Questions and Answers:

1. Q: Who is the target audience for the communications strategy?
   A: The Board of Directors and staff for DC Green Bank will receive the communications strategy; however, the communications strategy should be targeted toward a diverse audience of key stakeholders such as:
   a. Contractors
   b. Lenders
   c. Commercial, Multifamily and Solar Developers
   d. Residents, including both home owners and renters, of the District of Columbia
   e. ANC Commissioners /block leaders/local influencers

   The target audience is anyone who will be using the anticipated financial products outlined on page 5.

2. Q: What does the agency mean by "Provide communications support"? Are they asking that we (the vendor) guide the agency though the strategy as they work to independently execute?
   A: DC Green Bank will have very limited staff capacity over the next 6-8 months. We anticipate that the vendor will provide hands-on communications support with initial stakeholder outreach.

3. Q: Please confirm that the vendor will not be responsible for the execution of the strategy.
   A: The selected offeror will be responsible for the development of the communications strategy, and will be asked to provide initial communications support and outreach during the organization’s start-up phase. The DC Green Bank reserves the right to extend the contract or execute an additional agreement for continued communications support and execution of the strategy.
4. Q: Can you please advise on what format you would like the price schedule to be submitted in? The template for the table or the fillable spreadsheet would be helpful.
A: A standard quote with hourly rates or anticipates costs will suffice. Otherwise please use template below:

<table>
<thead>
<tr>
<th>Budget Category</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td></td>
</tr>
<tr>
<td>Employee 1 (% FTE)</td>
<td></td>
</tr>
<tr>
<td>Employee 2 (% FTE)</td>
<td></td>
</tr>
<tr>
<td>Fringe Benefits (at ___%)</td>
<td></td>
</tr>
<tr>
<td>Travel + Training</td>
<td></td>
</tr>
<tr>
<td>Equipment</td>
<td></td>
</tr>
<tr>
<td>Supplies and Materials</td>
<td></td>
</tr>
<tr>
<td>Contractual</td>
<td></td>
</tr>
<tr>
<td>Construction</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>Total Direct Costs</td>
<td></td>
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<tr>
<td>Indirect Costs</td>
<td></td>
</tr>
<tr>
<td>Totals</td>
<td></td>
</tr>
</tbody>
</table>

5. Q: Can you clarify the criteria considered during evaluating proposals?
A: The Communications Expertise listed under Section E.2.2. is not meant to be comprehensive. We will also consider:
   a. Experience conducting outreach to low-to-moderate income populations and people from diverse backgrounds
   b. Commitment and interest in promoting equity in a diverse urban environment, preferably in Washington, DC
   c. Proven ability to devise an outreach and engagement plan that targets low-to-moderate income populations and use diverse methods of communication to reach constituents
      Firms that also demonstrate an example outreach and engagement plan that targets low-to-moderate income populations and uses diverse methods of communication to reach constituents will be evaluated favorably.

6. Q: How would you describe the culture of The DC Green Finance Authority (DC Green Bank)? What are the organization’s values?
A: DC Green Bank is currently in the start-up process as the Board of Directors works on establishing the organization as a business enterprise. Our organizational values can be viewed on our home page on our website.

7. Q: Which are the highest priority audiences for The DC Green Finance Authority?
A: Please see Question 1.

8. Q: What metrics does The DC Green Finance Authority currently use to measure brand, communications, and marketing success?
   A: As an organization in the process of starting-up, the DC Green Bank has not yet established metrics to gauge marketing success. The selected offeror will be responsible for advising DC Green Bank.

9. Q: Are there any desired new audience segments that the organization hopes to attract going forward?
   A: For the initial phase DC Green Bank hopes to focus on the key stakeholders listed in Question 1.

10. Q: Once finalists are narrowed down internally, would The DC Green Finance Authority (DC Green Bank) solicit final pitches or presentations to determine the contract awardee?
    A: The DC Green Bank reserves the right to conduct interviews per F.1.5 on page 27 of the RFP.

11. Q: What is the anticipated start date for this project?
    A: Refer to D.2 and D.3 on page 13 of the RFP for the contract term. We anticipate award of the contract in early- to mid-December 2019.

12. Q: For the estimated total fee for the year, what time period does that include? Is it for a 12-month period or just until March 31, 2020?
    A: Refer to D.2 and D.3 on page 13 of the RFP for the contract term. We anticipate award of the contract in early- to mid-December 2019.

13. Q: Page 8 of the RFP states the contractor is to provide communications support for the initial 6-8 months. On page 13, the RFP states the term of the contract will be from the date of contract award through March 31, 2020, some four months from award. Which date should be used?
    A: Refer to D.2 and D.3 on page 13 of the RFP for the contract term. We anticipate award of the contract in early- to mid-December 2019.

14. Q: In addition to the process/info/cost/etc do you also want us to submit past work samples?
    A: Offerors are encouraged to submit materials that demonstrate their experience listed under E.2.2 on page 20 of the RFP.

15. Q: Also you are only looking for the brand audit, strategy, message/voice/pillar development and the creative development of logo/brand with a style guide. No hard deliverables/projects at this time. Correct?
    A: Refer to deliverables listed under C.4 of the RFP.
16. **Q:** Should the proposals include expenses for paid media (e.g. digital advertising on Facebook, google) or should those costs be excluded from the proposal?  
**A:** No paid media is anticipated as part of this contract award. The DC Green Bank will work with the consultant to determine opportunity and cost for paid media should it be proposed as part of the communications plan.

17. **Q:** Should the proposals include expenses for printing materials (e.g. brochures, flyers, etc.)? If yes, does the DC Green Bank have an estimated quantity of the number of items that will need to be printed?  
**A:** Printing materials may be excluded from the contract proposal. The DC Green Bank will work with the consultant to determine opportunity and cost for printed materials should it be proposed as part of the communications plan.

18. **Q:** What types of services does the DC Green Bank envision being included under "Initial communications support"?  
**A:** See answer to Question2.

19. **Q:** Is the consultant expected to redesign the website or just provide best practices for website redesign?  
**A:** The consultant is expected to redesign the website to be consistent with the brand and identity package proposed.

20. **Q:** If a concept is proposed from a strategy level for community engagement or other parts of the proposal, is the chosen firm expected to execute the tactical choices, (e.g. an event)?  
**A:** See answer to Question2.

21. **Q:** On page 8, regarding the establishment of a “Tool Kit” of public education and engagement material (i.e. Information on bylaws, building processes, etc.) What audience is the toolkit for?  
**A:** See answer to Question1.

22. **Q:** Is there a budget for branding?  
**A:** The offerer should provide a price schedule. A standard quote with anticipates costs will suffice.

23. **Q:** Page 16 requests multiple insurance coverage. Can cyber and crime insurance be covered in general liability for this proposal? Is cyber insurance for the DC Green website? Will the website include a transaction portal?  
**A:** The offerer does not need to have all insurance listed. For the anticipated future, the website will not include a transaction portal.

24. **Q:** Should the contractor include budgets for implementation of any community engagement ideas?  
**A:** Yes.
25. Q: Is there an advertising budget, and should that budget be included in the RFP?
   A: The DC Green Bank will work with the selected consultant to develop an advertising
   budget which may be executed as Phase 2 of the project. The budget is not required to
   be included in the proposal.