



*Board of County Commissioners Special Meeting
August 15, 2023 • 1:00pm – 1:45pm
In-Person (BCC Board Room)*

1. Welcome Commissioner Kerr
2. Draft Scope of Work for Potential Ballot Initiative Consultant Michael Smith
Receive Feedback and Direction
3. Town of Superior letter re Rocky Mountain Metropolitan Airport Joe Kerby
4. Next Steps Commissioner Kerr

JEFFERSON COUNTY STATEMENT OF WORK (SOW) FOR
Consultation Regarding Potential Funding Challenge Solutions

I. BACKGROUND AND OBJECTIVES

Jefferson County is one of Colorado's major metropolitan counties, encompassing 773,000 square miles with a population of more than 580,000. Its Board of County Commissioners (BCC) is comprised of three commissioners who have been elected at large and each represents one of three districts.

Jefferson County's current revenues cannot support the current level of services provided and maintain its infrastructure obligations. The County intends to hire a consultant to carry out fact-finding and provide advice regarding the best financial path to meeting the needs and expectations of the community, which could include submitting a funding question or questions to voters in November 2024. No decisions have been made at this time on what, if any funding avenues to pursue, including, but not limited to, whether to put a ballot question before registered voters in the November 2024 election. This work is exploratory and must be completed in time for the Board of County Commissioners to make a final decision by July 23, 2024.

II. SUMMARY DESCRIPTION OF WORK TO BE PERFORMED

The scope of services includes working with County staff, attending public meetings, conducting statistically valid surveying, measuring survey results, and presenting a comprehensive final report by July 1, 2024; unless a later presentation is requested by the County. The County expects to adjust the overall workplan based on the hired consultant's expert advice, but foresees the following activities:

- Work with County staff to understand the County's financial challenges and explore possible funding strategies.
- Identify and implement an overall strategy to help inform decision-makers, including the Jefferson County Board of County Commissioners, on the best approach to address the County's current and future fiscal challenges.
- Create and implement an educational outreach plan to inform County residents about Jefferson County's financial challenges.
- Work with the community to identify how Jefferson County residents wish for funding resources to be prioritized. This may include surveys, focus groups, statistical assessment, or other methods identified by the consultant.
- Work with County staff to provide regular updates and recommendations to the BCC and key stakeholders.
- Identify and recommend the appropriate quantitative surveying to best inform the County when making decisions regarding possible solutions for its financial challenges. As part of its recommendations, include separate options with a separate fee for the Consultant to (1) make draft recommendations for multiple versions of specific ballot language, and (2) conduct surveys of multiple versions of ballot language to gauge public interest, with selection of such offers to be determined at a later date.
- Consultant will propose a scheduled work plan for the deliverables, with an understanding that all work must be completed no later than July 1, 2024.

III. DELIVERABLES AND SPECIFICATIONS OR PERFORMANCE STANDARDS

- A. **Recommended Strategy to Inform Decision-Makers:** The Consultant will review past ballot efforts and

current financial outlook, then make strategic recommendations regarding an overall project schedule and what information should be gathered from the public, including what polling schedule and frequency would provide decision-makers with the best possible information regarding any potential solutions to financial challenges.

- B. **Community Outreach:** The Consultant will direct public information gathering efforts and otherwise gain understanding of the financial challenges facing both Jefferson County and its community in Sorder to inform recommendations for future polling.

Development by the Consultant of such outreach will include, but not be limited to:

- Meetings with County staff to discuss and identify issues to be addressed prior to commencing development of the outreach.
- Conducting surveys to evaluate community awareness to determine how familiar the citizens are with County services and current conditions of County operations.
- Conducting surveys to determine community priorities and preferences as they relate to the quality and means by which County services are delivered.
- Conducting surveys to identify how the community prefers the County address its financial challenges. These surveys should be designed to help identify specific questions for potential polling.
- Identify strategic stakeholders in the community who can form a steering committee to guide the overall efforts related to recommending a path towards solving the County's financial challenges.

- C. **Strategic Communications:** The Consultant will direct strategic communication planning and suggest material that staff should produce to educate the community on current financial challenges and continue to communicate what is learned from the community during outreach efforts.

Development by the Consultant of such strategic communication will include, but not be limited to:

- Schedule of Strategic Communications that should be directed to the community, including determining who might be the most effective messengers to drive engagement.
- Identify particular messaging regarding financial challenges and the efforts to address those challenges which should be developed by staff and review drafted material before dissemination.
- Recommend how Strategic Communications should adapt as community outreach leads to additional information regarding community needs and community opinions about potential financial solutions.
- Assist in development of neutral information regarding potential ballot issues that could continue to be shared after any decision on a ballot question so that voters have the same opportunity to make an informed decision as we have provided to community leaders.

- D. **Translation:** The proposals for any public information gathering and strategic communication will include a plan and cost for translation and interpretation services to reach non-English speaking community members. Such services will be offered in Spanish. If the Consultant recommends additional languages, the Consultant may provide a separate line-item cost for such translation services.

- E. **Polling:** The consultant, or its designated subcontractor, will offer statistically significant polling of possible solutions, including specific language for any recommended potential ballot questions to be considered as part of the polling. Polling will include participation across the County's broad, diverse population.

The design of this polling will include, but not be limited to:

- A methodology and polling instrument for a statistically valid sampling of registered voters in Jefferson County, Colorado, including the sample size based on the County's demographics.
- Presenting the draft poll questionnaire and the methodology for implementing the survey to County staff and elected officials in order to receive input and feedback from County staff and elected officials and revise the poll questions and methodology accordingly.
- Submit a final draft of the poll questions and methodology to County staff for approval prior to

- submitting the final survey to registered voters for responses.
- The Consultant's proposal should include flexibility for the County to determine at a later date how much, if any, polling to conduct under this contract. Such a decision would be based on the expected utility of such polling, incorporating the Consultant's advice, and on the availability of similar data from other sources.
- The Consultant or its designated subcontractor will conduct the polling in accordance with the methodology and questions as approved by County staff during the design of the polling process as described above.

F. **Reporting Polling Results:** Within the timeline agreed to in the contract, the Consultant will provide a written report describing the results of the survey. In addition, the Consultant will present the results of the survey to County staff and the elected officials. The report should include at a minimum:

- The framework and methodology used, the tabulations of all calls and contacts made as part of the survey, including refusals, disconnected numbers, busy lines, unanswered calls, number of attempts, communication barriers and age issues.
- Tabulation of survey results, key findings, detailed findings, conclusions, and recommendations to support informed decision-making.

IV. SCHEDULE OR TIMELINE FOR PERFORMANCE

The County intends to begin strategic planning in coordination with the Consultant in the Fall of 2023, with community outreach to begin in early 2024, unless the Consultant recommends an earlier timeline to begin outreach efforts.

Based on election deadlines, any decision to place a ballot question on the November 2024 ballot must, at the latest, be made by late July 2024. Accordingly, all outreach work must be completed with sufficient time to facilitate discussions with decision-makers and key stakeholders, adequately allowing for debate and consideration in publicly noticed open meetings.

The Contractor will make recommendations for the best time period in which to conduct any potential polling, and the Consultant will identify the date by which the County must decide whether to exercise an option for the Consultant to conduct such polling.

Final timeline for deliverables shall be as agreed to in the Contract.

V. CONTRACTOR RESPONSIBILITIES

A. The Contractor will:

1. Coordinate with the Jefferson County Representative to schedule all work and materials delivery;
2. Coordinate with the Jefferson County Representative to schedule all public meetings required under the contract;
3. Respond to all questions from the Jefferson County Representative within two business days;
4. Understand and that Jefferson County and its employees are subject to Colorado's "Fair Campaign Practices Act";
5. Acknowledge and ensure that the Consultant will immediately cease all work under this the contract if the Board of County Commissioners makes a decision to put any ballot question on the November 2024 ballot;

6. Understand and acknowledge that no public funds, including County staff time working with the Consultant under the contract, will be expended as of the moment in which the Board of County Commissioners makes a decision to move forward with any ballot initiative. no public funds may be spent advocating for a ballot issue once a decision has been made. Therefore, all terms of this contract must be completed before the Board of County Commissioners decides whether or not to move forward with any ballot recommendations made by the Consultant.

VI. COUNTY RESPONSIBILITIES

The County will supply financial data to support Consultant’s needs analysis.

The County will help facilitate meetings with County stakeholders as needed.

Working with the Consultant, the County will schedule and post all open meetings in which the Consultant will present its findings and recommendations with the Board of County Commissioners.

VII. ACCEPTANCE CRITERIA

The Jefferson County Authorized Representative will consider all work complete upon receipt and review of a final fact-finding and recommendation presentation to verify compliance with specifications, deliverables, and industry and performance standards. Acceptance will be granted only if all deliverables are completed as stated herein. Defects would be corrected in accordance with contract terms.

VIII. PRICING &/O PAYMENT

Contractor will propose pricing with payment dependent on the following milestones:

- Presentation of a Strategic Plan for fact-finding related to funding challenges
- Completion of outreach efforts, as laid out by Contractor’s Strategic Plan
- Final fact-finding and recommendation presentation regarding any selected polling options and other fact-finding related to decision-making regarding the financial challenges faced by Jefferson County
- Other milestones identified in the Contractor’s proposal that are agreed to by the County when finalizing the contract

IX. DOCUMENTS APPLICABLE TO THIS SOW

See Sample Contract.

X. CONTRACT REFERENCE

This Statement of Work is part of the contract and is governed by the terms and conditions therein. No work shall begin in relation to this SOW until the contract is executed and a notice to proceed is issued.

XI. ADDITIONAL TERMS AND CONDITIONS SPECIFIC TO THIS STATEMENT OF WORK

XII. COUNTY REPRESENTATIVE TO THIS SOW

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