

**SUBJECT: WILDFIRE MITIGATION CAMPAIGN DEVELOPMENT
CONTRACT WITH FORS MARSH**

DATE: MARCH 18, 2025

**PRESENTED BY: KIANA FREEMAN, RECOVERY & RESILIENCE MANAGER
ROB ZUCCARO, DIRECTOR OF COMMUNITY DEVELOPMENT
MEREDYTH MUTH, INTERIM DEPUTY CITY MANAGER**

SUMMARY:

In 2023, the City was awarded a Colorado State Forest Service (CSFS) HB22-1001 Wildfire Mitigation Grant by the Colorado State Forest Service to implement wildfire mitigation actions. The grant provides funding to two main categories: fuels reduction and wildfire communications/education.

The funds from this grant were originally to be used for a staff member. When the original person in the position left, staff did two rounds of recruitment but were unable to fill the position with a suitable candidate; staff then changed tack to hire a consultant as a way to continue the mitigation work. Existing staff does not have the capacity to take on all of the work this position would have been doing.

Since the Marshall Fire (2021), the City of Louisville is committed to implementing a comprehensive wildfire mitigation campaign. This initiative aims to enhance community preparedness, improve infrastructure resilience, and promote responsible land management practices. In order to achieve this initiative, the City recognizes the importance to educate residents about wildfire mitigation and what the City is currently working on in regards to wildfire mitigation.

Multiple departments across the City are implementing wildfire mitigation efforts. The Recovery & Resilience division was implemented to oversee preparedness and mitigation efforts for all-hazards. Part of the division's role is to connect with community members and work on improving the resilience of private properties. Currently, the division has hosted a variety of meetings and educational discussions around mitigation strategies for homeowners. The division has also worked with external partners such as the Louisville Fire Protection District, Wildfire Partners, and Boulder County Office of Disaster Management (ODM) on educational resources for the community.

The Community Development department has implemented multiple policy changes to codes and ordinances to increase the resilience of Louisville. The City is implementing a home hardening code for residential structures. This change to the residential code aims to ensure homeowners are taking mitigation measures on their homes and properties. More information about the home-hardening code can be found on the City [website](#). Additionally, every time a code change has been approved by the Council,

members have asked staff to advertise these updates and make them understandable to the wider public.

The Parks, Recreation and Open Space Department has implemented multiple mitigation programs across public lands. Cattle and goats have been contracted to graze on open space land and in overgrown woody areas to remove vegetation that could put the City at risk as well as to help improve soil quality for native vegetation restoration efforts while helping to combat invasive weeds and/or grasses. The department also has implemented a weed management structure through an Integrated Weed Management Plan (IWMP) on public lands and increased perimeter mowing to create a larger fire break. Open Space has hosted multiple volunteer events such as removal of woody debris from public lands and educational events for the community about what mitigation strategies the City has. They are also conducting an industry leading research study at North Open Space to establish long-term strategies for the removal and treatment of invasive Smooth Brome grasses and the reinstitution of fire wise native vegetation. Finally, the department led development of a Wildfire Risk Assessment (WRA) and story map to outline the identification of hazards and risks and the development of mitigation opportunities for Louisville's public lands to be more resilient against future events. This WRA and the story map will be a vital tool for this scope of work.

These examples from multiple departments highlight the City's ongoing commitment to wildfire mitigation, with efforts spread across various initiatives and projects. Currently, these resources are scattered throughout the City's website, making it challenging for residents to easily find and access important information. As part of the "Wildfire Mitigation Campaign," staff will be tasking the consultant to help consolidate existing materials into a single, easily navigable space. This centralized space on the City's website would serve as a one-stop resource, offering the community streamlined access to vital information about wildfire preparedness and mitigation strategies. By creating this cohesive, user-friendly platform, the City aims to enhance accessibility, improve public awareness, and support residents in taking proactive measures to protect their homes and neighborhoods from wildfire risks.

The consultant will be implementing a wildfire mitigation campaign, a task would have been performed in house when there was a dedicated position to do this work. The campaign is critical for the City to enhance safety, protect property, and preserve the natural environment.

The preferred consultant, Fors Marsh, has an extensive background in this area. After reviewing the proposals, the cross-departmental selection committee felt Fors Marsh has the best skills and team to do the job, including local staff, and wide variety of experience in campaigns designed to drive risk-informed decisions and behaviors. Fors Marsh showed experience and a comprehensive approach to wildfire resilience that will benefit the community and provide a proactive approach toward preparedness.

Selecting Fors Marsh Contracting Services

Staff members of Open Space, Community Development, Recovery & Resilience, Communications, and the City Manager's Office collaborated on the Request for Proposal (RFP) process to hire a consulting service to implement a Wildfire Mitigation Campaign. In December 2024, the City received 6 applications. Staff reviewed these RFPs based on the following criteria:

Innovation & Creativity	Innovative ideas or approaches to engage the community or provide deliverables to educate the community.
Deliverables/Past Examples Impression	Engaging materials. Professionally designed and Louisville specific branding.
Campaign Strategy & Approach	Clear understanding and strategy for raising awareness of Louisville's unique wildfire mitigation programs
Experience & Qualifications	Demonstrated experience in wildfire mitigation, safety campaigns, or similar projects.
Budget & Cost-effectiveness	Clear, reasonable budget with justifiable costs. Value for money and sustainability of the project.

The cost proposals between the 6 applications ranged from approximately \$20,000 to \$150,000 and included different levels and details of scope. After reviewing all the applications, the City selected three applications to move forward and interview. The interviews consisted of a 20-minute presentation provided by the consultant, a cost proposal, and interview questions/discussions. After the interview process, staff selected Fors Marsh, LLC to move forward with a contract for the scope of services.

Deliverables and Outcomes of the Contract:

The consulting team will meet with the City of Louisville team to collaborate and develop the materials to implement a Wildfire Mitigation Campaign. While Recovery & Resilience will manage the grant and contract for Fors Marsh, there will be an internal staffing team which will consist of members from Open Space, Communications, The City Manager's Office, Community Development, and others identified as needed. The consultant will also engage with partners such as neighboring cities, the Louisville Fire Protection District, and Boulder County, including the Office of Disaster Management, in developing the campaign. Actual deliverables listed below are not final and can differ from this scope of services based on recommendations by City staff and consultant. Part of the reason for flexibility, is to allow the consultant to bring their expertise and make recommendations tailored to their expert insight and Louisville's specific needs. These deliverables are aimed at being created for the whole community in Louisville including the business community.

Phases and deliverables can include (but are not limited to):

- Phase 1A: Initial Project Meetings & Planning, research, scoping, strategy development.
 - Campaign strategy & project plan
- Phase 1B: Materials Development (*included in costs*):
 - Suite of campaign products
 - (1) Infographic
 - (1) New web-page design on the City of Louisville's website
 - (1) Fact sheet
 - (1) Social media graphic & (1) social media message bank
 - (3) Public signs
 - (2) Edited photos
 - (2) Booth banners
 - (1) Updated web-page design
 - (1) Multipage infographic of full home and each system
 - (1) Microsoft PowerPoint presentation for training contractors
 - *Optional deliverables (for an additional charge)*
 - (1) Recorded training videos
 - (3) Pop-up banners
 - (1) 90-second animated video
 - Branded certification for contractors who have participated in the city's training
 - Campaign branding task
- Phase 2: Education and Outreach – The consultant will work with the City of Louisville team to develop and provide recommendations on implementation strategies for the deliverables created for the wildfire mitigation campaign.
 - Potential deliverables (*included in costs*):
 - Communications calendar
 - Campaign Partner inventory
- Phase 3: Final deliverables and close out – At the end of the campaign, the City team and consultants will collaborate to close out the end of the project and ensure all goals, and deliverables are met.
 - Potential deliverables (*included in costs*):
 - Campaign implementation playbook
 - WUI policy recommendations paper

Timeline of Project: The project of the campaign will be completed within 2025. The timeline will be scoped at the initial project meeting between Fors Marsh and City staff.

Next Steps for the Wildfire Mitigation Campaign If the contract with Fors Marsh is approved, staff will work with the consulting team to fulfill the scope and grant requirements in 2025/2026. The goal of the contract would be to set the City up for long-term communication deliverables that the City can utilize over time. This would build capacity for multiple departments to focus on competing priorities relating to wildfire mitigation.

Colorado State Forest Service Grant Background

In 2023, the City of Louisville was awarded the CSFS HB22-1001 Wildfire Mitigation Grant by the Colorado State Forest Service. Projects must be completed by July 1, 2027. The grant funding is currently broken into main sections: fuels reduction and consulting services. The grant consulting services portion requires the City to hire a consulting and contracting service to implement a wildfire mitigation program. The Scope of Work for the consultants and contracts includes but is not limited to the following:

- Develop a wildfire mitigation campaign for the City of Louisville's residential and business community. Campaign content and deliverables could include website development, educational materials, community events, graphics, etc. Final campaign scope of work will be determined with staff once the contract is approved.
- Campaign content includes:
 - Louisville home-hardening ordinance
 - Louisville mitigation strategies including landscaping and tree recommendations
 - Louisville public land management education (grazing, weed management, mowing measuring, etc.).
 - Work alongside the Recovery & Resilience Division to provide community outreach from the created deliverables to the Louisville community.
 - Research and recreate recommendations on a Wildfire Urban Interface policy tailored to the Louisville boundaries for City staff to consider.

The grant funds are as follows:

- Grant Funds - \$290,000 + \$290,000 (match) = \$580,000
 - Goat Grazing - \$135,000 (match included)
 - Cattle Grazing - \$60,000 (match included)
 - Other treatments - \$85,000 (match included)
 - Consulting Services - \$150,000 (grant) + \$150,000 (match) = \$300,000
- Remaining Funds for Consulting Services
 - ~\$123,000 (grant)

FISCAL IMPACT:

This consulting project will be funded through the Colorado State Forest Service grant which was awarded to the City of Louisville in 2023. Part of the original grant was for a full-time staff member however, CSFS has rescoped the grant to benefit the City to hire professional consulting services for this project. Staff will reallocate the grant funds from the vacant staff position to the professional service account, which will be amended in the May 6, 2025 budget amendment.

PROGRAM/SUB-PROGRAM IMPACT:

Wildfire mitigation crosses multiple programs and impacts safety and preparedness as well.

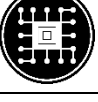
RECOMMENDATION:

Approve the contract with Fors Marsh for a wildfire mitigation campaign.

ATTACHMENT(S):

1. City of Louisville & Fors Marsh Contract of Services
2. Fors Marsh Proposal
3. Presentation

STRATEGIC PLAN IMPACT:

☐	 Financial Stewardship & Asset Management	☐	 Reliable Core Services
☐	 Vibrant Economic Climate	☒	 Quality Programs & Amenities
☒	 Engaged Community	☐	 Healthy Workforce
☐	 Supportive Technology	☐	 Collaborative Regional Partner

**AN AGREEMENT BY AND BETWEEN THE CITY OF LOUISVILLE
AND FORS MARSH
FOR CONSULTING SERVICES**

1).0 PARTIES

This AGREEMENT FOR CONSULTING SERVICES (this "Agreement") is made and entered into this ____ day of _____, 20____ (the "Effective Date"), by and between the **City of Louisville**, a Colorado home rule municipal corporation, hereinafter referred to as the "City", and Fors Marsh, a Virginia limited liability company hereinafter referred to as the "Consultant".

2).0 RECITALS AND PURPOSE

- a) The City desires to engage the Consultant for the purpose of providing consulting services as further set forth in the Consultant's Scope of Services (which services are hereinafter referred to as the "Services").
- b) The Consultant represents that it has the special expertise, qualifications and background necessary to complete the Services.

3).0 SCOPE OF SERVICES

The Consultant agrees to provide the City with the specific Services and to perform the specific tasks, duties and responsibilities set forth in Scope of Services attached hereto as Exhibit "A" and incorporated herein by reference.

4).0 COMPENSATION

- a) The City shall pay the Consultant for services under this agreement a total not to exceed the amounts set forth in Exhibit "B" attached hereto and incorporated herein by this reference. [Further revise as needed to reflect whether contract is hourly or flat amount]. The City shall not pay mileage and other reimbursable expenses (such as meals, parking, travel expenses, necessary memberships, etc.), unless such expenses are (1) clearly set forth in the Scope of Services, and (2) necessary for performance of the Services ("Pre-Approved Expenses"). The foregoing amounts of compensation shall be inclusive of all costs of whatsoever nature associated with the Consultant's efforts, including but not limited to salaries, benefits, overhead, administration, profits, expenses, and outside consultant fees. The Scope of Services and payment therefor shall only be changed by a properly authorized amendment to this Agreement. No City employee has the authority to bind the City with regard to any payment for any services which exceeds the amount payable under the terms of this Agreement.
- b) The Consultant shall submit monthly an invoice to the City for Services rendered and a detailed expense report for Pre-Approved Expenses incurred during the

previous month. The invoice shall document the Services provided during the preceding month, identifying by work category and subcategory the work and tasks performed and such other information as may be required by the City. The Consultant shall provide such additional backup documentation as may be required by the City. The City shall pay the invoice within thirty (30) days of receipt unless the Services or the documentation therefor are unsatisfactory. Payments made after thirty (30) days may be assessed an interest charge of one percent (1%) per month unless the delay in payment resulted from unsatisfactory work or documentation therefor.

5).0 PROJECT REPRESENTATION

- a) The City designates Kiana Freeman, Recovery & Resilience Manager, as the responsible City staff to provide direction to the Consultant during the conduct of the Services. The Consultant shall comply with the directions given by the Recovery & Resilience Manager and such person's designees.
- b) The Consultant designates Natalie Adler as its project manager and as the principal in charge who shall be providing the Services under this Agreement. [The Services shall not be provided by persons other than Natalie Adler. [or] [Should any of the representatives be replaced, particularly Natalie Adler, and such replacement require the City or the Consultant to undertake additional reevaluations, coordination, orientations, etc., the Consultant shall be fully responsible for all such additional costs and services.]

6).0 TERM

- 6.1 The term of this Agreement shall be from the Effective Date to December 31, 2026, unless sooner terminated pursuant to Section 13, below. The Consultant's Services under this Agreement shall commence on the Effective Date and Consultant shall proceed with diligence and promptness so that the Services are completed in a timely fashion consistent with the City's requirements.
- 6.2 Nothing in this Agreement is intended or shall be deemed or construed as creating any multiple-fiscal year direct or indirect debt or financial obligation on the part of the City within the meaning of Colorado Constitution Article X, Section 20 or any other constitutional or statutory provision. All financial obligations of the City under this Agreement are subject to annual budgeting and appropriation by the Louisville City Council, in its sole discretion. Notwithstanding anything in this Agreement to the contrary, in the event of non-appropriation, this Agreement shall terminate effective December 31 of the then-current fiscal year.

7).0 INSURANCE

- a) The Consultant agrees to procure and maintain, at its own cost, the policies of insurance set forth in Subsections 7.1.1 through 7.1.4. The Consultant shall not be relieved of any liability, claims, demands, or other obligations assumed pursuant

to this Agreement by reason of its failure to procure or maintain insurance, or by reason of its failure to procure or maintain insurance in sufficient amounts, durations, or types. The coverages required below shall be procured and maintained with forms and insurers acceptable to the City. All coverages shall be continuously maintained from the date of commencement of services hereunder. The required coverages are:

- 7.1.1 Workers' Compensation insurance as required by the Labor Code of the State of Colorado and Employers Liability Insurance. Evidence of qualified self-insured status may be substituted.
- 7.1.2 General Liability insurance with minimum combined single limits of ONE MILLION DOLLARS (\$1,000,000) each occurrence and TWO MILLION DOLLARS (\$2,000,000) aggregate. The policy shall include the City of Louisville, its officers and its employees, as additional insureds, with primary coverage as respects the City of Louisville, its officers and its employees, and shall contain a severability of interests provision.
- 7.1.3 Comprehensive Automobile Liability insurance with minimum combined single limits for bodily injury and property damage of not less than FOUR HUNDRED THOUSAND DOLLARS (\$400,000) per person in any one occurrence and ONE MILLION DOLLARS (\$1,000,000) for two or more persons in any one occurrence, and auto property damage insurance of at least FIFTY THOUSAND DOLLARS (\$50,000) per occurrence, with respect to each of Consultant's owned, hired or non-owned vehicles assigned to or used in performance of the services. The policy shall contain a severability of interests provision. If the Consultant has no owned automobiles, the requirements of this paragraph shall be met by each employee of the Consultant providing services to the City of Louisville under this Agreement.
- 7.1.4 Professional Liability coverage with minimum combined single limits of ONE MILLION DOLLARS (\$1,000,000) each occurrence and ONE MILLION DOLLARS (\$1,000,000) aggregate.
- 1.5 The Consultant's general liability insurance, automobile liability and physical damage insurance, and professional liability insurance shall be endorsed to include the City, and its elected and appointed officers and employees, as additional insureds, unless the City in its sole discretion waives such requirement. Every policy required above shall be primary insurance, and any insurance carried by the City, its officers, or its employees, shall be excess and not contributory insurance to that provided by the Consultant. Such policies shall contain a severability of interests provision. The Consultant shall be solely responsible for any deductible losses under each of the policies required above.
- 2.5 Certificates of insurance shall be provided by the Consultant as evidence that policies providing the required coverages, conditions, and minimum limits are in full force and effect, and shall be subject to review and approval by the City. No

required coverage shall be cancelled, terminated or materially changed until at least 30 days' prior written notice has been given to the City. The City reserves the right to request and receive a certified copy of any policy and any endorsement thereto.

- 3.5 Failure on the part of the Consultant to procure or maintain policies providing the required coverages, conditions, and minimum limits shall constitute a material breach of contract upon which the City may immediately terminate this Agreement, or at its discretion may procure or renew any such policy or any extended reporting period thereto and may pay any and all premiums in connection therewith, and all monies so paid by the City shall be repaid by Consultant to the City upon demand, or the City may offset the cost of the premiums against any monies due to Consultant from the City.
- 4.5 The parties understand and agree that the City is relying on, and does not waive or intend to waive by any provision of this Agreement, the monetary limitations or any other rights, immunities, and protections provided by the Colorado Governmental Immunity Act, § 24-10-101 et seq., C.R.S., as from time to time amended, or otherwise available to the City, its officers, or its employees.

8).0 INDEMNIFICATION

To the fullest extent permitted by law, the Consultant agrees to indemnify and hold harmless the City, and its elected and appointed officers and its employees, from and against all liability, claims, and demands, on account of any injury, loss, or damage, which arise out of or are connected with the services hereunder, if and to the extent such injury, loss, or damage is caused by the negligent act, omission, or other fault of the Consultant or any subcontractor of the Consultant, or any officer, employee, or agent of the Consultant or any subcontractor, or any other person for whom Consultant is responsible. The Consultant shall investigate, handle, respond to, and provide defense for and defend against any such liability, claims, and demands. The Consultant shall further bear all other costs and expenses incurred by the City or Consultant and related to any such liability, claims and demands, including but not limited to court costs, expert witness fees and attorneys' fees if the court determines that these incurred costs and expenses are related to such negligent acts, errors, and omissions or other fault of the Consultant. [Notwithstanding the foregoing, Consultant's duty to defend, indemnify and hold harmless the City, and its elected and appointed officials and employees as set forth in this section shall only arise upon determination, by adjudication, alternative dispute resolution, or mutual agreement between Consultant and the City, of the Consultant's liability or fault.] The City shall be entitled to its costs and attorneys' fees incurred in any action to enforce the provisions of this Section 8.0. The Consultant's indemnification obligation shall not be construed to extend to any injury, loss, or damage which is caused by the act, omission, or other fault of the City.

9).0 QUALITY OF WORK

Consultant's professional services shall be in accordance with the prevailing standard of practice normally exercised in the performance of services of a similar nature in the Denver metropolitan area.

10).0 INDEPENDENT CONTRACTOR

It is the expressed intent of the parties that the Consultant is an independent contractor and not the agent, employee or servant of the City, and that:

- 10.1. Consultant shall satisfy all tax and other governmentally imposed responsibilities including but not limited to, payment of state, federal, and social security taxes, unemployment taxes, worker's compensation and self-employment taxes. No state, federal or local taxes of any kind shall be withheld or paid by the City.
- 1.10. Consultant is not entitled to worker's compensation benefits except as may be provided by the Consultant nor to unemployment insurance benefits unless unemployment compensation coverage is provided by the Consultant or some entity other than the City.**
- 1.11. Consultant does not have the authority to act for the City, or to bind the City in any respect whatsoever, or to incur any debts or liabilities in the name of or on behalf of the City.
- 1.12. Consultant has and retains control of and supervision over the performance of Consultant's obligations hereunder and control over any persons employed by Consultant for performing the Services hereunder.
- 1.13. The City will not provide training or instruction to Consultant or any of its employees regarding the performance of the Services hereunder.
- 1.14. Neither the Consultant nor any of its officers or employees will receive benefits of any type from the City.
- 1.15. Consultant represents that it is engaged in providing similar services to other clients and/or the general public and is not required to work exclusively for the City.
- 1.16. All Services are to be performed solely at the risk of Consultant and Consultant shall take all precautions necessary for the proper and sole performance thereof.
- 1.17. Consultant will not combine its business operations in any way with the City's business operations and each party shall maintain their operations as separate and distinct.

11).0 ASSIGNMENT

Except as provided in section 22.0 hereof, Consultant shall not assign or delegate this Agreement or any portion thereof, or any monies due or to become due hereunder without the City's prior written consent.

12).0 DEFAULT

Each and every term and condition hereof shall be deemed to be a material element of this Agreement. In the event either party should fail or refuse to perform according to the terms of this Agreement, such party may be declared in default.

13).0 TERMINATION

- a) This Agreement may be terminated by either party for material breach or default of this Agreement by the other party not caused by any action or omission of the other party by giving the other party written notice at least thirty (30) days in advance of the termination date. Termination pursuant to this subsection shall not prevent either party from exercising any other legal remedies which may be available to it.
- b) In addition to the foregoing, this Agreement may be terminated by the City for its convenience and without cause of any nature by giving written notice at least fifteen (15) days in advance of the termination date. In the event of such termination, the Consultant will be paid for the reasonable value of the services rendered to the date of termination, not to exceed a pro-rated daily rate, for the services rendered to the date of termination, and upon such payment, all obligations of the City to the Consultant under this Agreement will cease. Termination pursuant to this subsection shall not prevent either party from exercising any other legal remedies which may be available to it.

14).0 INSPECTION AND AUDIT

The City and its duly authorized representatives shall have access to any books, documents, papers, and records of the Consultant that are related to this Agreement for the purpose of making audits, examinations, excerpts, and transcriptions.

15).0 DOCUMENTS

All computer input and output, analyses, plans, documents photographic images, tests, maps, surveys, electronic files and written material of any kind generated in the performance of this Agreement or developed for the City in performance of the Services are and shall remain the sole and exclusive property of the City. All such materials shall be promptly provided to the City upon request therefor and at the time of termination of this Agreement, without further charge or expense to the City. Consultant shall not provide copies of any such material to any other party without the prior written consent of the City.

16).0 ENFORCEMENT

- a) In the event that suit is brought upon this Agreement to enforce its terms, the prevailing party shall be entitled to its reasonable attorneys' fees and related court costs.
- b) This Agreement shall be deemed entered into in Boulder County, Colorado, and shall be governed by and interpreted under the laws of the State of Colorado. Any action arising out of, in connection with, or relating to this Agreement shall be filed in the District Court of Boulder County of the State of Colorado, and in no other court. Consultant hereby waives its right to challenge the personal jurisdiction of the District Court of Boulder County of the State of Colorado over it.

17).0 COMPLIANCE WITH LAWS

- 1.2 Consultant shall be solely responsible for compliance with all applicable federal, state, and local laws, including the ordinances, resolutions, rules, and regulations of the City; for payment of all applicable taxes; and obtaining and keeping in force all applicable permits and approvals.
- 2.2 Consultant acknowledges that the City of Louisville Code of Ethics provides that independent contractors who perform official actions on behalf of the City which involve the use of discretionary authority shall not receive any gifts seeking to influence their official actions on behalf of the City, and that City officers and employees similarly shall not receive such gifts. Consultant agrees to abide by the gift restrictions of the City's Code of Ethics.

18).0 INTEGRATION AND AMENDMENT

This Agreement represents the entire Agreement between the parties and there are no oral or collateral agreements or understandings. This Agreement may be amended only by an instrument in writing signed by the parties.

19).0 NOTICES

All notices required or permitted under this Agreement shall be in writing and shall be given by hand delivery, by United States first class mail, postage prepaid, registered or certified, return receipt requested, by national overnight carrier, or by facsimile transmission, addressed to the party for whom it is intended at the following address:

If to the City:

City of Louisville
Attn: City Manager
749 Main Street
Louisville, Colorado 80027
Telephone: (303) 335-4533
Fax: (303) 335-4550

If to the Consultant:

Fors Marsh

Attn: Daniel Speed, Contracts Manager

4250 Fairfax Dr., Suite 520

Arlington, VA 22203

Email: contractsgroup@forsmarsh.com

dspeed@forsmarsh.com

Any such notice or other communication shall be effective when received as indicated on the delivery receipt, if by hand delivery or overnight carrier; on the United States mail return receipt, if by United States mail; or on facsimile transmission receipt. Either party may by similar notice given, change the address to which future notices or other communications shall be sent.

20).0 EQUAL OPPORTUNITY EMPLOYER

- a) Consultant will not discriminate against any employee or applicant for employment because of race, color, religion, age, sex, disability or national origin. Consultant will take affirmative action to ensure that applicants are employed and that employees are treated during employment without regard to their race, color, religion, age, sex, disability, or national origin. Such action shall include but not be limited to the following: employment, upgrading, demotion or transfer, recruitment or recruitment advertising, layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. Consultant agrees to post in conspicuous places, available to employees and applicants for employment, notice to be provided by an agency of the federal government, setting forth the provisions of the Equal Opportunity Laws.
- b) Consultant shall be in compliance with the applicable provisions of the American with Disabilities Act of 1990 as enacted and from time to time amended and any other applicable federal, state, or local laws and regulations. A signed, written certificate stating compliance with the Americans with Disabilities Act may be requested at any time during the life of this Agreement or any renewal thereof.

21.0 NO THIRD PARTY BENEFICIARIES

It is expressly understood and agreed that enforcement of the terms and conditions of this Agreement, and all rights of action relating to such enforcement, shall be strictly reserved to City and Consultant, and nothing contained in this Agreement shall give or allow any such claim or right of action by any other third party on such Agreement. It is the express intention of the parties that any person other than City or Consultant receiving services or benefits under this Agreement shall be deemed to be an incidental beneficiary only.

22.0 SUBCONTRACTORS

Consultant may utilize subcontractors identified in its qualifications submittal to assist with non-specialized works as necessary to complete projects. Consultant will submit any proposed subcontractor and the description of its services to the City for approval. The City will not work directly with subcontractors.

23.0 AUTHORITY TO BIND

Each of the persons signing below on behalf of any party hereby represents and warrants that such person is signing with full and complete authority to bind the party on whose behalf of whom such person is signing, to each and every term of this Agreement.

In witness whereof, the parties have executed this Agreement to be effective on the date first above written.

CITY OF LOUISVILLE,
a Colorado Municipal Corporation

By: _____
Christopher M. Leh, Mayor

Attest: _____
Genny Kline, Interim City Clerk

CONSULTANT:

By: Daniel Speed
Title: Contracts Manager

Exhibit A – Scope of Services

Goals	Objectives
Increase wildfire risk awareness	• Raise public awareness of the likelihood and extent of wildfire risk in Louisville – particularly in areas outside of the Marshall Fire impact areas using the results of Louisville’s new wildfire risk assessment
Increase the understanding of wildfire mitigation strategies	• Help the public understand, support and even have a little fun with the new local mitigation practices they might have questions about • Engage and align with the ecosystem of partners who are already frequently engaging with Louisville residents about wildfires through campaigns.
Drive risk-informed decisions and behaviors	• Provide simple and approachable education for homeowners, commercial building owners and operators, contractors, builders, and developers on how and why to comply with new home-hardening ordinance. • Overcome cost and capability barriers to wildfire mitigation and preparedness investments by highlighting accessible options and alternatives for landscaping, home maintenance, and materials.

The consulting team will meet with the City of Louisville team to collaborate and develop the materials outlined in the scope to achieve the aimed goals and objectives. Actual deliverables listed below are not final and can differ from this scope of services based on recommendations by City staff and consultant. It will be determined in the first kickoff planning meeting between City Staff and Fors Marsh the final deliverables provided to the City. Louisville staff will be responsible for the implementation of the deliverable and products. Phases and deliverables can include (but are not limited to):

- Phase 1A: Initial Project Meetings & Planning, research, scoping, strategy development.
 - Campaign strategy & project plan
- Phase 1B: Materials Development (*included in costs*):
 - Suite of campaign products
 - (1) Infographic
 - (1) New web-page design on the City of Louisville’s website
 - (1) Fact sheet
 - (1) Social media graphic & (1) social media message bank
 - (3) Public signs
 - (2) Edited photos
 - (2) Booth banners
 - (1) Updated web-page design
 - (1) Multipage infographic of full home and each system
 - (1) Microsoft PowerPoint presentation for training contractors

- *Optional deliverables (for an additional charge)*
 - (1) Recorded training videos
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 - (1) 90-second animated video
 - Branded certification for contractors who have participated in the city's training
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- Phase 2: Education and Outreach – The consultant will work with the City of Louisville team to develop and provide recommendations on implementation strategies for the deliverables created for the wildfire mitigation campaign.
 - Potential deliverables (*included in costs*):
 - Communications calendar
 - Campaign Partner inventory
- Phase 3: Final deliverables and close out – At the end of the campaign, the City team and consultants will collaborate to close out the end of the project and ensure all goals, and deliverables are met.
 - Potential deliverables (*included in costs*):
 - Campaign implementation playbook
 - WUI policy recommendations paper

Timeline of Project: The project of the campaign will be completed within the year 2025. The timeline of project will be scoped at the initial project meeting between Fors Marsh and the City of Louisville staff. See *Scope of Additional Services* for any additional work.

EXHIBIT B – Pricing

Role Description	Hourly Rate	Number of Hours	Cost for Phase 1
Project Lead	\$111.55	100	\$11,155.00
Junior Research Assistant	\$61.36	165	\$10,124.40
Policy Analyst	\$77.28	12	\$927.36
Subject Matter Expert	\$187.39	18	\$3,373.02
Graphic Designer	\$102.30	300	\$30,690.00
Other Direct Cost (ODC)		-	\$1,605.00
Phase 1 Total		595	\$57,874.78

Phase 2: Education and Outreach (March 2025)

Role Description	Hourly Rate	Number of Hours	Cost for Phase 2
Project Lead	\$111.55	80	\$8,924.00
Junior Research Assistant	\$61.36	120	\$7,363.20
Policy Analyst	\$77.28	0	\$0
Subject Matter Expert	\$187.39	6	\$1,124.34
Graphic Designer	\$102.30	8	\$818.40
Phase 2 Total		214	\$18,229.94

Phase 3: Final Deliverables and Project Closeout (April and May 2025)

Role Description	Hourly Rate	Number of Hours	Cost for Phase 3
Project Lead	\$111.55	28	\$3,123.40
Junior Research Assistant	\$61.36	72	\$4,417.92
Policy Analyst	\$77.28	40	\$3,091.20
Subject Matter Expert	\$187.39	4	\$749.56
Graphic Designer	\$102.30	0	\$0
Phase 3 Total		144	\$11,382.08

Total Project

Role Description	Hourly Rate	Number of Hours	Total Cost
Project Lead	\$111.55	208	\$23,202.40
Junior Research Assistant	\$61.36	357	\$21,905.52
Policy Analyst	\$77.28	52	\$4,018.56
Subject Matter Expert	\$187.39	28	\$5,246.92
Graphic Designer	\$102.30	308	\$31,508.40
Other Direct Cost (ODC)		-	\$1,605.00
Project Total		953	\$87,486.80

Optional Phase 1 Tasks and Materials

Role Description	Hourly Rate	Formative Research/ Focus Group		Animated Life of an Ember Video		Contractor Training Video		Branded Contractor Training Certification		Fully Branded Campaign with Personified Ember	
		Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost
Project Lead	\$111.55	30	\$3,346.50	15	\$1,673.25	20	\$2,231.00	10	\$1,115.50	30	\$3,346.50
Junior Research Assistant	\$61.36	30	\$1,840.80	25	\$1,534.00	25	\$1,534.00	15	\$920.40	30	\$1,840.80
Policy Analyst	\$77.28	20	\$1,545.60	5	\$386.40	5	\$386.40	30	\$2,318.40	5	\$386.40
Subject Matter Expert	\$187.39	40	\$7,495.60	5	\$936.95	5	\$936.95	5	\$936.95	20	\$3,747.80
Graphic Designer	\$102.30	10	\$1,023.00	90	\$9,207.00	50	\$5,115.00	10	\$1,023.00	75	\$7,672.50
Other Direct Cost (ODC)		-	\$2,140.00	-	-	-	\$10,700.00	-	-	-	-
Optional Task and Material Totals		130	\$17,391.50	140	\$13,737.60	105	\$20,903.35	70	\$6,314.25	160	\$16,994.00

Technical Assumptions

The detailed budget provided above is based on the following assumptions:

- Each communications product (e.g., fact sheet, infographic) shall go through two rounds of client review. The first review will focus on creative concept and written content direction and the final review will focus on technical accuracy of the written content and photos/illustrations (as applicable).
- The labor hours and other direct costs outlined in the budget are based on the material concepts and quantities proposed. If the specifications of the materials change, costs may also change.
- The phase 2 budget is based on implementation recommendations only and not the actual implementation of the campaign per answers to questions provided by Kiana Freeman on 12/11/24.
- The team will be available for in-person meetings, as needed, once per month for the five months of the period of performance. All other meetings will be conducted virtually via Microsoft Teams or Zoom.

Scope of Additional Services: After the completion of the primary services outlined in this agreement, the Consultant may be engaged to provide additional services as identified by the City of Louisville during the term of this Agreement. These additional services may include, but are not limited to, the tasks and activities identified by both parties as necessary for the completion of new or expanded projects. Any services requested by the City of Louisville that are outside of the original scope in this agreement will be billed at an hourly rate as listed above. The consultant will provide an estimate of the time required for such services upon request. Both parties must mutually agree to any additional services and rates in writing before work begins.

City of Louisville Wildfire Mitigation Campaign Development

SUBMITTED BY

Legal Name:

Fors Marsh Group, LLC

Address:

4250 North Fairfax
Drive, Suite 520
Arlington, VA 22203

Email:

bd@forsmarsh.com

DECEMBER 20, 2024

ForsMarsh

This proposal includes data that shall not be disclosed outside the Government and shall not be duplicated, used, or disclosed-in whole or in part-for any purpose other than to evaluate this proposal. However, if a contract is awarded to this offeror as a result of-or in connection with-the submission of these data, the Government shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting contract. This restriction does not limit the Government's right to use information contained in these data if they are obtained from another source without restriction.

CC 03/18/25

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Our Understanding and Interest

On December 30, 2021, unusually long and dry grasses on the western side of Louisville began to burn and, with the help of hurricane-force winds, the fire rapidly evolved into Colorado’s most destructive wildfire ever recorded. The Marshall Fire burned more than 1,000 homes in Louisville and nearby towns. Embers traveled with the winds and took root in vulnerable spots on and near the homes in Louisville, igniting debris on roofs and wood patios, intruding through attic vents and eaves, and finding highly combustible landscaping elements like juniper bushes and wood fencing to jump from house to house. The Marshall Fire underscored the challenges (see Figure 1) that Louisville and other wildfire-prone localities grapple with when it comes to improving the public’s risk awareness and addressing their vulnerabilities.

To increase Louisville’s resilience to wildfire, an effective wildfire mitigation communications campaign must accomplish the following goals and objectives:

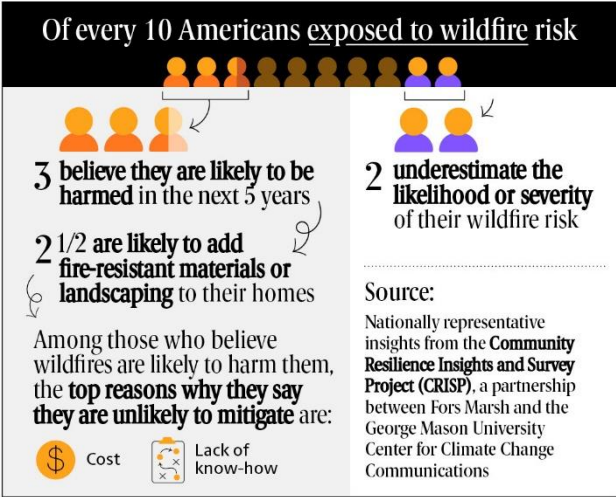


Figure 1: Wildfire Risk Perception and Action Challenges

Goal	Objectives
Increase wildfire risk awareness	Raise public awareness of the likelihood and extent of the wildfire risk in Louisville—particularly in areas outside of the Marshall Fire impact areas—using the results of Louisville’s new wildfire risk assessment.
Increase understanding of wildfire mitigation strategies	- Help the public understand, support, and even have a little fun with the new local mitigation practices they might have questions about, such as the appearance of new animals grazing in the city’s open spaces. - Engage and align with the ecosystem of partners (e.g., Boulder County, various nonprofits and coalitions such as Wildfire Partners) who are already frequently engaging with Louisville residents about wildfire through campaigns such as <i>Junk Your Junipers</i> and <i>Fences Are Fuses</i>.
Drive risk-informed decisions and behaviors	- Provide simple and approachable education for homeowners, commercial building owners and operators, contractors, builders, and developers on how and why to comply with the new home-hardening ordinance. - Overcome cost and capability barriers to wildfire mitigation and preparedness investments by highlighting accessible options and alternatives for landscaping, home maintenance, and materials.

The Marshall Fire thrust Louisville onto the main stage of the national wildfire and climate risk conversation. Communities prone to wildfire impacts and those recovering from their own wildfire disasters are looking to Louisville as a model for how to become more resilient. This is why the city needs a main stage communications firm—one with local roots and values, coupled with national-level scale and impact—to drive wildfire mitigation knowledge and behaviors across Louisville that will endure far after the memories of the Marshall Fire fade.

Fors Marsh is a national research, advisory, and communications firm that applies evidence-based strategies and breakthrough creativity to drive better outcomes for all people. As one of the only U.S.

professional services firms that is a Certified B Corp, we exist to take on the most complex systemic challenges and to use our business as a force for good to help improve trust and effectiveness in the institutions that support healthier and more resilient communities. Fors Marsh is among the top communications providers to government at all levels. In the past 10 years, we have worked with the Federal Emergency Management Agency (FEMA), the Small Business Administration (SBA), and the Consumer Financial Protection Bureau (CFPB) to better understand and protect American communities, homeowners, and business owners who are exposed to hazards like wildfires, flooding, and extreme weather. Our most recent wildfire communications campaign is in New Mexico, where we are working to help victims of the Hermit's Peak/Calf Canyon Fire access the support they need to power a resilient recovery.

2 Our Approach to the Tasks

According to the community engagement and research currently being conducted as part of the Louisville Comprehensive Plan update, most Louisville residents have lived in the area for many years and value the city's small-town culture and scenic open spaces. The Marshall Fire challenged these residents' long-held beliefs about how vulnerable suburban areas, seemingly far away from the wildland urban interface (WUI), could be to wildfire devastation. Now is both an opportune and challenging moment—when the memories of the fire are still fresh, many residents are still rebuilding, and the community as a whole is focused on getting back to “normal”—to implement strong wildfire mitigation strategies in Louisville and to break the cycle of wildfire disasters. As a result of the Marshall Fire, most residents in Louisville are primed to believe that severe wildfires are more likely to affect them. This notion is an important precursor for taking fire mitigation actions. However, belief does not always reliably lead to behavior change. That's where Fors Marsh comes in.

At Fors Marsh, our resilience communications experts live by two cardinal rules of behavior change communications:

1. People remember clear and simple messages repeated often by a variety of trusted, caring messengers.
2. Behaviors that feel good, are easy, and are perceived as popular are most likely to stick.

To abide by these cardinal rules and to deliver a compelling wildfire mitigation campaign, we will integrate our unique and proven social and behavioral science insights, our “surround sound” techniques for media and partner engagement, and our technical hazard mitigation policy expertise.

Phase 1A: Initial Project Meetings and Planning

By the end of January 2025, we will deliver a **campaign strategy and project plan** that outlines the priority audiences and geographies, messages and products, messengers and channels, and implementation schedule that will be included in the project. To do this, we will:

1. **Perform Research:** We will begin our work by performing desk research to identify, analyze, and prioritize the target audiences, geographies, likely barriers to action, active partners, and available communications channels. We will perform a comprehensive review of core documents, such as the Louisville Wildfire Risk Assessment, the Marshall Fire Recovery Plan, the Marshall Fire media coverage and personal fire stories, and the Existing Conditions Map Atlas and Community Engagement Summary developed as part of the Louisville Comprehensive Plan update. We will also review the Louisville, Boulder County, and local non-governmental and nonprofit organizations' (e.g., Wildfire Partners) websites and social media activity to inventory and assess current communications efforts and opportunities.

- **Optional Formative Research Task:** We will conduct one local focus group to understand wildfire mitigation perceptions, barriers, and behaviors in Louisville. We will recruit up to 12 Louisville residents with a \$150 incentive, develop a facilitation guide, and facilitate up to two separate focus group sessions.
- 2. **Facilitate Scoping Discussions:** We will meet with Louisville’s Recovery and Resilience Division to understand the city’s top priorities, constraints, and opportunities for the wildfire mitigation campaign. This effort will include documenting shared initiatives with other city or county departments, existing schedules and commitments, and key external partnerships with local media, non-governmental organizations (NGO), nonprofits, and businesses to identify cost-effective amplification opportunities.
- 3. **Co-Create the Strategy:** Building upon the insights from steps 1 and 2, we will work with the city to develop its Wildfire Mitigation Campaign Strategy. The strategy will detail target audience personas, priority high-risk areas of the community, key risk and mitigation messages, the list of communications materials we will develop (e.g., video, fact sheet, web page update, social post), where and when we will deploy those materials, and which organizations we will partner with to ensure the messages are amplified and seen.
- 4. **Deliver the Project Plan:** We will create a detailed implementation schedule and visual Gantt chart that provides the city with task durations and dates for major milestones and deliverables.

Phase 1B: Materials Development

By the end of February 2025, Fors Marsh will deliver a **suite of campaign products** that follow our 3Ps approach (see Figure 2) for creating compelling communications. The 3Ps are grounded in social and behavioral insights, helping us to overcome known barriers to attention, facilitate accurate risk perceptions, and adopt behaviors that are believed to be expensive or difficult. We will focus on developing materials that will be deployed largely on the web, social media, and out of home (OOH). Table 1 details the likely psychological and behavioral biases we will need to address and our initial ideas for creative concepts, message framing and approach, and the product types we will create to achieve Louisville’s risk awareness and mitigation action goals.

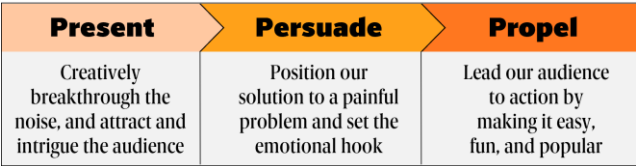


Figure 2: 3Ps of Compelling Communications

Table 1: Recommended Products, Framing, and Concepts to Achieve Louisville’s Campaign Goals

Goal	Psychological and Behavioral Biases to Overcome or Leverage	Potential Creative Concepts	Recommended Framing and Approach	Product Type
Increase wildfire risk awareness	<i>Optimism Bias, Availability Bias, Present Bias, Confirmation Bias: “I wasn’t directly impacted by the</i>	The life of an ember	Embers can travel much farther distances than you might imagine. Create an animation of a traveling ember riding the wind and looking for a weak spot on or near buildings.	(1) Infographic <i>Optional video task:</i> 90-second animated video

Goal	Psychological and Behavioral Biases to Overcome or Leverage	Potential Creative Concepts	Recommended Framing and Approach	Product Type
	Marshall Fire, so I'm not really at risk." "I was impacted by the Marshall Fire, so I need to pay attention."	Where are your favorite places and spaces on the Louisville Risk Map?	Our wildfire risk extends beyond affected areas of the Marshall Fire, and your favorite places and spaces could be vulnerable. Create and promote an interactive map that illustrates the wildfire risk gradient from the wildfire risk assessment and allows web page visitors to look up their address and other places of interest. Post public signage in areas of high risk.	(1) New web page design (1) Fact sheet (1) Social media graphic and message bank (3) Public Signs
Increase understanding of wildfire mitigation strategies	<i>Bizarreness Effect:</i> "This goofy goat face has me paying attention to something I'd ordinarily ignore." <i>Cognitive Overload:</i> "There are too many solutions, too many websites, too many buried links to sort through. I don't have the time to figure out what strategies might work best for me."	Give this goofy grazer a name	By implementing creative strategies that reduce wildfire risk, the city is helping to ensure we do not experience an event like the Marshall Fire again and can continue to enjoy our valued open spaces, parks, and trails. Create a short social media campaign that uses a photo of a grazing cow or goat and encourages residents to give it a name while learning about the wildfire mitigation benefits of targeted grazing. Point to the wildfire mitigation story map for residents to learn more about the city's efforts.	(2) Edited Photos (1) Social media message bank
		Resilient Louisville Resources	There is convenient and trusted information and strategies for reducing your wildfire risk. Help is available. Update the Resilient Louisville resource page, linking and embedding content from Wildfire Partners and Boulder County. Create a portable Resilient Louisville table front and pop-up banner for community events that illustrates Louisville's risk and promotes mitigation resources.	(1) Updated web page design (2) Booth banners

Goal	Psychological and Behavioral Biases to Overcome or Leverage	Potential Creative Concepts	Recommended Framing and Approach	Product Type
Drive risk-informed decisions and behaviors	<i>Status Quo Bias, System Justification Bias, Ambiguity Bias, Locus of Control</i> “This seems way too expensive/too difficult.” “I am not confident I would do this correctly.” “I assume the city’s efforts are enough to keep me safe.” “I don’t see enough of a need to do this based on my risk.” “I’m pretty sure my home already has this/this doesn’t apply to me.”	Cover the costs of convenient home improvements	You can get up to \$500 back on even the small wildfire protection improvements you have made to your home. Refresh the messaging on the rebate and giveaway programs on the Louisville website to include more examples of eligible activities.	(1) Web page update
		Easy fire-safety swaps to help you stick to the code	Complying with the new home-hardening code requires only a few swaps to stop the next fire in its tracks. Highlight specific building systems that are subject to the requirements in the new home-hardening ordinance and promote “swaps” to alternative materials and techniques for each. For example, swap traditional wood fencing for metal or concrete. Provide training to local remodeling contractors and post signage at the local Home Depot (pending agreement).	(1) Multipage infographic of full home and each system (e.g., roof and gutters; eaves, vents, and siding; decks and fencing) (1) Microsoft PowerPoint presentation training for contractors <u>Optional training task:</u> Recorded training video <u>Optional certification task:</u> Branded certification for contractors who have participated in the city’s training. (3) Pop-up banners to post at the Home Depot Pro Desk + Lumber and Building Materials section

Optional Campaign Branding Task: We will create a comprehensive branded campaign anchored on a custom personified Louisville ember that we follow on his long, wind-borne journey to embed himself in vulnerable spots on homes, buildings, landscaping elements, and vegetation.

Phase 2: Education and Outreach

By the end of March 2025, Fors Marsh will deliver a **communications calendar** and an **inventory of campaign partners** that will guide the deployment of the campaign materials developed in Phase 1. The goal of this phase will be to create a surround sound effect (see Figure 3) around Louisville residents and business owners to ensure our messaging about wildfire risk and mitigation strategies are reaching them and breaking through to them.

To create the communications calendar, we will:

- 1. Define the Timeline:** Define the campaign duration, including timelines for ramp-up, full surround sound, ramp-down, and ongoing maintenance.
- 2. Sequence and Schedule:** Work with Louisville’s Recovery and Resilience Division to sequence the launch and promotion of each of the concepts developed in Phase 1 (e.g., “Favorite Places and Spaces on the Wildfire Risk Map”), with the intent of creating a “crescendo” around each goal area (e.g., risk awareness).
- 3. Anchor to Local Events:** To the extent possible, orient the calendar around existing local events and opportunities to create the largest impact.
- 4. Activate Amplification:** Leverage a variety of communications vehicles and channels, with both owned and earned content (see Table 2), to create crescendos.

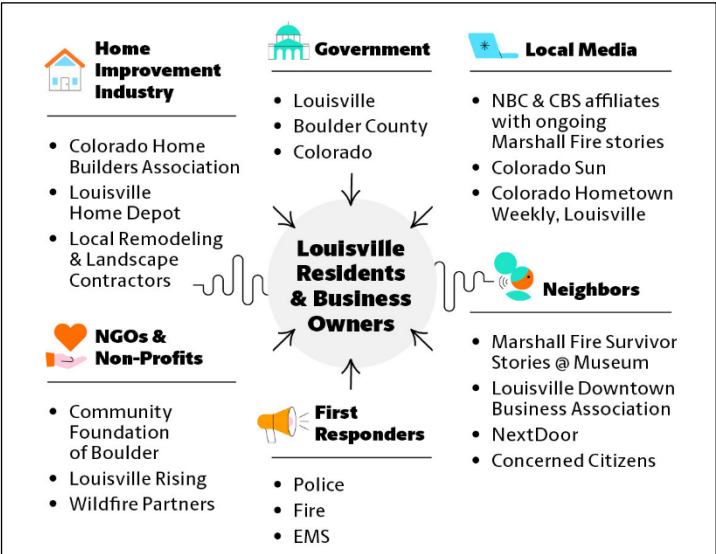


Figure 3: Creating Surround Sound Crescendos with a Variety of Trusted, Caring Messengers

Table 2: Illustrative Mix of Potential Channels and Louisville Vehicles

Channel	Vehicle(s)
OOH Public Signage	- High-risk open spaces such as Davidson Mesa or Coyote Run - High-traffic areas such as main street, the Louisville Recreation Center, or the Avista Adventist Hospital - Louisville Home Depot
Social Media	- City, fire, and police handles across all platforms - Downtown Business Association Facebook page - Community Nextdoor
Local TV and Print Media	- Local NBC (9 News) and CBS (Denver 7) affiliates - Colorado Sun - Boulder Daily Camera - Colorado Hometown Weekly
Community Events	- Louisville Summer Street Faire - Marshall Fire Anniversary - Fire story workshops at the Louisville Historical Museum - Public meetings/community workshops hosted by the city

Partnerships will be key to the success of the campaign. We will begin working with Louisville's existing active partners as soon as we kick the project off to define their role in the campaign—from amplifying the city's messaging to co-hosting community events. We will also support Louisville's Recovery and Resilience Division in securing new partnerships and campaign agreements by:

1. **Targeting:** Developing a prioritized list of new partners to engage.
2. **Positioning:** Defining the value proposition for each new target partner (i.e., Why should they help?) and developing a pitch deck or one-page partner prospectus to use for initial outreach.
3. **Pitching:** Conducting initial outreach and then scheduling and facilitating pitch meetings with new partners.
4. **Landing:** Negotiating and finalizing each new partner's role in the project.

Phase 3: Final Deliverables and Closeout

By the end of May 2025, we will deliver a **campaign implementation playbook** and a **WUI policy recommendations paper** as vital leave-behinds for the city to continue to advance its wildfire resilience.

The campaign implementation playbook will serve as a one-stop shop for the campaign strategy, communications calendar, partner inventory, and collection of campaign materials. We will also create guidance for the city and its partners that offers tips and checklists for engaging the public and maintaining momentum during each campaign crescendo.

The WUI policy recommendations paper will enable the city to consider its remaining options for mitigating wildfire risk in the WUI. We will support Louisville's Recovery and Resilience Division in identifying and evaluating its policy options for mitigating the risks inherent to the WUI, including land use and zoning regulations for both residential and commercial development to guide future development away from the WUI, additional development regulations that go beyond the requirements in the home-hardening code such as setbacks, and other regulatory measures that promote fire safety like more stringent open air burning restrictions and penalties. To develop the policy recommendations paper, we will:

1. **Review Best Practices:** Perform a review of regulatory and non-regulatory best practices from across Colorado, national sources such as FEMA and the U.S. Forest Service, and international sources such as Canada and Australia.
2. **Identify Gaps:** Perform a scan of Louisville's existing codes and practices to identify mitigation measures not yet implemented.
3. **Prioritize:** Score the best practices on dimensions of feasibility, cost, and impact for Louisville.
4. **Summarize:** Summarize the top five to 10 options in a policy recommendations paper not to exceed 10 pages.

3 Our Qualifications

Fors Marsh brings over 2 decades of experience delivering community-based social marketing campaigns aimed at influencing actions that are often challenging for people to take. Whether it is increasing the number of people who opt to get COVID-19 vaccinations amid widespread fear and uncertainty or convincing more wildfire disaster survivors to persevere through a highly complex disaster aid process to get the support they deserve, our resilience communications experts have proven time and again that we know how to deliver impact, not just artifacts.

Examples of Similar Work

FEMA Targeted Media Marketing Outreach and Media Purchase Florida

Client	Federal Emergency Management Agency	Period of Performance	3/01/23–5/29/23
		Budget	\$9,999,920.49

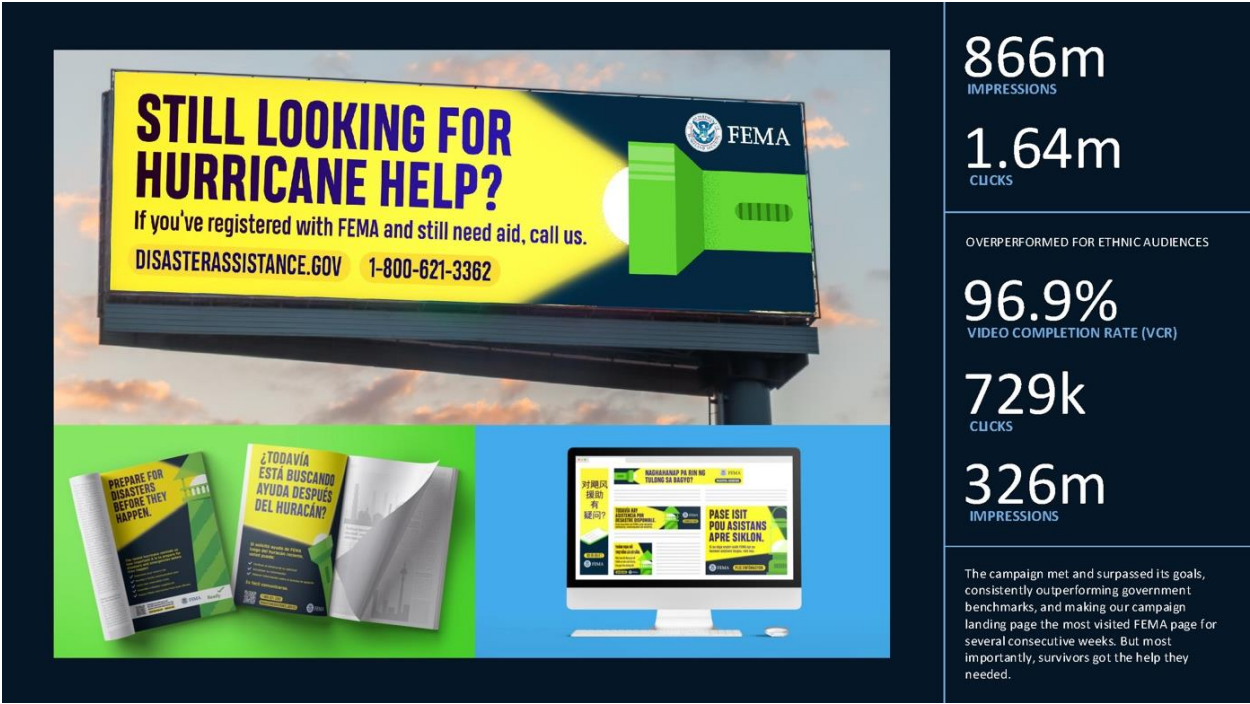
In 2022, Hurricane Ian affected hundreds of thousands of people in South and Central Florida, resulting in almost a million displaced residents and over \$112 billion in total damages according to the National Oceanic and Atmospheric Administration (NOAA). With this campaign, FEMA aimed to target people who needed to follow up or provide additional documentation to change their eligibility and receive assistance. At FEMA's direction our team implemented an integrated multimedia and messaging strategy to reach survivors affected by Hurricane Ian regarding their individual assistance application status for hurricane disaster aid.

Messaging for this campaign centered on informing existing FEMA applicants that disaster assistance was still available and urging them to update their personal information, review their application status, or appeal a decision for individual assistance. The campaign took an equity-informed and culturally appropriate approach using Census data and FEMA field reports to ensure our messages were targeted to connect with all affected communities—in their own language. Key campaign materials were rolled out in English and Spanish with digital materials developed in Haitian Creole, Vietnamese, Mandarin, and Tagalog. The paid media strategy used a mix of media tactics throughout the state of Florida focusing on five key counties (Lee, Volusia, Collier, Charlotte, and DeSoto) with higher than usual inactive individual assistance registrations. We reached these individuals using a variety of traditional and digital tactics, including radio, print, video, out of home, Nextdoor, online video, and paid social media



Project results that represent our ability to provide quality services within time and funding constraints:

The campaign met and surpassed its goals, consistently outperforming government benchmarks and making our campaign landing page the most visited FEMA page for several consecutive weeks. But most importantly, survivors got the help they needed.

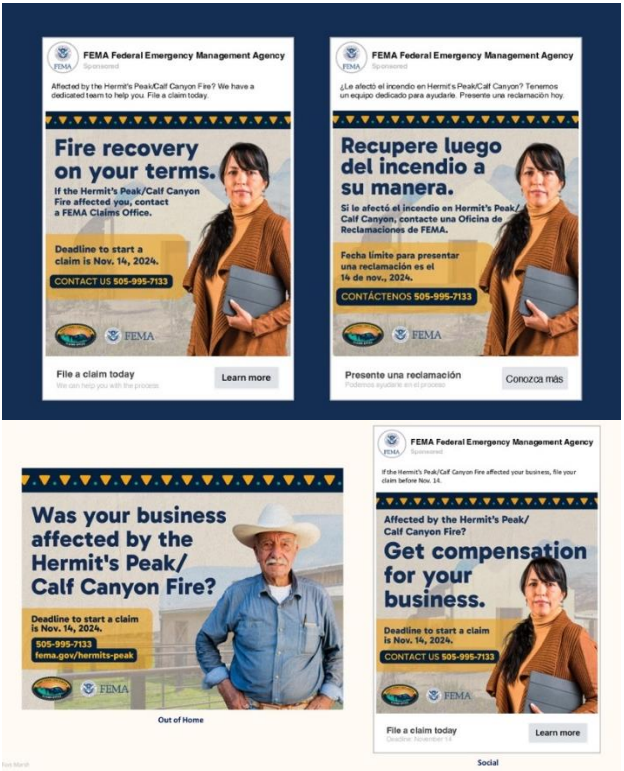


FEMA Targeted Media Marketing Outreach and Media Purchase New Mexico

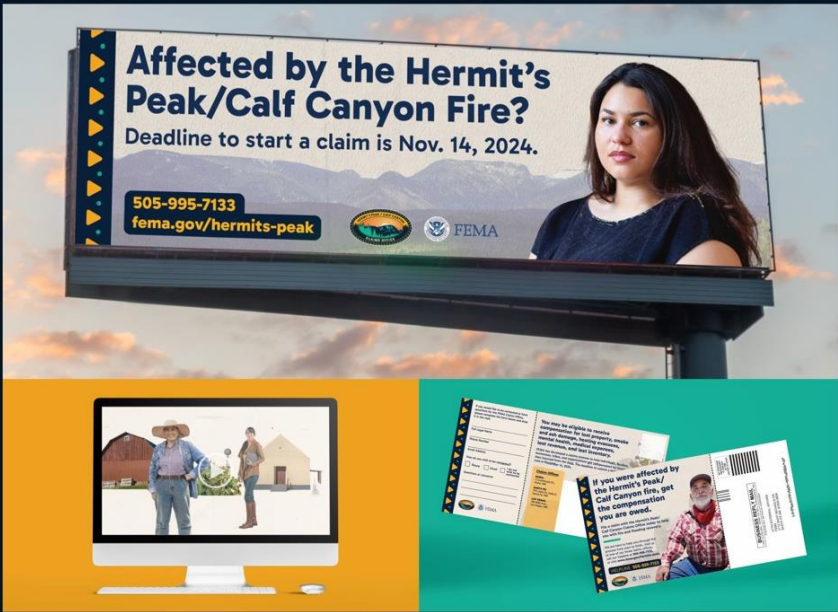
Client	Federal Emergency Management Agency	Period of Performance	3/4/24–3/3/25
		Budget	\$3,716,309.10

Fors Marsh is 9 months into disaster relief efforts in New Mexico, for which we are a subcontractor to Agenda, LLC. The disaster work focuses on very targeted local media buys, including traditional paid media tactics (radio, out of home), digital tactics (display, online video, over-the-top), and targeted direct mail, with creative development of all paid media assets targeting those affected by the Hermit's Peak/Calf Canyon Fire.

Throughout the campaign, our messaging and creative evolved based on shifting message priorities and a claims deadline extension. Our initial messaging focused on encouraging those affected by the fire to reach out to FEMA to file a claim. The FEMA team identified a gap in claims received by businesses. To address this, our team created new ads that emphasized the fact that businesses are also eligible to file a claim for compensation. In addition, the claims deadline—originally November 14, 2024—was extended to December 20, 2024. Our team again created new ads and refreshed existing ads to call attention to the new claims deadline.



Project results that represent our ability to provide quality services within time and funding constraints: During the last 7 months since the campaign has been live in market, FEMA has reported increased traffic at their claims offices and an increase in the number of calls to their helpline. Since the campaign begin in mid-May 2024, the number of paid claims increased more than threefold, from 3,000 to 12,272, in a nearly 7-month period. The total amount of compensation paid to claimants increased from \$578 million to \$1.63 billion in that same 7-month period.



Breakthrough creative that successfully drove local communities to take action and file claims. Our paid advertising campaigns drove applications from

3,000
TO
12,272
CLAIMS

and increased the amount of compensation

\$578M
TO
\$1.63B

in a nearly 7-month period.

HHS ASPA COVID-19 Public Education Campaign

Client	U.S. Department of Health and Human Services (HHS) Office of the Assistant Secretary for Public Affairs (ASPA)	Period of Performance	08/31/2020–11/30/2021; 07/30/2021–04/30/2022; 01/06/2022–08/06/2024
		Budget	\$300,023,797; \$188,303,478; \$422,847,010

The U.S. Department of Health and Human Services (HHS) Office of the Assistant Secretary for Public Affairs' (ASPA) We Can Do This COVID-19 public education campaign was a national, integrated, and research-based campaign to increase confidence in and uptake of COVID-19 vaccines while reinforcing basic prevention measures. The campaign disseminated evidence-based, market-tested messages to priority audiences through paid media channels and secured strategic partnerships to deliver these messages through trusted messengers.

Throughout its duration, the campaign partnered with more than 700 national, state, and local organizations, reaching key audiences through activations ranging from in-person community events to digital dissemination efforts through partners' vast and unique networks. These events not only allowed us to reach audiences directly and authentically, but they also facilitated the campaign's ability to disseminate dozens of materials, including multilingual educational resources like fact sheets and infographics.



In partnership with the local Miami, FL, clinic, Empower U, the *We Can Do This* campaign hosted a COVID-19 vaccines mobile clinic at the Miami Marlins Fan Fest event in Miami, FL, on February 11, 2023. In addition to offering free COVID-19 vaccines, the team offered educational materials and COVID-19 test kits to over 1,000 attendees. We also partnered with the Marlins professional baseball team to promote the clinic via social media and email communications.

The National Rural Education Association created a social media toolkit to amplify the *We Can Do This* messages across their various platforms and encourage their members to do the same.



Another key aspect of the campaign's earned media efforts was placing trusted messengers in local news outlets to answer timely questions about vaccination. Through a partnership with iHeartMedia, the campaign was able to place trusted messengers in nationally syndicated and regional radio shows. Team Fors Marsh refined the messaging and each month targeted specific states with high percentages of the key campaign audiences for monthly media blitzes, including proactive pitching; satellite and radio media tours; state-specific, Spanish-language, and rural-focused audio news releases; and ready-to-use articles.

Project results that represent our ability to provide quality services within time and funding constraints: Through effective partnership efforts and meticulous planning, the campaign successfully organized 1,461 in-person events across 723 priority markets, hosting 1,077 pop-up clinics and vaccinating more than 40,500 people. Meanwhile, earned media efforts simultaneously helped promote events among hard-to-reach communities through engagement of trusted messengers. Throughout the campaign, the team placed more than 120 doctors on news programs in 40 states, resulting in more than 35,000 syndicated airings or postings of more than 1,350 original stories in nine languages for a reach of nearly 2 billion broadcast/online impressions.

Our Team of Experts

Fors Marsh has a bench of experts in climate resilience, hazard mitigation policy, and social marketing (highlighted below) who are both local to Colorado and nationally recognized that we will call upon to deliver Louisville's wildfire mitigation campaign.

**Natalie Adler**

Vice President, Public Impact and Resilience Communications

Experience: 25 years

Reputation: Ms. Adler is a well-established communications strategist and senior advisor who has overseen national, regional, and local campaigns. She oversees campaign planning and design as well as strategies for community and stakeholder engagement for clients, including FEMA (Hermit's Peak/Calf Canyon Fire in New Mexico), the U.S. Department of Health and Human Services, the Centers for Disease Control and Prevention and the National Institutes of Health.

**Kristin Murphy**

Senior Director, Climate Resilience

Experience: 20 years

Reputation: Ms. Murphy is a nationally recognized expert in climate resilience communications and behavior change. She has worked across more than a dozen federal agencies, departments in every state, and with the White House to help communities improve their ability to bounce back from floods, wildfires, and severe storms. Ms. Murphy has also led numerous efforts to design and implement regulatory policy, specifically model land use and development standards, to mitigate the impacts of natural hazards.

**Ashley Sever**

Director, Science and Health Education

Experience: 12 years

Reputation: Ms. Sever is a Colorado resident with more than 12 years of experience creating, implementing, and supporting integrated health communications programs for government, nonprofit, and private sector clients. Throughout her career, she has worked to raise awareness, increase knowledge, and drive behavior change to improve public health and well-being, including playing a pivotal role as a public affairs manager for Jefferson County, CO.

3 Detailed Budget and Cost

Fors Marsh is pleased to submit a detailed budget narrative for each phase of the project as well as several optional tasks and products for the city's consideration.

Phase 1: Initial Project Meetings and Materials Development (January and February 2025)

Role Description	Hourly Rate	Number of Hours	Cost for Phase 1
Project Lead	\$111.55	100	\$11,155.00
Junior Research Assistant	\$61.36	165	\$10,124.40
Policy Analyst	\$77.28	12	\$927.36
Subject Matter Expert	\$187.39	18	\$3,373.02
Graphic Designer	\$102.30	300	\$30,690.00
Other Direct Cost (ODC)		-	\$1,605.00
Phase 1 Total		595	\$57,874.78

Phase 2: Education and Outreach (March 2025)

Role Description	Hourly Rate	Number of Hours	Cost for Phase 2
Project Lead	\$111.55	80	\$8,924.00
Junior Research Assistant	\$61.36	120	\$7,363.20
Policy Analyst	\$77.28	0	\$0
Subject Matter Expert	\$187.39	6	\$1,124.34
Graphic Designer	\$102.30	8	\$818.40
Phase 2 Total		214	\$18,229.94

Phase 3: Final Deliverables and Project Closeout (April and May 2025)

Role Description	Hourly Rate	Number of Hours	Cost for Phase 3
Project Lead	\$111.55	28	\$3,123.40
Junior Research Assistant	\$61.36	72	\$4,417.92
Policy Analyst	\$77.28	40	\$3,091.20
Subject Matter Expert	\$187.39	4	\$749.56
Graphic Designer	\$102.30	0	\$0
Phase 3 Total		144	\$11,382.08

Total Project

Role Description	Hourly Rate	Number of Hours	Total Cost
Project Lead	\$111.55	208	\$23,202.40
Junior Research Assistant	\$61.36	357	\$21,905.52
Policy Analyst	\$77.28	52	\$4,018.56
Subject Matter Expert	\$187.39	28	\$5,246.92
Graphic Designer	\$102.30	308	\$31,508.40
Other Direct Cost (ODC)		-	\$1,605.00
Project Total		953	\$87,486.80

Optional Phase 1 Tasks and Materials

Role Description	Hourly Rate	Formative Research/ Focus Group		Animated Life of an Ember Video		Contractor Training Video		Branded Contractor Training Certification		Fully Branded Campaign with Personified Ember	
		Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost
Project Lead	\$111.55	30	\$3,346.50	15	\$1,673.25	20	\$2,231.00	10	\$1,115.50	30	\$3,346.50
Junior Research Assistant	\$61.36	30	\$1,840.80	25	\$1,534.00	25	\$1,534.00	15	\$920.40	30	\$1,840.80
Policy Analyst	\$77.28	20	\$1,545.60	5	\$386.40	5	\$386.40	30	\$2,318.40	5	\$386.40
Subject Matter Expert	\$187.39	40	\$7,495.60	5	\$936.95	5	\$936.95	5	\$936.95	20	\$3,747.80
Graphic Designer	\$102.30	10	\$1,023.00	90	\$9,207.00	50	\$5,115.00	10	\$1,023.00	75	\$7,672.50
Other Direct Cost (ODC)		-	\$2,140.00	-	-	-	\$10,700.00	-	-	-	-
Optional Task and Material Totals		130	\$17,391.50	140	\$13,737.60	105	\$20,903.35	70	\$6,314.25	160	\$16,994.00

Technical Assumptions

The detailed budget provided above is based on the following assumptions:

- Each communications product (e.g., fact sheet, infographic) shall go through two rounds of client review. The first review will focus on creative concept and written content direction and the final review will focus on technical accuracy of the written content and photos/illustrations (as applicable).
- The labor hours and other direct costs outlined in the budget are based on the material concepts and quantities proposed. If the specifications of the materials change, costs may also change.
- The phase 2 budget is based on implementation recommendations only and not the actual implementation of the campaign per answers to questions provided by Kiana Freeman on 12/11/24.
- The team will be available for in-person meetings, as needed, once per month for the five months of the period of performance. All other meetings will be conducted virtually via Microsoft Teams or Zoom.

4 Completed Disclosure Statement

Vendor must disclose any possible conflict of interest with the City of Louisville including, but not limited to, any relationship with any City of Louisville elected official or employee. Your response must disclose if a known relationship exists between any principal of your firm and any City of Louisville elected official or employee. If, to your knowledge, no relationship exists, this should also be stated in your response. Failure to disclose such a relationship may result in cancellation of a contract as a result of your response. This form must be completed and returned in order for your proposal to be eligible for consideration.

NO KNOWN RELATIONSHIPS EXIST

X

RELATIONSHIP EXISTS (Please explain relationship)

I CERTIFY THAT:

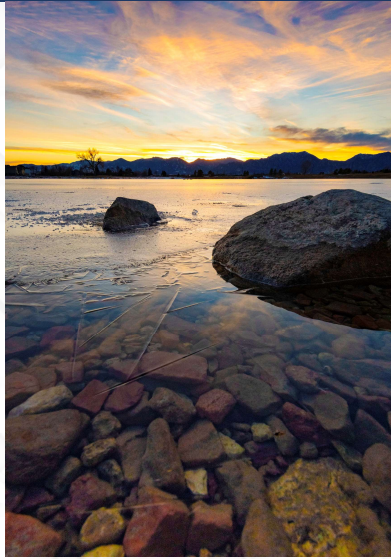
1. I, as an officer of this organization, or per the attached letter of authorization, am duly authorized to certify the information provided herein are accurate and true as of the date; and
2. My organization shall comply with all State and Federal Equal Opportunity and Non-Discrimination requirements and conditions of employment.
- 3.

Ben Garthwaite, Chief Executive Officer

Printed or Typed Name Title



Signature



CSFS Grant & Fors Marsh Contract

Council Meeting
March 18, 2025
Meredyth Muth
Rob Zuccaro



CSFS Grant Overview & Guidelines

- 2023 grant approval which covers 2 main categories
 - Fuels reduction mitigation: grazing & other treatments (ex. mowing)
 - Mitigation Coordinator internal position to focus on:
 - Management of mitigation contracts
 - Education & outreach programming
 - Capacity building; supporting Recovery & Resilience Manager
- Re-evaluation of position in March 2024
 - Unable to find suitable candidate to fill position
 - Discussion with CSFS on eligible scope projects
 - Grant scope change from internal position to external support
- Projects must be completed by July 1, 2027



CSFS Grant Overview & Guidelines

■ Revised Scope for the Mitigation Coordinator Role

The City will hire consulting and contracting services to implement a wildfire mitigation program. The Scope of Work for the consultants and contracts include but is not limited to the following:

- Develop a wildfire mitigation campaign for the City to Louisville's residential and business community. Campaign content and deliverables could include website development, educational materials, community events, graphics, etc. Final campaign scope of work will be determined with staff once the contract is approved.
- Campaign content includes:
 - Louisville home-hardening ordinance
 - Louisville mitigation strategies including landscaping and tree recommendations
 - Louisville public land management education (grazing, weed management, mowing measures, etc).
- Work alongside the Recovery & Resilience Division to provide community outreach from the created deliverables to the Louisville community.
- Research and create recommendations on a Wildfire Urban Interface policy tailored to the Louisville boundaries for City staff to consider.



CSFS Grant Funds

- Grant Funds - \$290,000 + \$290,000 (match) = \$580,000
 - Goat Grazing - \$135,000 (match included)
 - Cattle Grazing - \$60,000 (match included)
 - Other treatments - \$85,000 (match included)
 - Consulting Services - \$150,000 (grant) + \$150,000 (match) = \$300,000
- Remaining Funds for Consulting Services
 - ~\$123,000 (grant)



Communication Campaign

Selecting Fors Marsh and Campaign Overview



Request for Proposal Process

RFP Development

- Collaboration between Open Space, Community Development, Recovery & Resilience, City Manager's Office and Communications

Candidates & RFP Review

- 6 total applications
- Criteria included:

Innovation & Creativity	Innovative ideas or approaches to engage the community or provide deliverables to educate the community
Deliverables/Past Examples Impression	Engaging materials. Professionally designed and Louisville specific branding
Campaign Strategy & Approach	Clear understanding and strategy for raising awareness of Louisville's unique wildfire mitigation programs
Experience & Qualifications	Demonstrated experience in wildfire mitigation, safety campaigns, or similar projects.
Budget & Cost-effectiveness	Clear, reasonable budget with justifiable costs. Value for money and sustainability of the project.



Selecting Fors Marsh

Interview Process

- 3 candidates selected
- Interview Criteria
 - 20-minute presentation
 - Cost proposal
 - Overall impression
 - 5 interview questions

Fors Marsh

- Clear proposal & presentation
- Strong background & experience
 - \$1M FEMA Marketing Outreach
- Team of experts
 - Resilience Communications, Climate Resilience, Science & Health Education



Goals of Campaign

Goals	Objectives
Increase wildfire risk awareness	•Raise public awareness of the likelihood and extent of wildfire risk in Louisville – particularly in areas outside of the Marshall Fire impact areas using the results of Louisville's new wildfire risk assessment
Increase the understanding of wildfire mitigation strategies	•Help the public understand, support and even have a little fun with the new local mitigation practices they might have questions about •Engage and align with the ecosystem of partners who are already frequently engaging with Louisville residents about wildfires through campaigns.
Drive risk-informed decisions and behaviors	•Provide simple and approachable education for homeowners, commercial building owners and operators, contractors, builders, and developers on how and why to comply with new home-hardening ordinance. •Overcome cost and capability barriers to wildfire mitigation and preparedness investments by highlighting accessible options and alternatives for landscaping, home maintenance, and materials.



Project Audience & Operations

Audience

- Whole City-wide approach
 - Fire-affected community
 - All community members
 - Business community

Staff Teams

- Recovery & Resilience liaison to Fors Marsh
- Internal staff support team
 - Open Space
 - City Manager's Office & Communications
 - Community Development & Economic Vitality
 - Others as needed
- External support partners
 - Wildfire Partners
 - Louisville Fire Protection District
 - Others identified in the process



Deliverables & Outcomes From Contract

- Phase 1A: Initial Project Meetings & Planning, research, scoping, strategy development.
 - Campaign strategy & project plan
- Phase 1B: Materials Development:
 - Suite of campaign products:
 - (1) Infographic
 - (1) New web-page design on the City of Louisville's website
 - (1) Fact sheet
 - (1) Social media graphic & (1) social media message bank
 - (3) Public signs
 - (2) Edited photos
 - (2) Booth banners
 - (1) Updated web-page design
 - (1) Multipage infographic of full home and each system
 - (1) Microsoft PowerPoint presentation for training contractors

•Phase 2: Education and Outreach – The consultant will work with the City of Louisville team to develop and provide recommendations on implementation strategies for the deliverables created for the wildfire mitigation campaign.

- Potential deliverables:
 - Communications calendar
 - Campaign Partner inventory

•Phase 3: Final deliverables and close out – At the end of the campaign, the City team and consultants will collaborate to close out the end of the project and ensure all goals, and deliverables are met.

- Potential deliverables:
 - Campaign implementation playbook
 - WUI policy recommendations paper



Questions?