



HAWAI'I COMMUNITY  
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# Request for Proposals (RFP)

## Marine 30x30 Initiative

### Contract for Communications Support for the Holomua: Marine 30x30 Initiative

#### Summary

A 12-month contract to assist the Department of Land and Natural Resources (DLNR), Division of Aquatic Resources (DAR) with the effective communications to support the Holomua: Marine 30x30 Initiative. DAR is leading the Holomua: Marine 30x30 Initiative, a comprehensive strategy focused on establishing 30% of nearshore waters around each main Hawaiian island as marine management areas (MMA) by 2030. DAR requires assistance with designing and implementing a communications strategic plan, brand development, social media support and crisis communication monitoring and support. The budget for this work is up to a maximum \$125,000 total. The contract may be renewed for a second year based on satisfactory performance and funding availability.

**Proposals Due: September 17, 2021 by 4 p.m. HST**

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#### Project Background

In 2016, the State launched the Sustainable Hawai'i Initiative, a multi-pronged effort to ensure a healthy environment and economy for Hawai'i's people. As part of this effort, the Department of Land and Natural Resources committed to effectively manage Hawai'i's nearshore waters with 30% established as marine management areas (MMA) by 2030.

The term marine management area refers to a balanced and nuanced approach to managing a specific geographic area for its marine resources and its uses. MMA regulations will vary depending on the area, such as regulating the type of gear used or instituting size limits for species to protect against over-harvesting. Hawai'i leads the nation as the first state working to achieve the international conservation goal of protecting 30% of the planet by 2030 on a regional level. Leading scientists agree that this level of protection can help prevent mass extinctions, preserve critical ecosystem services, and avert the worst impacts of climate change.

The initiative carries forward commitments made by the public and private organizations that launched the [Aloha+Challenge](#), a statewide commitment to achieve Hawai'i's sustainability goals and framework to implement the United Nations Sustainable Development Goals, and by



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partners who issued the [Promise to Pae'āina](#), which is a collective commitment for measurable change in Hawai'i's ocean.

Created by the Hawai'i Community Foundation (HCF), the CHANGE Framework strives to create a shared movement to solve Hawai'i's greatest challenges. Through a common set of data, the Framework identifies Hawai'i's strengths, gaps, and opportunities so that efforts can be aligned to take collective action. HCF puts the Framework into action by supporting networks that encompass a broad range of partners who are working to achieve a shared goal and have a commitment to equity. HCF supports the efforts of the Marine 30x30 Initiative through this lens of the CHANGE Framework.

### **PURPOSE**

DAR works with the people of Hawai'i to manage, conserve and restore the state's unique aquatic resources and ecosystems for future generations. DAR does this through programs in ecosystem management, place-based management, and fisheries management. DAR leads the Holomua: Marine 30x30 Initiative as part of a comprehensive strategy focused on developing and strengthening essential components of effective marine management including: a resilient marine management area network; statewide fisheries rules; outreach and enforcement strategies; monitoring; and restoration and protection of nearshore ecosystems. Holomua: Marine 30x30 seeks to effectively establish 30% of nearshore waters around each main Hawaiian island as marine management areas by 2030. The success of Holomua: Marine 30x30 will be determined by active support and participation from the people of Hawai'i to achieve both place-based and statewide management goals.

HCF seeks a qualified contractor to design and implement strategic communications for the Holomua: Marine 30x30 Initiative. Contractor will enhance DAR's capacity to effectively communicate the Holomua: Marine 30x30 by developing and executing a strategic communications plan, developing the Holomua brand and materials, providing social media support and crisis communication monitoring and support.

### **Roles and Responsibilities**

*Hawai'i Community Foundation (HCF):* HCF is in a partnership with the State of Hawai'i Department of Land and Natural Resources via a Memorandum of Understanding (MOU) for implementation of the Marine 30x30 Initiative. Through a pooled fund of committed philanthropists, HCF is supporting this important work of ensuring DAR effectively engages the community on this initiative by providing the funding for this communications contract. HCF is



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the contracting authority responsible for issuing the contract, verifying deliverables and products, and making payments.

*State DLNR Division of Aquatic Resources (DAR):* DAR is committed to the implementation of Holomua: Marine 30x30 that is based in engagement and partnership with community. This project is to help DAR develop a series of MMAs across the state that is publicly accepted. The DAR will coordinate with the contractor to ensure alignment with DAR goals. DAR will provide the staffing, resources and leadership to support the contractor's work and ensure success of their process. They will provide accurate and transparent information to the contractor. DAR will also share information from and ensure coordination of efforts with other contractors working on this topic when appropriate.

*Selected Contractor:* The contractor selected for this project will be responsible for implementing a strategy that results in the objectives listed below. DAR is the beneficiary of this contract and as such, the selected contractor will be directly coordinating with and reporting to the DAR Holomua: Marine 30x30 Initiative team to ensure the process outlined in this contract aligns with the goals and needs of DAR in the establishment of its Holomua Marine 30x30 program.

**Contract Objectives:**

**1. Develop and implement strategic communications plan for Holomua: Marine 30x30:**

Incorporates community engagement process goals that are being co-developed with a facilitation contractor and DAR. Communications would support how the facilitator and DAR engage with the community and share information with the community about the stages of the MMA process from initial introduction and engagement through MMA adoption and post-MMA designation activities.

- Coordinates with the facilitation contractor and DAR around key messages, timing, and engagement tools to reach audiences.
- Identify audiences, from decision makers to key stakeholders, that will affect the success of the initiative.
- Develop key messages for each audience that provide consistent and engaging messaging to ensure success of the initiative, including but not limited to:
  - Simplify and explain MMAs - how they work, why they are important and differentiate MMAs from MPAs to address misinformation;
  - The opportunity DAR is providing, inviting community input into creating new MMAs for Hawai'i, how to reach out to DAR for desired MMAs, opportunities throughout the process for community input.
- Identifying barriers to engagement, identifying motivations, and as possible message testing.



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- Inspire community participation by emphasizing how community input influences decision-making.
  - Identify channels for message distribution to audiences.
  - Identify and create tools and tactics to reach audiences including
    - 2 to 3 stories/blogs/interviews per month with key stakeholders (scientists, community members, DAR staff) about the work at-hand to share on-the-ground happenings, and populate channels such as newsletters, website blog, and social media.
  - Identify and track metrics to determine the efficacy of communications, and when possible, adjust communications if metrics are not met.
  - Public Relations coaching with messaging for key Holomua team members so that they can be confident and stay on message for media requests.
  - Assist with establishing and maintaining media relationships to enhance communications through the following:
    - Draft media materials;
    - Assist with establishing and maintaining media relations and interest to enhance communications;
    - Provide media coaching for key Holomua staff and community partners.
- 2. Brand Development: Consistent and engaging imagery/logo that engages the public and makes initiative efforts, communications and materials distinctive:**
- Refresh, enhance and strengthen the Holomua: Marine 30 x 30 brand and story.
  - Clearly delineate the different components of the initiative in collaboration with the facilitation consultant to ensure stakeholders understand the process, its stages, and how best to engage throughout.
  - Assesses existing materials, then revise or develop new imagery or logo that are distinctive to tie everything together.
  - Review and revise, or develop new, promotional materials for best distribution or posting. Included in the communications strategy, provide expertise for avenues of materials placement and for effective communication such as media outlets, project newsletters, social media, website design and website updates as needed, to reach primary stakeholder groups.
- 3. Create and implement a social media strategy to meet strategic communication goals**
- Creating and consistently posting social media content, 2 – 3 posts per week.
  - Calendar of dates for postings that align with both communications and facilitation process strategies.



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- Connecting the initiative through social media by encouraging follows/likes/engagement to broaden reach and creating tool kits for partners and influencers to cross-post.
  - Monitoring of known, and identifying new, social media accounts to respond to comments or flag contentious messaging or misinformation. This includes a list of known 20+ Facebook groups, 50+ Instagram accounts and 20+ Instagram hashtags.
- 4. Crisis communication monitoring and support**
- Work with Holomua and DLNR communications teams, HCF and nongovernmental organizations to monitor news coverage and social media to identify negative or threatening media issues or inquiries and exhibit leadership in developing strategic and timely responses.
  - Work with Holomua and DLNR communications teams, HCF, and nongovernmental organizations to identify likely controversial issues, locations, and community leaders (elected or otherwise) who may oppose these efforts.
  - Provide a central hub of information for key stakeholders and partners at the city and state levels and providing counsel and materials in real-time as situations unfold.
  - Advise the Holomua team and DAR staff on responses to assuage concerns regarding contentious responses, opposition and misinformation.

### **Contract Deliverables:**

1. The design and implementation of a 2-year strategic communications plan for the DAR Holomua: Marine 30x30 Initiative that aligns with the community engagement process goals, including identifying audiences, messages, channels, tactics/tools, and measurements.
2. Regular meetings and coordination with the DAR and facilitation contractor to ensure alignment with Holomua goals and the facilitation process and timeline.
3. Development and tracking of key metrics to assess the efficacy of the strategic communications plan and media strategy.
4. Development and/or refinement of the Holomua brand.
5. Development of social media strategy, tool kits, tracking and reporting on social media statistics.
6. Tracking any crisis communication needs and support to DAR and community partners.

### **Evaluation of Proposals**

The following will be taken into consideration in the final proposal selection process:



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- Previous experience including capability and proficiency at designing and implementing strategic communications plans, media relations, branding, and social media, and effective crisis management.
- Proposal approach and strategy.
- Experience working with multi-sector collaborations with a variety of agendas.
- Knowledge of local community issues in Hawaii and experience working with grassroots community organizations.
- Identify members of the project team.
- Proposal budget.

Top candidates may be invited to interview with HCF and DAR as part of the selection process.

**Desired Qualifications**

- Previous experience working in partnership with state government.
- Knowledge and experience of local marine or natural resource issues in Hawai'i.
- Strongest candidates will be based in Hawai'i.

**Project Timeline**

The project will commence immediately and the contract will be set for 12 months, with option to renew based on satisfactory performance and available funding.

**Proposal Submittal Instructions**

Complete proposals must be emailed to Dana Okano, Program Director, at DOkano@hcf-hawaii.org by no later than 4 p.m. HST on September 17, 2021. For proposal submittal questions please contact DOkano@hcf-hawaii.org no later than September 10, 2021. Proposals must be submitted in a single PDF file and limited to 12 pages (not including resumes and samples of previous work).

Proposals must include the following components:

- A. Organization Information: Name, address, and lead contact phone number and email address.
- B. Experience and Capabilities: Including examples of prior work projects related to this RFP.
- C. Project Timeline: Including tasks and deliverables, and anticipated costs and timing. This proposed project schedule will be revisited and finalized together with HCF and DAR upon contract award. A simple sample project table is shown below.

<b>Task/ Deliverable</b>	<b>Cost</b>	<b>Date</b>



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- D. Scope of Work Narrative: Discuss your team's strategy and timeline to formulate the deliverables discussed in this RFP. Include what you are going to do as outlined in the project timeline, how you will accomplish it, and how you will measure effectiveness.
- E. Budget Narrative: A one-year contract budget with narrative explanation.
- F. Project Team: Include applicable past experience as appropriate. Include any subcontracts that you may require to fulfil this project.
- G. Client List: Provide a client list including references we may contact.

Mahalo for your interest in the Holomua: Marine 30x30 Initiative.



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**APPENDIX I: Useful Resources/ References for Proposal Teams**

- A. DAR Holomua: Marine 30x30 Initiative: <https://dlnr.hawaii.gov/dar/30x30/>
- B. MEMORANDUM OF UNDERSTANDING FOR IMPLEMENTATION OF HAWAI'I'S MARINE 30 BY 30 INITIATIVE:  
[https://dlnr.hawaii.gov/dar/files/2020/04/Hawaii\\_Marine\\_30x30\\_MOU.pdf](https://dlnr.hawaii.gov/dar/files/2020/04/Hawaii_Marine_30x30_MOU.pdf)
- C. Hawai'i Community Foundation Marine 30x30 Initiative:  
<https://www.hawaiicommunityfoundation.org/strengthening/marine-30x30>