



**PUBLIC & GOVERNMENT AFFAIRS**

PUBLIC SERVICES BUILDING  
2051 KAEN ROAD | OREGON CITY, OR 97045

9/18/2025

BCC Agenda Date/Item: \_\_\_\_\_

Board of County Commissioners  
Clackamas County

**Approval of a Personal Services Contract with Parachute Strategies for on-call marketing services. Contract Value is \$450,000 for 3 years. Funding is through direct billing to County departments, which includes multiple funding sources, including federal and state funds, and may include a small portion of Budgeted County General Funds.**

<b>Previous Board Action/Review</b>	N/A		
<b>Performance Clackamas</b>	Building public trust through good government		
<b>Counsel Review</b>	Yes	<b>Procurement Review</b>	Yes
<b>Contact Person</b>	Tonia Holowetzki	<b>Contact Phone</b>	503-742-5973

**EXECUTIVE SUMMARY:** PGA maintains on-call agreements with two marketing firms to support large communications initiatives. The costs associated with these services are covered by the departments that request them.

**RECOMMENDATION:** Staff recommend that the BCC approve the contract.

Respectfully submitted,

Tonia Holowetzki  
Director

For Filing Use Only



**CLACKAMAS COUNTY  
PERSONAL SERVICES CONTRACT  
Contract #0000001429**

This Personal Services Contract (this "Contract") is entered into between Guenever Millius doing business as **Parachute Strategies** ("Contractor"), and Clackamas County, a political subdivision of the State of Oregon ("County"), on behalf of its Department of Public and Government Affairs.

**ARTICLE I.**

- 1. Effective Date and Duration.** This Contract shall become effective upon signature of both parties. Unless earlier terminated or extended, this Contract shall expire on **June 30, 2028**.
- 2. Scope of Work.** Contractor shall provide the following personal services: **On-Call Strategic Outreach Marketing** ("Work"), further described in **Exhibit A**. This Contract is on an "on-call" or "as-needed basis" for Work.
- 3. Consideration.** The maximum amount County may pay Contractor, from available and authorized funds, for performing the Work shall not exceed the sum of **Four Hundred and Fifty Thousand Dollars (\$450,000.00)**.

Because this is an on-call or as-needed contract, and the exact amount of Work needed, if any, is unknown, nothing herein shall be construed as a promise to pay Contractor the full **\$450,000.00** authorized herein.

Consideration rates are on a time and materials basis in accordance with the rates and costs specified in Exhibit B. If any interim payments to Contractor are made, such payments shall be made only in accordance with the schedule and requirements in Exhibits A and B.

- 4. Invoices and Payments.** Unless otherwise specified, Contractor shall submit monthly invoices for Work performed. Invoices shall describe all Work performed with particularity, by whom it was performed, and shall itemize and explain all expenses for which reimbursement is claimed. The invoices shall include the total amount billed to date by Contractor prior to the current invoice. If Contractor fails to present invoices in proper form within sixty (60) calendar days after the end of the month in which the services were rendered, Contractor waives any rights to present such invoice thereafter and to receive payment therefor. Payments shall be made in accordance with ORS 293.462 to Contractor following the County's review and approval of invoices submitted by Contractor. Contractor shall not submit invoices for, and the County will not be obligated to pay, any amount in excess of the maximum compensation amount set forth above. If this maximum compensation amount is increased by amendment of this Contract, the amendment must be fully effective before Contractor performs Work subject to the amendment.

Invoices shall reference the above Contract Number and be submitted to: [kcombs@clackamas.us](mailto:kcombs@clackamas.us)

- 5. Travel and Other Expense.** Authorized: ☐ Yes ☒ No  
If travel expense reimbursement is authorized in this Contract, such expense shall only be reimbursed at the rates in the County Contractor Travel Reimbursement Policy, hereby incorporated by reference and found at: <https://www.clackamas.us/finance/terms.html>. Travel expense reimbursement is not in excess of the not to exceed consideration.
- 6. Contract Documents.** This Contract consists of the following documents, which are listed in descending order of precedence and are attached and incorporated by reference, this Contract, Exhibit A, and Exhibit B.

## 7. Contractor and County Contacts.

Contractor Administrator: Guenevere Millius Phone: 503-475-8529 Email: <a href="mailto:gwen@parachutestrategies.com">gwen@parachutestrategies.com</a>	County Administrator: Tonia Holowetzki Phone: 503-250-1381 Email: <a href="mailto:THolowetzki@clackamas.us">THolowetzki@clackamas.us</a>
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Payment information will be reported to the Internal Revenue Service (“IRS”) under the name and taxpayer ID number submitted. (See I.R.S. 1099 for additional instructions regarding taxpayer ID numbers.) Information not matching IRS records will subject Contractor payments to backup withholding.

## ARTICLE II.

- 1. Access to Records.** Contractor shall maintain books, records, documents, and other evidence, in accordance with generally accepted accounting procedures and practices, sufficient to reflect properly all costs of whatever nature claimed to have been incurred and anticipated to be incurred in the performance of this Contract. County and their duly authorized representatives shall have access to the books, documents, papers, and records of Contractor, which are directly pertinent to this Contract for the purpose of making audit, examination, excerpts, and transcripts. Contractor shall maintain such books and records for a minimum of six (6) years, or such longer period as may be required by applicable law, following final payment and termination of this Contract, or until the conclusion of any audit, controversy or litigation arising out of or related to this Contract, whichever date is later.
- 2. Availability of Future Funds.** Any continuation or extension of this Contract after the end of the fiscal period in which it is written is contingent on a new appropriation for each succeeding fiscal period sufficient to continue to make payments under this Contract, as determined by the County in its sole administrative discretion.
- 3. Captions.** The captions or headings in this Contract are for convenience only and in no way define, limit, or describe the scope or intent of any provisions of this Contract.
- 4. Compliance with Applicable Law.** Contractor shall comply with all applicable federal, state and local laws, regulations, executive orders, and ordinances, as such may be amended from time to time.
- 5. Counterparts.** This Contract may be executed in several counterparts (electronic or otherwise), each of which shall be an original, all of which shall constitute the same instrument.
- 6. Governing Law.** This Contract, and all rights, obligations, and disputes arising out of it, shall be governed and construed in accordance with the laws of the State of Oregon and the ordinances of Clackamas County without regard to principles of conflicts of law. Any claim, action, or suit between County and Contractor that arises out of or relates to the performance of this Contract shall be brought and conducted solely and exclusively within the Circuit Court for Clackamas County, for the State of Oregon. Provided, however, that if any such claim, action, or suit may be brought in a federal forum, it shall be brought and conducted solely and exclusively within the United States District Court for the District of Oregon. In no event shall this section be construed as a waiver by the County of any form of defense or immunity, whether sovereign immunity, governmental immunity, immunity based on the Eleventh Amendment to the Constitution of the United States or otherwise, from any claim or from the jurisdiction of any court. Contractor, by execution of this Contract, hereby consents to the personal jurisdiction of the courts referenced in this section.
- 7. Indemnity, Responsibility for Damages.** Contractor shall be responsible for all damage to property, injury to persons, and loss, expense, inconvenience, and delay which may be caused by, or result from, any act, omission, or neglect of Contractor, its subcontractors, agents, or employees. The

Contractor agrees to indemnify and defend the County, and its officers, elected officials, agents, and employees, from and against all claims, actions, losses, liabilities, including reasonable attorney and accounting fees, and all expenses incidental to the investigation and defense thereof, arising out of or based upon Contractor's acts or omissions in performing under this Contract.

However, neither Contractor nor any attorney engaged by Contractor shall defend the claim in the name of County, purport to act as legal representative of County, or settle any claim on behalf of County, without the approval of the Clackamas County Counsel's Office. County may assume its own defense and settlement at its election and expense.

- 8. Independent Contractor Status.** The service(s) to be rendered under this Contract are those of an independent contractor. Although the County reserves the right to determine (and modify) the delivery schedule for the Work to be performed and to evaluate the quality of the completed performance, County cannot and will not control the means or manner of Contractor's performance. Contractor is responsible for determining the appropriate means and manner of performing the Work. Contractor is not to be considered an agent or employee of County for any purpose, including, but not limited to: (A) The Contractor will be solely responsible for payment of any Federal or State taxes required as a result of this Contract; and (B) This Contract is not intended to entitle the Contractor to any benefits generally granted to County employees, including, but not limited to, vacation, holiday and sick leave, other leaves with pay, tenure, medical and dental coverage, life and disability insurance, overtime, Social Security, Workers' Compensation, unemployment compensation, or retirement benefits.
- 9. Insurance.** Contractor shall secure at its own expense and keep in effect during the term of the performance under this Contract the insurance required and minimum coverage indicated below. The insurance requirement outlined below do not in any way limit the amount of scope of liability of Contractor under this Contract. Contractor shall provide proof of said insurance and name the County as an additional insured on all required liability policies. Proof of insurance and notice of any material change should be submitted to the following address: Clackamas County Procurement Division, 2051 Kaen Road, Oregon City, OR 97045 or emailed to the County Contract Analyst.

Required - Workers Compensation: Contractor shall comply with the statutory workers' compensation requirements in ORS 656.017, unless exempt under ORS 656.027 or 656.126.
<input checked="" type="checkbox"/> Required – Commercial General Liability: combined single limit, or the equivalent, of not less than \$1,000,000 per occurrence, with an annual aggregate limit of \$2,000,000 for Bodily Injury and Property Damage.
<input checked="" type="checkbox"/> Required – Professional Liability: combined single limit, or the equivalent, of not less than \$1,000,000 per claim, with an annual aggregate limit of \$2,000,000 for damages caused by error, omission or negligent acts.
<input checked="" type="checkbox"/> Required – Automobile Liability: combined single limit, or the equivalent, of not less than \$1,000,000 per accident for Bodily Injury and Property Damage.

The policy(s) shall be primary insurance as respects to the County. Any insurance or self-insurance maintained by the County shall be excess and shall not contribute to it. Any obligation that County agree to a waiver of subrogation is hereby stricken.

- 10. Limitation of Liabilities.** This Contract is expressly subject to the debt limitation of Oregon counties set forth in Article XI, Section 10, of the Oregon Constitution, and is contingent upon funds being appropriated therefore. Any provisions herein which would conflict with law are deemed inoperative to that extent. Except for liability arising under or related to Article II, Section 13 or Section 20 neither party shall be liable for (i) any indirect, incidental, consequential or special damages under this Contract or (ii) any damages of any sort arising solely from the termination of this

Contact in accordance with its terms.

- 11. Notices.** Except as otherwise provided in this Contract, any required notices between the parties shall be given in writing by personal delivery, email, or mailing the same, to the Contract Administrators identified in Article 1, Section 6. If notice is sent to County, a copy shall also be sent to: Clackamas County Procurement, 2051 Kaen Road, Oregon City, OR 97045. Any communication or notice so addressed and mailed shall be deemed to be given five (5) days after mailing, and immediately upon personal delivery, or within 2 hours after the email is sent during County's normal business hours (Monday – Thursday, 7:00 a.m. to 6:00 p.m.) (as recorded on the device from which the sender sent the email), unless the sender receives an automated message or other indication that the email has not been delivered.
- 12. Ownership of Work Product.** All work product of Contractor that results from this Contract (the "Work Product") is the exclusive property of County. County and Contractor intend that such Work Product be deemed "work made for hire" of which County shall be deemed the author. If for any reason the Work Product is not deemed "work made for hire," Contractor hereby irrevocably assigns to County all of its right, title, and interest in and to any and all of the Work Product, whether arising from copyright, patent, trademark or trade secret, or any other state or federal intellectual property law or doctrine. Contractor shall execute such further documents and instruments as County may reasonably request in order to fully vest such rights in County. Contractor forever waives any and all rights relating to the Work Product, including without limitation, any and all rights arising under 17 USC § 106A or any other rights of identification of authorship or rights of approval, restriction or limitation on use or subsequent modifications. Notwithstanding the above, County shall have no rights in any pre-existing Contractor intellectual property provided to County by Contractor in the performance of this Contract except to copy, use and re-use any such Contractor intellectual property for County use only.
- 13. Representations and Warranties.** Contractor represents and warrants to County that (A) Contractor has the power and authority to enter into and perform this Contract; (B) this Contract, when executed and delivered, shall be a valid and binding obligation of Contractor enforceable in accordance with its terms; (C) Contractor shall at all times during the term of this Contract, be qualified, professionally competent, and duly licensed to perform the Work; (D) Contractor is an independent contractor as defined in ORS 670.600; and (E) the Work under this Contract shall be performed in a good and workmanlike manner and in accordance with the highest professional standards. The warranties set forth in this section are in addition to, and not in lieu of, any other warranties provided.
- 14. Survival.** All rights and obligations shall cease upon termination or expiration of this Contract, except for the rights and obligations set forth in Article II, Sections 1, 6, 7, 10, 12, 13, 14, 15, 17, 20, 21, 25, 27, 28, and 34, and all other rights and obligations which by their context are intended to survive. However, such expiration shall not extinguish or prejudice the County's right to enforce this Contract with respect to: (a) any breach of a Contractor warranty; or (b) any default or defect in Contractor performance that has not been cured.
- 15. Severability.** If any term or provision of this Contract is declared by a court of competent jurisdiction to be illegal or in conflict with any law, the validity of the remaining terms and provisions shall not be affected, and the rights and obligations of the parties shall be construed and enforced as if the Contract did not contain the particular term or provision held to be invalid.
- 16. Subcontracts and Assignments.** Contractor shall not enter into any subcontracts for any of the Work required by this Contract, or assign or transfer any of its interest in this Contract by operation of law or otherwise, without obtaining prior written approval from the County, which shall be granted or denied in the County's sole discretion. In addition to any provisions the County may require, Contractor shall include in any permitted subcontract under this Contract a requirement that the

subcontractor be bound by this Article II, Sections 1, 7, 8, 13, 16 and 27 as if the subcontractor were the Contractor. County's consent to any subcontract shall not relieve Contractor of any of its duties or obligations under this Contract.

- 17. Successors in Interest.** The provisions of this Contract shall be binding upon and shall inure to the benefit of the parties hereto, and their respective authorized successors and assigns.
- 18. Tax Compliance Certification.** The Contractor shall comply with all federal, state and local laws, regulation, executive orders and ordinances applicable to this Contract. Contractor represents and warrants that it has complied, and will continue to comply throughout the duration of this Contract and any extensions, with all tax laws of this state or any political subdivision of this state, including but not limited to ORS 305.620 and ORS chapters 316, 317, and 318. Any violation of this section shall constitute a material breach of this Contract and shall entitle County to terminate this Contract, to pursue and recover any and all damages that arise from the breach and the termination of this Contract, and to pursue any or all of the remedies available under this Contract or applicable law.
- 19. Termination.** This Contract may be terminated for the following reasons: (A) by mutual agreement of the parties or by the County (i) for convenience upon thirty (30) days written notice to Contractor, or (ii) at any time the County fails to receive funding, appropriations, or other expenditure authority as solely determined by the County; or (B) if Contractor breaches any Contract provision or is declared insolvent, County may terminate after thirty (30) days written notice with an opportunity to cure.

Upon receipt of written notice of termination from the County, Contractor shall immediately stop performance of the Work. Upon termination of this Contract, Contractor shall deliver to County all documents, Work Product, information, works-in-progress and other property that are or would be deliverables had the Contract Work been completed. Upon County's request, Contractor shall surrender to anyone County designates, all documents, research, objects or other tangible things needed to complete the Work.
- 20. Remedies.** If terminated by the County due to a breach by the Contractor, then the County shall have any remedy available to it in law or equity. If this Contract is terminated for any other reason, Contractor's sole remedy is payment for the goods and services delivered and accepted by the County, less any setoff to which the County is entitled.
- 21. No Third Party Beneficiaries.** County and Contractor are the only parties to this Contract and are the only parties entitled to enforce its terms. Nothing in this Contract gives, is intended to give, or shall be construed to give or provide any benefit or right, whether directly, indirectly or otherwise, to third persons unless such third persons are individually identified by name herein and expressly described as intended beneficiaries of the terms of this Contract.
- 22. Time is of the Essence.** Contractor agrees that time is of the essence in the performance of this Contract.
- 23. Foreign Contractor.** If the Contractor is not domiciled in or registered to do business in the State of Oregon, Contractor shall promptly provide to the Oregon Department of Revenue and the Secretary of State, Corporate Division, all information required by those agencies relative to this Contract. The Contractor shall demonstrate its legal capacity to perform these services in the State of Oregon prior to entering into this Contract.
- 24. Force Majeure.** Neither County nor Contractor shall be held responsible for delay or default caused by events outside the County or Contractor's reasonable control including, but not limited to, fire, terrorism, riot, acts of God, or war. However, Contractor shall make all reasonable efforts to remove

or eliminate such a cause of delay or default and shall upon the cessation of the cause, diligently pursue performance of its obligations under this Contract.

**25. Waiver.** The failure of County to enforce any provision of this Contract shall not constitute a waiver by County of that or any other provision.

**26. Public Contracting Requirements.** Pursuant to the public contracting requirements contained in Oregon Revised Statutes (“ORS”) Chapter 279B.220 through 279B.235, Contractor shall:

- a. Make payments promptly, as due, to all persons supplying to Contractor labor or materials for the prosecution of the work provided for in the Contract.
- b. Pay all contributions or amounts due the Industrial Accident Fund from such Contractor or subcontractor incurred in the performance of the Contract.
- c. Not permit any lien or claim to be filed or prosecuted against County on account of any labor or material furnished.
- d. Pay the Department of Revenue all sums withheld from employees pursuant to ORS 316.167.
- e. As applicable, the Contractor shall pay employees for work in accordance with ORS 279B.235, which is incorporated herein by this reference. The Contractor shall comply with the prohibitions set forth in ORS 652.220, compliance of which is a material element of this Contract, and failure to comply is a breach entitling County to terminate this Contract for cause.
- f. If the Work involves lawn and landscape maintenance, Contractor shall salvage, recycle, compost, or mulch yard waste material at an approved site, if feasible and cost effective.

**27. No Attorney Fees.** In the event any arbitration, action or proceeding, including any bankruptcy proceeding, is instituted to enforce any term of this Contract, each party shall be responsible for its own attorneys’ fees and expenses.

**28. Reserved.**

**29. Reserved.**

**30. Key Persons.** Contractor acknowledges and agrees that a significant reason the County is entering into this Contract is because of the special qualifications of certain Key Persons set forth in the contract. Under this Contract, the County is engaging the expertise, experience, judgment, and personal attention of such Key Persons. Neither Contractor nor any of the Key Persons shall delegate performance of the management powers and responsibilities each such Key Person is required to provide under this Contract to any other employee or agent of the Contractor unless the County provides prior written consent to such delegation. Contractor shall not reassign or transfer a Key Person to other duties or positions such that the Key Person is no longer available to provide the County with such Key Person's services unless the County provides prior written consent to such reassignment or transfer.

**31. Reserved.**

**32. Reserved.**

**33. Reserved.**

**34. Merger.** THIS CONTRACT CONSTITUTES THE ENTIRE AGREEMENT BETWEEN THE PARTIES WITH RESPECT TO THE SUBJECT MATTER REFERENCED THEREIN. THERE ARE NO UNDERSTANDINGS, AGREEMENTS, OR REPRESENTATIONS, ORAL OR WRITTEN, NOT SPECIFIED HEREIN REGARDING THIS CONTRACT. NO AMENDMENT,

CONSENT, OR WAIVER OF TERMS OF THIS CONTRACT SHALL BIND EITHER PARTY UNLESS IN WRITING AND SIGNED BY ALL PARTIES. ANY SUCH AMENDMENT, CONSENT, OR WAIVER SHALL BE EFFECTIVE ONLY IN THE SPECIFIC INSTANCE AND FOR THE SPECIFIC PURPOSE GIVEN. CONTRACTOR, BY THE SIGNATURE HERETO OF ITS AUTHORIZED REPRESENTATIVE, IS AN INDEPENDENT CONTRACTOR, ACKNOWLEDGES HAVING READ AND UNDERSTOOD THIS CONTRACT, AND CONTRACTOR AGREES TO BE BOUND BY ITS TERMS AND CONDITIONS.

By their signatures below, the parties to this Contract agree to the terms, conditions, and content expressed herein.

Guenevere Millius DBA Parachute Strategies

Clackamas County

 August 7, 2025  
Authorized Signature Date

\_\_\_\_\_  
Signature Date

Owner  
Name / Title (Printed)


Name: \_\_\_\_\_

Title: \_\_\_\_\_

791317-94  
Oregon Business Registry #

Approved as to Form:

ABN  
Entity Type / State of Formation

 8/11/2025  
County Counsel Date



**EXHIBIT A**  
**REQUEST FOR PROPOSALS #2025-31**  
**FOR**  
**ON-CALL STRATEGIC OUTREACH MARKETING**  
**PUBLISHED MARCH 27, 2025**



**REQUEST FOR PROPOSALS #2025-31**

**FOR**

**ON-CALL STRATEGIC OUTREACH MARKETING**

**BOARD OF COUNTY COMMISSIONERS**

**CRAIG ROBERTS, Chair**

**PAUL SAVAS, Commissioner**

**MARTHA SCHRADER, Commissioner**

**BEN WEST, Commissioner**

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**Gary Schmidt  
County Administrator**

**Stephanie Ebner  
Contract Analyst**

**PROPOSAL CLOSING DATE, TIME AND LOCATION**

**DATE:** May 1, 2025

**TIME:** **2:00 PM, Pacific Time**

**PLACE:** <https://bidlocker.us/a/clackamascounty/BidLocker>

## **SCHEDULE**

Request for Proposals Issued.....	March 27, 2025
Protest of Specifications Deadline.....	April 3, 2025, 5:00 PM, Pacific Time
Deadline to Submit Clarifying Questions.....	April 10, 2025, 5:00 PM, Pacific Time
Request for Proposals Closing Date and Time.....	May 1, 2025, 2:00 PM, Pacific Time
Deadline to Submit Protest of Award.....	Seven (7) days from the Intent to Award

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Section 1 – Notice of Request for Proposals

Section 2 – Instructions to Proposers

Section 3 – Scope of Work

Section 4 – Evaluation and Selection Criteria

Section 5 – Proposal Content (Including Proposal Certification)

## **SECTION 1**

### **NOTICE OF REQUEST FOR PROPOSALS**

Notice is hereby given that Clackamas County through its Board of County Commissioners will receive sealed Proposals per specifications until **2:00 PM, May 1, 2025** (“Closing”), to provide On-Call Strategic Outreach Marketing. No Proposals will be received or considered after that time.

#### **Location of RFP documents: OregonBuys**

RFP Documents can be downloaded from the state of Oregon procurement website (“OregonBuys”) at the following address <https://oregonbuys.gov/bsa/view/login/login.xhtml>, Document No. S-C01010-00013357.

Prospective Proposers will need to sign in to download the information and that information will be accumulated for a Plan Holder's List. Prospective Proposers are responsible for obtaining any Addenda, clarifying questions, and Notices of Award from OregonBuys.

#### **Submitting Proposals: Bid Locker**

Proposals will only be accepted electronically thru a secure online bid submission service, **Bid Locker**. *Email submissions to Clackamas County email addresses will no longer be accepted.*

- A. Completed proposal documents must arrive electronically via Bid Locker located at <https://bidlocker.us/a/clackamascounty/BidLocker>.
- B. Bid Locker will electronically document the date and time of all submissions. Completed documents must arrive by the deadline indicated in Section 1 or as modified by Addendum. **LATE PROPOSALS WILL NOT BE ACCEPTED.**
- C. Proposers must register and create a profile for their business with Bid Locker in order to submit for this project. It is free to register for Bid Locker.
- D. Proposers with further questions concerning Bid Locker may review the Vendor’s Guide located at <https://www.clackamas.us/how-to-bid-on-county-projects>.

#### **Contact Information**

Procurement Process and Technical Questions: Stephanie Ebner, [sebner@clackamas.us](mailto:sebner@clackamas.us)

The Board of County Commissioners reserves the right to reject any and all Proposals not in compliance with all prescribed public bidding procedures and requirements, and may reject for good cause any and all Proposals upon the finding that it is in the public interest to do so and to waive any and all informalities in the public interest. In the award of the contract, the Board of County Commissioners will consider the element of time, will accept the Proposal or Proposals which in their estimation will best serve the interests of Clackamas County and will reserve the right to award the contract to the contractor whose Proposal shall be best for the public good.

Clackamas County encourages proposals from Minority, Women, Veteran and Emerging Small Businesses.

## SECTION 2 INSTRUCTIONS TO PROPOSERS

Clackamas County (“County”) reserves the right to reject any and all Proposals received as a result of this RFP. County Local Contract Review Board Rules (“LCRB”) govern the procurement process for the County.

**2.1 Modification or Withdrawal of Proposal:** Any Proposal may be modified or withdrawn at any time prior to the Closing deadline, provided that a written request is received by the County Procurement Division Director, prior to the Closing. The withdrawal of a Proposal will not prejudice the right of a Proposer to submit a new Proposal.

**2.2 Requests for Clarification and Requests for Change:** Proposers may submit questions regarding the specifications of the RFP. Questions must be received in writing on or before 5:00 p.m. (Pacific Time), on the date indicated in the Schedule, at the Procurement Division address as listed in Section 1 of this RFP. Requests for changes must include the reason for the change and any proposed changes to the requirements. The purpose of this requirement is to permit County to correct, prior to the opening of Proposals, RFP terms or technical requirements that may be unlawful, improvident or which unjustifiably restrict competition. County will consider all requested changes and, if appropriate, amend the RFP. No oral or written instructions or information concerning this RFP from County managers, employees or agents to prospective Proposers shall bind County unless included in an Addendum to the RFP.

**2.3 Protests of the RFP/Specifications:** Protests must be in accordance with LCRB C-047-0730. Protests of Specifications must be received in writing on or before 5:00 p.m. (Pacific Time), on the date indicated in the Schedule, or within three (3) business days of issuance of any addendum, at the Procurement Division address listed in Section 1 of this RFP. Protests may not be faxed. Protests of the RFP specifications must include the reason for the protest and any proposed changes to the requirements.

**2.4 Addenda:** If any part of this RFP is changed, an addendum will be provided to Proposers that have provided an address to the Procurement Division for this procurement. It shall be Proposers responsibility to regularly check OregonBuys for any notices, published addenda, or response to clarifying questions.

**2.5 Submission of Proposals:** Proposals must be submitted in accordance with Section 5. All Proposals shall be legibly written in ink or typed and comply in all regards with the requirements of this RFP. Proposals that include orders or qualifications may be rejected as irregular. All Proposals must include a signature that affirms the Proposer’s intent to be bound by the Proposal (may be on cover letter, on the Proposal, or the Proposal Certification Form) shall be signed. If a Proposal is submitted by a firm or partnership, the name and address of the firm or partnership shall be shown, together with the names and addresses of the members. If the Proposal is submitted by a corporation, it shall be signed in the name of such corporation by an official who is authorized to bind the contractor. The Proposals will be considered by the County to be submitted in confidence and are not subject to public disclosure until the notice of intent to award has been issued.

No late Proposals will be accepted. Proposals submitted after the Closing will be considered late and will be returned unopened. Proposals may not be submitted by telephone or fax.

**2.6 Post-Selection Review and Protest of Award:** County will name the apparent successful Proposer in a Notice of Intent to Award published on OregonBuys. Identification of the apparent successful Proposer is procedural only and creates no right of the named Proposer to award of the contract. Competing Proposers shall be given seven (7) calendar days from the date on the Notice of Intent to Award to review the file at the Procurement Division office and file a written protest of award, pursuant to LCRB C-047-0740. Any award protest must be in writing and must be delivered by email, hand-delivery or mail to the address for the Procurement Division as listed in Section 1 of this RFP.

Only actual Proposers may protest if they believe they have been adversely affected because the Proposer would be eligible to be awarded the contract in the event the protest is successful. The basis of the written protest must be in accordance with ORS 279B.410 and shall specify the grounds upon which the protest is based. In order to be an adversely affected Proposer with a right to submit a written protest, a Proposer must be next in line for

award, i.e. the protester must claim that all higher rated Proposers are ineligible for award because they are non-responsive or non-responsible.

County will consider any protests received and:

- a. reject all protests and proceed with final evaluation of, and any allowed contract language negotiation with, the apparent successful Proposer and, pending the satisfactory outcome of this final evaluation and negotiation, enter into a contract with the named Proposer; OR
- b. sustain a meritorious protest(s) and reject the apparent successful Proposer as nonresponsive, if such Proposer is unable to demonstrate that its Proposal complied with all material requirements of the solicitation and Oregon public procurement law; thereafter, County may name a new apparent successful Proposer; OR
- c. reject all Proposals and cancel the procurement.

**2.7 Acceptance of Contractual Requirements:** Failure of the selected Proposer to execute a contract and deliver required insurance certificates within ten (10) calendar days after notification of an award may result in cancellation of the award. This time period may be extended at the option of County.

**2.8 Public Records:** Proposals are deemed confidential until the “Notice of Intent to Award” letter is issued. This RFP and one copy of each original Proposal received in response to it, together with copies of all documents pertaining to the award of a contract, will be kept and made a part of a file or record which will be open to public inspection. If a Proposal contains any information that is considered a **TRADE SECRET** under ORS 192.345(2), **SUCH INFORMATION MUST BE LISTED ON A SEPARATE SHEET CAPABLE OF SEPARATION FROM THE REMAINING PROPOSAL AND MUST BE CLEARLY MARKED WITH THE FOLLOWING LEGEND:**

**“This information constitutes a trade secret under ORS 192.345(2), and shall not be disclosed except in accordance with the Oregon Public Records Law, ORS Chapter 192.”**

The Oregon Public Records Law exempts from disclosure only bona fide trade secrets, and the exemption from disclosure applies only “unless the public interest requires disclosure in the particular instance” (ORS 192.345). Therefore, non-disclosure of documents, or any portion of a document submitted as part of a Proposal, may depend upon official or judicial determinations made pursuant to the Public Records Law.

**2.9 Investigation of References:** County reserves the right to investigate all references in addition to those supplied references and investigate past performance of any Proposer with respect to its successful performance of similar services, its compliance with specifications and contractual obligations, its completion or delivery of a project on schedule, its lawful payment of subcontractors and workers, and any other factor relevant to this RFP. County may postpone the award or the execution of the contract after the announcement of the apparent successful Proposer in order to complete its investigation.

**2.10 RFP Proposal Preparation Costs and Other Costs:** Proposer costs of developing the Proposal, cost of attendance at an interview (if requested by County), or any other costs are entirely the responsibility of the Proposer, and will not be reimbursed in any manner by County.

**2.11 Clarification and Clarity:** County reserves the right to seek clarification of each Proposal, or to make an award without further discussion of Proposals received. Therefore, it is important that each Proposal be submitted initially in the most complete, clear, and favorable manner possible.

**2.12 Right to Reject Proposals:** County reserves the right to reject any or all Proposals or to withdraw any item from the award, if such rejection or withdrawal would be in the public interest, as determined by County.

**2.13 Cancellation:** County reserves the right to cancel or postpone this RFP at any time or to award no contract.

**2.14 Proposal Terms:** All Proposals, including any price quotations, will be valid and firm through a period of one hundred and eighty (180) calendar days following the Closing date. County may require an

extension of this firm offer period. Proposers will be required to agree to the longer time frame in order to be further considered in the procurement process.

**2.15 Oral Presentations:** At County's sole option, Proposers may be required to give an oral presentation of their Proposals to County, a process which would provide an opportunity for the Proposer to clarify or elaborate on the Proposal but will in no material way change Proposer's original Proposal. If the evaluating committee requests presentations, the Procurement Division will schedule the time and location for said presentation. Any costs of participating in such presentations will be borne solely by Proposer and will not be reimbursed by County. **Note:** Oral presentations are at the discretion of the evaluating committee and may not be conducted; therefore, **written Proposals should be complete.**

**2.16 Usage:** It is the intention of County to utilize the services of the successful Proposer(s) to provide services as outlined in the below Scope of Work.

**2.17 Review for Responsiveness:** Upon receipt of all Proposals, the Procurement Division or designee will determine the responsiveness of all Proposals before submitting them to the evaluation committee. If a Proposal is incomplete or non-responsive in significant part or in whole, it will be rejected and will not be submitted to the evaluation committee. County reserves the right to determine if an inadvertent error is solely clerical or is a minor informality which may be waived, and then to determine if an error is grounds for disqualifying a Proposal. The Proposer's contact person identified on the Proposal will be notified, identifying the reason(s) the Proposal is non-responsive. One copy of the Proposal will be archived and all others discarded.

**2.18 RFP Incorporated into Contract:** This RFP will become part of the Contract between County and the selected contractor(s). The contractor(s) will be bound to perform according to the terms of this RFP, their Proposal(s), and the terms of the Sample Contract.

**2.19 Communication Blackout Period:** Except as called for in this RFP, Proposers may not communicate with members of the Evaluation Committee or other County employees or representatives about the RFP during the procurement process until the apparent successful Proposer is selected, and all protests, if any, have been resolved. Communication in violation of this restriction may result in rejection of a Proposer.

**2.20 Prohibition on Commissions and Subcontractors:** County will contract directly with persons/entities capable of performing the requirements of this RFP. Contractors must be represented directly. Participation by brokers or commissioned agents will not be allowed during the Proposal process. Contractor shall not use subcontractors to perform the Work unless specifically pre-authorized in writing to do so by the County. Contractor represents that any employees assigned to perform the Work, and any authorized subcontractors performing the Work, are fully qualified to perform the tasks assigned to them, and shall perform the Work in a competent and professional manner. Contractor shall not be permitted to add on any fee or charge for subcontractor Work. Contractor shall provide, if requested, any documents relating to subcontractor's qualifications to perform required Work.

**2.21 Ownership of Proposals:** All Proposals in response to this RFP are the sole property of County, and subject to the provisions of ORS 192.410-192.505 (Public Records Act).

**2.22 Clerical Errors in Awards:** County reserves the right to correct inaccurate awards resulting from its clerical errors.

**2.23 Rejection of Qualified Proposals:** Proposals may be rejected in whole or in part if they attempt to limit or modify any of the terms, conditions, or specifications of the RFP or the Sample Contract.

**2.24 Collusion:** By responding, the Proposer states that the Proposal is not made in connection with any competing Proposer submitting a separate response to the RFP, and is in all aspects fair and without collusion or fraud. Proposer also certifies that no officer, agent, elected official, or employee of County has a pecuniary interest in this Proposal.

**2.25 Evaluation Committee:** Proposals will be evaluated by a committee consisting of representatives from County and potentially external representatives. County reserves the right to modify the Evaluation Committee make-up in its sole discretion.

**2.26 Commencement of Work:** The contractor shall commence no work until all insurance requirements have been met, the Protest of Awards deadline has been passed, any protest have been decided, a contract has been fully executed, and a Notice to Proceed has been issued by County.

**2.27 Best and Final Offer:** County may request best and final offers from those Proposers determined by County to be reasonably viable for contract award. However, County reserves the right to award a contract on the basis of initial Proposal received. Therefore, each Proposal should contain the Proposer's best terms from a price and technical standpoint. Following evaluation of the best and final offers, County may select for final contract negotiations/execution the offers that are most advantageous to County, considering cost and the evaluation criteria in this RFP.

**2.28 Nondiscrimination:** The successful Proposer agrees that, in performing the work called for by this RFP and in securing and supplying materials, contractor will not discriminate against any person on the basis of race, color, religious creed, political ideas, sex, age, marital status, sexual orientation, gender identity, veteran status, physical or mental handicap, national origin or ancestry, or any other class protected by applicable law.



## **SECTION 3 SCOPE OF WORK**

### **3.1. INTRODUCTION**

The Clackamas County Public and Government Affairs (PGA) is seeking proposals from qualified marketing consultants to provide on-call strategic outreach, communication and marketing support to Clackamas County. PGA provides communications, public relations, and community engagement support to all departments at Clackamas County.

**Please direct all Technical/Specifications or Procurement Process Questions to the indicated representative referenced in the Notice of Request for Proposals and note the communication restriction outlined in Section 2.19.**

### **3.2 BACKGROUND**

Clackamas County is located at the southern edge of the Portland, Oregon metropolitan area. The county encompasses 1,879 square miles, a population of 413,000 and a 1,400-mile, county-owned and maintained roadway system. The county's heavily timbered geographical features include the 11,235-foot Mt. Hood, the Mt. Hood National Forest, the Bull Run Watershed and numerous rivers—including the Willamette, Clackamas, Sandy, Pudding, Molalla and Salmon. Some of Oregon's richest farmland is in Clackamas County.

#### **Current communication channels**

The county manages the following digital channels:

- Website: [www.clackamas.us](http://www.clackamas.us).
- Twitter: [www.twitter.com/clackamascounty](https://www.twitter.com/clackamascounty)
- Facebook: [www.facebook.com/ClackamasCounty](https://www.facebook.com/ClackamasCounty)
- Nextdoor: [www.nextdoor.com/agency-detail/or/clackamas/clackamas-county](https://www.nextdoor.com/agency-detail/or/clackamas/clackamas-county)
- Instagram: [www.instagram.com/ClackamasCounty](https://www.instagram.com/ClackamasCounty)
- YouTube: [www.youtube.com/user/ClackamasCounty](https://www.youtube.com/user/ClackamasCounty)

Please note we have partner agencies (most notably the Clackamas County Sheriff's Office) that operate its own branding.

#### **Marketing challenges**

The county is a government agency that is slower to react than smaller agencies and businesses, especially in communications and marketing. Other challenges include having a geographically diverse demographic that includes rural communities, communities focused on outdoor recreation, farmland, and suburban communities that are both established and growing. Some county residents may feel less confident in county services and be reluctant to engage in our marketing efforts.

### **3.3. SCOPE OF WORK**

#### **3.3.1. Scope:**

We are seeking marketing consultant services to provide the county with creative, talented, and skilled service partner(s) who can be relied upon to implement a broad range of projects, programs, or assignments on an on-call or as needed basis. Marketing projects and assignments may vary in duration and complexity, and each will have a separate scope and cost estimate. PGA staff will meet with

contractor to discuss and develop the scope of work for individual projects, including concepts and strategies.

The intent of this RFP is to award to multiple firms to provide the on-call services. The county anticipates awarding up to two (2) 3-year contracts containing \$150,000 per year for a total contract value of \$450,000 each. The county does not guarantee a specific amount of services, as work will be requested on an as-needed basis.

PGA is seeking quotes from marketing consultants experienced in:

- communications planning
- crisis communication planning
- social media strategy and content development
- digital communication and marketing
- media relations
- public outreach, education and engagement
- focus group and other facilitation
- copywriting
- research, evaluation, and analytics

Experience in community engagement with diverse audiences including rural, suburban, youth, young adults, older adults, and communities of color is strongly desired.

### 3.3.2. Work Schedule:

This will be an **on-call** or **as-needed basis** contract where no work may be performed until a detailed task scope of work is developed and agreed to by the parties for a specific project. Each task within the scope of work must include, at a minimum: (1) a detailed description of services to be provided; (2) a schedule of key milestones/dates and deliverables for completion of the task including any obligations of the county to complete the task; and (4) proposed compensation for the work performed.

### 3.3.3. Term of Contract:

The term of the contracts shall be from the effective date through **June 30, 2028**.

**3.3.4 Sample Contract:** Submission of a Proposal in response to this RFP indicates Proposer's willingness to enter into a contract containing substantially the same terms (including insurance requirements) of the sample contract identified below. No action or response to the sample contract is required under this RFP. Any objections to the sample contract terms should be raised in accordance with Paragraphs 2.2 or 2.3 of this RFP, pertaining to requests for clarification or change or protest of the RFP/specifications, and as otherwise provided for in this RFP. This RFP and all supplemental information in response to this RFP will be a binding part of the final contract.

The applicable Sample Personal Services Contract for this RFP can be found at <https://www.clackamas.us/finance/terms.html>.

Personal Services Contract (unless checked, item does not apply)

The following paragraphs of the Professional Services Contract will be applicable:

- ☐ Article I, Paragraph 5 – Travel and Other Expense is authorized
- ☐ Article II, Paragraph 28 – Confidentiality
- ☐ Article II, Paragraph 29 – Criminal Background Check Requirements
- ☒ Article II, Paragraph 30 – Key Persons
- ☐ Article II, Paragraph 31 – Cooperative Contracting
- ☐ Article II, Paragraph 32 – Federal Contracting Requirements
- ☒ Exhibit A – On-Call Provision

The following insurance requirements will be applicable:

- ☒ Commercial General Liability: combined single limit, or the equivalent, of not less than \$1,000,000 per occurrence, with an annual aggregate limit of \$2,000,000 for Bodily Injury and Property Damage.
- ☒ Professional Liability: combined single limit, or the equivalent, of not less than \$1,000,000 per occurrence, with an annual aggregate limit of \$2,000,000 for damages caused by error, omission or negligent acts.
- ☒ Automobile Liability: combined single limit, or the equivalent, of not less than \$1,000,000 per occurrence for Bodily Injury and Property Damage.

## SECTION 4 EVALUATION PROCEDURE

- 4.1** An evaluation committee will review all Proposals that are initially deemed responsive and they shall rank the Proposals in accordance with the below criteria. The evaluation committee may recommend an award based solely on the written responses or may request Proposal interviews/presentations. Interviews/presentations, if deemed beneficial by the evaluation committee, will consist of the highest scoring Proposers. The invited Proposers will be notified of the time, place, and format of the interview/presentation. Based on the interview/presentation, the evaluation committee may revise their scoring.

Written Proposals must be complete and no additions, deletions, or substitutions will be permitted during the interview/presentation (if any). The evaluation committee will recommend award of a contract to the final County decision maker based on the highest scoring Proposal. The County decision maker reserves the right to accept the recommendation, award to a different Proposer, or reject all Proposals and cancel the RFP.

Proposers are not permitted to directly communicate with any member of the evaluation committee during the evaluation process. All communication will be facilitated through the Procurement representative.

### **4.2 Evaluation Criteria**

<b><u>Category</u></b>	<b><u>Points available:</u></b>
Proposer's General Background and Qualifications	0-30
Scope of Work	0-45
Fees	0-25
<b>Available points</b>	<b>0-100</b>

- 4.3** Once a selection has been made, the County will enter into contract negotiations. During negotiation, the County may require any additional information it deems necessary to clarify the approach and understanding of the requested services. Any changes agreed upon during contract negotiations will become part of the final contract. The negotiations will identify a level of work and associated fee that best represents the efforts required. If the County is unable to come to terms with the highest scoring Proposer, discussions shall be terminated and negotiations will begin with the next highest scoring Proposer. If the resulting contract contemplates multiple phases and the County deems it is in its interest to not authorize any particular phase, it reserves the right to return to this solicitation and commence negotiations with the next highest ranked Proposer to complete the remaining phases.

## **SECTION 5 PROPOSAL CONTENTS**

### **5.1. Vendors must observe submission instructions and be advised as follows:**

**5.1.1.** Proposals will only be accepted electronically thru Equity Hub's Bid Locker. Email submissions to Clackamas County email addresses will no longer be accepted.

**5.1.2.** Completed proposal documents must arrive electronically via Equity Hub's Bid Locker located at <https://bidlocker.us/a/clackamascounty/BidLocker>.

**5.1.3.** County reserves the right to solicit additional information or Proposal clarification from the vendors, or any one vendor, should the County deem such information necessary.

**5.1.4.** Proposal may not exceed a total of **20 pages** (single-sided), inclusive of all exhibits, attachments, title pages, pages separations, table of contents, or other information. The Proposal Certification Page will NOT count towards the final page count.

### **Provide the following information in the order in which it appears below:**

### **5.2. Proposer's General Background and Qualifications:**

1. Description and background of the firm.
2. Credentials/experience/qualifications of key individuals that would be assigned to work with the department.
3. Pricing model (e.g., hourly rates, fixed rates, etc.).
4. Subcontractors, if applicable.

### **5.3. Scope of Work**

Proposer's quotes need to communicate firm's ability and experience supporting and designing strategic outreach, communication and marketing support, public relations, and community engagement for government-related projects.

Your quote must address the following elements:

1. Describe your experience designing campaigns for behavioral change. Provide context, goals, what was measured to determine success, specific tools/platforms used, and lessons learned.
2. Describe your experience in partnering with government agency staff.
3. Describe your experience in engaging diverse communities.
4. Describe your experience in behavioral change campaigns.
5. Describe your project management approach.
6. Describe your experience in the public sector, multi-sector collaboration and partnerships.

### **5.4. Fees**

Fees should be on a time and material. Fees should be sufficiently descriptive to facilitate acceptance of a Proposal. List the not-to-exceed amount you propose for the service. Fees and fee schedules should outline all estimated expenses, hourly rates for all assigned individuals, anticipated travel, other reimbursable expenses.

**5.5. References**

Provide three (3) references from clients your firm has served similar to the county in the past three (3) years, including one client that has newly engaged the firm in the past thirty-six (36) months and one (1) long-term client. Provide the name, address, email, and phone number of the references. Please note the required references may not be from county staff, but additional references may be supplied.

**5.6. Completed Proposal Certification (see the below form)**

**PROPOSAL CERTIFICATION**  
**RFP #2025-31**

Submitted by: \_\_\_\_\_  
(Must be entity's full legal name, and State of Formation)

Each Proposer must read, complete and submit a copy of this Proposal Certification with their Proposal. Failure to do so may result in rejection of the Proposal. By signature on this Proposal Certification, the undersigned certifies that they are authorized to act on behalf of the Proposer and that under penalty of perjury, the undersigned will comply with the following:

**SECTION I. OREGON TAX LAWS:** As required in ORS 279B.110(2)(e), the undersigned hereby certifies that, to the best of the undersigned's knowledge, the Proposer is not in violation of any Oregon Tax Laws. For purposes of this certification, "Oregon Tax Laws" means the tax laws of the state or a political subdivision of the state, including ORS 305.620 and ORS chapters 316, 317 and 318. If a contract is executed, this information will be reported to the Internal Revenue Service. Information not matching IRS records could subject Proposer to 24% backup withholding.

**SECTION II. NON-DISCRIMINATION:** That the Proposer has not and will not discriminate in its employment practices with regard to race, creed, age, religious affiliation, sex, disability, sexual orientation, gender identity, national origin, or any other protected class. Nor has Proposer or will Proposer discriminate against a subcontractor in the awarding of a subcontract because the subcontractor is a disadvantaged business enterprise, a minority-owned business, a woman-owned business, a business that a service-disabled veteran owns or an emerging small business that is certified under ORS 200.055.

**SECTION III. CONFLICT OF INTEREST:** The undersigned hereby certifies that no elected official, officer, agent or employee of Clackamas County is personally interested, directly or indirectly, in any resulting contract from this RFP, or the compensation to be paid under such contract, and that no representation, statements (oral or in writing), of the County, its elected officials, officers, agents, or employees had induced Proposer to submit this Proposal. In addition, the undersigned hereby certifies that this proposal is made without connection with any person, firm, or corporation submitting a proposal for the same material, and is in all respects fair and without collusion or fraud.

**SECTION IV. COMPLIANCE WITH SOLICITATION:** The undersigned further agrees and certifies that they:

1. Have read, understand and agree to be bound by and comply with all requirements, instructions, specifications, terms and conditions of the RFP (including any attachments); and
2. Are an authorized representative of the Proposer, that the information provided is true and accurate, and that providing incorrect or incomplete information may be cause for rejection of the Proposal or contract termination; and
3. Will furnish the designated item(s) and/or service(s) in accordance with the RFP and Proposal; and
4. Will use recyclable products to the maximum extent economically feasible in the performance of the contract work set forth in this RFP.

Name: \_\_\_\_\_ Date: \_\_\_\_\_

Signature: \_\_\_\_\_ Title: \_\_\_\_\_

Email: \_\_\_\_\_ Telephone: \_\_\_\_\_

Oregon Business Registry Number: \_\_\_\_\_ OR CCB # (if applicable): \_\_\_\_\_

Business Designation (check one):

☐ Corporation ☐ Partnership ☐ Sole Proprietorship ☐ Non-Profit ☐ Limited Liability Company

☐ Resident Quoter, as defined in ORS 279A.120

☐ Non-Resident Quote. Resident State: \_\_\_\_\_

**EXHIBIT B**  
**CONTRACTOR'S PROPOSAL**





**PARACHUTE  
STRATEGIES**

**Proposal For**

# **Clackamas County On-Call Strategic Outreach Marketing**

**RFP Number 2025-31**

**May 1, 2025**

**Prepared by:**

*Parachute Strategies*  
1422 SE 32nd Pl.  
Portland, OR 97214

**For:**

*Stephanie Ebner, Contract Analyst* on behalf of  
*The Board of Clackamas County Commissioners*  
and *Gary Schmidt, County Administrator*



## PARACHUTE STRATEGIES

1422 SE 32<sup>nd</sup> Place, Portland, Oregon 97214  
503.475.8529 | [www.parachutestrategies.com](http://www.parachutestrategies.com)

May 1, 2025

Stephanie Ebner  
Contract Analyst, Clackamas County  
[sebner@clackamas.us](mailto:sebner@clackamas.us)

Re: Response to RFP for On-Call Strategic Outreach Marketing

Dear Stephanie:

Thank you for the opportunity to help Clackamas County with its outreach marketing needs. We would be deeply honored to be selected to be part of your contractor pool and to help engage your residents in the programs and services offered by the County.

Parachute Strategies has been proud to serve government agencies, nonprofits, and small businesses with comprehensive communications, marketing and design services since 2011. We currently hold open services communications contracts with a number of local government agencies, including Portland Housing Bureau, Portland Bureau of Transportation, Multnomah County, Metro, and City of Salem. We are familiar and comfortable with receiving assignments as the need arises to help extend the capacity and capabilities of our clients' staff.

As a team, we are prepared to bring our considerable experience, energy and expertise to your projects. We regularly plan and execute outreach and marketing campaigns, work with clients to craft campaign materials, and provide creative services that deliver those messages to your intended audiences via a full gamut of platforms, formats, and media.

Writ large, our approach to all client assignments is to get to know our client's organization and their affiliated contract teams well, learning as much as we can about their culture, strengths and weaknesses. We do our best to tailor our offerings to cover our clients' weak sides, so they can shine in areas where they excel and lean on us for the rest.

Should you have questions about the contents of this document, please do not hesitate to contact me. We look forward to hearing from you.

Sincerely,

Gwen Millius, Owner and Principle  
Parachute Strategies

# I. Our Background and Qualifications

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## 1. Our History and Background

Parachute Strategies is a marketing and strategic planning firm located in Portland. Now in our thirteenth year of operation, we have been proud to serve West Coast government agencies, nonprofits, and coalitions with comprehensive marketing, communications and design services. Our goal is to provide our clients with expertise in an empathetic and ego-less way, seeking to both delight them and exceed their expectations. Our small but nimble team of polymaths covers a surprising range of media and subject matter; we are always ready to learn new things and tackle fresh communications challenges.

One key factor in the success of campaigns for agencies like Clackamas County is to synthesize the perspectives of diverse stakeholders and audiences into a cogent campaign with prioritized steps. We have met this challenge in our work for our clients through careful listening, persistence, and flexibility.

Another factor is the ability to leverage limited resources for their highest and best use. We put our strategic planning skills to use to help communications clients sequence their activities and focus on their key objectives. We are also accustomed to working with tight budgets. One of our primary responsibilities is to spend our clients' funds wisely, matching their goals and resources to appropriate communications efforts.

We have a team of eight individuals that includes seven full time permanent creative staff and an administrative assistant. Our multi-faceted team brings a unique blend of research acumen, design skills, and knowledge of the inner-workings of the public sector to our work. We are experts at seeing the big picture—our number one goal is to provide our clients with creative, practical, and insightful communications solutions that address target markets, their behavior, and how to get them to engage. We also have a bench of contractors with whom we work to help in times of high demand for our services.

We use Adobe Creative Suite, Microsoft Office, Smartsheet, and Google Drive based programs.

### **Our work has included the following:**

- Marketing campaign development
- Strategic planning
- Communications plans
- Coordination and facilitation for focus groups and surveys
- Brand development, including creation of brand names, voices, and visual identities
- Graphic design for digital and print media
- Graphic design for oversize, environmental, and wayfinding
- Copy writing and editing for both long- and short-form projects
- Social media content generation and management
- Photo shoot coordination
- Video production
- Print production coordination
- Meeting facilitation
- Public relations planning and outreach
- Media buying

Regardless of the project, we seek to provide our clients with our expertise in an empathetic and ego-less way, seeking to both delight them and exceed their expectations.

A sole-proprietorship, Parachute is certified by the State of Oregon as a Woman Owned and Emerging Small Business, #9083.

## 2. Qualifications of Key Staff



**Guenevere Millius**  
Owner & Account Lead, Project Manager

Gwen has 25 years of experience in communications, including as a consultant to public, private, and nonprofit clients. Prior to launching Parachute Strategies, she was a partner at SRM Architecture + Marketing, Inc. She is a board member for the Mark Prairie Historical Society, located in Canby.

### Relevant Public Agency Project Experience

***Rick Williams Consulting / City of Salem Paid Parking | 2024–Present***

Leads communications arm of the effort to transition Salem’s downtown from free to pay-by-plate parking, with a parking payment app as part of the mix. Subcontractor to Rick Williams Consulting.

***City of Salem Open Services Contract | 2023–Present***

Manages a communications contract with the City of Salem, supporting public outreach for the Revenue Task Force and facilitating engagement with Salem’s bicycle advocacy community.

***Multnomah County / Clean Rivers Coalition Campaigns | 2022–Present***

Manages contracts, client relations, and creative direction for campaigns promoting public engagement with regional waterways and encouraging clean-water-friendly behaviors for a coalition of 60 agencies and NGOs.

***Rick Williams Consulting / Northwest Off-Street Parking Study | 2021–2022***

Led outreach for a study gathering public input and experiences about off-street parking options in Northwest Portland. Subcontractor to Rick Williams Consulting.

***Metro Open Services Contract | 2020–Present***

Runs a communications contract with this regional government agency, overseeing projects on waste reduction, environmental education, new affordable housing developments, and employee commute programs.

***Portland Bureau of Transportation (PBOT) Open Services Contract | 2017–Present***

Supervises contract services for PBOT, including branding and print marketing projects.

### Additional Project Experience

***Proud Ground Website Redevelopment | 2025***

Supervised the restructure of this community land trust’s existing website with a focus on clarity and ease of use, as well as the integration of advanced search capabilities and AI-based accessibility tools.

***All Smiles Community Oral Health Open Services Contract | 2022–Present***

Oversaw a nonprofit rebrand and supervises ongoing marketing for free dental services in public schools, including communications strategy and design for print and digital campaigns.

***Villages NW Marketing Plan & Ongoing Communications | 2015–Present***

Led the effort to identify methods to reach target markets for this aging-in-place nonprofit. Facilitated messaging focus groups and photo shoots for apt imagery. Oversees production of monthly e-newsletter.

***Friends of Yamhelas Westsider Trail | 2020–2024***

Managed a reduced-fee communications campaign encompassing social media and print outreach to build support among rural and suburban Yamhill County residents for a rail-to-trail project.

***Hacienda CDC | 2012–2013***

Engaged the staff and Board of this community development corporation in a strategic planning exercise funded by the Enterprise Foundation. The project was conducted over nine months, with Truelson Associates.

### Relevant Technical Skills

- Microsoft Office Suite
- Adobe Creative Suite: InDesign, Illustrator, Photoshop
- Project management software: Zoho, Bitrix, Basecamp, Trello

### Education

BA Women’s Studies, French Lit.  
Pomona College, Claremont, CA



## **Julia Sylla**

Art Director, Project Manager

A Parachutist since 2012, Julia's specialties include brand design, web design, and web development. She provides art direction and quality control for graphic work at Parachute Strategies and also has extensive experience working on multifaceted outreach campaigns for our government, nonprofit, and private clients.

### **Relevant Public Agency Project Experience**

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#### ***Rick Williams Consulting / City of Salem Paid Parking | 2024–Present***

Provides art direction and design services for communications pertaining to the transition to paid parking in Salem's downtown. Includes design of decals for parking pay stations, branding, and UI design direction.

#### ***Rick Williams Consulting / PBOT Northwest Off-Street Parking Study | 2021–2022***

Provided layout, copy writing, and infographic design for a report synthesizing the findings of the Off-Street Parking Study and the stakeholder action plan those findings inspired.

#### ***Metro Open Services Contract | 2020–Present***

Generates design and communication materials including design of interactive exhibits for Oregon Zoo visitors. Developed outreach materials and managed event production for a 4-part webinar series about workplace transportation benefits, an effort that involved multiple public agencies and presenters from private enterprises.

#### ***Portland Bureau of Transportation Open Services Contract | 2017–Present***

Provides art direction, copy writing, and design for print and digital materials, including websites, direct mail, signage, reports, and ads. Designed brands for programs such as Parking Kitty, SmartPark, PDX WAV, Transportation Wallet and the Area Parking Permit Program.

### **Additional Project Experience**

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#### ***Proud Ground Website Redevelopment | 2025***

Managed inter-team timelines, developed content, and restructured this community land trust's existing website with a focus on intuitiveness. Built in advanced search capabilities for this client's events and home sales pages. Collaborated with third-party developers to integrate AI language translation and accessibility tools.

#### ***All Smiles Community Oral Health Open Services Contract | 2022–Present***

Designed visual branding for marketing materials and reskinned the website for a nonprofit providing free dental services to children in public schools. Provides ongoing website maintenance and art direction.

#### ***Villages NW E-Newsletter | 2015–2016***

Compiled and distributed a monthly MailChimp e-newsletter for a nonprofit that enables seniors to live independently for as long as possible through the development of a network of community-based villages.

#### ***Hacienda CDC | 2012–2013***

Provided administrative support for a nine-month strategic planning exercise. Designed strategic plan documents with infographics and a suite of bilingual outreach materials including posters, flyers, and brochures for this community development corporation's homeownership division.

#### ***South Waterfront Community Relations | 2006–2020***

Created visual brands for this community-building organization's neighborhood garden, farmers market, and dog park. Designed print materials including t-shirts, banners, and posters. Designed the template for the organization's digital newsletter.

### **Relevant Technical Skills**

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- Microsoft Office Suite
- Adobe Creative Suite: InDesign, Illustrator, Photoshop
- Project management software: Zoho, Bitrix, Basecamp, Trello
- Web Development: Wordpress, Squarespace, HTML, JSON

### **Education**

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BA Fine Arts, Sociology  
St. Norbert College, De Pere, WI



## **Ross Jackson**

Graphic Designer, Copywriter

Ross has been with us since 2017 and brings a diverse creative foundation to our team. He is an established cartoonist, an active member of Portland's risograph print making community, and has a background in film production. His experience as an Art For Life after school program teacher has been instrumental in shaping materials for young audiences.

### **Relevant Public Agency Project Experience**

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#### ***Rick Williams Consulting / City of Salem Paid Parking | 2024–Present***

Provides design services for communications pertaining to a transition to paid parking in Salem's downtown. Includes branding and promotional material design. Drafts scripts and provides production assistance for instructional videos for new pay stations and a new payment app.

#### ***Multnomah County / Clean Rivers Coalition Digital Campaigns | 2022–Present***

Creates digital campaign graphics and copy to promote regional waterways and clean-water behaviors. Developed a launch kit of materials for coalition members to distribute to their own audiences. Coordinates print material production for direct mail campaigns and events.

#### ***Rick Williams Consulting / PBOT Northwest Off-Street Parking Study | 2021–2022***

Designed direct mail postcards and print flyers for survey participation recruitment events and open houses for a study about off-street parking options in Northwest Portland.

#### ***Metro Open Services Contract | 2020–Present***

Generates design and communication materials under an open services communications contract with this regional government agency. Ross designed interactive games for young visitors to the Oregon Zoo that delivered lessons about keeping plastic out of local waterways. He provides b-roll filming and editing services to capture video footage, suitable for news broadcast, of affordable-housing-bond-funded project openings.

#### ***Portland Bureau of Transportation Open Services Contract | 2017–Present***

Produces illustrations and layouts for print and digital outreach materials like websites, decals, direct mail pieces, permanent sign packages and more.

### **Additional Project Experience**

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#### ***All Smiles Community Oral Health Open Services Contract | 2020–Present***

Develops concepts, story, and illustrations for outreach materials to children, addressing their fears and questions about oral hygiene and dental health services. Creates posters, flyers, postcards, social media frames, and other materials for parents, school staff, and students.

#### ***Friends of Yamhelas Westsider Trail | 2021–2024***

Wrote copy for press releases and e-newsletters, designed outreach collateral including a billboard and postcards for a direct mail campaign to build support among rural and suburban Yamhill County residents for this rail-to-trail project.

#### ***Froelich Engineers | 2017–Present***

Provides design, copy writing, and layout services for marketing materials including brochures, flyers, direct mail pieces, and RFPs.

#### ***South Waterfront Community Relations | 2017–Present***

Designs and coordinates production of print materials for community programs including t-shirts, banners, and posters.

#### ***Carlson Roofing Marketing | 2015–Present***

Designs print materials, vehicle graphics, and annual holiday cards for a Hillsboro-based roofing company.

### **Relevant Technical Skills**

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- Microsoft Office Suite
- Adobe Creative Suite: InDesign, Illustrator, Photoshop, After Effects
- Project management: Zoho

### **Education**

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BA Creative Writing  
Florida State University,  
Tallahassee, FL





## **Aubrey Gates King, MFA**

Digital Media Manager, Copywriter

Aubrey, a published poet and lifelong lover of the written word, has lent their copy writing skills and digital media savvy to Parachute Strategies since 2016. They pen long and short form copy for clients across a number of industries. Aubrey has led the charge on our multifaceted, behavior-change-oriented digital marketing campaigns on behalf of Multnomah County and the Clean Rivers Coalition.

### **Relevant Public Agency Project Experience**

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#### ***Multnomah County / Clean Rivers Coalition Digital Campaigns | 2022–Present***

Provides digital strategy and media management for a campaign encouraging public appreciation of regional waterways and promoting clean-water-friendly behaviors. Aubrey drives engagement via a \$100k ad campaign that draws users from Facebook, Instagram, Twitter, YouTube, and the Google search interface. They are deeply involved in strategic conversations, and planning. They analyze campaign results on a rolling basis and present quarterly data analyses to stakeholders from over 60 nonprofits and agencies.

#### ***City of Salem Open Services Contract | 2023–Present***

Wrote copy for community focus group recruitment materials including direct mail postcards, marketing e-mail, and social media posts.

#### ***Metro Open Services Contract | 2022***

Executed social media work under an open services contract with Metro including audience research and establishment of targeting parameters for ads.

#### ***Portland Bureau of Transportation Open Services Contract | 2017–Present***

Conducts social media audience research for ads. Writes copy for print and digital campaigns.

#### ***City of Laguna Beach Parking App | 2019***

Crafted a year's worth of social media posts for Facebook, Instagram, and Twitter, including photo research, and original hashtags. Posts were targeted at beach-bound day-trippers and visitors to the city's arts attractions.

### **Additional Project Experience**

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#### ***All Smiles Community Oral Health Open Services Contract | 2024–Present***

Oversees creation of social media content designed to remind parents to submit consent forms, encourage teachers to remind families of free dental treatment opportunities, and spur administrators to sign their schools up for services. Crafted a response playbook for critical and negative social media interactions.

#### ***Friends of Yamhill Westsider Trail | 2021–2024***

Developed a social media campaign, performed Google Ad buys, and advertised on Facebook and Instagram to build support among rural and suburban Yamhill County residents for this rail-to-trail project.

#### ***Villages NW E-Newsletter | 2015–2018***

Compiled and distributed a monthly MailChimp e-newsletter for a nonprofit that enables seniors to live independently for as long as possible through the development of a network of community-based villages. The newsletter promotes Villages events and fundraisers, and educates readers on “aging in place.”

#### **Relevant Technical Skills**

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- Microsoft Office Suite
- Adobe Creative Suite: InDesign
- Project management software: Zoho, Bitrix

#### **Education**

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MFA Creative Writing & Poetics  
Naropa University, Boulder, CO  
BA English Lit. & Chinese Studies  
Rhodes College, Memphis, TN

#### **Additional Qualifications**

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12.2022 | Workshop in Community-Based Social Marketing, McKenzie-Mohr Associates Inc.



**Martin Cornejo-Torres**  
Digital Media Specialist,  
Spanish Copy Editor

Martin has been with us since 2022, when he first joined us as an intern from The Script. As a native Spanish speaker, Martin provides nuanced translation services that have proven invaluable to our government and nonprofit clients. Martin also sits on the Board of Proud Ground, a local community land trust.

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## Relevant Public Agency Project Experience

### ***City of Salem Open Services Contract | 2023–Present***

Gathered content and provided Spanish-language translation for community focus group recruitment materials including direct mail postcards, marketing e-mail, and social media posts.

### ***Metro Housing Bond B-Roll | 2025–Present***

Participates in filming grand openings of new affordable housing projects across the Portland-metro area with goal of creating usable b-roll for local media outlets.

### ***Multnomah County / Clean Rivers Coalition Digital Campaigns | 2022–Present***

Provides research and social media support for a digital campaign focused on regional waterways and clean-water behaviors. Curates content from contributors in the coalition, updates the website, and schedules social media posts. Maintains the campaign calendar and monitors post performance. Conducts advertising research and media buying. Assisted in the execution and data gathering from a lawn care behavior questionnaire served to Clackamas County, Salem and Eugene.

### ***Rick Williams / Northwest Off-Street Parking Study | 2022***

Designed and populated structured data tables in Microsoft Word to efficiently present complex information in a report of study findings and stakeholders’ plans to resolve the strain on parking supply in NW Portland.

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## Additional Project Experience

### ***Proud Ground Website Redevelopment | 2025***

Provided website development support for a restructure of this community land trust’s existing website. Researched and implemented means by which to introduce advanced search functionality and extend the range of payment tools utilized on the site. Acted as a critical liaison between our in-house development team, Squarespace development support, and third-party plugin developers.

### ***All Smiles Community Oral Health Open Services Contract | 2022–Present***

Crafts Spanish translations of long and short-form copy, including nuanced visual sight gags and puns, in a comic publication. Created a district level report on individual school performance intended for school superintendents. Generates social media content, performs website content updates, and sets up new employee id items like business cards, e-signatures, and badges.

### ***Villages NW E-Newsletter | 2022–Present***

Compiled and distributed a monthly MailChimp e-newsletter for a nonprofit that enables seniors to live independently for as long as possible through the development of a network of community-based villages. The newsletter promotes Villages events and fundraisers, and educates readers on “aging in place.”

### ***Friends of Yamhill Westsider Trail | 2021–2024***

Supported the digital arm of a campaign to build support among rural and suburban Yamhill County residents for a rail-to-trail project. Performed image research for boosted social media posts on Meta platforms. Scheduled posts to meet a set deployment cadence goal.

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## Technical Skills

- Microsoft Office Suite
- Adobe Creative Suite: InDesign, Illustrator, Premiere Pro, Express
- Project management: Zoho

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## Education

BA Business Administration,  
Portland State University  
Portland, OR





**Floralei Bugarin**  
Graphic Designer

Lei has been with us since 2023, when she joined Parachute as an intern from The Script. She is a skilled designer with an intuitive knack for getting graphics to pop and print pieces to sing.

**Relevant Public Agency Project Experience**

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***Rick Williams / City of Salem Paid Parking | 2024–Present***

Provides design services for communications pertaining to the transition to paid parking in Salem’s downtown. Includes design of promotional materials like coasters. Subcontractor to Rick Williams.

***Multnomah County / Clean Rivers Coalition Digital Campaigns | 2023–Present***

Provides graphic design services for a digital campaign encouraging public awareness of regional waterways and promoting clean-water-friendly behaviors.

***The Portland Bureau of Transportation Open Services Contract | 2023–Present***

Interpreted a knotty collection of City parking information covering everything from permits to payment into a suite of attractive, easy-to-digest trifold brochures. Lei masterfully adapted each piece to conform with the established PBOT brand and folded in required Title VI verbiage.

***Metro Open Services Contract | 2023–Present***

Provided layout services, image research, and infographic design for a multipage train-the-trainer presentation for City staff to teach restaurant employees how to keep food out of the landfill.

**Additional Project Experience**

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***All Smiles Community Oral Health Open Services Contract | 2023–Present***

Designs a bounty of print and digital outreach materials including posters, flyers, postcards, social media graphic frames, and tabling materials with an eye for consistency and a hand that is simultaneously warm, kid-focused, and professional, in keeping with the All Smiles brand.

***Germane & Wise | 2023–Present***

Consolidates complex, jargon-heavy information into visually beautiful print pieces that clearly communicate the intricacies of integrated behavioral health services to clinicians and patients alike. Work has included direct-mail flyers, informational handouts for conferences, and a short run promotional newsletter to primary care physicians.

***Moomaw, Mesirow & Godfrey | 2023–Present***

Designs communications materials for a law firm specializing in business law. Projects have included the design of promotional note pads to hand out at in-person events as well as digital and print ads and a digital holiday card.

***South Waterfront Community Relations | 2023–Present***

Conceptualized and illustrated a poster for a new SWCR program, Movies in the Park, putting an original spin on the graphic style of an earlier, favorite piece we produced for this client. Lei hand illustrated the artwork for this poster and worked closely with the client to capture important logistical details and required program sponsor information.

***Froelich Engineers | 2023–Present***

Produces thematic, on-brand social media graphics for posts across multiple platforms. Provides layout support for RFP and RFQ materials, helping ensure this structural and civil engineering firm keeps winning bids

**Relevant Technical Skills**

- Microsoft Office Suite
- Adobe Creative Suite: InDesign, Illustrator, Photoshop
- Project management: Zoho

**Education**

BA Graphic Design  
Oregon State University,  
Corvallis, OR



**Kenneth Hui**  
Digital Media Specialist

Ken has been with us since the summer of 2024. He handily leads our production of social media reels, mixing self-shot footage with stock video. He also has a side hustle as a graphic designer for a locally owned clothing line.

### Relevant Project Experience

***Rick Williams Consulting / City of Salem Paid Parking | 2024–Present***

Researches products and vendors, gathers pricing, and places orders for promotional materials like stickers, bandanas, large-format character cutouts as part of our communications effort around the transition to paid parking in Salem’s downtown.

***Multnomah County / Clean Rivers Coalition Digital Campaigns | 2024–Present***

Managed entries for the CRC’s summer outreach campaign soliciting content about enjoying Oregon’s waterways. Ken also researched options for promotional materials that were sent back to participants, including packaging and distribution methods. Finally, he handled print ordering for the stickers, water bottles, and t-shirts that comprised the final package.

***Metro Housing Bond B-Roll | 2025–Present***

Participates in filming grand openings of new affordable housing projects across the Portland-metro area with goal of creating usable b-roll for local media outlets.

### Additional Communications and Design Project Experience

***City of Salem Open Services Contract | 2024–Present***

Designed slide decks for the City of Salem’s Revenue Task Force and presentation slide decks for city staff to use to orient new City Councilors to the work of the city’s departments.

***All Smiles Community Oral Health | 2024–Present***

Creates social media frames for All Smiles Community Oral Health. Researches influencers in the pediatric and adolescent dental health space to help shape our reels campaigns.

***Germane & Wise | 2024–Present***

Researches advertising placement opportunities in physician- and clinic-management facing publications, focusing on target markets in Pennsylvania, California, Ohio, and Virginia. Ken also researches in person outreach opportunities like conferences and trade shows. Both tasks support a six-touch marketing plan for out-of-state integrated behavioral health consulting services.

***Froelich Engineers | 2024–Present***

Provides image research and content gathering support for Parachute’s work on this client’s multi-platform social media and website. Helped compile hand-written SWOT analysis notes from a strategic planning session into a cohesive document.

### Technical Skills

- Microsoft Office Suite
- Adobe Creative Suite: InDesign, Illustrator, Premier, Express
- Project management: Zoho
- Web Development: Wordpress, Squarespace, CSS, HTML
- Content Distribution: Hootsuite, Meta Business Suite, Mailchimp,

### Education

BA Business Administration with a Concentration in Marketing, Portland State University, Portland, OR

## V.2.3 Our Pricing Model

At Parachute Strategies, we are accustomed to providing services for a wide variety of budgets through fee structures that include hourly, hourly not to exceed, and retained services. Our public agency work tends to follow an hourly not to exceed fee model.

## II. Scope of Work

### 1. Our Experience Designing Behavioral Change Campaigns

Our approach to behavioral change campaigns starts with learning about our audience—their motivations, barriers, and habits. If there is time and budget to do so, our process may include a survey or focus groups. We use this information to craft persuasive messaging that we deliver through tailored channels—like social media, public service announcements, or community outreach—to encourage a desired behavior or set of behaviors.

Depending on the campaign and the behavior it addresses, measuring success can be difficult. However, we look for every opportunity to track results. We pinpoint key performance indicators (KPIs) at the outset of the project and build goals around them. For a digital campaign, for example, traffic to a website landing page might be our KPI, and we might send social media posts, newsletter articles, direct mail postcards, etc. to that page.

We have included two behavior change campaigns we designed, below, to give you an idea of what you could expect from working with us.

#### a. Clean Rivers Coalition *What's Your Lawn Style* Campaign

Since 2021, Parachute Strategies has held an open services contract with Multnomah County. Under this contract, we were selected in 2022 to lead two major public engagement campaigns for the Clean Rivers Coalition (CRC), a collaboration of more than 60 nonprofits, public agencies, watershed councils, and water districts working to connect clean water with healthy communities in Oregon and Southwest Washington.

One of the campaigns we've launched under the auspices of this multilateral partnership is *What's Your Lawn Style?* We've designed this targeted digital effort to change our audience's lawn care habits, with the end goal of reducing pesticide and fertilizer runoff into Oregon's streams and rivers. Using research from CRC partners, we zeroed in on audiences most likely to use chemicals on their lawns and developed messaging and creative strategies to promote river-friendly practices.



*We made sure videos produced for the What's Your Lawn Style campaign fit the set formats for YouTube and other streaming platforms.*

#### ***Deliverables and Tactics:***

- We advised on video script and format to ensure compatibility across ad platforms, including 6-, 15-, and 30-second spots optimized for YouTube, social, and streaming.
- We designed and wrote targeted landing pages hosted on the CRC website, and collaborated with OSU Extension's Master Gardener Program to co-create English and Spanish pages aligned with campaign goals.
- We launched a multi-pronged Google Ads campaign—search, display, performance max, and video—designed to drive traffic to our custom landing pages and support user follow-through.
- We created lawn-specific social media accounts, produced original graphics and captions, and ran ad campaigns that drove people to our landing pages.
- We also implemented non-digital tactics, including big-screen ads at independent movie theaters, TV streaming placements, and print materials distributed by local nurseries.

#### ***Results:***

- Over 4 million ad impressions and 40,000+ click-throughs
- 200,000+ video views, far exceeding the original goal of 12,000
- CRC partners actively using our creative assets in their own outreach
- A campaign that continues to grow, with ongoing ad optimization and performance tracking

## b. NW Off-Street Parking Study and Demand Management Campaigns

We have held an open services contract with the Portland Bureau of Transportation since 2016, and have had consistent projects with the agency since then. We have also been a subcontractor to Rick Williams Consulting since 2017; they are a prime contract holder with PBOT as well and study parking utilization in Portland's central neighborhoods. Our work with Rick Williams focuses on communications and graphic design work to support his parking analyses.

These two relationships yielded the opportunity to work on a two part communications plan and campaign to mitigate parking congestion in NW Portland, an area famous for its shops, restaurants, and charming, densely populated buildings as well as thorny parking issues.

### ***Opening Up Private Lots for Public Use***

The first part of our work was through our direct contract with PBOT. We supported a collaboration between PBOT and Northwest Portland Business Association to ease district parking congestion by promoting privately-held off-street parking lots available to the public during their owners' off-hours. Our goal was to develop tools to help visitors find the newly available parking.

The campaign included a communications plan outlining proposed outreach activities for the busy visitor season that extended from spring to fall in 2019. Our clients originally came to us with ideas for a limited set of campaign materials, which we urged them to expand. Using the business association's brand, we created campaign materials for a kick-off event and engaged area businesses in program promotion.

We designed:

- A newspaper advertisement for placement in the NW Examiner, a local newspaper
- Promotional materials including banners, trifold brochures, coasters, air fresheners, direct mail postcards, and window clings for district businesses
- A website with a custom Google map showing lots and hours

We also designed a permanent, street-level sign system pointing visitors to the lots, working with City staff to ensure we met local and national way finding standards.

### ***An In-Depth Study of Parking Resources***

In 2022, we received a subcontract to support Rick Williams Consulting's study of the NW Parking District, which indicated that even the parking made available by shared off-street lots had become constrained. When it came to parking, the district was at capacity.

Our team undertook a new study of the district. Using existing data of on-street and off-street parking, Rick Williams' team identified the most constrained areas in the district. Our team worked together to find out how much additional off-street parking was available for sharing in the neighborhood at that time, where more off-street parking might be built, and the overall economic feasibility of garages in the neighborhood. We also wanted to learn more about the parking practices and perceptions of residents, employees, and business owners in the district, and how their commute habits might shape parking and transit policy in the future.

In our capacity as the communications contractor for this study, we created an outreach plan to encourage visitors, residents, employees, and employers to engage in a survey, focus groups, and one-on-one interviews. These activities collected data on commuting and parking habits, willingness and ability to use transit, interest in off-street parking, willingness to pay for parking, and maximum desired walking distance to and from a parking space.



*These coasters were distributed to district restaurants and bars, for them to place under patrons' drinks and spread the word about expanded parking options.*



We generated:

- Digital and print advertisements for a PBOT-sponsored NW District open house where attendees could take the survey and sign up for focus groups.
- Direct-mail postcards for the open house.
- A targeted geolocation-based social media campaign seeking survey respondents in the neighborhood.
- We were also responsible for conducting in-person and Zoom-based focus groups.

The results of our work included one-on-one interviews with five large employers, focus group conversations with six small businesses and about 50 residents.

The survey garnered nearly 500 responses. The focus groups and survey responses netted information that is shaping the parking policy and mass-transit options for this densely populated neighborhood.

### ***Creating a Path Forward***

Our final work for this project was to help craft a summary of the entire off-street parking study, and to shape an action plan that outlined the steps PBOT and the neighborhood's Stakeholder Advisory Committee could take to implement parking management strategies moving forward.

## **2. Partnering with Government Agency Staff**

Parachute Strategies was awarded its first open services contract by the Portland Bureau of Transportation in 2015. This was a first foray into public agency work for us, and it has opened up many public-sector opportunities in the past decade. We count among our current clients the Portland Bureau of Transportation, Metro, Multnomah County, the City of Salem, and the Portland Housing Bureau.

### ***A Note on Public Sector Work***

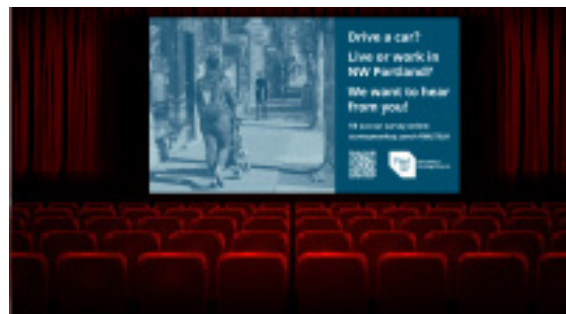
While there are many parallels between working with public agencies and with private entities—largely related to having empathy for one's client and, by extension, their customers or constituents—there are notable differences.

First, while a private entity's missteps can certainly attract negative attention, government agencies are subject to a level of scrutiny and knee-jerk mistrust that many in the private sector would find withering. They also undergo internal audits that protect public investment in their projects. Because our government clients are subject to close examination, we are obligated to make sure our work follows the rules and regulations that apply to it, uses dollars wisely, and is easy to understand, and respectful of the audience. Furthermore, public agencies must serve the best interest of *all* constituents. We are deeply cognizant of the need to provide you with communications services that are focused on facts, clarity, and public service.

### **a. The Portland Bureau of Transportation (PBOT)**

We have had the privilege of serving the Portland Bureau of Transportation since 2015, via two successive open services contracts. We have worked closely with a number of staff members at PBOT on branding, communication materials, and signage for a range of transportation initiatives in Portland.

- For the white-label parking payment app **Parking Kitty**, we researched and proposed numerous names before creating a full brand identity, including the app's button, wallpaper, and playful audio features.
- We extended the Parking Kitty brand to street-level communications by redesigning parking signs and decals for PBOT's new, **demand-based metered parking program**.
- We led the **SmartPark** rebrand, crafting a new visual identity and a family of logos to enhance garage wayfinding, along with brochures and elevator display infographics.



*We purchased ad time at Cinema 21, where local ads run on the screen while moviegoers take their seats. The ad we designed encouraged parking district residents to participate in a survey about parking in NW.*

- In the **NW Parking District**, we designed wayfinding signage and developed promotional materials—including brochures, direct mail, and a website—to raise awareness of public off-street parking options.
- To support the PBOT's **Transportation Wallet** transportation demand management program, we create digital and print outreach materials highlighting discounted transit options. These include mailers, newspaper ads, posters, digital displays, and more.
- We designed a logo and outreach materials, including mailers, flyers, and door hangers, to communicate the **Area Parking Permit Program's** shift from paper parking permits to a license plate–based system.
- We developed a visual brand and outreach materials, and coordinated a photo shoot and video shoot for Portland Bureau of Transportation's **PDX WAV**, an initiative that subsidizes cab and private-for-hire rideshares for members of the public who use mobility devices or who are vision-impaired.

## b. Metro

Since 2019, Parachute Strategies has held an open services contract with Metro, the Portland-area regional governing body responsible for managing solid waste, parks, venues, and funding distribution for transportation, housing, and homeless services. Over the years, Parachute has worked across Metro's key service areas, contributing to initiatives in conservation education, sustainable transportation, food waste reduction, affordable housing, and solid waste policy communications.

One early project involved the development of game concepts for the Oregon Zoo's **ZooQuest** program, focused on educating youth about conservation. Designed during the onset of the COVID-19 pandemic, the interactive games emphasized minimal physical contact and used durable, easy-to-clean materials.

Parachute also played a lead role in the 2022 **Get There Webinar Series**, where the team provided strategic communications, ad buying, graphic design, and live event production in partnership with Metro, and ODOT's Get There Oregon program. We supported this campaign with bilingual outreach materials, tailored copywriting for multiple platforms, and coordination with interpreters for inclusive, accessible webinar experiences.

Another major deliverable was the refinement and design of a 47-page training module for **Food Waste Stops With Me**, a cross-agency initiative focused on reducing commercial food waste. Parachute enhanced Metro's original presentation with rich visuals, infographics, and narrative flow that clearly communicated regional food waste challenges and solutions to help local government trainers deliver consistent and impactful education to restaurants and commercial kitchens. We also provided Metro with an accompanying voice-over script and adaptable document templates for supplemental case studies.

In 2023, Metro's **Solid Waste** department asked our team to develop a communications strategy focused on bulky waste—large household items such as couches, tables, rugs, and mattresses—across the Metro region. The project aimed to clarify Regional Waste Plan goals, build support for policies addressing the root causes of bulky waste, and promote more equitable, sustainable disposal options, particularly for renters and residents of multifamily housing. A key challenge was addressing misconceptions and navigating the complex landscape of stakeholder interests, including those related to houselessness, illegal dumping, and the limits of jurisdictional authority.

We created targeted talking points for diverse audiences such as Metro Council, waste haulers, local governments, and community partners. We also penned a story highlighting Metro's Large Item Reuse Study, based on interviews with stakeholders including Start Consulting, Community Warehouse, Trash for Peace, and



*To spread the word about the Get There webinar series, we prepared ads in English and Spanish to go out to different audiences on Facebook and LinkedIn.*

Metro staff. This story was featured on Metro’s website and gained wider visibility when it became a cover story in the Southeast Examiner, a community newspaper for Southeast Portland.

Most recently, in 2025, Parachute began providing Metro with video production services for affordable housing grand openings supported by **Metro’s Housing Bond**. We capture and edit high-quality b-roll for use by local news media, with an emphasis on factual, nonpartisan storytelling that aligns with Metro’s mission. Parachute carefully vets content to avoid any messaging that could be construed as lobbying, ensuring that public communications remain both accurate and compliant with Metro’s standards.

3. Engaging Diverse Communities

We believe we have the right mix of multicultural project experience, engagement with hard to reach and sensitive communities, and a broad mix of technical skills that would help your agency fulfill the projects that will arise from this contract.

Avoiding the trap of implicit bias

We understand that implicit bias is real. Through our work on behalf of under-served communities, we’ve developed some core principles for engagement with clients:

- Ask the audience about the messages that work for them and what words or language to avoid.
- Beware of the danger of assumptions. Never assume that because you’ve once worked with an audience that looks like the one before you, that you know all there is to know about them.
- Learn what is culturally appropriate for your audience by researching and listening as much as possible.
- Understand your audience’s barriers to accessing the services on offer.
- Be prepared to challenge a client’s assumptions about the services they offer.
- Find means and methods to reach audiences on terms and through media that work for them.

We go the extra mile for the right content

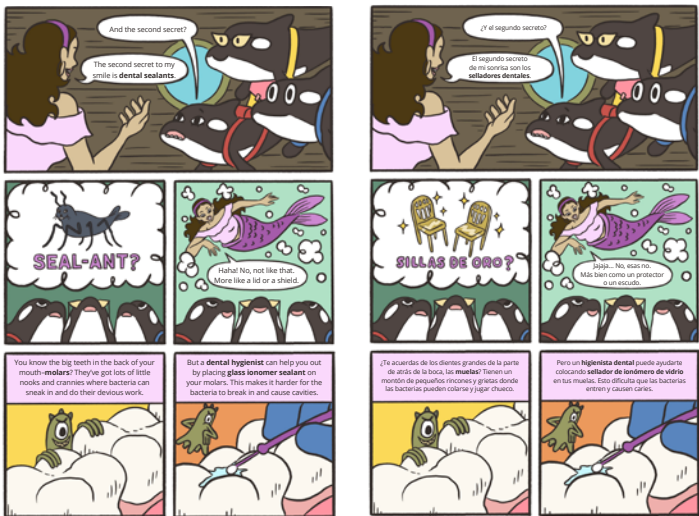
We look for ways to reflect our audiences’ cultures and backgrounds in ways that are positive, appropriate, and feel natural.

- For clients including PBOT, All Smiles Community Oral Health, and Villages NW, we have worked on campaigns for mobility- and vision-impaired people, low income and immigrant households, people of color and seniors.
- For PBOT, Go Lloyd, and Villages NW, we have recruited appropriate models and organized photo and video shoots to capture a diverse entourage of real people in local places.
- For PBOT, we have adopted a realistic skin tone palette for illustrated work.

Translation: Going beyond Google Translate

AI tools are improving, but human touch is still invaluable. We go beyond direct translation and push toward *transcreation*: looking for elements in a project that won’t translate well directly, and seeking alternate graphic and linguistic solutions that will relay the message successfully.

- We have designed translated material across a variety of media, including websites, subtitling for videos, print materials, and social media.
- We have designed sign systems that have braille



When adapting this educational comic book into Spanish for All Smiles Community Oral Health, we noticed that a visual pun didn’t translate. In order to reach the intended audience, we sought an alternate Spanish gag that supported the narrative. This is an example of our approach to translating materials in a way that is culturally specific.

components.

- For written materials, we offer in-house Spanish translation services and also have relationships with local translation services Linguava and IRCO's International Language Bank.
- For live interpretation services, we have experience working with IRCO's International Language Bank for English to Spanish translation services in a remote setting (Zoom webinars).

### ***Creating accessible print and digital materials***

We are familiar with best practices that will make your print and digital materials accessible to users with ranging visual, auditory, and cognitive needs.

- Closed captioning: We work with in-house and third party vendors to caption video for readers of English and other languages.
- Imagery and photography: We produce images of people that reflect your audience. We do our best to recruit models and actors from the communities they portray.
- Visibility: We test digital and print graphics to make sure they're visible to people with color blindness and other vision impairments.
- Low-distraction communications: We keep messaging and graphics to the point.
- Accessible websites and social media: We are familiar with website plugins and AI tools that "translate" site content on the fly for audiences with ranging needs. We will incorporate alt text and image descriptions to make images in the digital realm accessible for folks using e-readers.



*Photo from one of three photo shoots we conducted on behalf of the Portland Bureau of Transportation to build a library of transportation-themed images featuring users from a representative range of demographic groups.*

### ***We dig deep to find your audience***

- We ask questions about where your audience is most likely to be looking, both online and in real life.
- We work to match a proposed campaign up with your budget and time line. We start with simple solutions, especially when time is of the essence.
- We are students of the evolving media landscape, and are always looking for hyper-local opportunities to reach your constituents (neighborhood-based publications, retail outlets, festivals, public right of way, etc).

### **An Overview of Our Experience with Outreach to Diverse Audiences**

We have been fortunate to work with organizations who serve communities from a broad socio-economic cross section of our region, and have therefore had the opportunity to deepen our understanding of the unique perspectives of diverse audiences.

Our past projects include:

- Strategic plan for **Portland Housing Center**, a nonprofit that makes home ownership a reality for Portland-area residents; their outreach efforts focus on communities that have been formally and informally excluded from wealth building through home ownership.
- Strategic plan and marketing for **Hacienda CDC**, where we produced a strategic plan and marketing materials promoting first time-home buyer programs and support for both English and Spanish-language audiences.
- Strategic plan and fund raising documents for the **Portland Chinatown Museum**.
- Strategic plan for the **Oregon Nikkei Legacy Center** (now the Japanese American Museum of Oregon).
- Brand development, campaign materials, photo shoot and video shoot for Portland Bureau of Transportation's **PDX WAV**, an initiative that subsidizes cab and private-for-hire rideshares for members of the public who use mobility devices or who are vision-impaired.
- Re-brand and communication materials for **All Smiles Community Oral Health** (formerly Dental 3). This



nonprofit provides free oral health services to children, youth and young adults and many of their service recipients represent communities of color. Our work has included launching their social media properties, developing a parent and PTSA engagement campaign, and developing bilingual (English and Spanish) outreach materials. We have also prepared program forms in 8 of Portland's safe harbor languages.

- Development of both English and Spanish language campaigns to promote **Get There**, a commute benefits webinar series for Metro and Oregon Department of Transportation.
- **Follow The Water** digital campaign, which incorporates the voices and work of indigenous people, communities of color, and youth who are building a culture of water conservation and protection.
- Creation of promotional materials and informational materials in English and Spanish for **City of Salem's** town halls and focus groups focused on addressing the city's revenue challenges.
- A multi-lingual, WCAG compliant website for **Proud Ground**, a nonprofit community land trust that makes permanently affordable homes available to home buyers from traditionally under-served backgrounds and with limited means.
- A marketing plan and ongoing newsletter support for **Villages NW**, a nonprofit that helps seniors stay in their homes by connecting them with a Village support network of peers, volunteers, and service providers.



*We prepared this ad to test messaging and imagery with focus groups as part of our marketing plan work for Villages NW.*

## 4. Past (and Current) Behavioral Change Campaigns

We have had occasion to be part of many behavior change campaigns over the years—in fact, many of the campaigns we've already discussed in this proposal are behavior change campaigns! We are deeply interested in the systems and inner-workings that make our community function here in northwest Oregon. So, these types of projects, that bring public policy into the day-to-day lives of regular people, feel particularly significant to us.

### Overview of Relevant Behavior Change Campaigns

- To support the PBOT's **Transportation Wallet** transportation demand management program, we create digital and print outreach materials highlighting discounted transit options for residents and workers in Portland's busiest districts: NW Portland and the Central Eastside. The goal of the program is to reduce parking congestion by encouraging residents to give up street parking permits in favor of free or reduced-cost access to "alternative" transportation modes to driving. Over the years, the Transportation Wallet has included TriMet and Streetcar Passes, vouchers for BIKETOWN, vehicle shares, and scooter programs. Materials we've produced to promote Transportation Wallet include mailers, newspaper ads, posters, and digital displays.
- Parachute Strategies is subcontracting with Rick Williams Consulting to support the **City of Salem's transition from free to paid parking** in its downtown area, a change set to launch in July 2025. As Salem shifts from a "pay and display" model to a "pay by plate" system, Parachute is providing communications and outreach services, including the production of three public-facing videos to help Salemites adapt to the new system. The first video outlines the overall changes, while the other two demonstrate how to use the new parking pay stations and mobile payment app. We've written scripts, are working with Salem staff to scout filming locations and recruit volunteer actors from City staff and parking enforcement, and are coordinating with Flowbird—the app and pay station vendor—for early access to equipment and visuals for filming.
- As part of our open services contract with Metro for the **Food Waste Stops With Me** program—a regional collaboration between Portland-area governments, Metro, DEQ, and the Oregon Restaurant and Lodging Association—we were contracted in early 2021 to transform an existing PowerPoint into a comprehensive

training module for local food waste reduction programs. The goal was to equip local government staff to help restaurants and commercial kitchens divert food waste from landfills. We created a 47-page, visually rich presentation using stock and partner-supplied imagery, custom infographics, and an enhanced brand identity tailored to the program's communication goals. Working closely with Metro and community partners, we developed clear, cohesive copy and a voice-over script containing up-to-date data and actionable guidance, and also provided Word templates for supplementary materials like case studies.



Cover slide from the training presentation we designed for Metro's Food Waste Stop With Me program.

## 5. Project Management Approach

### The project kickoff meeting:

Our first step in a project is to conduct a kick-off meeting with staff and any stakeholders who have a say in the shape and arc of that project. In this meeting, we:

- Review and request access to any existing brand or program assets and learn how they have been deployed to date. These could include brand assets like style guides and logos, and/or creative work like ad layouts, copy, videos, etc.
- Identify the key decision-makers and stakeholders to be consulted throughout the project.
- Set out top client objectives, issues, and concerns with the rollout of the project, both from the perspective of the public and agency insiders.
- Establish goals for the marketing campaign, including engagement, behavior change, or any other key metrics a program lead might benchmark for this project.
- Discuss potential platforms for messaging, including social media, county or partner websites, print, digital, and environmental advertising outlets.
- Review the regulatory environment governing the messaging, including internal policies (like accessibility standards, for instance) and those of upstream funding and oversight sources.
- Overview of schedule and budget and establishment of potential in-person presentation dates.

The information from this kick-off meeting is gathered in a creative brief document that we would then submit to you for review to ensure that we clearly understand the project at hand. This document is available to everyone on our team as a project reference guide.

### Meeting your vision for creative work

Not all projects demand a prolonged design process, but when we are required to offer original work, such as a new logo or a visual ad campaign, we offer several schematic options and guide the client through refinements that culminate in a cohesive finished product. This is where our in-depth kickoff meeting pays off: by the time we start designing, we usually know enough about our clients that early designs are well informed and on target.

After the kickoff meeting, we may set up check-ins on a routine or rolling basis, depending on the needs of the project. These meetings are a great time to capture formal and off-the-cuff feedback from you. When it comes to feedback, we take pride in work well done, but this doesn't come wrapped in a lot of ego. When you give feedback, we listen. When you ask for changes, we make them. We may offer advice based on past experience but, ultimately, we accept that this is *your* project.

We look for ways to reuse existing design approaches or generate core materials and concepts that can be reused across platforms. Doing so reinforces a brand identity and also keeps production efficient. For instance,

we might generate one long-form description of a new program, and also boil its description down to the length of a tweet. We then keep these assets in a style guide and master materials archive that we can refer to before we generate something new.

At the end of the project, as needed, we send clients an asset library they can redeploy. This may include, for example, logos in various formats, PDFs of finished work, native files, and updated style guides.

## **6. Experience in the Public Sector and Multi-Sector Collaboration and Partnerships**

Parachute Strategies plays well with others! There are times when government projects are strengthened by the involvement of multiple agencies, nonprofits, and private companies. The combined effort offers access to diverse expertise and greater resources, and can lead to more community-responsive outcomes. When working on teams that include multiple agencies, we are comfortable working within our designated role for the good of the project. We typically assign a point person from our team to be the main point of contact for collaboration, to ensure communications come and go through a single channel and cut down on inefficiencies.

When a project is particularly complex, involving the handoff of responsibility among multiple groups in multiple phases, we can set up a Gantt chart to help everyone understand their roles and significant project milestones. We embrace cloud based file sharing as a way to maintain a centralized file system and eliminate file duplication and promote version control. We use an online project management system to track projects, tasks, and resources. If it makes sense to plug clients or project partners into that system, we can make that happen, or we can plug into theirs.

### **a. Metro Get There Webinar Series**

Parachute Strategies partnered with Metro to support the *Get There* webinar series in 2022, a project that highlights the value of strategic partnerships in delivering community-informed public programming. This four-part initiative was co-sponsored by Get There Oregon in collaboration with TriMet, ODOT, and Alta Planning. We worked alongside Metro's Marne Duke and Kelly Bantle of Allegiant Strategies (a PR subcontractor to Alta), as well as program staff at ODOT's Get There Oregon, to deliver cohesive communications and promotional efforts across all partners. Event speakers represented an array of regional employers including Bob's Red Mill, Keen, Relay Resources, Ace Hotel, Providence, Kittelson & Associates, Inc. and more.

Our work included developing a joint marketing plan that leveraged shared platforms for paid digital advertising, social media, and email outreach. We designed bilingual visual assets and provided copy tailored to different partner audiences, enabling seamless content sharing across channels. Additionally, we coordinated webinar production, managed rehearsals, and oversaw live event logistics, including real-time Spanish interpretation through IRCO.

### **b. City of Salem Bike Summit, 2024 & 2025**

As the Communications Contractor of Record for the City of Salem, we were asked to facilitate a summit between the City of Salem's public works and planning staff and a variety of stakeholders in the Salem bicycle and transportation community, including elected officials, Safe Routes to School, ODOT, Salem Bike Vision, Salem Bicycle Club, and Cherriots, Salem's mass transit agency. The backdrop for the summit included a history of tension between active transportation advocates and the prior Public Works director and a new director looking to make a fresh start in the community. Our work included:

- One-on-one interviews with participants about their perspectives on bicycling and bicycle policy in Salem.
- Production of an interview digest that encapsulated the hoped-for future and present-day concerns heard from the bicycle community and Salem staff.
- Facilitation of the summit in 2024 and 2025, as well as post meeting notes and a tool for advancing initiatives, task by task.

### III. Fees

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#### Hourly Rates

The following hourly rates are comprehensive and fully loaded, and include all of our overhead costs.

<i>Principal / Project Manager</i> .....	<b>\$140</b>
<i>Art Director</i> .....	<b>\$120</b>
<i>Digital Media Manager</i> .....	<b>\$110</b>
<i>Senior Graphic Designer / Illustrator</i> .....	<b>\$110</b>
<i>Graphic Design / Illustrator</i> .....	<b>\$100</b>
<i>Copy Writer</i> .....	<b>\$100</b>
<i>Ad Buyer</i> .....	<b>\$100</b>
<i>Digital Media Specialist</i> .....	<b>\$90</b>
<i>Intern / Administrative Assistant</i> .....	<b>\$75</b>

### IV. References

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#### Roy Iwai, Water Resources Specialist / CRC Project Manager

Multnomah County Water Quality Program  
1620 SE 190th Ave., Portland, OR 97233  
971.276.1387 | roy.iwai@multco.us

#### Robin Moody, MPH, CPHQ Executive Director

All Smiles Community Oral Health  
7460 SW Hunziker Rd. Suite H, Tigard, OR 97223  
503.381.2489 | rmoody@allsmilescnh.org

#### Colleen Mossor, Analyst II

Portland Bureau of Transportation Data Analytics and Performance Division  
1120 SW 5th Avenue, Suite 1331, Portland, OR 97204  
503.823.7148 | colleen.mossor@portlandoregon.gov

**PROPOSAL CERTIFICATION**

**RFP #2025-31**

Submitted by: Guenevere Millius dba Parachute Strategies  
(Must be entity's full legal name, and State of Formation)

Each Proposer must read, complete and submit a copy of this Proposal Certification with their Proposal. Failure to do so may result in rejection of the Proposal. By signature on this Proposal Certification, the undersigned certifies that they are authorized to act on behalf of the Proposer and that under penalty of perjury, the undersigned will comply with the following:

**SECTION I. OREGON TAX LAWS:** As required in ORS 279B.110(2)(e), the undersigned hereby certifies that, to the best of the undersigned's knowledge, the Proposer is not in violation of any Oregon Tax Laws. For purposes of this certification, "Oregon Tax Laws" means the tax laws of the state or a political subdivision of the state, including ORS 305.620 and ORS chapters 316, 317 and 318. If a contract is executed, this information will be reported to the Internal Revenue Service. Information not matching IRS records could subject Proposer to 24% backup withholding.

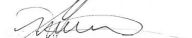
**SECTION II. NON-DISCRIMINATION:** That the Proposer has not and will not discriminate in its employment practices with regard to race, creed, age, religious affiliation, sex, disability, sexual orientation, gender identity, national origin, or any other protected class. Nor has Proposer or will Proposer discriminate against a subcontractor in the awarding of a subcontract because the subcontractor is a disadvantaged business enterprise, a minority-owned business, a woman-owned business, a business that a service-disabled veteran owns or an emerging small business that is certified under ORS 200.055.

**SECTION III. CONFLICT OF INTEREST:** The undersigned hereby certifies that no elected official, officer, agent or employee of Clackamas County is personally interested, directly or indirectly, in any resulting contract from this RFP, or the compensation to be paid under such contract, and that no representation, statements (oral or in writing), of the County, its elected officials, officers, agents, or employees had induced Proposer to submit this Proposal. In addition, the undersigned hereby certifies that this proposal is made without connection with any person, firm, or corporation submitting a proposal for the same material, and is in all respects fair and without collusion or fraud.

**SECTION IV. COMPLIANCE WITH SOLICITATION:** The undersigned further agrees and certifies that they:

1. Have read, understand and agree to be bound by and comply with all requirements, instructions, specifications, terms and conditions of the RFP (including any attachments); and
2. Are an authorized representative of the Proposer, that the information provided is true and accurate, and that providing incorrect or incomplete information may be cause for rejection of the Proposal or contract termination; and
3. Will furnish the designated item(s) and/or service(s) in accordance with the RFP and Proposal; and
4. Will use recyclable products to the maximum extend economically feasible in the performance of the contract work set forth in this RFP.

Name: Guenevere Millius Date: April 30, 2025

Signature:  Title: Owner

Email: gwen@parachutestrategies.com Telephone: 503-475-8529

Oregon Business Registry Number: 791317-94 OR CCB # (if applicable): \_\_\_\_\_

Business Designation (check one):

☐ Corporation ☐ Partnership ☒ Sole Proprietorship ☐ Non-Profit ☐ Limited Liability Company

☐ Resident Quoter, as defined in ORS 279A.120

☐ Non-Resident Quote. Resident State: \_\_\_\_\_