

**AUTHORIZATION FOR  
AGREEMENTS, MOUs, OR  
OTHER DOCUMENTS OBLIGATING  
THE CITY**

All contracts, agreements, grant agreements, memoranda of understanding, or any document obligating the city (with the exception of purchase orders), requires the completion of this form. The City Manager will sign these documents after all other required information and signatures are obtained.

Document: Task Order 19 of Dam Engineer of Record Contract with HDR (2013 Base)

Date: May 15, 2023

Statement of Purpose: Authorize a contract task order (#19) amending the existing Dam Engineer of Record Contract with HDR to perform public outreach and education related to a new dam at Big Creek in Newport.

Department Head Signature: *[Signature]* 5-17-23

Remarks, if any: This is for year 1 outreach, attached scope has estimates for subsequent years

City Attorney Review and Signature: *[Signature]* Date: 6/05/2023

Other Signatures as Requested by the City Attorney: \_\_\_\_\_

\_\_\_\_\_  
Name/Position  
Date: \_\_\_\_\_

Budget Confirmed:      Signature  
Yes    ☒      No    ☐      N/A    ☐

Certificate of Insurance Attached:    Yes    ☐      No    ☒      N/A    ☒

City Council Approval Needed:      Yes    ☒      No    ☐      Date: June 5, 2023

After all the above requested information is complete and signatures obtained, return this form, along with the original document to the City Manager for signature. No documents should be executed prior to the City Manager's approval as evidenced by signature of this document.

City Manager Signature: *[Signature]* Date: 6/06/23

Once all signatures and certificates of insurance have been obtained, return this document, along with the original, fully-executed agreement, MOU, or other document to the City Recorder. A copy of grant agreement and all project funding documents, must be forwarded to the Finance Department for tracking and audit purposes.

City Recorder Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Date posted on website: \_\_\_\_\_

**CITY OF NEWPORT  
TASK ORDER NO. 19**

**Newport Dam Final Design Public Outreach (Year 1 Services Only)**

This TASK ORDER NO. 19 is to the Engineering Services Agreement, dated September 5, 2013, hereinafter called Agreement, between the City of Newport (CITY), and HDR Engineering, Inc. (ENGINEER).

**A. SCOPE OF SERVICES**

CITY agrees to utilize the services of ENGINEER and ENGINEER agrees to perform engineering services as defined within the scope of work, as identified in the attached Task Order No. 19, dated May 4, 2023 – Task 16: Public Outreach and Stakeholder Support (Subconsultant) – for year 1 services only. (Exhibit A)

**B. CITY'S RESPONSIBILITIES**

CITY to provide ENGINEER with the following information:

1. CITY shall assign appropriate reviewers to the project and compile and provide a single consolidated, coordinated, legible, and internally consistent copy of written review comments to ENGINEER for all draft documents and work products, as appropriate.
2. CITY shall provide timely review of submitted products, as appropriate.

**C. COMPENSATION**


1. CITY shall pay ENGINEER according to the fee breakdown (schedule) set forth in the attached scope of work, for year 1 services only. (Exhibit A)
2. Year 1 services provided under this Task Order No. 19 shall not exceed \$432,657.

**D. MISCELLANEOUS**

1. All terms and conditions of the Agreement (including as amended by Amendment No. 7 to the Agreement) apply to this Task Order No. 19 as though fully set forth herein. In the event of a conflict between this Task Order No. 19 and the Agreement, the terms of this Task Order No. 19 shall apply.

The parties do mutually agree to all mutual covenants and agreements contained within this Task Order No. 19.

**CITY OF NEWPORT**

By: 

Title: City Manager

Date: 06-06-23

**HDR ENGINEERING, INC.**

By:   
Digitally signed by Tracy Ellwein  
Date: 2023.06.09  
11:54:33 -0700

Title: Vice President

Date: June 9, 2023

# EXHIBIT A

## TO19 NEWPORT DAM PUBLIC OUTREACH

### SCOPE OF WORK

May 4, 2023

#### **TASK 16 PUBLIC OUTREACH AND STAKEHOLDER SUPPORT (SUBCONSULTANT)**

Task was extracted from the Final Design scope of work.

##### **Objective**

The City of Newport has received initial funding to design a replacement for the dams on Big Creek Reservoirs and will begin work in during summer 2023. The City had previously launched a public education campaign to increase awareness of the City's need to fund this project among community residents and businesses. As it was initiated, the education campaign was beginning to build its base of constituents, form a coalition of valued stakeholders, and create the tools necessary for campaign success when COVID hit. This effort was in part, successful in helping the City attain state grant funding and initiate discussions about additional funding from federal sources. However, community outreach work slowed in Spring 2020 and has not resumed fully.

Now, with the successful award of additional funding, which moves the project from planning to design, it is imperative that the City restart and boost the communication and outreach effort. Over time, there have been several changes in the project, including the City's project leadership and broader understanding of construction needs and impacts on surrounding properties. This means that much of the material used previously to share information must be updated. Given the significant amount of time since the community was engaged in a meaningful way on this project, relationships will need to be re-established, and communication channels will need to be built.

HDR has estimated the project timeline for design to run until approximately mid to late 2026 when the project will be bid for construction. During this time, activity will occur on-site, and permitting and approvals will be sought. The City will continue actively seeking funding for the eventual dam replacement construction.

Major water infrastructure projects with far-reaching construction impacts can encounter challenges due to misperceptions about the need for additional supply and storage, concerns about water rights and fish and wildlife habitat, and anxieties from adjacent property owners over property access. The City of Newport can successfully garner key stakeholder support for

its Big Creek Dam project by building coalitions, correcting misinformation, and strategically planning an approach to proactive communication.

Communication and outreach efforts for these types of projects are front-loaded. In the project's first year, the communication team must develop communication channels, establish relationships, build stakeholder support, and establish a consistent communication pattern in the community.

The anticipated year one timeline is June 1, 2023 through May 31, 2024, and this scope of work provides tasks associated with work done in the first year. Once consistent communication and outreach are achieved, the communication efforts will transition to an issue management and maintenance phase, and communication support for that phase will be determined at that time. Project cost estimates for subsequent years have been provided to HDR for planning purposes. Generally, they are less costly than in the first year because communication channels and resources will have been built, and the work then turns toward maintaining communication and outreach efforts.

As a small city, Newport does not have a communications team available to provide the kind of support a project this size requires. This scope of work outlines how we propose to help the City develop outreach strategies and communication channels that provide consistent messaging and maximum audience reach. The result will help verify public trust and support for the current design project and the future replacement of the Big Creek Dams.

### **Assumptions**

There are several overarching assumptions inherent in the execution of this SOW that apply to the tasks outlined below

- Campaign materials production (e.g., design, video, translation) and execution (e.g., software subscriptions, social media boosting/digital advertising, website hosting, etc.) costs are separate from consulting fees and are included in this estimate as independent production costs. They will be billed as pass-through expenses.
- Costs associated with travel (airfare, accommodation, car rental, gas, mileage, airport parking, and meals) will follow grant agreement rules.
- Project management to keep the outreach efforts aligned within and between HDR, the City of Newport, and our team has been captured in a separate task.
- Materials developed for this project will need to be reviewed by HDR and their client. Although we expect and encourage edits and revisions, we need to limit modifications to two drafts to maintain the project schedule and budget.

## **16.1 Project Management**

### **Objective:**

To keep the client informed and consulted and that project stays on track, on time, and on budget.

**Services:**

- Participation in monthly project update meetings with HDR and City of Newport staff
- Summarize progress on tasks monthly.
- Biweekly internal strategy/coordination meetings with outreach and communication team (can include HDR, City of Newport, and other project participants as needed)
- Support HDR in providing virtual updates on the communications and outreach efforts to City Council and City leadership

**Deliverables:**

- 12 monthly project meetings
- 12 written project summaries
- 24 internal strategy/coordination meetings
- 10 City council/city leadership updates

**16.2 Revise and Update the Strategic Communications Plan****Objective:**

To update and revise the existing project communication plan to set the stage for the remaining items listed in this scope of work.

**Services:**

- Update and refresh messaging and strategy
- Update the stakeholder matrix and stakeholder prioritization
- Create strategies and tactics that the consulting team can implement on behalf of the city
- Develop a timeline of activities for the first 12 months of the project
- Identify approval processes for materials, campaign channels, and event logistics
- Designate a spokesperson(s) for the project

**Deliverables:**

- One draft and one final updated Strategic Communications Plan

**16.3 Project Brand****Objective:**

To review and evaluate the continued use and effectiveness of the “Save Our Supply (SOS)” brand.

**Tasks:**

- Identify the pros/cons of the “SOS” brand from the perspective of internal teams and external stakeholders

- Determine a strategy and branding path forward for community outreach efforts of the Big Creek Dam project
- Create a new brand identity if deemed necessary

**Deliverables:**

- Brand identity investigation, determination, and resulting implementation plan
- If necessary, develop a new campaign brand name, logo, and style guidelines

## **16.4 Communication Tools and Content Development**

**Objective:**

To build communication materials and tools that support the City in communicating about the BCD project. These materials will be used to support community engagement activities and government funding pursuits. Content development includes fact sheets, brochures, newsletter articles, website copy, video scripts, talking points, and briefing materials.

### **16.4.1 Digital Tasks**

**Services:**

- Build and host a public-facing project website to house the campaign materials (including BCD project basics, history, updates, FAQs, videos, resources, etc.)
- Audit the existing video library for information that may need editing or updating
- Develop a “post-COVID, this is the BCD project’s status” video to bring stakeholders up to speed
- Interview influential stakeholders and capture their support of the SOS campaign on video
- Record live explanations of FAQs to give credence and authenticity to provided answers
- Create a set of foundational PowerPoint presentations and script that tell the story of the BCD project (each for a specific type of target audience (i.e., government officials, public residents, tourist industry businesses) for use by City of Newport staff, HDR, the state and federal advocacy consultants, and communications personnel

**Deliverables:**

- One Campaign website developed to be easy to navigate and visually appealing while providing BCD project content in an easily understood and accessible way and updating this information for the first year
- Create one inventory list of previously used campaign videos
- One “stakeholder update” video (approx. 2 min in length) detailing what has transpired over the past three years with the BCD project, its current status, and the vision for the future
- One video (approx. 2 minutes long) developed from up to 12 stakeholder interviews (30 minutes each) focused on project support
- Series of up to 10 FAQ videos in documentary format
- Three PowerPoint presentations and scripts detailing the story of the BCD project from inception to the current day for different types of audiences
- Digital newsletter (sent quarterly to stakeholders)



## 16.4.2 Collateral

### Services:

- Audit existing collateral materials (fact sheets, brochures, white paper, FAQs, etc.) for information that needs editing or updating
- Determine the continued viability of existing collateral
- Create new fact cards tools to support community and government outreach efforts

### Deliverables:

- Revise and produce new versions of up to (4) collateral pieces
- Up to (10) individual BCD project fact cards

## 16.5 Stakeholder Engagement & Coalition Building

### Objective:

To resume building relationships with key Newport community stakeholders who are impacted by the BCD project. This program component includes seeking endorsements from community leaders and developing a community-based coalition that supports the project.

### Services:

- Connect with leaders of each stakeholder group in one-on-one virtual meetings
- Conduct "BCD Today" presentations to update stakeholders on the project's progress, current status, and the continued need for future support
- Identify a list of stakeholders that can endorse the project in writing. Call each stakeholder on behalf of the city to secure an endorsement and assist with a written statement.
- Review previously collected letters of support to identify whether pull quotes can be used on the project website and be made available for use in lobbying efforts
- Serve as coalition coordinator, developing agendas and materials and follow-up correspondence
- Charter the coalition so that it has a purpose and a timeframe to do its work
- Facilitate quarterly, virtual coalition meetings

### Deliverables:

- 10 Key stakeholder networking interviews @1.0 hr each
- Five Stakeholder group "BCD Today" presentations @1.5 hrs each
- Up to 10 written project endorsements
- Agendas and meeting materials for coalition meetings
- Coalition meeting facilitation
- Summary reports and follow-up

## 16.6 Social Media Evaluation

### Objective:

It is understood that the City has yet to garner an engaged social media audience. However, the community is active on social media platforms not owned by the City. It is also understood that the City is actively seeking long-term, sustained funding for this project, and as such, a viable social campaign may assist with this effort. This task will assess the value of social media campaign creation. If viable, an optional task (listed below) is to create and manage a sustained, active, ongoing social media campaign that supports and sustains engagement in the BCD project.

### Services:

- Understand social media use in the community, and determine whether separate project-specific social media platforms are appropriate or if the City would be served by posting, monitoring, and responding to community-based platforms.

### Deliverable:

- Analysis of community social media use and recommendation for project-based social media use

## 16.7 City of Newport Employee Communications

### Objective:

To educate internal stakeholders, verify project message consistency, and leverage employee visibility when in the field

### Tasks:

- Present an abbreviated outline of project communication tools and tactics to City staff
- Determine appropriate content (and form) for portable information kits to be kept in work trucks for easy reference and distribution

### Deliverables:

- One presentation (approx. 20 min) to City of Newport staff to provide project communication basics
- Create t-shirts for employees with the project campaign logo
- Create hats for employees with the project campaign logo
- Develop portable project information kits (1 per truck)

### Assumptions:

- Costs for hats and t-shirts not included in this fee



## 16.8 Media Relations, Tracking, and Training

### Objective:

To build successful media relations by supporting on-time, on-message project coverage by traditional and consumer news media.

### Tasks:

- Assist with writing and pitching media releases
- Create a content calendar for City interviews on the weekly radio show or other news outlets
- Coordinate messaging with local newspaper editors
- Develop messaging for sensitive topics and events
- Coordinate placement of stories in local publications
- Coordinate placement of stories in water trade publications
- Organize and conduct on-site media training for city and project staff (to include videotaped and reviewed segments)

### Deliverables:

- Messaging platforms
- Editorial calendar covering project milestones
- Research outlets and journalists/development of pitches
- On-site or remote crisis communications support
- One on-site media training workshop

## 16.9 Community Open Houses and Project Tours

### Objective:

To provide opportunities to inform and get input that allows one-on-one communication with community members in a low-conflict setting, so they can get their questions answered and the City can benefit from community feedback.

### Tasks:

- Prepare for and facilitate four (4) community open houses at varying community locations and/or project tours, including:
  - Developing agendas and assisting the staff with promotions/invitations
  - Recommending and developing graphic displays for use in the open houses and on tours
  - Conducting a dry-run with staff and consulting team who will interact with customers and respond to questions
  - On-site facilitation of the open houses and tours
  - Gather feedback from participants and compile a report

**Note:** a digital option for the open houses would entail using a website with information, imagery, and opportunities for guests to provide input and ask questions. A virtual option would entail a

Zoom meeting with breakout rooms. These require roughly the same amount of work (except no travel), so the budget would be about the same.

**Deliverables:**

- Meeting agendas
- Graphic displays
- One facilitated dry-run for staff
- Four facilitated open houses/tours
- One summary report covering open houses/tours

## **16.10 Issue Management**

**Objective:**

To provide a communication strategy and issue management support for a variety of identified issues including: 1) discussions with the neighbors of Big Creek Dam, 2) stakeholder engagement for the Fish Passage Waiver Process, 3) communication strategies to support transitioning to long-term financial plan for the BCD project and ongoing communication strategy as issues arise during the project.

**Tasks:**

- Develop strategy framework and talking points for HDR and the city for identified issues
- Provide as-needed communications support for materials, stakeholder engagement

**Deliverables:**

- Strategic framework and talking points
- As-needed communication support

## **16.11 “What Newport Means to Me” (WNMM) Initiative**

**Objective:**

Leverage community pride and loyalty to build project awareness among Newport’s youth, tourists, and the public.

**Tasks:**

- Investigate opportunities within the Lincoln County School District (LCSD) to bring SOS-related education and WNMM initiative into the classroom (K through 12)
- Explore partnership avenues with Newport’s Chamber of Commerce that leverages alignment between 1) the Chamber’s goals, events, and communication vehicles; 2) WNMM endorsements, and 3) the project campaign
- Capture WNMM testimonials from City leaders, business owners, adult, and youth residents

**Deliverables:**

- Up to (5) meetings with LCSD personnel to determine viability and specifics for a pilot program
- (1) Plan for pilot curriculum development and implementation strategy
- Up to (5) meetings with Chamber staff and tourism industry personnel to determine partner possibilities
- (1) Plan for Chamber of Commerce partnership, includes strategy and suggested tactical execution
- Up to (12) video recordings (:30 each in length) of WNMM testimonials

## **16.12 Crisis Communication Plan and Exercise Support**

**Objective:**

The City has progressed in its effort to verify the community is notified in an emergency and is in the process of setting up alarms and earthquake notification systems. This task is to take that further and create a plan and be prepared to communicate effectively in a crisis that could affect this project.

**Tasks:**

- Support crisis communication with media inquiries and press events and verify that information is disseminated to your target audiences should a crisis occur (as needed).
- Evaluate the current crisis communication plan (if one exists) and update or create a crisis communication plan specific to this project.
- Facilitate an exercise for city staff and HDR to train team members on the plan.

**Deliverables:**

- Draft and final crisis communications plan
- Facilitated exercise and follow-up recommendations
- On-call crisis communications and media support (as needed).

## **16.13 Spanish Translation and Latinx Community Support**

**Objective:**

To actively communicate with the Latinx community in their native language to increase comprehension and information accuracy.

**Tasks:**

- Provide website content in Spanish
- Translate foundational collateral material (fact sheet, FAQs) into Spanish
- Facilitate a community conversation for this target audience in Spanish (via a translator)

**Deliverables:**

- Spanish website option
- Spanish versions of up to two (2) collateral pieces (Fact sheet, FAQs)
- One public, community meeting with Spanish translation provided

**16.14 Social Media Campaign Creation (Optional Task)**

**Objective:**

Create and manage a sustained, active, ongoing social media campaign that supports engagement in the BCD project.

**Tasks:**

- Create one social media site for the Big Creek Dam project.
- Align messaging and communication efforts to create positive and consistent on the platform.
- Develop online content strategies that connect with target audiences, create platform strategies to maximize the reach of that content, and activate communities of interest around shared ideas, interests, and needs.
- Monitor social media platform and other community-based social sites to verify connection with target audiences and correct project information is available (and to correct misinformation).
- Highlight where boosted promotions should be used to quickly put social media posts in front of critical audiences.
- Develop digital measurement programs to evaluate and optimize performance.

**Deliverables:**

- One project-specific social media platform
- Social media content calendar
- Twice weekly posts
- Daily monitoring and responding to misinformation of engagement on social media platform and community platforms
- Suggestions for social media promotions
- Digital measurement program and monthly reports

## **Attachment A – Fee Breakdown**

016 Public Outreach and Stakeholder Support (Sub)

EXTERNAL Title / Job Classification (Per the Contract)										
					Sr. Project Manager	Project Technician III	Sr Project Accountant			
Contract Rate 01 / EXTERNAL Hourly Rate (2023)					235.23	160.90	206.11			
					Hours	HDR Labor	Billable Expense	Subcontractor	Sub Markup	Total Fee
WBS	Description	96	6	16	118	28,456.17	1,000.00	384,000.00	19,200.00	432,656.17
016 Public Outreach and Stakeholder Support (Sub)										
16.1	Year 1	96	6	16	118	28,456.17	1,000.00	384,000.00	19,200.00	432,656.17
16.2	Contingency year 2 (TBD)	-	-	-	-	-	-	-	-	-
16.3	Contingency year 3 (TBD)	-	-	-	-	-	-	-	-	-
16.4	Contingency year 4 (TBD)	-	-	-	-	-	-	-	-	-
016 Public Outreach and Stakeholder Support (Sub) Subtotal		96	6	16	118	28,456.17	1,000.00	384,000.00	19,200.00	432,656.17