and designers with a background in journalism, content strategy and social media. We also work with a network of production partners to extend our capabilities depending on the style and tone of the project. Our projects follow the typical production model of pre-production, production and post-production; we can help you plan and script your video, arrange for talent and locations, shoot the video, and see the project all the way through editing, audio sweetening and color correction.



Our video work has driven a huge variety of behavior change efforts, including increasing transit use and ridesharing, reducing distracted driving, promoting COVID-19 safety, increasing composting and food waste recycling, reducing energy and water use, increasing STD testing, and using safer cleaning products.

Our team is on top of best practices for all platforms, from traditional broadcast commercials to social media. But we do more than just produce, shoot and edit. We bring strategy to the table to make sure the finished product is optimized to achieve your goals, whether that means you want your priority audience to learn, take an action, laugh, cry — or in this case, stay safe!

Our process for developing videos to spur behavior change begins with ensuring they will resonate with our priority audiences. We will work with your team up front to outline the goals and identify key behaviors. Then we'll develop recommendations for creative and compelling concepts to deliver our message. With the modern consumer's ever-shortening attention span (now just eight seconds!), the most effective way to reach audiences is often through short, "snackable" content that communicates information quickly and directly.

As stated on page 10, we know that a combination of tactics is necessary for any behavior change campaign. Video is often an effective tool in moving audiences through the behavior change continuum — when done strategically, the use of video can help audiences become aware and build a deeper understanding of an issue, make it relevant to them personally, and demonstrate the benefits of engaging in the behavior.

Describe your experience using influencers in behavior change campaigns. Explain advantages and disadvantages of this tactic.

C+C has engaged with influencers as a part of many integrated behavior change campaigns. Influencer engagement can be an incredibly effective way to leverage trusted voices to reach new audiences, educate people and spur action. For government clients, a trusted influencer is often a more effective channel for messaging than a public agency or community official.

We have found that most successful influencer campaigns focus on "Quality" vs. "Quantity" — influencers with smaller, more engaged audiences are often more effective than influencers with hundreds of thousands of followers, where your message can often get lost and followers are less engaged with the influencer and their content. Each campaign has its 'sweet spot' of followers and reach based on campaign objectives, budget and message.

One potential challenge to using influencers in behavior change campaigns is in measurement. Without a product to sell or a clear indicator of action or conversion, it can be hard to track how well an influencer strategy contributes to actual changes in behavior. C+C has addressed this challenge by building in measurable calls to action in campaigns, including pledges, contests, signups and product orders. We build this into our influencer contracts up front to ensure accurate tracking on the back end.

Another potential downfall of leveraging social media influencers for this particular campaign is the limitation in geography. For example, most popular influencers have a national audience, or may be more focused on a specific region or state, but it can be challenging to find influencers with extremely geographically targeted audience bases (e.g., as specific as Canby and Molalla).

A few recent examples:

- C+C has worked extensively with influencers as a part of our work with U.S. EPA's ENERGY STAR program. From "mommy bloggers" to home improvement, DIY and lifestyle experts, influencer engagement has been an integral part of our strategies to spur consumers nationwide to purchase energy-saving products and adopt energy-saving behaviors. We've engaged influencers to promote sales of LED lighting, energy-saving laundry appliances and smart thermostats, resulting in increased rebate use, web traffic and pledges to save energy.
- C+C has engaged a broad array of influencers in Washington state to motivate residents to adopt COVID-19 prevention behaviors such as wearing masks, physical distancing and keeping gatherings small. Influencer partners have spread the message across social and digital channels to amplify the Washington State Department of Health messaging in their own voices and styles, maximizing



reach and delivering life-saving information in an authentic way. In Spanish-speaking communities, for example, we have engaged local community leaders and voices to carry the message to ensure cultural relevancy and community trust.

Describe your experience in successfully reaching out to and involving communities of color and other historically under-represented communities?

Our approach to every project includes an examination of the audiences, including whether they include communities of color and historically under-represented communities. We have significant experience reaching communities of color and low-income communities with marketing and PR campaigns. In many instances, we work in partnership with trusted community organizations to reach their constituencies. Trust is a primary driver for multicultural audiences to choose to engage with a program, and gaining this trust can be difficult through traditional marketing tactics. Working with organizations that have established a level of trust with the community helps overcome this initial hurdle.

When King County Metro (Seattle) wanted to enroll low-income residents and communities of color into reduced transit fare programs, we worked in partnership with community-based organizations. First, we simplified the language on the agency's mailers and flyers and reduced the word count, since literacy is frequently an issue for low-income audiences. Then, we trained members of community organizations who spoke Spanish and Chinese on the transit changes and supplied them with our materials. These community ambassadors attended tax prep clinics, food banks, monthly legal clinics, parents' potlucks at child care centers, grocery stores, libraries and community events. Our program sign-ups exceeded goal by 68%.

We also worked with TriMet to create an ad about Hop Fastpass for Asian American audiences, who were lagging in adoption of the new fare card. We worked in partnership with the Asian Pacific American Association of Oregon (APANO) to create storyboards that reflected the cultural values and situations of the audience. After C+C delivered the storyboards, the ads were ultimately produced and placed in-house by TriMet.

For Energy Trust of Oregon, we wanted to ensure that Spanish-speaking communities in Oregon knew about the energy efficiency and renewable energy resources available to them. In order to reach bilingual and Spanish-only audiences, we created ads in both languages that featured Latinx talent and households. When COVID-19 closed schools, we created a resource page for Oregon parents to teach their kids about energy, with lessons and activities in English and Spanish. And when Energy Trust wanted to highlight a zero-energy school in a largely Latinx neighborhood, we pitched and secured earned media stories in English and Spanish media outlets.

Would you support investing a set-aside \$20,000 in community engagement with nonprofit partners to target participation of communities of color? If yes, describe a high-level use of funds and related strategy.

C+C wholeheartedly believes in the effectiveness of community engagement, and strives to make all our campaigns inclusive to everyone, including communities of color. C+C would approach community engagement slightly differently for each phase of this project.

For Phase II, we have a pretty clear idea of who our target audience segment is from a demographic standpoint, as well as acculturation data. As part of our work in Phase I, we conducted a secondary research review to gather the following information about our target audience:

TOTAL POPULATION OF TEENAGERS IN CANBY AND MOLALLA (AGES 15-19):

Canby: 1,229

Molalla: 657

Total: 1,886

DEMOGRAPHICS:

Based on available population data showing that 90% of Canby's total population and 91% of Molalla's population is white, it can be inferred that most teens in the area are white.



ACCULTURATION:

Using a platform called Geoscape¹, C+C was able to look at acculturation levels for Hispanic and Latinx young adults (18–24 years old). In both Canby and Molalla, the majority of folks within the Latinx population are either Bi-Cultural, Nueva Latina or Americanizado — acculturation levels that indicate these populations are quite assimilated to U.S. culture, and with regards to language are either bilingual, prefer English, or only speak English, which indicates there is not a critical need for in-language materials.

Given the extremely small size of the target audience, and the demographic and acculturation data, our recommendation at this time would be not to invest \$20,000 (40% of the total campaign implementation budget) in this type of community outreach. We believe we can use these funds in other, potentially more effective, ways to reach the target audience.

However, C+C is currently planning to execute market research to help us identify the target audiences' key influencers to engaging in the behavior. Should the research reveal that teens in Canby and Molalla are more likely to engage in the behavior if a community leader is delivering the message, then working with nonprofit partners to amplify the campaign message would be an important part of the strategy.

For Phase III of the campaign, when our target audience broadens to encompass the entire county, we believe community engagement through nonprofit partners would be a valuable tool in our toolbox. Given what we know now about the Phase III campaign — focusing on speeding and reckless driving during the COVID-19 pandemic — we will want to engage with as many drivers in the county as possible. We also know that minorities (in particular Hispanics) have been heavily impacted by the pandemic and have not been able to stay at home much due to working essential jobs. This means that they are on the road more and are potentially a high-risk segment.

Given this information, we would recommend investing \$20,000 for community engagement. With these funds, we would create in-language partner toolkits that we can distribute to trusted community partners to amplify the campaign message through their established communication channels to reach their constituents. The toolkit may include materials such as handouts/brochures, posters, digital and social media assets, email newsletter content, campaign graphics, videos, etc. Along with the partner toolkits, we would provide grant funds to each partner to compensate them for their time and effort to collaborate with us on the campaign.

We know that the top three languages spoken throughout the county after English are Spanish, Russian and Chinese, which prompts us to look into partnerships with community-based organizations that are working within these communities. C+C would work with the DTZ team to refine our list of community partners, but some initial ideas of organizations we may want to partner with include:

1. **Todos Juntos** – this organization is active throughout rural Clackamas County and they post Spanish language material on their [Facebook](#) page, which could be a great channel to leverage to further the reach of the campaign.
2. **El Programa Hispano Católico (Catholic Hispanic Program)** – provides health and social services to the Latinx community in Multnomah, Clackamas, and Washington counties, and they too have a pretty active [Facebook](#) presence.
3. **Northwest Family Services** – offers many health and social services for Hispanics and is located in Clackamas County. They also post in-language information on their [Facebook](#) page.
4. **Asian Pacific American Network of Oregon (APANO)** – [APANO](#) operates on a statewide level, but they would be valuable partners to provide strategic guidance as to how to engage with the Chinese-speaking population in Clackamas County.
5. **Ecumenical Ministries of Oregon** – this [faith-based organization](#) offers services for Russian-speaking refugees and immigrants throughout Oregon, but would also be valuable strategic partners on how to reach the Russian-speaking population in Clackamas County.

¹ Geoscape provides acculturation data based on zip codes, so these numbers account for populations slightly outside of Canby and Molalla city limits.



BUDGET

Partner: General Manager
 Vice President, Strategic Advisor
 Director of Market Intelligence
 Account Supervisor
 Senior Account Executive
 A/E, Market Research Assistant
 VP Creative & Content
 Content Director
 Associate Creative Director
 Art Director, Senior Producer
 Production Supervisor
 Graphic Designer, Digital
 Specialist, Producer
 Associate Content Specialist
 Intern
 K/M Media

TASK	ACCOUNT SERVICES										CREATIVE & CONTENT										SUBS	Total Hours	Total Labor	ODCs and Media
	\$255	\$240	\$215	\$200	\$170	\$125	\$240	\$215	\$200	\$170	\$155	\$140	\$125	\$50	\$125									
PHASE II - Implementation																								
Implementation plan ^{1,2}	2	6		2	4		1	1	1			4						20	\$4,005	\$0	\$4,005			
Materials development ³	2	4		8	20		1	1	12	13	20	20	14					115	\$19,185	\$12,000	\$31,185			
Campaign launch ⁴		2			6			4				20						55	\$7,300	\$7,500	\$14,800			
Task Hours	4	12	0	10	30	0	1	2	17	13	20	44	14	9	14		190							
Task Cost	\$1,020	\$2,880	\$0	\$2,000	\$5,100	\$0	\$240	\$430	\$3,400	\$2,210	\$3,100	\$6,160	\$1,750	\$450	\$1,750		\$30,490	\$19,500	\$19,500	\$49,990				

PHASE III - Planning and Implementation																						
Campaign plan development ⁵	6	24		8	14		4	4	14			4	4					8	90	\$17,950	\$0	\$17,950
Research ⁶		10	30		10	40													90	\$15,550	\$5,000	\$20,550
Campaign concept development ⁷		10	30		10	40													38	\$7,325	\$0	\$7,325
Materials development ⁸	2	4		4	2		1	1	10	10	4								285	\$48,065	\$20,000	\$68,065
Campaign launch ⁹	4	14		20	40		2	2	30	50	40	33							57	\$8,040	\$50,000	\$58,040
OPTIONAL:																						
Community partner engagement ¹⁰	2	4			6				4			20		9				12	60	\$10,030	\$10,000	\$20,030
Task Hours	16	64	30	46	72	50	7	7	58	60	60	68	53	9	20		600					
Task Cost	\$4,080	\$15,360	\$6,450	\$9,200	\$12,240	\$6,250	\$1,680	\$1,505	\$11,600	\$10,200	\$9,300	\$9,520	\$6,625	\$450	\$2,500		\$106,960	\$85,000	\$85,000	\$191,960		

Budget Assumptions and Notes:

- Draft implementation plan has been delivered to the County per our existing contract for Phase I; assumes revisions and finalization of plan
- Refining and finalizing draft implementation plan
- Includes video production
- Includes implementation of paid media
- Includes key messaging, targeting, segmenting, channel plan, and overall marketing plan
- Assumes secondary and/or primary research needed
- Concept links to Phase II
- Materials TBD based on campaign plan
- Includes implementation of paid media campaign
- Engage community partners through mini grants to assist in community engagement and campaign amplification (contingent upon funds available)



HOURLY RATES BY LABOR CATEGORY

Title (Labor Category)	Rate
Partner	\$ 255
General Manager	\$ 255
Vice President	\$ 240
Strategic Advisor	\$ 240
Creative Director	\$ 240
Group Account Director	\$ 240
Senior Director	\$ 215
Director	\$ 215
Associate Creative Director	\$ 200
Account Supervisor	\$ 200
Digital Strategy Manager	\$ 200
Art Director	\$ 170
Digital Strategist	\$ 170
Senior Account Executive	\$ 170
Senior Producer	\$ 170
Senior Designer	\$ 155
Production Manager	\$ 155
Designer	\$ 140
Producer	\$ 140
Account Executive	\$ 140
Digital Specialist	\$ 140
Assistant Account Executive	\$ 125
Associate Designer	\$ 125
Data Management Associate	\$ 125
Digital Coordinator	\$ 125
Market Research Assistant	\$ 125
Intern	\$ 50

REFERENCES

1) Washington Traffic Safety Commission (Similar Work)

Shelly Baldwin
 Legislative and Media Relations Manager
 Washington Traffic Safety Commission
 621 8th Avenue SE, Suite 409
 Olympia, WA 98501
 sbaldwin@wtsc.wa.gov
 360-790-9111

2) ENERGY STAR (Long-term Client)

Jill Vohr
 Communications Director
 U.S. EPA ENERGY STAR Program
 1200 Pennsylvania Avenue, N. W.
 Mail Code: 6202A
 Washington, DC 20460
 vohr.jill@epa.gov
 202-343-9002

3) Washington County (Newly Engaged in the Past 36 Months)

Philip Bransford
 Communications Officer
 Washington County Administrative Office
 155 North First Avenue, MS-21
 Hillsboro, OR 97124-3072
 philip_bransford@co.washington.or.us
 503-846-8685



APPENDIX A: PROPOSAL CERTIFICATION FORM

PROPOSAL CERTIFICATION **RFP #2030-73 Strategic Marketing Consultant for the Drive to Zero Project**

Submitted by: Colehour + Cohen Inc. (dba C+C) | State of Washington
(Must be entity's full legal name, and State of Formation)

The undersigned, through the formal submittal of this Proposal response, declares that he/she has examined all related documents and read the instruction and conditions, and hereby proposes to provide the services as specified in accordance with the RFP, for the price set forth in the Proposal documents.

Proposer, by signature below, hereby represents as follows:

- (a) That no County elected official, officer, agent or employee of the County is personally interested directly or indirectly in this contract or the compensation to be paid hereunder, and that no representation, statement or statements, oral or in writing, of the County, its elected officials, officers, agents, or employees had induced it to enter into this contract and the papers made a part hereof by its terms;
- (b) The Proposer, and each person signing on behalf of any Proposer certifies, in the case of a joint Proposal, each party thereto, certifies as to its own organization, under penalty of perjury, that to the best of their knowledge and belief:
 - 1. The prices in the Proposal have been arrived at independently, without collusion, consultation, communication, or agreement for the purpose of restraining competition as to any matter relating to such prices with any other Proposer or with any competitor;
 - 2. Unless otherwise required by law, the prices which have been quoted in the Proposal have not been knowingly disclosed by the Proposer prior to the Proposal deadline, either directly or indirectly, to any other Proposer or competitor;
 - 3. No attempt has been made nor will be made by the Proposer to induce any other person, partnership or corporation to submit or not to submit a Proposal for the purpose of restraining trade;
- (c) The Proposer fully understands and submits its Proposal with the specific knowledge that:
 - 1. The selected Proposal must be approved by the Board of Commissioners.
 - 2. This offer to provide services will remain in effect at the prices proposed for a period of not less than ninety (90) calendar days from the date that Proposals are due, and that this offer may not be withdrawn or modified during that time.
- (d) That this Proposal is made without connection with any person, firm or corporation making a bid for the same material, and is in all respects, fair and without collusion or fraud.
- (e) That the Proposer shall use recyclable products to the maximum extent economically feasible in the performance of the contract work set forth in this document.
- (f) That the Proposer accepts all terms and conditions contained in this RFP and that the RFP and the Proposal, and any modifications, will be made part of the contract documents. It is understood that all Proposals will become part of the public file on this matter. The County reserves the right to reject any or all Proposals.
- (g) That the Proposer holds current licenses that businesses or services professionals operating in this state must hold in order to undertake or perform the work specified in these contract documents.

(h) That the Proposer is covered by liability insurance and other insurance in the amount(s) required by the solicitation and in addition that the Proposer qualifies as a carrier insured employer or a self-insured employer under ORS 656.407 or has elected coverage under ORS 656.128.

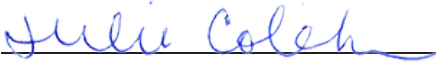
(i) That the Proposer is legally qualified to contract with the County.

(j) 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.

(k) The Proposer agrees to accept as full payment for the services specified herein, the amount as shown in the Proposal.

Resident Bidder, as defined in ORS 279A.120
 Non-Resident Proposer, Resident State _____
Oregon Business Registry Number 684055-97

Contractor's Authorized Representative:

Signature:  Date: December 1, 2020
Name: Julie Colehour Title: Partner
Firm: Colehour + Cohen Inc. (dba C+C)
Address: 1011 Western Avenue Suite 702
City/State/Zip: Seattle / WA / 98104 Phone: (206) 557-4302
e-mail: jcolehour@cplusc.com Fax: (206) 262-0366

Contract Manager:

Name Jan Kleszynski Title: Vice President
Phone number: 503-349-3196
Email Address: jkleszynski@cplusc.com

APPENDIX B: TEAM BIOS

Jan Kleszynski | Vice President



Jan is C+C's elected (vice) president of project management. With over 19 years of experience, Jan is skilled at the art of managing cross-functional teams, multi-tasking, keeping projects moving on schedule and on budget, and cat-herding. She got her start in the communications and marketing field working for radio stations in both Portland and Seattle, and then cut her teeth on the world of energy efficiency and sustainability as a marketing manager at Ecos. At C+C since 2010, Jan manages several key accounts and serves as project manager for a variety of integrated campaigns for clients including Energy Trust of Oregon, Portland General Electric, Bonneville Power Administration (BPA), Clean Water Services, Clackamas County and several initiatives for the Northwest Energy Efficiency Alliance. Her projects have garnered Silver Telly and Big M awards, five Spotlight Awards from the Portland Metro Chapter of Public Relations Society of America (PRSA) and over a dozen Totem Awards from the Puget Sound Chapter of PRSA — including two Best in Shows.

Julie Colehour | Partner



Julie believes that individual actions can change the world. She has spent her career motivating people to alter their behaviors for social good. Her causes have included everything from organic farming and water conservation to green building, recycling and energy-efficient products. Julie has helped support the EPA's ENERGY STAR program for the past 18 years, including co-authoring and supervising the implementation of the original national launch plan. This effort led to a 41 percent national awareness of the ENERGY STAR label in just three years. Julie has been recognized for her work through many awards, including seven Silver Anvils from the Public Relations Society of America.

Julie has planned and executed dozens of behavior change campaigns, including a pilot program for ENERGY STAR focusing on LED recessed can lighting, promoting proper recycling habits for Waste Management and King County Solid Waste Division, urging Puget Sound residents to discontinue use of shoreline armoring, preventing youth suicide, and counteracting the spread of Syphilis and HIV. Most recently, she led the design and execution a quantitative research study about the behavior of drivers in Washington state. The study's key objective was to better understand positive traffic safety norms throughout the state of Washington, with a particular emphasis on behaviors, attitudes and beliefs surrounding distracted driving, impaired driving (DUI/DUI-CA) and general traffic safety. Julie is in the process of working with the Washington Traffic Safety Commission (WTSC) staff and stakeholders to identify how these learnings should be incorporated using the Positive Community Norms framework in their outreach efforts.

Julie is frequently called upon to speak nationally about social marketing, and is the co-author of "The Environmental Marketing Imperative" (Probus Publishing). She is a co-founder of the Pacific Northwest Social Marketing Association (PNSMA) and spearheads the annual SPARKS conference, bringing together social marketing practitioners and public agency professionals from around the Northwest to share best practices and build coalitions.



Nancy Lee | Strategic Advisor



Nancy met and fell in love with social marketing in 1992 while director of marketing for Seattle Children's Hospital. She had just received the results of a drowning prevention campaign she managed, which indicated that life vest usage among children had increased by 25 percent. She was hooked. Nancy knew then that this was the kind of marketing she wanted to do the rest of her career. In 1993, she left Seattle Children's and formed a small consulting firm, Social Marketing Services. In the past 25 years, she has co-authored 13 books on social marketing, including 10 with Philip Kotler, taught *Introduction to Social Marketing* at the University of Washington, consulted with more than 100 government agencies facilitating the development of social marketing plans using the 10-Step Model she developed with Kotler, and conducted social marketing trainings for more than 3,000 program managers in Washington state. After years of collaborating with C+C on various projects for clients including King County Metro, Washington State Department of Health, and Washington Department of Fish and Wildlife, Nancy joined C+C as a strategic advisor in 2017. She believes that social marketing as a discipline has been "launched," but is not "in orbit." She won't stop until it is!

Suzette Riley | General Manager



Suzette brings calm intensity to the C+C creative storm, but under that calm exterior is a fiercely determined PR person. Suzette leads our Portland office and C+C's media relations team, marshaling the efforts of the agency's media pitching army. Suzette gets her stories placed through the magic of "pleasant persistence." She is an expert communicator with nearly three decades of experience working with the media, creating and managing innovative marketing and media relations efforts that bring results. She loves the challenge of finding just the right angle and just the right reporter for a story, then lining up the resources to make it happen. Suzette has led media relations efforts on the topics of healthcare, environmental and social issues for a diverse set of clients, such as the U.S. Environmental Protection Agency, U.S. Composting Council, Google, ENERGY STAR and Alaska Airlines. She has placed stories in USA Today, The Economist, BusinessWeek, The New York Times, NPR, CNN and Forbes, and in local media in markets across the U.S. Prior to joining the world of the billable hour, Suzette spent nearly a decade creating award-winning social marketing programs for a local government conservation agency.

Carey Evenson | Vice President, Creative and Content



Carey helps our clients articulate their creative vision — and leads C+C's integrated creative, content and digital teams in bringing it to life across audiences and channels. From the new business pitch, research and strategy session to the final production and music selection, Carey works to ensure that the creative campaigns C+C develops are strategic, innovative and effective. With a background in brand strategy, account and creative management, she believes the best work comes from successful collaboration — across internal teams, across offices, and most importantly, with our clients. Under Carey's leadership, the creative and content department at C+C develops a full spectrum of work: high-impact PSAs, outdoor and TV ads, branding, integrated digital strategies and web experiences, brand journalism and video. All designed to reach the right audiences at the right time with the right message. Carey's shelf on C+C's trophy case includes too many PRSA Totem Awards to count, some Big Ms, two Silver Anvils, a few ADDYs and one weightlifting participation medal.



Jennifer Stansfield | Vice President, Multicultural Strategy



Jennifer loves telling stories — particularly when they involve travel, innovation and sharing cultural insights. Her devotion to all things multicultural runs deeper than her childhood roots growing up in Mexico City and her passion for traveling the world learning about people of all races, backgrounds and colors. It shapes every other aspect of her day-to-day life whether at work guiding clients on ways to better engage with diverse audiences, or at home where she is raising a bilingual/bicultural global citizen. Jennifer's appetite for experiencing different cultures took her to Los Angeles as a young professional, where she built a reputation for implementing groundbreaking social marketing campaigns that empowered low-income Latinas to be Champions for Change, prepared diverse audiences for The Big California Quake — and set a couple of Guinness World Records along the way! Having recently relocated to Seattle to lead C+C's multicultural marketing strategies, she's excited about spending her free time exploring new places for her personal travel blog, "Have Kid, Will Travel."

Allison Arrington | Content Director



Allison is C+C's producer extraordinaire. An award-winning former broadcast journalist, she has a knack for telling compelling stories that convey key messages and engage target audiences all while ensuring no detail or deadline is missed. A storyteller by nature, she has an ear for the details that make a story powerful and the perseverance to leave no stone unturned or door un-knocked (must be a side effect of being a TV reporter). Throughout her career she's done it all from news to PR to content creation. At C+C she manages video and content projects large and small from single videos and content elements to video series' and content packages. Her attention to detail and knack for storytelling has produced award-winning content for clients including the Washington Traffic Safety Commission, Department of Energy Better Buildings Challenge, ENERGY STAR, BECU and many more. Allison aims for perfection and does not hesitate to do what it takes to get the job done. Her creativity, determination and drive for perfection mean she won't stop until the client's goals she sets out to achieve are reached.

Corinne McCarthy | Market Intelligence Director



Curious by nature, Corinne's favorite word in the entire human language is "why." She has an equal balance of left-right brain power, which enables her to design and execute both qualitative and quantitative market research. Her unique blend of creativity, analytic thinking and pragmatism enables her to uncover market insights and successfully translate them into fodder for awesome marketing and communication strategies. Corinne has had extensive experience designing and implementing mixed methodology research projects for both public and private sector organizations, including the Northwest Energy Efficiency Alliance, Washington State Department of Ecology, Kraft, Sara Lee, Hershey, Kroger, Costco and more.

Wyatt Curtiss | Associate Creative Director



Great campaigns come in two parts: big ideas and flawless execution. Wyatt is in the business of both. With a background in copywriting, strategy, account management and occasional creative tangents, Wyatt has developed campaigns that deliver the unexpected, big results and shiny hardware for clients including Alaska Airlines, Washington Traffic Safety Commission, BECU, ENERGY STAR, and King County Metro. Wyatt leads C+C's team in the hunt for creative gold, digging deep into client's audiences, goals and cultures to unlock what makes them special and bring campaigns



to life. When he's not scribbling in his notebook or presenting campaign concepts, Wyatt is most likely to be found lost in a sci-fi novel, expanding his wardrobe or down a hip-hop rabbit hole. He is also the only C+C employee to ever break a window with a T-shirt cannon. Reminding him of that incident keeps him grounded.

Mel Gutierrez | Art Director



A master of both hands-on, analog creation and all-things-Adobe, Mel is C+C Portland's creative powerhouse. Prior to joining C+C, Mel's client's included Nike Basketball, United Way of the Columbia-Willamette and Zupan's Markets. Her fine art and design history background fuel her strong visual instincts. From art direction to production, illustration to HTML coding, and lots of quippy copywriting in between — Mel's versatile style and experience makes her the perfect Jane-of-all-trades for any project. Get ready to disregard any presumptions about creative-types being too wild or sensitive to work with directly — Mel has a hearty work ethic and communication skills that go above and beyond what you'd expect. She may seem quiet on first meeting, but invite her to any brainstorm and just wait for her genius to strike.

Andrés Rodríguez | Multicultural Account Supervisor



Raised in Venezuela before earning his masters at Northwestern and then making his home in Seattle, Andrés is a walking cultural encyclopedia. Maybe that's why he's fascinated by transcending language barriers and cultural differences to bring people together. Andrés works with clients to develop culturally conscious marketing strategies that drive real behavior change regardless of language or background. Andrés has experiences with all types of businesses from tech startups in the Bay Area to Fortune 500 companies and large media brands in the U.S. and Latin American markets to non-profits, NGOs and local, regional, and national government agencies.

Rainelle Uszynski | Digital Strategy Manager



Rainelle is C+C's digital swiss army knife. Whether clients need to drive traffic to a campaign landing page, launch a new social platform or target a new audience, Rainelle is an expert at defining and achieving digital marketing goals. She is skilled in building multi-channel integrated campaigns across paid search, display, social and email marketing. Since joining C+C, she has applied her craft for clients such as ENERGY STAR, Washington Traffic Safety Commission, Boys and Girls Club, King County Metro and the U.S. Department of Energy's award-winning SWAP campaign. Basically, if you like big results, but don't like thinking about digital optimization, Rainelle is your gal.

Brian Lum | Senior Account Executive



Brian is a champion for good causes and customer-first campaigns — though in a quietly persuasive way. He's a deft communicator across all types of media, and whether he's crafting the smallest caption or managing the biggest campaign, he doesn't rest until it works. Brian embraces every marketing challenge, though he has a special place in his heart for digital and social. This versatility, along with a detail-oriented approach and an eye for emerging trends, is how he helped build loveable brands while working at TriMet and Portland Children's Museum. Brian brings all this and more to C+C, where he has produced compelling content, developed smart strategies and skillfully managed projects for clients including BPA, Energy Trust of Oregon, Waste Management and NEEA.



Chris Wilson | Senior Account Executive



Chris is a former journalist now helping organizations large and small effectively tell their stories. He has developed and led successful public relations and public affairs campaigns in industries such as agriculture, retail, real estate, healthcare and the life sciences. A recent Portland transplant, Chris came to C+C from Indianapolis, where he spent the past three years as public relations manager at a public affairs firm, supporting clients in the Midwest and Washington, D.C. Before working in public relations, Chris spent a decade as an award-winning producer and executive producer in television newsrooms overseeing daily content and execution on both broadcast and social platforms.

Bridget Nolan | Market Research Assistant



Starting as a politics major in college, Bridget became fascinated by the ways that her elective anthropology courses were intersecting with what she was learning within the realm of political science. The balance between the more quantitative elements of politics and the qualitative structure of anthropology sparked her passion for studying, enacting and analyzing research. As the second member of our market intelligence team at C+C, Bridget couldn't be more elated to dig into the new intersection of market research.

Kim Tran | Digital Specialist



Kim is C+C's savvy digital specialist. Her excitement lies in all things relating to social content creation, digital analysis and deep-diving into influencer research. With a growing desire to learn the latest trends in anything digital, she will help increase social engagement, drive website clicks and help your brand build a stronger social media presence. Since joining C+C, she has worked for clients like Washington Traffic Safety Commission, ENERGY STAR, Newland Communities, King County Regional Recycling and many more. Kim's go-getter attitude makes it possible to tackle any project like writing edgy social copy about recycling, researching influencers for energy-efficiency campaigns and even finding the perfect dog GIF that your audience will love.

Katrina Williams | Owner, KW Media



Katrina is an expert media planner and buyer on regional and national levels with 20 years of experience. Her ability to leverage media relationships through effective planning and aggressive media negotiations brings consistent results, over-delivery on added value and lower advertising rates. She is an authority on television, radio, online, print, outdoor and other non-traditional forms of advertising. Katrina has a keen understanding of a region's psychographics and demographics. Taking into consideration the live, work and play interactions of a target audience, she effectively provides each targeted demographic with the information that will serve them best and expertly balances the right media mix to successfully reach campaign objectives for her clients. Katrina has worked with C+C on behavior change campaigns for Washington Traffic Safety Commission, Public Health - Seattle King County, King County Metro and the Washington State Department of Health.



APPENDIX C: WORK SAMPLES

DISTRACTED DRIVING CAMPAIGN WORK SAMPLES

CLIENT: WASHINGTON TRAFFIC SAFETY COMMISSION

E-DUI Distracted Driving Law Launch Press Conference



NBC NEWS SECTIONS NIGHTLY NEWS MSNBC MEET THE PRESS MEGYN KELLY DATELINE TODAY

NBC NIGHTLY NEWS
WITH LESTER HOLT

WATCH FULL EPISODES FOLLOW NIGHTLY

ON THE ROAD, OFF THE PHONE. IT'S THE LAW.
Even when you're

STATE ENACTING NEW DUI LAW FOR ELECTRONIC DEVICES

0:36 1:39


DUI-E: Washington State Bans 'Driving Under the Influence'
WED, JUL 19
A new DUI-E law in... forbids the use of p... gaming devices —

SHARE VIDEO



BROADCAST: WED, JUL 19 - 7 CLIPS

- DUI-E: Washington State Bans 'Driving Under the Influence'** AUTOS
- Secretary of Homeland Security John Kelly on Securing the Homeland in the Post-9/11 Era** U.S. NEWS
- Senator John McCain diagnosed with brain tumor** U.S. NEWS
- Health Care: Pres. Trump Hosts GOP Senators at White House** DONALD TRUMP
- If No Repeal and Replace, Can Obamacare Stand on Its Own?** CONGRESS






ON THE ROAD, OFF THE PHONE. IT'S THE LAW.
Even when you're stopped at a light.



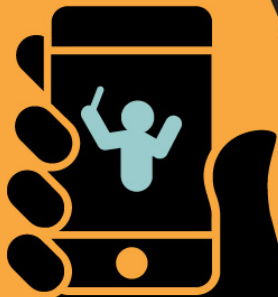
ON THE ROAD, OFF THE PHONE. IT'S THE LAW.
Even if it's a quick text to your mom.



ON THE ROAD, OFF THE PHONE. IT'S THE LAW.
Even if you're scheduling a doggie play date.



ON THE ROAD, OFF THE PHONE. IT'S THE LAW.
Even if you did find that perfect driving selfie angle.



E-DUI Distracted Driving Law Launch Transcreated Posters



**ON THE ROAD,
OFF THE PHONE.
IT'S THE LAW.**

Holding your phone while you're driving is illegal. Even if you're stopped at a red light. Or need to adjust your GPS.




www.waditrazero.com/distracted-driving

English



**專心駕駛，遠離手機。
現在這是法律。**

駕車時手持手機是違法的。
即使在等紅燈，
或要調整導航系統。




www.waditrazero.com/chinese

Traditional Chinese



**专心驾驶，远离手机。
现在这是法律。**

驾车时手持手机是违法的。
即使在等红灯，
或要调整导航系统。




www.waditrazero.com/simplified-chinese

Simplified Chinese



**ЗА РУЛЁМ -
БЕЗ ТЕЛЕФОНА.
ЭТО ЗАКОН.**

ДАЖЕ ЕСЛИ ВЫ ОСТАНОВИЛИСЬ НА СВЕТОФОРЕ
ДАЖЕ ЕСЛИ ЭТО ВСЕГО ЛИШЬ КОРОТКОЕ
ТЕКСТОВОЕ СООБЩЕНИЕ
ДАЖЕ ЕСЛИ ЭТО КОРОТКИЙ ЗВОНОК




www.waditrazero.com/russian

Russian

Community Newspaper Ads in Chinese and Vietnamese



**專心駕駛，遠離手機。
現在這是法律。**

駕車時手持手機是違法的。
即使在等紅燈，
或要調整導航系統。




www.waditrazero.com/chinese



**LÁI XE TẬP TRUNG,
KHÔNG DỪNG ĐIỆN THOẠI.
HÃY CHẤP HÀNH ĐIỀU LUẬT NÀY.**

Cấm điện thoại khi đang lái xe là phạm luật.
Kể cả khi bạn dừng xe ở đèn đỏ hoặc cần
chỉnh sửa hệ thống định vị trên điện thoại.




www.waditrazero.com/vietnamese



**GUARDE SU CELULAR,
SI VA A MANEJAR.
ES LA LEY.**

Incluso si está parada en el semáforo.
Incluso si solo es un texto corto.
Incluso si solo es una breve llamada.




www.waditrazero.com/spanish

Spanish



**LÁI XE TẬP TRUNG,
KHÔNG DỪNG ĐIỆN THOẠI.
HÃY CHẤP HÀNH
ĐIỀU LUẬT NÀY.**

Cấm điện thoại khi đang lái xe là phạm luật.
Kể cả khi bạn dừng xe ở đèn đỏ hoặc cần
chỉnh sửa hệ thống định vị trên điện thoại.




www.waditrazero.com/vietnamese

Vietnamese

Mothers of Young Children Campaign PSA



► View the Mothers of Young Children campaign's PSA in [English](#) and [Spanish](#)



Mothers of Young Children Campaign Digital Ads



YOU WOULD DO ANYTHING
TO KEEP HER SAFE.

ON THE ROAD,
OFF THE PHONE.



HARÍAS TODO LO QUE SEA PARA
MANTENER A TUS HIJOS SANOS
Y SALVOS.

GUARDA TU CELULAR,
SI VAS A MANEJAR.



Mothers of Young Children Campaign Social Media Assets



1 IN 4 CRASHES
INVOLVES CELL
PHONE USE



1 DE CADA 4
CHOQUES
INVOLUCRA
EL USO DEL
CELULAR



3X
MORE LIKELY TO
CRASH WHEN
TALKING ON
YOUR PHONE



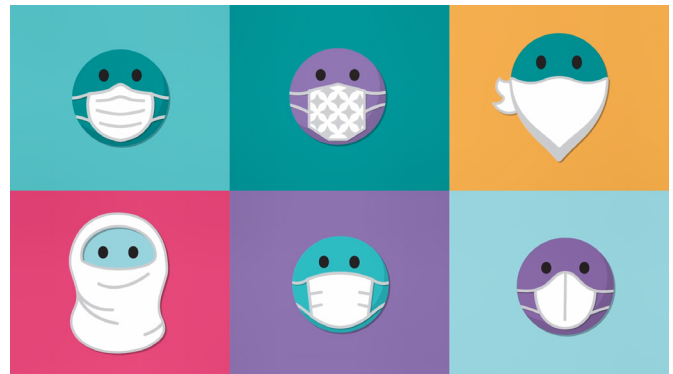
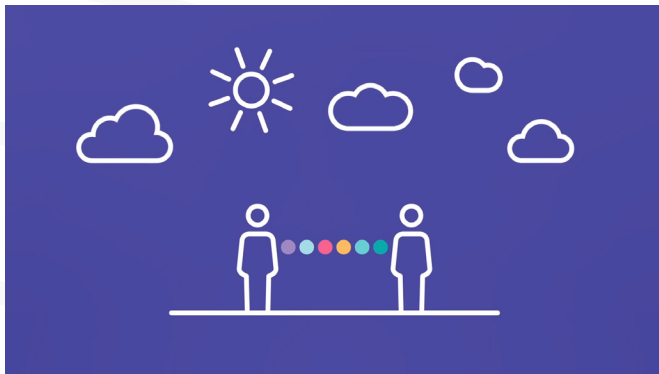
23X MORE LIKELY
TO CRASH
WHEN ENTERING
TEXT INTO
YOUR PHONE



COVID-19: SPREAD THE FACTS WORK SAMPLES

CLIENT: WASHINGTON STATE DEPARTMENT OF HEALTH

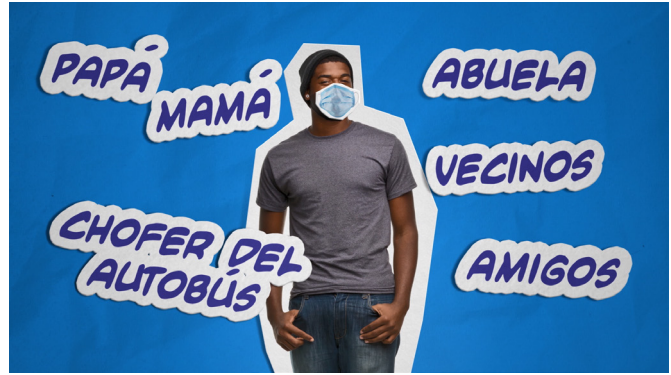
Sample TV/Video Ad Stills



► View a sampling of [videos & TV ads](#) made to date



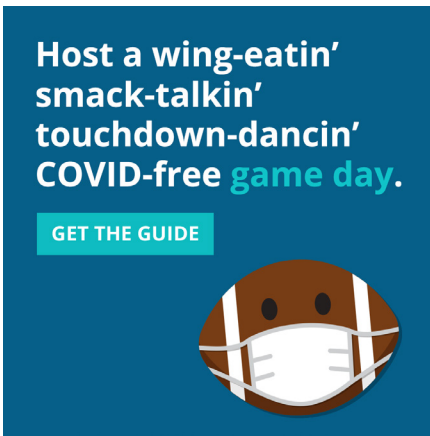
Young Adult Survival Guide Videos in English and Spanish



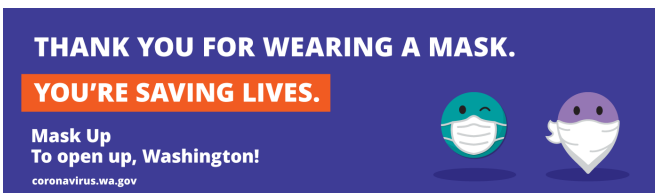
Sample Local Campaign Social Media Graphics (Benton/Franklin, Grant and Yakima Counties)



"Social Gatherings" Social Media Graphics



"Mask Up To Open Up" Billboards in English and Spanish



Mask Up
To open up, Washington!

¡Ponte la máscara
para poder reabrir, Washington!

Mask Up
To open up, Washington!

¡Ponte la máscara
para poder reabrir, Washington!

Sample Social Media Graphics in English, Spanish, Chinese, Vietnamese & Russian

华州居民：
戴好口罩，助力重启！

Đeo khẩu trang
Để mở cửa Washington!

Хочешь, чтобы Вашингтон был открыт?
Надень маску!

华州居民：
戴好口罩，助力重启！

Đeo khẩu trang
Để mở cửa Washington!

Хочешь, чтобы Вашингтон был открыт?
Надень маску!



**AMENDMENT #1
CONTRACT # 2252**

**TO THE CONTRACT DOCUMENTS WITH THE COLEHOUR+COHEN INC DBA C+C FOR
DRIVE TO ZERO MARKETING SERVICES (RFQ 2019-69)**

This Amendment # 1 is entered into between **Colehour+Cohen Inc dba C+C**. (“Contractor”) and Clackamas County (“County”) and it shall become part of the Contract documents entered into between both parties on December 17, 2019 (“Contract”).

The Purpose of the Amendment #1 is to make the following changes to the Contract:

- 1. ARTICLE 1, Item 1., **Effective Date and Duration** is hereby changed as follows:
The Contract termination date is hereby changed from June 30, 2020 to **June 30, 2021**.

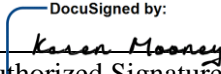
Original Contract	\$ 74,985.00
<u>Amendment # 1</u>	<u>Time Extension</u>
Total Amended Contract	\$ 74,985.00

No additional Compensation is being added to this Contract.

Except as expressly amended above, all other terms and conditions of the Contract shall remain in full force and effect. By signature below, the parties agree to this Amendment #1, effective upon the date of the last signature below.

Colehour+Cohen Inc.
dba C+C
421 SW Sixth Ave, Suite 725
Portland, OR 9704

Clackamas County

DocuSigned by:

Authorized Signature
karen Mooney Chief Financial Officer
Name, Title
6/5/2020
Date

Dan Johnson Date
Director
Approved as to Form
N/A

County Counsel Date

933863-90 FBC / Washington
Oregon Business Registry Number









Contract #3839 Strategic Marketing Consulting for Zero to Drive Campaign

Final Audit Report

2021-04-01

Created:	2021-04-01
By:	Margaret Rockwell (Mrockwell@clackamas.us)
Status:	Signed
Transaction ID:	CBJCHBCAABAA3NaAUPseMneJ4EpHgAO7mR7TuVtgWeuw

"Contract #3839 Strategic Marketing Consulting for Zero to Drive Campaign" History

-  Document created by Margaret Rockwell (Mrockwell@clackamas.us)
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-  Document emailed to Karen Mooney (kmooney@cplusc.com) for signature
2021-04-01 - 9:58:37 PM GMT
-  Email viewed by Karen Mooney (kmooney@cplusc.com)
2021-04-01 - 10:03:02 PM GMT- IP address: 50.239.48.54
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-  Document emailed to Andrew Naylor (anaylor@clackamas.us) for signature
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-  Document e-signed by Andrew Naylor (anaylor@clackamas.us)
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