

## Scope of Work

**TO:** Eric Hecox; Veva Deheza

**FROM:** GBSM

**RE:** Scope of Work for a Statewide Water Awareness Campaign Communications Plan

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Colorado faces significant challenges to ensuring a secure water future. As we transition from an era when water was an undeveloped resource to a time when it is a developed resource that needs managing, there are critically important issues that we must address as a state. Successfully addressing these issues will require an aware and engaged public that realizes our numerous challenges and has a deep appreciation for the value of our water. Clearly, the time for a comprehensive strategic communications plan on water is now.

To that end, the Colorado Water Conservation Board (CWCB) has engaged GBSM to create a multi-year, statewide communications plan that increases awareness and appreciation of Colorado's precious water resources. We believe that this is a vitally important undertaking for the future of Colorado.

This proposed scope of work will cover a period through the end of June 2011, by which time the plan will be developed and ready for implementation. This scope does not cover any work associated with implementation of the plan following June 30, 2011.

### **I. Goals**

This comprehensive, statewide communications plan will aim to achieve the following goals:

- Increase appreciation of the importance and value of water among Coloradans across the state;
- Increase the understanding among all Coloradans of the multiple values of water and the critical role it plays in supporting the state's quality of life and economic prosperity;
- Promote stewardship of this resource by raising awareness of why this is such a precious – and limited – resource in Colorado;

- Provide a platform, including the overarching messages and communications tools, that can be used by the Colorado Water Conservation Board (CWCB) and other water educators and communicators across the state in their efforts to increase water awareness and stewardship among their respective stakeholder groups; and
- Analyze funding opportunities for a phased implementation of the communications plan.

## II. Tasks

There will be four main tasks associated with the development of this plan.

### Task 1: Research

The first step will be to conduct research that provides a solid foundation for the development of the plan.

- Identify best practices in water awareness and outreach efforts: We will look to other states (e.g., Texas and California) as well as other efforts within Colorado. We will take the most effective strategies, tactics and ideas from these success stories and apply them to this plan. This research will include identifying how other successful campaigns were funded.
- Assess what we know about Coloradans' baseline attitudes on water: Working with other water educators and communicators, we will identify and analyze existing research on what Coloradans know and think about water so we can build upon that foundation and achieve maximum efficiency and impact with the plan.
- Review other pertinent water awareness efforts within and outside the state: We will look to other water communications efforts and initiatives (e.g. Water 2012, the Colorado Water Education Task Force, the Public Education, Participation and Outreach Group, etc.) to ensure that our plan builds upon the foundation that others have already established, and avoid redundancy.

### Task 2: Facilitating the Dialogue with Key Stakeholders

Critical to the success of this effort is working from the outset with key stakeholders in the water community. At a minimum, this will include working closely with the Value of Water

Campaign subcommittee which will play a key role in this effort. At the direction of CWCB staff, the dialogue could also be expanded to include others.

We will facilitate a dialogue with these stakeholders that:

- a. Reaches clarity on who we are trying to reach and what we want them to know and do about water;
- b. Ensures the plan addresses stakeholder water issues and provides the foundation and communications tools they and others in the water community need to be successful;
- c. Determines how to measure the success of the plan;
- d. Identifies how best to leverage their communications channels so the plan can build upon the dialogue they have established with Coloradans; and
- e. Discusses ideas for funding the eventual implementation of the plan.

### **Task 3: Developing the Plan**

Based on the information gathered through research and key stakeholder input, GBSM will then develop a comprehensive communications plan to promote water appreciation, stewardship and education throughout the state. Although the specific components of the plan will be informed by the work during the previous two phases, we expect that it would include the following.

- a. Roadmap: The plan will provide a step-by-step roadmap for phased implementation as funding opportunities are realized, including specific strategies for stakeholder outreach and the ways in which water-related entities can be engaged to share our campaign messages on a broader scale. Specific tactical outreach strategies such as advertising campaigns, a campaign website, social media, and media relations would also be identified, as well as timelines for implementation. A discussion of potential funding opportunities, as identified during the research phase, will also be included.
- b. Additional Research: The plan will outline recommendations and strategies for additional research to be conducted during the implementation phase. The purpose of this research will be to gain insight into what Coloradans know and think about water today and to test the effectiveness of messaging and communications tactics identified in the plan. This research will also help us better understand the geographic differences in perspectives on water and provide a benchmark against

which to measure success of the plan. Some of this work (e.g., focus groups) could be conducted prior to June 30, 2011, to the extent that funds become available.

- c. **Target Audiences:** The plan will define and prioritize specific target audiences we are trying to reach and the most effective communication channels for reaching those groups.
- d. **Message Platform:** The plan will provide a message platform that effectively conveys the true value of our state's water resources and the importance of stewardship. The messages will need to be just as effective in speaking to people on the West Slope as they are in talking to residents of the Front Range, the lower Arkansas and other regions.
- e. **Branding:** The plan will address the need to give the campaign a brand identity for maximum impact and effect. Tools would be created during the implementation phase with this brand identity so they convey the campaign's core messages. They will then be easily utilized by other entities in communicating with their stakeholder groups, thus leveraging existing communication channels in order to broaden the reach and impact of the campaign.
- f. **Metrics:** The plan will define the specific metrics to be used for measuring success throughout its implementation.

It's also important to note that the plan will enable a phased approach to implementation in order to allow for public and private funding opportunities and budget constraints. By separating tactics and strategies into prioritized phases, the CWCB and other stakeholder groups can implement the plan in stages (in order of importance) as funding becomes available.

#### **Task 4: Securing Buy-In from Key Stakeholders**

Once we have written the strategic communications plan, it will be crucial to go back to our key stakeholder groups to secure their support. These will be the individuals and organizations with whom we will be partnering to ensure the successful adoption of the plan. We will conduct meetings and other outreach with these individuals and organizations in order to educate them on the plan's key components and begin discussing next steps.

### III. Budget and Schedule

The maximum amount payable under this scope of work is \$25,000. All invoices submitted to the CWCB will be compatible with CWCB's accounting and billing requirements.

GBSM's hourly billing rates for government and non-profit clients are as follows:

Principals (Steve Coffin)	\$245
Senior Associates (Megan Lane)	\$195
Associates (Becky Karlin)	\$145
Administrative Support	\$50

Below is a schedule and cost breakdown for each phase of the plan:

TASK	Timing	Principal Hours	Senior Associate Hours	Associate Hours	Maximum Total Cost
Task 1: Research	March-April	3-4 hours	3-4 hours	18-20 hours	\$4,000
Task 2: Facilitating the Dialogue with Key Stakeholders	March-April	15-20 hours	5-10 hours	5-8 hours	\$6,500
Task 3: Developing the Plan	May-June	10-12 hours	25-30 hours	15-20 hours	\$11,000
Task 4: Securing Buy-In from Key Stakeholders	June	10-12 hours	3-4 hours	3-4 hours	\$3,500
TOTAL		38-48 hours	36-48 hours	41-52 hours	\$25,000