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**MEMORANDUM**

December 6, 2019

To: **Metropolitan District Industry Professionals**

From: Cinamon Watson, Catalyst Public Affairs

Jennifer Webster, Catalyst Public Affairs

Subj: Proposal for Metro District Education Campaign

With increasing frequency, metro districts have become the subject of [news stories](https://www.denverpost.com/2019/11/20/guest-commentary-city-officials-must-heed-the-red-flags-flying-over-colorados-special-districts/), targets on social media and topics at community meetings. Unfortunately, all of these platforms have underscored the fact that metro districts are generally misunderstood and often demonized by Coloradans.

The goal is to create a robust education effort to promote the facts. Below please find a detailed description and outline of our proposed scope of work for an ongoing effort to educate elected officials, policy makers and Colorado voters on the purpose and benefits of Metro Districts.

If you have any questions or need more information, please do not hesitate to contact

us or Sam Sharp and Zach Bishop. We look forward to the opportunity to work with you

to make this project a success.

**WHY NOW?**

The general political climate, concerns about growth, recent news stories and a general misunderstanding of metro districts have combined to create an increasingly hostile atmosphere and one that will likely inspire state lawmakers to consider legislative action. Launching an effort to disseminate facts and educate Coloradans is critical to maintaining metro districts as a valuable tool for communities.

**PARTICIPATION-NEXT STEPS**

Launching this effort immediately is critical to success during the 2020 legislative

session. We ask for your consideration and commitment of $3,000 to allow the work to

begin as quickly as possible.

**Project Timeline**

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| **ACTIVITY** | **DESCRIPTION** | **TIMELINE** | **BUDGET** |
| **Phase 1: Research**  The research phase includes two concurrent processes.  First, we will work closely with a polling firm to develop and implement a survey tool to accurately gage the public’s opinion and depth of knowledge on industry issues.  Second, we will engage in extensive opposition and situational research to inform the survey mechanism, develop and test messages, and determine quality messengers. | **Developing & Implementing the survey tool**   * Retain the polling firm; * Develop survey tool based on a variety of data points including current events and issues, known messengers, past research, and opposition research; * Implement the survey tool; * Evaluate results; * Present results to clients;   **Opposition & Situational Research**   * Review current events and calendar events for local and county lawmakers; * Discuss political situation with lobbying team, stakeholders including business leaders, industry officials, lawmakers, and community thought leaders; * Review all opposition/misinformation activities, information, and positions; * Review potential pro-industry messages including social media, white papers, etc.; * Develop lists of both potential crisis points and positive progress/victory points including upcoming hearing dates and community events; | **Both processes of Phase 1 will run concurrently beginning on Day 1.**  We anticipate presenting the survey tool for review within the first two weeks of contract.  Results and a polling presentation will be presented within two weeks of the survey tool approval.  Opposition and situational research will be an ongoing task throughout the duration of the contract. We anticipate our first report to include initial findings and milestone dates on Day 30 of the contract. Subsequent reports will follow monthly. | **Polling: $25,000 - $30,000** |

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| **ACTIVITY** | **DESCRIPTION** | **TIMELINE** | **BUDGET** |
| **Phase 2: Message Development**  The message development phase will rely on the results of our research and close coordination with the entire team. We will create the narrative and identify strategic opportunities to proactively share the message and engage the public, creating a foundation to foster a supportive environment. | **Developing Messaging & Collateral Materials**   * Based on research, we will create talking points and key message points for our messengers; * Make recommendations for any needed collateral materials; * Continuously update and refine key messages based on current events, messengers, and general needs; | **Phase 2 will begin with the results of our first research report and will be confirmed with survey results.**  We anticipate presenting the first message points on day 30. A refined set of key messages will be delivered along with survey results. | **Website Development: $10,000\***  **Additional Collateral Materials: TBD We anticipate creating an assortment of handouts and infographics.** |

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| **ACTIVITY** | **DESCRIPTION** | **TIMELINE** | **BUDGET** |
| **Phase 3: Identifying Messengers**  This includes building a list of supporters and spokespeople that will represent the effort in a variety of forums.  This influential network can host events, attend and sponsor other local events and impact local politics through strategic and targeted messaging. | **Identifying the Messengers** Based on research, we will identify potential community members who are best deemed to deliver our message points.  **Developing the Organizational Framework** Once we determine the appropriate individuals, we recommend the formation of a branded, group that includes a influential community leaders, consumers and a network of friends and supporters. To accomplish this task, we will take the following steps:   * Determine the structure of the organization by consulting appropriate legal experts; * File necessary paperwork; * Develop a calendar with any necessary filing deadlines and/or compliance reports;   **Brand & Cultivate the Organization** Based on research and key message points, we will brand the organization with a name and grow the organization. | **Phase 3 will begin in concurrence with our research phase. Based on the results of our research, we will build the network and continuously grow and cultivate the network throughout the duration of the contract.**  We anticipate presenting the proposed organizational framework no later than day 30 of the contract. We anticipate having an infrastructure, brand and recommendations for a steering committee in place. | **Legal review of branded organization: $5,000** |

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| **ACTIVITY** | **DESCRIPTION** | **TIMELINE** | **BUDGET** |
| **Phase 4: Disseminating the message**  We will support the newly established, branded organization as a vehicle to deliver message content.  Our tools for engagement include collateral materials supporting the lobbying team, social media, media engagement including Letters to the Editor, Op-Eds, and media relations. We will also facilitate any necessary editorial boards.  Additionally, we will provide any needed presentation materials, talking points and social media content. | **Develop Social Media Platforms**   * Construct, develop, and foster a social media. This infrastructure will include multiple accounts on multiple platforms including Twitter, FaceBook, Instagram, LinkedIn, Google and other platforms as needed. In some cases, we will create multiple accounts featuring events, messages, etc.   **Develop Social Media Content:** Develop and manage all social media content and manage content calendars for all social media postings. Postings should entice readers and followers to learn more.  **Media Relations:**   * Develop and pitch media opportunities; * Manage media inquiries; * Prepare crisis management strategy; * Build a “database” of publications to target with tailored angles;   . | **Phase 4 will begin in immediately following research and development.**  We anticipate all social media platforms to be ready by Day 30 and content to follow quickly after research is complete.  We anticipate this process to be ongoing.  We will provide monthly updates on all social media analytics as well news clips and community bulletins. | **All content development and message dissemination costs fall under the project management fee. Any additional costs such as graphic design or paid advertising will be submitted to the client for approval.** |

**Project Budget Summary**

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| **ITEM** | **BUDGET** |
| Management Fee   * Message Development * Communications & Media Relations * Coordination and development of all collateral materials * Development and content management of all social media platforms * Stakeholder Engagement * Directions and management of any necessary paid efforts | $10,000 per month |
| Research | $25,000\* TBD |
| Website Development | $10,000 |
| Collateral Materials | TBD  We anticipate many of our dissemination strategies to be digital. However, we will work with all stakeholders to develop any necessary print materials and/or event cost and submit to the client for approval. |
| Legal Review | $5,000 |
| Paid Media/Outreach Efforts  for example:   * Telephone Townhalls * Radio * Digital advertising * Sponsored media content | TBD  These strategies will be developed in coordination with all stakeholders and any lobbying efforts and submitted to the client for approval. |
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| **TOTAL ANNUAL BUDGET FOR**  **YEAR 1** | **$160,000** |
| **TOTAL ANNUAL BUDGET FOR**  **YEAR 2** | **$120,000\***  **The year 2 budget reflects a smaller research budget, an ongoing website and an absence of legal review costs for organizational startup.** |