

**PORT OF BELLINGHAM
STANDARD AGREEMENT FOR PERSONAL SERVICES**

Port of Bellingham: 1801 Roeder Avenue, P.O. Box 1677, Bellingham, WA 98227

Project Name: Strategic Communications Campaign

Project Location: Whatcom County, WA

Consultant: Conflux Associates LLC

Address: 263 Chuckanut Point Road, Bellingham, WA 98229

Consultant Contact: Peter Frazier Contact Phone: _____

● **CONSULTANT'S SCOPE OF WORK:**

The Consultant's Scope of Work is incorporated herein and attached as Exhibit "A". In the event of a conflict between any provision of the Port of Bellingham's General Provisions and the attached Exhibit "A", the Port of Bellingham's General Provisions shall prevail.

● **TERM OF AGREEMENT:**

The term of this Agreement shall commence with the execution of this document and will terminate when all tasks associated with the scope of services herein and as modified by written Amendment have been completed by the Consultant on or before **August 31, 2025**. This Agreement may be extended for multiple terms or reinstated at the sole discretion of the Port; if so extended, all of the terms and conditions herein shall apply to such extension.

● **COMPENSATION:**

The Consultant shall be compensated on the basis of the attached Exhibit "A". The Consultant shall not adjust any compensation rates without written authorization from the Port. **See attached Exhibit "A"**

This Agreement is limited to a total expenditure of \$99,396.00.

Services covered by this Agreement shall be performed in accordance with the General Provisions and any attachments or schedules. This Agreement supersedes all prior agreements and understandings and may only be changed by written amendment executed by both parties.

THIS AGREEMENT IS SUBJECT TO THE GENERAL PROVISIONS ATTACHED HERETO AND INCORPORATED HEREIN.

● **DATE OF EXECUTION:**

This Agreement is made and entered into on _____.

Consultant:
Signature: _____
Name: _____
Title: _____

Port of Bellingham:
Signature: _____
Name: Rob Fix
Title: Executive Director

GENERAL PROVISIONS

1. Selection. The Consultant was chosen by a documented process demonstrating an equal and open opportunity to qualified parties or as allowed by the Port of Bellingham Purchasing Guidelines for the procurement of Personal Services.

2. Termination for Cause. This Agreement may be terminated by either party upon seven (7) days' written notice should one party fail to perform in accordance with its terms through no fault of the other. In the event the party that fails to perform is the Consultant, the determination of "fail to perform in accordance with its terms" shall be in the sole judgment of the Port. In the event of termination, the Consultant shall be compensated for satisfactory services performed prior to the termination date. In no case, however, shall such compensation exceed the original amount of the Agreement as approved or as amended by the Port. Any work product generated by the Consultant prior to such termination shall be the sole property of the Port, and the Consultant agrees to provide the Port with all such materials as a condition of receiving final payment.

3. Termination Without Cause. Further, this Agreement may be terminated by the Port at any time for any reason whatsoever, at the sole discretion of the Port, with seven (7) days' written notice. In the event of such termination, compensation shall be paid as provided in Paragraph 2 above.

4. Consultant Services. Consultant's services shall meet or exceed the standard for similar services performed by professionals in the Puget Sound region.

5. Charges for Additional Services. The Consultant shall obtain the written approval of the Port for any charges for additional services performed by the Consultant, the additional services of others retained by Consultant, or the furnishing of additional supplies, materials or equipment. The Consultant shall not be entitled to compensation for any such additional charges incurred in violation of this paragraph without prior written Amendment to the Agreement.

6. Monthly Progress Statements. The Consultant shall submit monthly statements of services rendered to the Port in a form acceptable to the Port. The Port shall make prompt monthly payments for work completed to the Port's satisfaction. In no event shall the Port be charged interest on payments due under this Agreement.

7. Applicable Law. All federal, state and local laws applicable in the rendering of the services by

the Consultant shall be complied with in all respects by the Consultant as shall all rules and regulations of the Port and any other applicable governmental agency. The Consultant shall register to do business in the State of Washington and upon request provide proof of the same to the Port. By executing this Agreement Consultant further certifies that neither it nor its principals is presently debarred, suspended, proposed for debarment, or declared ineligible or voluntarily excluded from participation in this transaction by any Federal department or agency. It further agrees by submitting this proposal or acceptance of this Agreement that it will include this clause without modification in all lower tier transactions, solicitations, proposals, agreements, contracts, and sub-consultant contracts. Where the offeror/consultant or any lower tier participant is unable to certify to this statement it shall attach an explanation to this Agreement. The Port reserves the right to require Consultant to replace a sub-consultant or lower tier participant who cannot meet the foregoing certification requirements.

8. Deviations from Scope of Work. The Port may at any time issue written directions within the general scope of this Agreement. If any such direction causes an increase or decrease in the cost of this Agreement or otherwise affects any other provision of this Agreement, the Consultant shall immediately notify the Port. The Port may modify the amount spent for identified tasks within the scope of work providing the total amount of the Agreement, or as modified by written Amendment, is not exceeded. Any work done in violation of this paragraph shall be at the sole expense of the Consultant.

9. Port Review of Title Documents and Permit Documents. Prior to the submission of any documents related to any permits or the execution or recordation of any documents effecting title to any property, the said document shall be reviewed by the Port. The Port shall be responsible for all costs associated with such review.

10. Conflict of Interest. Consultant covenants that it presently has no interest and shall not acquire an interest, directly or indirectly, which would conflict in any manner or degree with its performance under this Agreement. Consultant further covenants that in the performance of this Agreement, no person having such interest shall be employed by it or any of its sub-consultants.

11. Insurance. Consultant, concurrently with the execution of this Agreement, shall provide the Port with evidence that Consultant has obtained and is

maintaining the insurance listed as follows:

(a) Workers' Compensation Insurance as required by law.

(b) Employers' Liability Insurance (bodily injuries) with a limit of One Hundred Thousand Dollars (\$100,000) per occurrence with an insurance company authorized to write such insurance in all states where the Consultant will have employees located in the performance of its work covering its common law liability to such employees.

(c) Commercial General Liability Insurance and Automobile Liability Insurance covering all owned and non-owned automobiles or vehicles used by or in behalf of Consultant with a Five Hundred Thousand Dollar (\$500,000) combined single limit for bodily injury and/or property damage per occurrence and an annual aggregate limit of One Million Dollars (\$1,000,000).

_____[Initial if applicable]: Consultant represents that Consultant will not perform any driving as part of this Agreement. Based on this representation, Consultant shall maintain automobile liability insurance but shall be permitted to maintain lower limits provided that such limits meet the State of Washington minimum insurance coverage. All other terms of this Agreement relating to insurance (including but not limited to subsection d) shall apply to this insurance.

(d) Except with regard to Workers' Compensation Insurance, each of the policies required herein **shall name the Port as an additional insured**. Furthermore, each policy of insurance required herein shall (i) be written as a primary policy; (ii) expressly provide that such insurance may not be materially changed, amended or canceled with respect to the Port except upon thirty (30) days' prior written notice from the insurance company to the Port; (iii) contain an express waiver of any right of subrogation by the insurance company against the Port and its elected officials, employees, or agent; (iv) expressly provide that the insurance proceeds of any loss will be payable notwithstanding any act or negligence of Consultant which might otherwise result in a forfeiture of said insurance; and (v) in regard to physical property damage coverage, expressly provide that all proceeds shall be paid jointly to Consultant and Port.

(e) The Consultant shall furnish the Port with a Certificate of Insurance, including Endorsements, evidencing policies of insurance required herein. **A Blanket Additional Insured Endorsement is not acceptable. The Certificate of Insurance shall**

specifically identify the project name. The Consultant shall maintain these policies as identified above for itself and its sub-consultants for the term of this Agreement and for a period of one year thereafter. Such Certificates shall specifically state that the insurance company or companies issuing such insurance policies shall give the Port at least thirty (30) days' written notice in the event of insurance company's or companies' cancellation or material changes in any of the policies.

If Unmanned Aerial Vehicles (UAVs or Drones) are to be used during the project, Consultant shall procure and maintain for the duration of the agreement, insurance against claims for injuries to persons or damage to property which may arise from or in connection with the ownership, maintenance or use of UAVs. This insurance shall include limits of no less than \$1,000,000 per occurrence and \$2,000,000 in the aggregate and shall name the Port of Bellingham as an additional Insured. The Consultant shall furnish the Port with original Certificates of Insurance including all required additional insured endorsements or copies of the applicable policy language effecting coverage as required by this clause, and a copy of the Declarations and Endorsement Page of the policy listing all policy endorsements.

The Port's receipt and acceptance of the Consultant's certificate of insurance does not waive the Consultant's obligation to comply with the insurance requirements of this agreement.

12. Indemnification. The Consultant shall defend (with legal counsel satisfactory to the Port), indemnify and hold the Port, its elected officials, agents and employees harmless from and against all liabilities, obligations, fines, claims, damages, penalties, lawsuits, governmental proceedings, judgments, costs and expenses (including, without limitation, all attorneys' fees, costs and expenses of litigation):

- Arising out of any negligent act or omission of Consultant, its directors, officers, consultants, agents and/or employees in connection with the services provided pursuant to this Agreement; and/or
- Arising from a breach of this Agreement by Consultant; and/or
- Arising out of or due to any failure on the part of Consultant to perform or comply with any rule, ordinance or law to be kept and performed.

The Port will inform Consultant of any such claim or demand that alleges liability based in whole or in part on any act or omission of Consultant, its directors, officers, agents, or employees.

Thereafter the Consultant shall (i) reasonably cooperate in the defense of such claim and (ii) pay its defense of such claim as incurred, whether or not such claim is ultimately successful. In this regard, the Port will reasonably cooperate with Consultant in allowing Consultant to jointly select, with the Port, attorneys to defend the Port and Consultant provided that Consultant confirms its obligation to pay the Port's defense costs.

12.1 This indemnification obligation shall include, but is not limited to, all claims against the Owner by an employee or former employee of the Consultant or any sub-consultant or service provider. For this purpose, the Consultant expressly waives, as respects the Owner only, all immunity and limitation on liability under any industrial insurance Act, including Title 51 RCW, or other workers compensation act, disability act, or other employees benefits of any act of any jurisdiction which would otherwise be applicable in the case of such a claim.

BY INITIALING BELOW THE OWNER AND CONSULTANT CERTIFY THE WAIVER OF IMMUNITY SPECIFIED BY THIS PROVISION WAS MUTUALLY NEGOTIATED.

Consultant:

Port of Bellingham
By: Rob Fix, Executive Director

13. Confidentiality. Any reports, documents, questionnaires, records, information or data given to or prepared or assembled under this Agreement shall be kept confidential unless a specific written waiver is obtained from the Port and shall not be made available by the Consultant to any individual or organization without prior written approval of the Port except as may be ordered by a court of competent jurisdiction. The provisions of this section shall survive the expiration or earlier termination of this Agreement.

14. Plans, etc. Property of Port. All original plans, drawings and specifications prepared by the Consultant and any and all sub-consultants for the Port and funded by the Port are and shall remain the property of the Port whether or not the Project for which they are made is executed. This shall not apply to proprietary software or documentation that may be provided to the Port and that was developed independent of funding by the Port. The

Consultant assumes no liability for any use of the Drawings and Specifications other than that originally intended for this Project. Originals, including electronic forms of the data prepared by the Consultant and funded by the Port shall become the property of the Port. No reports, records, questionnaires, software programs provided by Port or other documents produced in whole or in part by the Consultant under this Agreement shall be the subject of an application for copyright by or on behalf of the Consultant.

15. Public Disclosure Request. Correspondence, reports and other written work that is generated during the course of the relationship created by this Agreement, may be requested by third parties pursuant to the Washington State Public Disclosure Act (RCW 42.56 *et. seq.*). The parties agree that in the event that such a request is filed, the party with whom the request is filed will promptly notify all other parties to this Agreement. The parties further agree that they will not disclose any such requested material until at least ten (10) business days after providing notification to all other parties to this Agreement. The intent of this clause is to provide all parties the opportunity to seek injunctive relief pursuant to RCW 42.56 so as to protect the vital functions of those entities. This clause shall survive the termination or expiration of this Agreement.

16. Electronic File Compatibility. All electronically- transmitted output must be compatible with existing Port software. The Port currently operates Microsoft Office, AutoCad and Adobe Acrobat. Consultants shall check with the Port for software application and system compatibility. Consultant shall transfer data via drawings saved as zip files using etransmit to bundle CAD support files accompanied by Adobe .pdf files. Large files can be transmitted via CD or in DVD format.

17. Pollution. Port acknowledges that the Consultant is not responsible for the creation or presence of contamination or pollution, if any, at the property except to the extent that such a discharge, release, or escape is caused by the negligent act or failure to act by the Consultant. For the purpose of this clause, contamination conditions shall mean the actual or alleged existence, discharge, release or escape of any irritant, pollutant, contaminant, or hazardous substance into or upon the atmosphere, land, groundwater, or surface water of or near the property. The Consultant will promptly notify the Port of contamination conditions, if identified. Notwithstanding the foregoing, the Port does not herein waive any cause of action for damages resulting from the Port's reliance on any

misrepresentation (made either knowingly or negligently) by the Consultant with regard to the presence of any contamination or pollution.

18. Payment of Sub-Consultants. Markup on work performed by first tier Sub-consultants shall not exceed four (4%) percent; markups are not allowed on work performed by lower tier Sub-consultants. The Port may request the Consultant certify that it has paid its sub-consultants in full for all work encompassed by invoices that the Port has paid. The Consultant shall be solely responsible for the performance of and payment to its sub-consultants. All such sub-consultants shall possess all licenses and insurance as required by the laws of the State of Washington.

19. Non-Discrimination. In connection with the performance of this Agreement, the Consultant shall not discriminate against any employee or applicant for employment because of race, color, creed, religion, sex, sexual orientation, national origin, age, marital status, genetic information, honorably discharged veteran or military status, presence of a sensory, mental or physical disability, or use of a trained dog guide or service animal. The Consultant shall take affirmative action to ensure that applicants are employed and the employees are treated during employment without regard to their race, color, creed, religion, sex, sexual orientation, national origin, age, marital status, genetic information, honorably discharged veteran or military status, presence of a sensory, mental or physical disability, use of a trained dog guide or service animal or any other protected class.

20. Jurisdiction. This Agreement is made and delivered in the State of Washington and shall be construed and enforced in accordance with the laws thereof. All claims concerning or arising out of this Agreement shall be resolved in the Superior Court for Whatcom County, Washington. Consultant expressly waives the right of removal to federal court. Both parties hereby waive the right to a jury trial in any such dispute.

21. Entire Agreement. This is the entire agreement between the parties. It may not be altered or modified except by a written amendment to this Agreement that references the intent of the parties to amend this Agreement. There is no other oral or written understanding between the parties concerning this matter. The Consultant specifically understands that no Port employees other than the designated Port representative or their supervisors are authorized to direct the work of the Consultant. This agreement may be executed in counterparts, which may be transmitted via email or other

electronic transmittal, each of which shall constitute an original, and all of which will be deemed a single document. Signature of an email or other electronic transmittal copy of this agreement, and transmission of a signature page by email or other electronic transmittal, shall bind the signing party to the same degree as delivery of a signed original.

22. Signing Authority. Anyone signing this Agreement on behalf of the Consultant personally certifies that they have the authority to execute said document on behalf of the Consultant and that their signature is binding upon the Consultant.

23. Obligation to Report Employees Who Used Early Retirement Factors; Liability for Failure to Report. The Port is an employer of one or more members of the Washington State Department of Retirement Systems (DRS). As a DRS covered employer, the Port is required to advise DRS of any retiree performing services for the Port who has used the 2008 Early Retirements Factors (ERFs) to retire early and is under age 65. Workers meeting these factors cannot perform services in any capacity for a DRS-covered employer and continue to receive a pension benefit (WAC 415-02-325).

Concurrently with the execution of this Agreement and prior to commencing work, Consultant shall verify if any person who will be performing work on this project retired from a DRS employer using ERFs. Consultant must report any such persons to the Port by: (1) completing the DRS Contractor or Third-Party Worker Retirement Status Verification form that can be downloaded by following this link (https://www.portofbellingham.com/DocumentCenter/View/9921/DRS_StatusForm) and (2) emailing it to payroll@portofbellingham.com or mailing it to Port of Bellingham Payroll at 1801 Roeder Ave, Suite 146 – Bellingham, WA 98225.

If Consultant fails to timely report any employee who used ERFs to the Port in accordance with this section, Consultant shall be liable for all assessments issued to the Port by DRS and all legal fees and costs incurred by the Port in connection with such assessment. Consultant agrees that the Port may deduct such amounts from any amounts that may be owed to Consultant. Any additional amounts owed will be paid to the Port within fifteen (15) days of receiving an invoice from the Port.

Proposal to Port of Bellingham

Strategic Communications Campaign Plan



It pains me to see Port of Bellingham take such a reputational beating. The problem has been growing for some time but has reached a critical nadir. It is difficult for Port leadership, the Commissioners, and the staff. It likely makes retention, hiring, job satisfaction, and team building more difficult. And it is not deserved. I see the dedication to excellence you have employed and the difficult initiatives you have undertaken. I am concerned that this reputational deficit will work against the important economic development outcomes this community needs from the Port. The Port of Bellingham's effectiveness has been undercut for reasons not of your own making.

Unfortunately, in the arena of public opinion, there is now a reflexive negative reaction to the Port of Bellingham brand. In a given group of people talking about issues in our community, one is safe assuming that when the subject of the Waterfront comes up, for instance, the opinion of the Port is low. One would be countering the tide by expressing something otherwise. A nuanced discussion about the work of the Port is beyond most voters and taxpayers. The history of the waterfront clean-up and redevelopment, the role of the Port vs. Whatcom County or City of Bellingham, the charter of the Port, and who is responsible for Zuanich Point or Marine Park, are all unclear to most taxpayers in Whatcom county. What does seem clear to people is a *belief* the Port is not performing well.

You have one option to reverse this deficit. It's the proposal I am bringing you today: a strategic communications campaign plan—a three-year plan to change the way opinionmakers and the public think and feel about the Port and to understand its work. It won't be quick, but it will be successful and satisfying.

This strategic communications campaign plan aims to win over opinionmakers and the public, making a compelling case for the critical role and the competence of the Port and its staff. By adhering to tried and true methodologies and practices in research, listening, visioning, storytelling, feedback looping, message development, relationship building, and communications practices, we will, 1) help the public see a grand vision, 2) clarify for them what the Port does, has done, and what it's going to do and why, 3) change the community narrative to a positive one, 4) increase the Port's power and ability to do its work, and get public support while doing so, 5) improve morale, retention, and ability to hire excellent personnel, 6) ensure taxpayers understand the value proposition the Port offers.

With the successful execution of this plan, the Port will have the space it needs to innovate, partner, and gain more significant currency while building its reputation as an economic engine, transportation gateway, and manager of public lands and facilities. To achieve this, the Port must be recognized by decision-makers, employers, taxpayers, and voters as a critical player in helping to solve our community's most challenging problems. We need citizens to not just recognize, but to feel grateful for the Port's provision of water access, beautiful parks, spectacular recreation opportunities, convenient transportation facilities, well-maintained boat harbors, and its unwavering focus on job creation and building opportunities for sustainable industries.

This plan is not a lofty dream, but a practical, well-thought-out strategy. It will construct a three-year campaign arc with specific actions and resources to win a public relations campaign. Importantly, it *will not* require the Port to change its way of doing business or make large expenditures. It *will* inspire and guide the organization and its staff to communicate more effectively about what it is already doing. It *will not* resort to inauthentic advertising or boastful statements. Instead, it *will* encourage the organization to think differently about its approach, with a focus on the end-user experience. It *will not* disrupt staff workflows or activities. It *will* ask the Port and its staff to tie their work back to a compelling community vision and adhere to communication strategies that put their initiatives into context to reach that vision. It *will not* require hiring an expensive, out-of-town PR firm that could be a bad look for the Port. It *will* require trusting me to represent the Port and its interests throughout the community.

Below are the activities included as part of the Port of Bellingham's strategic communications campaign. This campaign will cost \$8,283 per month ~~over three years to employ~~. All expenses are included.

Activity	Description	Purpose	Deliverable
Public opinion snapshot	Review of social media and press. Interviews and heuristic review. Brand analysis. Set protocol to establish a baseline. We will use social listening tools to stay on top of online public opinion throughout the campaign.	We establish a set of metrics as a baseline so we may understand whether we are making progress in our campaign. We will establish the protocol at the beginning of the campaign, then repeat it in 16 months and again in three years.	Report and metrics for baseline and later comparison
Literature review	Identify reports and other materials to gain a clear understanding of the organization's history, planning, initiatives, functions, and norms.	This allows the consultant a thorough baseline understanding of the Port.	None
Stakeholder interviews	12 Interviews with informants external and internal to the organization. Identify brand impressions, strengths, and weaknesses. Identify mental maps, vocabulary, and cognitive frameworks. (We use the term "brand" here to distinguish between actual and perceived qualities of the Port in relation to its business.)	Stakeholder interviews are the best way to understand the nuances of how people think and talk about the organization and its work. This allows us to build a strategy for identifying audiences, where we need to "meet" the people in those audiences, where and how to move them (along our communication goal spectrum), and what language and messages will be effective.	Summary report with findings

Campaign planning, including message framework construction	Detailed plan with specific activities, timelines, audiences, identification of trusted messengers and influencers, forums for reaching messengers, communications goals, objectives, and strategies. The plan provides the building blocks for the messaging, but not the messaging itself. Identify audiences (15 to 20 are likely for this campaign), forums where we reach those audiences, Trusted messengers within each audience (specific names), communication goals, messaging themes, and tones	This is the roadmap detailing how we will meet our goals and win our campaign. As the plan's arc is three years, adjustments will likely be made as circumstances change and goals adjust.	Report and presentation
Authentic voices	Focus groups and interviews to build understanding: listening closely to those who support the Port or aspects of the Port	The purpose of this work is two-fold: 1) it widens our understanding of community voices on the organization and its work. 2) it signals to the participants that the Port is curious, listening, and responsive to citizens. It fulfills a different purpose than Port advisory groups and public comment at meetings. To get the most from participants, Port staff will not be present but they will have the opportunity to read summaries, study results, and watch videos. While criticism of the port will be noted, we are focusing here on stories, language, and examples of supportive, positive, and optimistic viewpoints. This will prepare us for upcoming vision and message development.	Summary report with findings
Vision development	We will create a soaring and plausible vision of what Whatcom County will look like in the near future when the Port has fulfilled its mission, its partnerships have succeeded, and community economic development opportunities have been realized. The consultant will create the vision, workshop it with the Port executive staff, and finalize it into a useful form.	Goals help us get to where we want to go, but inspiring people is difficult without a clear, tangible, and attractive vision. This vision is not intended to be public-facing in this form.	Written vision statement, visual vision board
Persona development	Development of personas to focus messaging on trusted messengers within audiences. Personas are fictional characters that represent our audience. We name them, age them, give them a short bio, and even use stock images to personify them. We detail what audience they are in, what motivates and moves them, what messaging themes will resonate with them, and how and where to reach them.	Personas are a powerful tool to help the consultant and the client discuss audiences in a way that makes the general more specific and real. It allows us to organize and focus our messaging and our efforts in ways that are more likely to connect with our intended audience members. Creating a display board for internal use featuring our personas can be powerful. It can direct internal conversations in ways that shape programmatic creation, change, communication, and service delivery goals for the better.	Written biographies (with photos) of each familiar persona. 16 to 20. Can be printed as a poster for internal use or prepared as a document or presentation.
Message development, testing, and iteration	Developing messages to flesh out the messaging framework and creating specific, well-honed messages for use throughout the campaign. We will test the messaging on stakeholders to be sure it meets our goals. This is an excellent opportunity to cross-influence and participate in the Port's official messaging.	The consultant will use all previous campaign activities (above) to create a matrix of specific, well-honed messages. These messages will be audience-specific and context-specific and ready for use in the strategic communications campaign, social media, advertising, report writing, grant applications, speeches, press releases, op-eds, and other internal and external communications.	Messaging documentation
Internal campaign building	Arming employees with vision, goals, and messaging.	The consultant will present to Port employees in groups to help them with talking points for discussions with external audiences (customers, members of the public, contractors, suppliers, etc)	Presentations
Visual development	Development of a set of graphics and a graphic standard visually representing our campaign messaging.	The contractor will provide professionally designed, on-brand visual assets for various uses, such as PowerPoint presentations and reports. Visual storytelling is critical to conveying the Port's messaging and story and connecting with audiences.	Presentation and charting assets that can be templated, or used as a graphic standard for communications and graphic professionals.
Story development	Stories about people, businesses, and opportunities best represent the Port's successes and initiatives. We will develop stories for use throughout the campaign.	Stories are powerful and the most repeatable and sticky messaging device. In our previous campaign activities, we will be looking for stories and elements for building stories that will be collected for campaign use.	A written story collection

EXHIBIT A

Relationship building and management	The consultant will meet in person with identified influencers and trusted messengers on behalf of the Port. Port staff will be included as necessary. Each meeting will aim to move the messenger in a positive direction from where they are on a spectrum of Opposition up to Material Support. These messengers, one by one, will change the community conversation when they understand the vision and the work of the Port in the context of that vision. Trusted messengers have an enormous influence because people within their circles look to them for information on how to think/feel about issues and actors in our civic discourse.	Most of the efforts of the consultant will be spent cultivating influencers in person. For each person, for each meeting, we will have developed a goal and an ask. In some cases, it will be selling the person for participation in one of the Port's economic development initiatives. In others, it will be to clarify perceptions around wastewater management (for instance). It may be meeting with a group of people to ask for ideas or support to build on an issue important to the Port. It may be cultivating someone who is loudly negative. It may be cultivating someone whose voice of support needs to be amplified, and selling them on the idea of doing so.	Monthly reports, including opportunities, concerns, meeting impacts, and further required actions. Meetings may result in actions that staff may need to take to clarify questions that have arisen or follow up to further cultivate the influencer.
Media/news/podcast relationship development	The consultant will monitor, look for news story, LTE, or op-ed opportunities to favor the Port, and maintain relationships with beat reporters and their editors, podcasters, and other media.	Good, strategic relationships with news and media allow an organization to shape the narrative, pitch, and, to some degree, angle stories.	List of "clippings" through social listening tool reports.
SEO development	Work with a contractor or subcontractor to maintain excellent SEO. The most time-consuming work in having excellent SEO is creating cross-linked, well-conceived, and well-written content. The consultant will already be providing messaging and writing for use in the campaign (see Campaign Writing) and making connections with scores of businesses, blogs, news orgs, and other online outposts (see Relationship Building and Management) that can create backlinks to the Port site and/or campaign site.	Well-maintained Search Engine Optimization (SEO) is critical to making the organization's messaging dominant over detractors. Whether countering a narrative or promoting a point of view, excellent SEO is necessary.	Quarterly reports
Campaign writing	A strategic communications campaign needs many kinds of writing, including messaging, op-eds, speeches, copy for emails, websites, news releases, and marketing. This writing is likely to be used by or influence outgoing communications for the Port's work and the campaign.	A campaign depends upon clear, concise, and convincing prose with a strong, consistent voice. All writing will adhere to the campaign's communications structures, consisting of vocabulary, storytelling, visual references, and messaging. It will align with the developed vision and authentic voices and know which audience it is speaking to and where it is trying to move them.	Varied
Executive coaching	Work with the Port executive staff to ensure message and delivery are aligned with campaign goals.	The Port's executive team consists of consummate professionals with years of experience. However, all professionals benefit from guidance and feedback to make the most of each interaction, particularly when it comes to messaging within a campaign. The consultant can assure that any representative from the Port will know their audience, what message will work best for that audience, and meet the goals of each opportunity. This coaching will pay off well beyond the purposes of the campaign.	One-on-one coaching sessions, follow-up.

