

Following are the questions and answers received from interested consultants on or before August 2:

Q: Can consultants form teams to address various aspects of the scope?

A: Yes, team approach is welcome

Q: Should the detailed budget show just how I will apportion my time between the projects in the Scope of Work? Or did you also want it to include a breakout of out-of-pocket costs for the project?

A: Please show consultant's time allocations to various tasks with hourly rates as well as anticipated internal consultant expenses. The budget should be "all inclusive" of all costs related to the marketing consultant's support for this project.

Q: Do you have an incumbent agency? If so, whom and will they be participating in the RFP?

A: WalkDenver is currently not working with any advertising or marketing agencies.

Q: What other agencies/consultants are participating?

A: Our partners on this grant include Rachel Hultin who established the Wheaties Academy in Wheat Ridge and will help develop academy curriculum, and Wes Marshall of CU Denver who will provide project evaluation.

Q: Will the \$50k budget include any media purchased? If so, what percentage of the budget is for media?

A: It will be up to consultant to determine if purchased media is a good strategy for this project. Most likely, given the limited budget, messaging will happen through social media and earned media.

Q: Will the project be a new visual identity or will it fall within the WalkDenver umbrella and tie to some aspects of the existing look and feel? Should the look utilize the existing branding/identity of WalkDenver?

A: The project will be a new identity tied to existing WalkDenver brand. Consultant will assist with selecting a name for the Academy and creating a visual brand.

Q: Public outreach - Will the consultant be executing the social media campaign for WalkDenver or will they be developing the strategy and WalkDenver staff will implement the posting of content?

A: The consultant will develop a strategy for a social media campaign and provide technical support to the Academy participants and WalkDenver staff to create content. WalkDenver is hiring English/Spanish speaker Program Coordinator who will be responsible for day-to-day social media management.

Q: Marketing Materials - Please provide a complete list of the requested marketing collateral pieces to be designed.

A: It will be up to the Consultant to recommend a list of marketing collateral materials and develop cost effective marketing strategies.



Q: Who is the ideal participant for the academy? Is there a specific target age group? And what is the process planned for recruitment?

A: Our target audience includes residents of traditionally disadvantaged (low-income and minority) Denver neighborhoods who are interested in becoming champions for both car-lite lifestyles, and for policies and programs that support walking, biking, and transit use. Through a competitive application process, we will seek out individuals who currently have or are developing the social capital to be effective change agents at the neighborhood and citywide scales. Recruitment will focus on neighborhoods within the City and County of Denver along the West and Southwest light rail lines. We anticipate that some of the participants will be Spanish speakers. The participants will be adults 25-75. We will recruit participants through an open call utilizing our newsletter, social media and partner community organizations in targeted geographic areas.

Q: How will the “academy sessions” be structured, and what are the participants learning in the sessions? Overall how would you frame what they gain from participating in the sessions?

A: The sessions will be lectures/ interactive workshops. Specific goals of the Academy include the following:

- Raise awareness of and support for walking and neighborhood walkability as a critical foundation for healthy, active, car-lite lifestyles
- Provide in-depth, individual coaching with the goal of creating lasting, sustained change in travel behaviors
- Cultivate community leaders who will influence the travel choices and opinions about mobility of their families, friends, neighbors and peers
- Demonstrate demand for active transportation options
- Facilitate collaboration among neighbors on promoting walking, biking, and transit at the neighborhood scale
- Nurture champions for citywide policies and practices that support walking, biking, and transit use, who can help speed implementation efforts and will hold public agencies accountable
- Create a model for individual behavior change and civic capacity building that can be replicated in other communities

Q: How do you see the academy fitting into the overall goals of WalkDenver?

A: WalkDenver’s mission is to advocate for policies and practices that will make Denver more walkable. The Academy will help us develop a strong base of grassroots leaders in support of this mission. The seven-month Citizen Academy will arm participants with the knowledge, skills, and resources necessary to advocate for a cultural shift toward more healthy, active, “car-lite” communities, and to become champions for change at the individual, neighborhood, and citywide levels. Participants will challenge and encourage each other to take actions at each of these levels, leading to lasting changes in individual travel behaviors, neighborhood mobility, and citywide transportation policies and practices.

Q: What happens after the two seven-month sessions? Does a new group come in and start over for the next year?

A: WalkDenver currently has funding to facilitate two seven-month sessions in 2017. We hope to continue the academy contingent on future funding.



Q: Is there a target start date for 2017?

A: WalkDenver will recruit participants in late 2016 with the goal of starting the first Academy cohort in January of 2017.

Q: Is there a structure or organizational outline for how the academy runs, or is that something you are looking to the marketing consultant to complete?

A: WalkDenver will engage with a curriculum development consultant to develop the content of every session. The structure and organizational outline of the academy will not be part of Marketing Consultant's scope.

Q: What details are you able to share regarding what takes place during the two seven-month academy sessions?

A: Each Academy will entail nine highly interactive sessions every three weeks over the course of seven months. The curriculum will address the core elements of Orientation, Teambuilding, Civics Training, HEAL (Healthy Eating Active Living) Education, Leadership Development and a Culminating Project. While the culminating project will focus at the citywide scale, participants will also design and carry out action plans at the individual and neighborhood scales.

Individual actions plans will focus on personal behavior changes aimed at increasing active transportation. The Academy will provide tools and resources to assist participants in achieving their individual goals, including tools that allow users to compare and evaluate different transportation options for specific trips. We will place particular emphasis on the potential health benefits of active transportation modes (calories burned, minutes of exercise, etc.)

Participants will work in teams to develop and implement neighborhood projects that promote active transportation, such as walking school buses, volunteer snow-shoveling brigades, or "tactical urbanism" interventions such as pedestrian wayfinding signs. Through "show and tell," participants will learn about and derive inspiration from previous neighborhood scale efforts, as well as resources available through the City and local non-profits to support neighborhood projects. Participants will receive training on tools they can use to engage their neighbors in evaluating and understanding active transportation issues, such as the WALKscope pedestrian data collection tool (www.walkscope.org).

Finally, participants will work as a large group to develop a city-wide action plan focused on promoting policies that support active transportation. To help them develop a strong, interdisciplinary understanding of HEAL issues, participants will interact with and learn from subject matter experts in a variety of areas such as public health, equity, economic development, environmental sustainability and complete streets. Participants will also take individual actions that build their capacity to be champions for citywide issues, such as meeting with their city council representative, writing letters to the editor, or testifying at public meetings.



Q: The RFP states a reach goal of 7,000. Does that number represent the number of total contacts targeted? Does the current reach goal include media-based audience reach goals? Any clarification around goals pertaining to how broad of a reach is desired are appreciated.

A: The total population of our project area is approximately 76,000. Through recruitment of Academy participants, the efforts of participants to engage others in neighborhood projects, and broad dissemination of the stories of individual and neighborhood change that result from the academy, we anticipate reaching about 10% of the population in the project area.

Q: Story Dissemination: Over how long of a period do you envision the public outreach phase to last, and are there any goals to define its success? For example: do you want mass media and social engagement throughout, or view this as to be shared once the “outcomes” are in?

A: We would like the engagement to follow the participants throughout the academy. We would like to document their growth as individuals and community leaders. We hope that the social media engagement will provide cheerleaders and followers for the participants and will motivate the audience to engage in a similar change.

Q: Are there any preferred vendors or other vendors worked with in the past that are in consideration at this stage?

A: No, this is a brand new project for WalkDenver and we don't have any prior or similar engagements with vendors in the past.

Q: Does the firm have to be from the Denver area?

A: There is no requirement that the firm has to be from Denver but the nature of this project favors local presence and knowledge of Denver communities.

Q: Does your organization have the technical infrastructure in place to support the “Citizen Academy” - i.e. a dedicated microsite, the ability for participants to upload their videos/share other participant videos?

A: We don't currently have a microsite. I will be the responsibility of the consultant to advise on infrastructure needed for disperse the stories. Please provide a line item allowance in the consultant's budget corresponding with this item.

Q: Have you allocated any funds for digital advertising? Organic reach on social channels is declining – an advertising budget would ensure social messages reach key audiences.

A: Any advertising cost (digital or printed) will be a part of marketing budget and has to be included within \$50K total budget. Please provide a line item allowance in the consultant's budget corresponding with this item.

Q: Illustrating community transformation: were you thinking video interviews? If so, have you allocated additional budget for this?

A: The consultant budget will include producing videos/ video interviews/ video diaries as determined by the consultant for most effective distribution of the stories.

Q: Does the budget include consultant expenses, i.e travel, etc.?

A: No, the budget is “all inclusive” of consultant's expenses.



Q: Did you send out this proposal to specific marketing consultants? Is there an incumbent for the job?

A: The RFP was published and distributed publically. We don't have a current relationship with a marketing agency.

Q: Is it possible to submit project one-sheets that speak to our capabilities in addition to the 5 page proposal as an addendum?

A: Consultants may submit up to 3-page Appendix with the proposal. Those pages can be used at the Consultant's discretion.

Please email RFP response to Gosia Kung – gosia.kung@walkdenver.org by **5.00 PM on August 12, 2016**