

1. ***How many shoreline property owners are there, do you have their names and addresses, and do you know which properties are armored and which are not?***

We do not have the information on how many shoreline property owners there are or contact information. Part of *Task 2 – Identify target audiences for social marketing and behavior change strategies* is to gather this information. Good sources would be the Puget Sound cities and counties.

2. ***Do envision that the final social marketing plans will include the development of outreach materials such as brochures, advertisements, emails, press materials etc. that the local governments can then use or adapt?***

The development of the messages and strategies for the social marketing campaign is the primary deliverable in *Task 5 – Develop strategy and creative solutions*. The RFP does not specifically call for the actual development of materials. However, examples of how these messages could be used would be helpful. The RFP does say that “*Proposals can also include ideas for additional task elements that could be included that would improve the success of the project, or creative approaches to achieve the Grant Program’s desired outcomes*”.

3. ***For the local governments, does implementing these social marketing projects satisfy any kind of requirement/regulation?***

Implementing these social marketing projects is strictly voluntary for local governments. However, it is the funder’s hope that by implementing these projects, a local government could achieve some of their goals and possible shoreline management requirements.

4. ***Is this RFP using leftover Year 3 or the proposed Year 4 LO funds? Also, why is the deadline for this RFP so short? We've repeatedly asked for longer RFP deadlines in our comments on the LO work and investment plans.***

This project was identified in the Marine and Nearshore LO’s Round 3 Investment Plan, and funds were set aside for it. Round 4 funds will be used to support local implementation projects that use the strategies.

This is a personal services contract for a contractor to do specific tasks outlined in the RFP, which are necessary to support future grants in Round 4 for implementation projects. The Grant Program has responded to the request by allowing more time for response for new grant proposals; however, given the pressure to expend funds, we can’t have extended time for contractors to respond to RFPs for personal services.

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The Grant Program invested a lot of time in dialogue with the Puget Sound community about this work. The results of this project are necessary for the Grant Program to develop the next round of grant funding opportunities which are specifically geared for local entities.

5. *The RFP refers to past efforts in several places. Can we have access to the information from those past efforts?*

The Grant Program believes that building on relevant available information and similar past work, including efforts within or outside the Puget Sound region, can improve results. Although we are aware of some past projects that could provide insights for this project, the project sponsor will need to compile existing resources to inform the social marketing and behavior change strategy.

6. *Which firm or firms conducted this past work?*

Please see above.

7. *Is there a page limit on the management proposal section?*

There is no page limit for the Management Proposal.

8. *Will there be a Round 5 to implement the strategy and place the campaign into the recommended Social/Online Media channels?*

The Grant Program plans to invest, starting in 2014, in initiating new programs or supporting existing programs that motivate and help shoreline landowners choose alternatives to armoring. The programs will offer incentives, education, technical assistance, or other resources based on data on barriers and motivators, and on the social marketing and behavior change strategy.

9. *May we provide fully-loaded hourly rates by person instead [of breaking out rates by salary, fringe and overhead as indicated in the budget spreadsheet]?*

Please use the budget worksheet provided in the RFP, using your best available information. If your numbers are estimates, please indicate that on the spreadsheet.

10. *Project references are limited to a maximum of three (page 8, 5th bullet under section 2, A). Our team includes more than one firm. Would you prefer three total references for the proposing team, or should we provide three references per participating firm?*

Please provide information on at least one and no more than three projects that are relevant to the proposed project. If the partner firm has a relevant project it may be included.

11. *Also on page 8 under section 3, A, the RFP requests that budgets be submitted using an Excel spreadsheet while providing a Word-based form. Would you prefer to receive separately attached or embedded Excel files? Or should proposers utilize the form provided?*

Please provide the budget on an Excel spreadsheet as a separate attachment.

- 12. Can you confirm that the audience for this project only includes residential landowners, not developers who own business structures or multi-family structures, such as condo?**

Task 2 should include gathering information about segments of the shoreline landowner population whose property is or will be in (if not yet developed) residential use, but not commercial use or public lands. This can include multi-family residential structures.

Task 2 also includes identifying audiences that could most effectively be targeted with social marketing and behavior change strategies.

- 13. Are there any policies/concerns about revealing who is sponsoring this project to potential research participants?**

We have no concerns about revealing the Grant Program as the sponsor of this project, or that the funds originate from EPA through the National Estuary Program, if the project sponsor chooses to do so.

- 14. In terms of the strategy, do you imagine the social marketing plan will include tactics other than social media?**

This project should identify messages and education, incentives, resources, technical assistance, and other techniques that could be effective in decreasing barriers and increasing motivation of landowners to choose alternatives to armoring.

- 15. Can you provide a list of resources and / or links for a) existing incentives / strategies in place to reduce shoreline armoring, b) links to past and existing efforts to reduce shoreline armoring, c) list of agencies / groups that are actively involved in programs designed to reduce shoreline armoring.**

Although we are aware of some past projects that could provide insights for this project, the project sponsor will need to compile existing resources to inform the social marketing and behavior change strategy.

- 16. This RFP largely calls upon the creation of a social media effort to reach it's goal and little is mentioned in regards to other digital outreach and marketing tactics:**

Q: Are you open to receiving a proposal of a holistic digital marketing strategy which includes social media, content marketing, web & mobile advertising, SEO (Search Engine Optimization), web and mobile development, PR outreach, etc. in order to create a balanced approach to this future campaign, or, does the agency already have these other pieces in place already, in which case, it only needs a social media strategy to tie these pieces together for a public facing messaging campaign?

Task 5 says the strategy should include messages and education, incentives, resources, technical assistance, and other techniques that will be effective. *Social media* could potentially be an element of the strategy, but it is up to applicants to describe how they propose to effectively motivate target

audiences to choose alternatives to shoreline armoring, based on the research gathered during the project. The Grant Program does not already have the listed elements in place for this project.

- 17. You mention in the RFP that, "In the future, the Grant Program will provide this social marketing and behavior change strategy, as well as information about incentive options, to local governments and other entities interested in implementing armoring reduction programs," and, in Task 6: "Provide details on how entities implementing these social marketing and behavior change strategies could evaluate progress and measure the outcomes of their efforts."**

Q: Are we correct in inferring from this section that In essence, you want this strategy to be scalable to multiple groups / stakeholders in the Puget Sound region, and also in the assumptions that:

The Grant Program plans to invest, starting in 2014, in initiating new programs or supporting existing programs that motivate and help shoreline landowners choose alternatives to armoring. The programs will offer incentives, education, technical assistance, or other resources based on data on barriers and motivators, and on the social marketing and behavior change strategy. So, the strategy could be used by multiple entities who want to implement these programs.

a) These groups should be able to interface with each other during their execution of these social strategies in order to maximise their impact, and,

Task 7 asks for guidance to entities interested in implementing the strategies developed through this project. It could be a useful recommendation that the future users of the strategy interact if it will improve outcomes.

b) Be able to monitor, measure and analyze progress in their efforts towards the larger strategic goal as individual players working within a common framework using a common analytics and reporting platform, and,

Task 6 asks for a plan for how implementers can evaluate progress and measure outcomes. Common ways for all implementers to measure performance could be useful in evaluating progress towards the broad goals of the RFP, namely reduction in the amount of shoreline armoring along Puget Sound marine shorelines.

c) That there will be a central group dedicated to the execution and management of this strategy, which will broadly dictate to other agencies how to achieve the strategic goals of the project, oversee their efforts, and 'steer the ship', so to speak?

The Grant Program does not plan to have a central group guiding implementation of the strategy developed through this project. The strategy should provide guidance to entities who are interested in implementing it.

- 18. Can you provide a list of the alternatives available to shoreline armoring that are currently being implemented by landowners in the Puget Sound?**

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The Grant Program does not have a list we can share at this time on alternatives that are currently being used. We anticipate, however, that a document called Marine Shoreline Design Guidance, which will provide engineering guidance on softer shoreline armoring techniques, will be available in early 2014. We anticipate this will be a resource for future programs that implement this strategy.

19. Have you sent out an RFP for a social marketing project like this in the past, and if so, can we a) obtain links to the past project, and b) information on the winning agency of the bid?

No, the Grant Program has not released an RFP for a social marketing project before.

20. Are you open to ongoing engagements with the winning agency of this bid in the form of execution on the social marketing strategy that will be created?

We do not have plans at this time to extend the scope of work for the successful applicant beyond what is described in the RFP. We anticipate that projects to implement the social marketing strategy will begin after the end of the timeline for this project.

21. You mention in Task 1 (Project Management), that there will be a, "Project kick-off meeting with Grant Program staff and subject-matter experts to align expectations and discuss project implementation."

Q: Can you provide a list during the bidding process of these 'experts', and other stakeholders?

The Grant Program cannot provide a list at this time.

22. Can you provide any relevant resources during the bidding process about the target markets being researched during this project? Any pre-existing reports, data sets, etc.

Although we are aware of some past activities that could provide insights for this project, the project sponsor will need to compile existing resources to inform the social marketing and behavior change strategy. We cannot provide resources at this time.

23. In Management Proposal - *"Provide a description of the proposed project team structure, including any subcontractors. Indicate lines of authority for personnel involved in performance of this potential contract, as well as lines of authority to the next senior level of management. Describe who would have prime responsibility and final authority for the work."*

Q: If the bid is from an agency - does the need to list subcontractors pertain to agency personnel as well - or only other legally subcontracted entities?

Please identify all individuals who will work on this project and what their roles will be, both within the project sponsor's team and any subcontractors.

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- 24. Under Management Proposal which asks you to submit a, "*list of 3 projects similar in size, scope and relevance*", what format / length should be used for past examples / references / portfolio / etc? Do you also want to see images or links where relevant?**

There is no page limit for the Management Proposal, including the list of at least one and up to three similar projects. Applicants should provide clear and succinct descriptions that illustrate the example projects, and should not expect proposal reviewers to review lengthy materials. All materials that are part of the proposal should be included with the proposal (no links). Relevant images could be included.