COMMUNICATIONS AND OUTREACH PLAN

January 9, 2015

Changes since the Dec. 4, 2014 version:

- p. 3: Adjusted key communications tasks and audiences to clarify that sponsors solicited would support teams directly rather than sponsor the prize.
- p. 3-5: Added top-level messaging provided by Public Affairs and adjust to eliminate references to a year associated with the long-term goal.
- p. 12: Added creation of media kits for teams and a training webinar.
- p. 16: Clarified that university outreach would begin in January 2015, giving teams enough time to consider participation before university finals during April. Also added the creation of a one-page, investor-focused backgrounder prior to the second round of direct outreach and the second publicity event. Removed tiered sponsorship plan and references to outreach aimed at securing program sponsors.
- p.19: Added educational component to the second publicity event for teams, focused on crowd-funding.

Background

The Wave Energy Prize aims to attract innovative ideas from developers new to the industry and next generation ideas from existing developers by offering a monetary prize purse and providing an opportunity for tank testing and evaluation of scaled Wave Energy Conversion (WEC) device prototypes.

The Wave Energy Prize is designed to increase the diversity of people involved in WEC technology development, while motivating and inspiring existing stakeholders. The U.S. Department of Energy envisions this competition will achieve game-changing performance improvements to WEC devices, establishing a pathway to sweeping cost reductions at a commercial scale.

The success of the Wave Energy Prize ultimately depends on finding the right potential participants and alerting them to the opportunity open to them. Additionally, the long-term success of the new WEC technologies depend upon cultivating interest among potential investors and program partners that will extend beyond the duration of this prize.

This communications plan will lay out a timeline for all outreach activities to include proactive media relations, speaking activities and other specialized communications initiatives, including the prize website and social media outreach. It outlines Polaris' strategy, on behalf of the Wave Energy Prize Administration Team (PAT) to attract additional support for the prize and its teams by facilitating sponsorships and partnerships. Finally, the plan will identify key media outlets targeted for outreach, tailored by vertical market (energy, technology, financial, general interest, etc.).

Core Objectives

The following statement represents the overall internal program goal:

The winner of the Wave Energy Prize will deliver a WEC device that is deemed capable of generating electricity in 2050 at a LCOE of 6 c/kWh (in 2014 money,) through a large array and with further development using normal technical evolution.

In addition to the overall program goal, the following are additional objectives of the Wave Energy Prize:

- Stimulate the development of new Wave Energy Conversion (WEC) devices for potential use in the energy industry.
- Remain independent, non-partisan, and technology-neutral – treating competitors with equality and fairness.
- Outline clear technical boundaries for the creation of the WEC devices to ultimately facilitate the meeting or exceeding of the competition metrics and establish clear and concise judging protocols.
- Entice both existing WEC device developers and newcomers.
- Draw competitors representing a diverse group of energy companies, universities and individuals from across the United States as well as international companies with a U.S. presence.
- Attract a balanced set of donors, sponsors, and partners to help competitors succeed.

- Provide many opportunities for recognition so that it is worthwhile to compete, and not just for first place.

Situation Analysis

- Marine and hydrokinetic (MHK} technologies are less understood by the general public as an alternative way to generate electricity than other types, such as solar or wind power.
- Although MHK technologies have received less attention in the press, this prize will benefit from the publicity garnered by other prizes taking place in the same time period, such as the NASA/DOE Open-WARP (Open Wave Analysis and Response Program) Challenge.
- Because less emphasis has been placed on the ocean as a source of energy for the U.S. than in Europe and other places, there is room for a revolutionary leap as well as a resulting steep decline in the price of energy produced by the ocean.
- Public prize competitions tend to result in innovative solutions that cause revolutionary, not evolutionary change; as such this format is a good fit for this type of technology problem.
- A certain level of technical expertise will be required to successfully participate in the prize.
- The success of the prize partially hinges on the ability to reach potential participants and alert them to the opportunity presented by the prize, then convert that interest into an action, namely registration.
- Beyond potential participants, there will be others watching the success of the new technologies, to include investors, potential partners, companies that have not entered the competition, and other government entities, including the U.S. Navy.
- Based upon previous experience, it may be difficult to secure financial commitments from investors, particularly until there is an opportunity to showcase the technologies.

Communications Objectives

Based upon preliminary research and discussions with the DOE, Polaris has identified the following as the objectives of all communications and outreach activities identified in this plan:

1. Inspire innovative individuals and teams to participate in the competition.
2. Increase public awareness about MHK technologies, with a focus on wave energy.
3. Create a following for the prize and the teams.
4. Spark demand from industry leaders and interest from the financial community in the winning technologies.

Communications Key Tasks

- Begin building brand awareness of the Wave Energy Prize by identifying a competition name and creating a competition logo (complete and approved).

- Design and build a competition website as the primary resource for all competition-related information (to be launched no earlier than three months prior to the opening of registration).
- Establish and manage competition-specific social media channels (to be launched with the website).
- Create internal and external communications products: presentations and website content (public outreach to begin in January 2015).
- Develop press releases and conduct media outreach to gain coverage of MHK technologies, with a focus on wave energy, and important Wave Energy Prize milestones (public outreach to begin in January 2015).
- Use established DOE listserv to send out periodic HTML emails/newsletters about the competition to interested parties (direct outreach to begin in February 2015).
- Conduct direct outreach with professional and academic organizations that focus on the technical specialties featured in the Wave Energy Prize (beginning in February 2015).
- Conduct direct outreach to potential investors and other stakeholders who are potential sponsors or partners for teams (beginning in February 2015).
- Develop relationships with industry organizations through participation at two TBD industry events.
- Plan and execute a final awards ceremony to showcase the successes of the Wave Energy Prize (September 2016).

Audiences

Polaris believes that a number of key audiences exist and that each has unique motivations for participating in the Wave Energy Prize. In addition, there are audiences which will not ultimately become part of the participant pool, but will be watching the prize with interest. Each of these key audiences will be a vital target group for Polaris' outreach efforts:

- University students and professors/senior faculty
- The existing alternative energy community, particularly those already with an interest in marine/tidal technologies
- Leading industry analysts, influencers and industry luminaries
- Potential investors and other supporters interested in assisting teams in the development of new technologies
- Media outlets with a heavy focus on green technology and business/financial
- The general public

General Messages

Note: Messaging and communications priorities frequently change; this list of general messages is intended to provide a foundation for the development of communications materials, working with the media, and providing information to stakeholders.

MHK Topline Messages

- Marine and hydrokinetic technologies generate energy from highly predictable waves, currents, tides, and ocean thermal resources.
- With more than 50% of the population living within 50 miles of coastlines, there is opportunity to

provide clean, renewable electricity to communities and cities across the United States using marine and hydrokinetic technologies such as those that capture energy from waves, tides, and ocean currents.
    - As coastal regions tend to have higher than average electricity prices, MHK technologies can more readily compete in the nearer term, and their close proximity reduces transmission distances.
- Marine and hydrokinetic energy represents a substantial opportunity for the United States to engage directly in an emerging area of energy science while developing an entirely new suite of renewable energy technologies to help reduce emissions, stimulate a new industry, and meet energy and climate objectives.
- Marine and hydrokinetic energy technologies encompass an exceptionally broad range of technology platforms. The Energy Department's openness to a wide range of nascent water power technologies is leading to dramatic and radical innovations with the potential to revolutionize marine energy production.
    - By cost-sharing some of the initial financial risk for a range of technologies, the Energy Department is evaluating the viability of different types of marine and hydrokinetic energy devices, thereby attracting the private sector financing necessary for commercialization.

<u>Wave Energy Messages</u>

- The technically recoverable wave energy resource is approximately 1,170 TWh/yr, distributed across Alaska, the West Coast, the East Coast, the Gulf of Mexico, Hawaii, and Puerto Rico.
    - For context, approximately 85,000 homes can be powered by 1 TWh/year.
- Wave energy is in the early stages of widespread technology development and implementation, similar to the stage wind energy was at 20-30 years ago.
- The Energy Department is driving down marine and hydrokinetic technology costs through targeted technology R&D and market barriers research.

<u>Wave Energy Prize Messages</u>

- One of the U.S. Department of Energy's current initiatives to drive down the cost of marine and hydrokinetic technologies is the Wave Energy Prize.
- The Wave Energy Prize is a catalyst for a technology leap, encouraging revolutionary (not evolutionary) developments in wave energy conversion technologies.
- Wave energy converter devices generate energy from ocean waves and can contribute to our nation's energy independence.
- Current WEC concepts are not yet cost competitive with other means of generating electricity, and significant opportunities exist to reduce in the cost of energy so wave power can contribute in a significant way to the nation's energy supply.
- The Wave Energy Prize will encourage the development of more efficient WEC devices that double the energy captured from ocean waves, which in turn will reduce the cost of wave energy, making it competitive with other traditional energy solutions.
- Using normal technical evolution, these devices can be further developed for widespread commercial usage, which will be competitive with more traditional energy generation solutions.
- A future in which the goals of the Wave Energy Prize are met will ultimately benefit every American by:

  - Making clean, low-cost, reliable ocean energy available for home owners, communities, businesses, and government in geographically suited parts of the U.S., such as the Pacific coast.
  - Reducing emissions of greenhouse gas (GHG) and other pollutants
  - Creating U.S. jobs through domestic wave energy conversion device manufacturing and distribution.

Messages for Wave Energy Prize Competitors

- The Wave Energy Challenge provides an opportunity for participants to:
  - Win a substantial monetary prize
  - Help solve a difficult technology problem
  - Contribute to the development of innovative, green, alternative-energy technologies that can contribute to the nation's energy independence.
  - Participate in two rounds of valuable WEC testing, one of which is at the Navy's MASK basin, at no cost to the participant's team.
- *Note: Additional messages describing what competitors need to accomplish are currently being developed by the technical team and are in draft form below.*
  - WEC concepts need to be able to absorb power effectively from the full range of sea states likely to be encountered at commercial sites, typically in the Pacific Northwest of the United States, and ultimately through excellent control systems.
  - Concepts need to also be intrinsically reliable, with few moving parts, not overly complex, within which there is redundancy of critical components, have simple installation/retrieval procedures, and simple and effective O&M strategies.

Key Communicators

- TBD, EERE Public Affairs Office
- Dr. Alison LaBonte, Marine and Hydrokinetic Technology Development Lead, Wind and Water Power Program, U.S. Department of Energy
- Jose Zayas, Program Manager for Wind and Water Power Technologies Office, U.S. Department of Energy
- Dr. David Danielson, Assistant Secretary for Energy Efficiency and Renewable Energy, U.S. Department of Energy
- Dr. Ernest Moniz, U.S. Secretary of Energy
- TBD Prize Administration Team (PAT) members

Communications Tactics

Successful outreach efforts begin with matching the right message with the right audience using the right medium. However, the level of importance of reaching the various stakeholders varies in the course of the

Wave Energy Prize. The chart below depicts the level of importance of targeting each key stakeholder group in the various phases of the prize:

Target Audience	Pre-Launch Phase	Registration Phase	Prize Execution	Final Award
Teams	High	High	Low	Low
Enthusiasts	Medium	High	Medium	Medium
Media	Medium	High	Medium to High	High
Industry players	High	High	Medium to High	High
Academia	Low	Medium	Low	Medium
Government	Low	Low	Medium	Medium
Investors	Medium	Medium	Medium to High	Medium

Various channels will be used to reach out to each of these targeted audiences. Each of these channels is detailed below.

Competition Branding

To effectively promote the Wave Energy Prize, it is essential that all prize-related materials have an easily recognizable look and feel. This will be accomplished through the creation of a prize logo and related branding materials. The brand and logo will be carried through all prize channels to include the website, e-newsletters, social media, press materials and any signage at the prize itself.

The Wave Energy Prize logo has already been created by Polaris and approved by the DOE.

Polaris recognizes that EERE PA may opt to include or not include the “U.S. Department of Energy” or “EERE” co-branding with the competition logo and will follow all instructions in regard to logo usage going forward.

Branding Guidelines

In order to project a single, consistent image for the Wave Energy Prize, it is essential that all users apply the following principles when using the logo and/or other visual elements.

Logo

The Wave Energy Prize logo is the primary means by which the prize is recognized and should appear on all communications products.

The logo may be used by third parties with permission, including by prize sponsors and competing teams. When used in conjunction with other logos or on communications products external to the program, logo placement should not imply endorsement of any company, product or service, or be used in any way that

would negatively associate or portray the prize. Guidelines governing the use of the logo and branding are available as a stand-alone document and will be provided as part of the Team Agreement and Sponsor Packet.

Fonts

The “Gotham” font has been carefully selected to maintain consistency with the voice of other Department of Energy visual communications products. The typographic identity is visible across many applications, including print, electronic and environmental displays.

Colors

Dark blue, light blue, green and grey are the official colors of the prize and make up the primary palette we use to represent the Wave Energy Prize. These colors play a major role in establishing our identity and should be implemented consistently in all print communications such as signage, letterhead and presentations, as well as a broad range of marketing materials. Specific colors are consistent with those specified in the DOE color palette:

- Dark blue: PMS 308
- Light blue: PMS 2995
- Grey: PMS 431
- Green: PMS 368

Prize Website

The Polaris team will plan, design, build, test, launch and manage the official public website for the Wave Energy Prize as well as the secure portal for prize participants.

The public website will serve as the primary digital destination for all high-level program information, as well as prize details and other relevant specifics. The website also will be the primary online marketing and public-relations platform to promote the “big idea” and value of the Wave Energy Prize, particularly to prospective industry competitors, sponsors/partners, as well as all relevant stakeholders (e.g. DOE and other government audiences, trade and mainstream media, bloggers, researchers and academics).

In addition, the website will publicize key dates, deadlines, milestones and other components, as well as progress by individual and team competitors, via an official Wave Energy Prize blog.

The Polaris team will employ current web design and development best practices in order to design and program a seamless, stable and secure website. The website shall be coded to adhere to Section 508 Usability guidelines within reason, while primarily designed to be responsive and adaptive to desktop and mobile screens, as well as cross-compatible with modern and baseline web browsers. Special care will be taken with content and code to ensure optimal (and sensible) search-engine optimization.

Additionally, the site shall follow the DOE EERE website design guidelines. Any justifiable variance in these guidelines will require approval by the EERE prior to launch.

The prize website will be programmed using a Linux, Apache, MySQL and PHP (LAMP) stack, with full content-management capabilities via an open-source Content Management System (CMS). Also, the website shall be

hosted on a managed virtual-private server (VPS) with a dedicated IP address and full back-up capabilities via a web hosting provider capable of providing 99.999% uptime and 24/7 dial-in tech support.

To ensure optimal sharing, all pages through the website will include social-media sharing capabilities. Specifically, platform-specific meta tags shall be coded to comply with Google's Schema.org, Facebook's Open Graph, and Twitter's Twittercard protocols. A sitemap.xml file shall also be dynamically generated and regenerated to aid in SEO.

Polaris proposes a two-phased launch of the website. A "landing page" would be launched on/about Jan. 5, 2015. This microsite will provide basic information about the competition and allow interested parties to submit their contact information in order to receive email updates about the prize leading up to the opening of registration in April 2015.

Following is the Polaris team's proposed content for the full, public website (http://www.waveenergyprize.com), which would be launched prior to the opening of registration:

Note: Pages, as well as portion of pages, presented below will roll out over time as program dates and milestones allow, as appropriate, and as DOE approves.

1. **Home**
    a. Explanation and Headlines (via rotator image panels)
    b. Features, Snippets and Social Media (via widgets; repeated across site)
    c. Sign In (via header form; repeated across site)

2. **About**
    a. Background (Summary)
    b. Specifics/Important Dates
    c. FAQ (TBD)

3. **Teams**
    a. Team Listing (sortable, e.g. by A-Z, State, Date Accepted, Points)
    b. Individual Team Profiles (with Regular Team Updates)

4. **Register**
    a. Process
    b. Downloads (e.g. Agreement Form, Official Rules)
    c. Online Form

5. **Marketplace**
    a. Introduction
    b. Companies In The News
    c. Teams Seeking Partners (with Online Form)
    d. Partners Seeking Teams (with Online Form)

6. **Newsroom**
    a. Press Releases
    b. News Coverage
    c. Media Contacts

d. Downloads (e.g. Official Logos, Graphics)

7. **Contact**
   a. Official Contact Information
   b. Inquiry (Online) Form

8. **Terms** (e.g. Legal)

9. **404/Page Not Found**

Secure Access

The same website will also act as a private, secured portal for the exchange of prize-only news and updates that are deemed privileged and for performer use only. Depending upon the nature of the registered performer, access to various functions will be enabled or disabled. Storage, bandwidth, data and file limitations shall be exercised, as well as basic user/member authentication and user/group administration via a separate database store on the same web server. The secured private portal will be accessed at https://secure.waveenergyprize.com/.

Note: Pages, as well as portion of pages, presented below will roll out over time as program dates and milestones allow, as appropriate, and as DOE approves.

1. **Admin**
   a. Sign In/Authentication
   b. Admin Main Dashboard
   c. User/Team Management
   d. Document Repository

2. **Teams**
   a. Sign In/Authentication
   b. Team Main Dashboard
   c. Team Management
   d. Access to FAQs, Media and Updates
   e. Document Repository
   f. Help/Contact Admin

3. **Stakeholders (including Investors)**
   a. Sign In/Authentication
   b. Stakeholder Main Dashboard
   c. Team Management
   d. Access to Bios, FAQs, Media and Updates
   e. Help/Contact Admin

Based on the site content architecture proposed above, Polaris will be responsible for designing and managing the prize website, and can make available access to a restricted CMS should the DOE PM or EERE Public Affairs Office request it to facilitate approvals.

Throughout the prize, Polaris will create and edit all written copy for content, along with custom visual design of web-ready graphics and/or other multimedia, as well as collect and publish existing content (e.g. EERE announcement, pre-existing agency logos for co-branding, images, etc.) onto the website.

Engagement shall be tracked, measured and validated via Google Analytics and other data tools to measure traffic and engagement resulting from external social media posts, blogs and media reporting, and other third-party content resulting from the Competition. Monthly website analytics reports shall ultimately be compiled and distributed to the DOE PM, EERE PAO or designee for internal measurement and review purposes.

All works, including website content and code, are to be free of intellectual-property claims by third parties, and either must be public domain or with license to reuse and redistribute.

Online Audience Identification

Polaris may ultimately employ additional targeted communications tactics, such as participating in niche online communities of interest, after evaluating the effectiveness of other planned outreach tactics.

In order to allow for the possibility of niche community engagement as the prize progresses, Polaris will regularly identify and target online influencers and their digital havens:

- Trade publications
- Websites
- Bloggers
- LinkedIn groups
- Niche social networks
- Other relevant digital forums where target audiences actively interact as online communities
- Websites of professional/representative organizations
- Websites of conferences, symposia and trade shows attended by the group

This information will continuously inform Polaris' efforts to match the right medium with the right audience.

Media

Media relations is a key component to promotional outreach and publicity efforts, and is critical to the success of a public prize competition. Specific goals of the media relations effort are:

- to raise the level of public awareness about MHK technologies,
- to alert potential participants to the opportunity to participate in the prize,
- to inform potential sponsors/partners of the technologies being developed, and
- to translate program successes into a longer-term interest in MHK technologies.

Polaris will work closely with the DOE PM and EERE Public Affairs Office on all activities including the issuing of press releases and making public statements about the prize.

From past experience, Polaris knows that media coverage is a key driver of traffic to the prize website; this translates directly into registrations. Polaris will develop, coordinate and issue a press release that announces the opening of registration for the competition along with subsequent releases at any other important program milestones, such as the announcement of official registered teams, qualified teams and finalist teams. A final press release will announce the prize winner in conjunction with the awards ceremony in the fall of 2016. A detailed program execution timetable can be found in Appendix A.

Polaris will work with EERE to develop media materials about the overall competition consistent with existing messaging about MHK technology and alternative energy in general to support any press events or subject matter expert interviews. This will be particularly important during the initial phases of media outreach, prior to the opening of registration, which will introduce the public to MHK technologies and the benefits associated with them.

Polaris has identified key media outlets and publications that reach the target publics, found in the media list in Appendix B. In the months leading up to the opening of registration, Polaris will proactively pitch story angles that would be of interest to the publications' audiences with the goal of generating news coverage. The goal of this first round of media coverage is to initiate a conversation in the press and raise the level of public awareness about MHK technology. This will also alert the media and potential participants that a public prize challenge is coming.

Once the competition is underway, Polaris will respond to media inquiries and interview requests pertaining to the prize itself. Additionally, Polaris will pursue the placement of bylined trend and thought-leader articles and will assist with the writing of these articles, if desired. Polaris will also identify influential blogs/online editorial outlets in relevant vertical sectors and pitch the prize to them for online content.

Additionally, Polaris will proactively monitor editorial calendars in target publications and stories reporters are working on seeking opportunities to pitch relevant prize story angles and MHK technology stories. Although some publications will release 2015 editorial calendars up until the end of December, an initial list of opportunities are:

Publication	Issue	Materials Due	Pitch Date	Topic
Ocean News & Technology	April 2015	3/15/2015	1/15/2015	Offshore Technology
Sea Technology Magazine	April 2015	3/15/2015	1/15/2015	Offshore Technology/ Alternative Energy & Ocean Engineering
Marine Technology Reporter	May 2015	4/24/2015	2/15/2015	Offshore Renewable Energy: Wind, Wave and Tidal
Hydro Review	June 2015	5/7/2015	3/1/2015	Marine Hydrokinetic
Product Design and Development	June 2015	5/8/2015	3/1/2015	Energy Harvesting
Fast Company	Oct 2015	8/6/2015	6/1/2015	Innovation by Design
Machine Design	Oct 2015	9/14/2015	7/15/2015	Industry Trends: Energy
Power	Dec 2015	11/3/2015	9/1/2015	Renewable Generation
Popular Mechanics	Dec 2015	11/23/2015	9/15/2015	The Technology Issue

The team will track, measure and report all media coverage on an ongoing basis to demonstrate outreach results.

As the competition progresses and finalist teams are identified, Polaris will compile a media kit for teams to use in their own outreach efforts with their local press. These press kits may include materials such as basic tips for successful engagements with the media, fact sheets about the Wave Energy Prize, FAQs, links to imagery, quote sheets and more. These materials will be provided to teams no later than June 15, 2015 and may be augmented by a webinar with the PAT in September to emphasize rules related to engaging the media as well as abbreviated media training.

During the testing phase, Polaris will host a VIP day, including media, as well as manage media activities onsite at the Maneuvering and Seakeeping (MASK) basin. This may include preparation and support for press conferences, staffing for media centers and facilitating interviews with participants or other subject matter experts. Stories highlighting the successes of the technologies produced during the challenge, as well as the announcement of the actual award, will fuel secondary coverage and subsequent long-term interest in alternative energy technologies by journalists, analysts and investors.

Social Media

The proposed general approach to digital and social media in particular is two-fold:

1. Establish official Wave Energy Prize "outposts" in popular and niche networks relevant to, and frequently engaged by target audiences.

2. Foster and thus measure resulting engagement (e.g. awareness, enthusiasm/sentiment, dialogue and actionable behaviors) generated by these online stakeholder communities.

As a yardstick of overall success, reciprocal engagement between the official Wave Energy Prize website and digital channels shall serve as *the* prevailing public outreach key performance indicator (KPI). In other words, the effectiveness of each digital mechanism will greatly depend on the inbound and outbound traffic generated by the website, as well as convertible opportunities (e.g., e-newsletter registrations, downloaded collateral, shared content, team registration form submission and/or links from external coverage).

To start, Polaris will register, configure, launch, promote and manage **"owned"** (meaning, *official*) Wave Energy Prize channels across the following primary social networks:

- Facebook
- Twitter
- LinkedIn
- Google+
- WordPress

As the social media landscape changes regularly, Polaris may elect to launch owned channels on other social networks, such as Tumblr or Labroots, if reporting by technology media and other factors demonstrate that it is appropriate and relevant to do so.

All owned social media channels will be branded with a consistent look and feel, launched in conjunction with the website and subsequently managed by Polaris. Polaris will seed the channels with posts formatted to each network, initially to market the Wave Energy Prize, then eventually to highlight media and blog

coverage, team progress, news and other updates, calls to action (register) and request more information. A dedicated community management function will be instituted, involving the building and maintaining of engagement with stakeholder fans/followers, along with ongoing listening and response activities, metrics gathering and reporting.

To facilitate this process, Polaris will develop an official social media policy, workflow and editorial calendar, to be updated and reviewed by the EERE Public Affairs Office on a weekly basis. Such a policy, along with corresponding documentation, shall dictate the ideal process and criteria for messages and fan engagement in terms of post and response timing, priority, delegation, routing and other considerations; it will also include guidance for participants, included in the Team Agreement. This policy will be coordinated with and approved by the EERE Public Affairs Office and will incorporate its guidance on procedures/approvals throughout the Wave Energy Prize.

As part of the aforementioned workflow, Polaris has developed a social media crisis response protocol, found in Appendix C. This protocol ensures the PAT is prepared for potential negative online engagement, complete with a decision tree to determine whether and how to respond to certain posts and comments on and off official Wave Energy Prize channels.

The team also will focus efforts to cultivate “earned” mentions on social-media profiles maintained by prospective stakeholders (e.g., wave/tidal engineering, university communities, potential investors, general public) possessing moderate-to-high levels of relevance, influence and engagement. Special attention will be paid to long-form content with high traffic value, such as blog posts and scripted video, as well as certain short-form content with high viral/share value, such as factoids, media quotes and mentions from major brands, movers and shakers.

All social media content is to be free of intellectual-property claims by third parties, and either must be public domain or with license to reuse and redistribute.

Email Marketing

To bolster website traffic, as well as to increase overall promotional and news value, Polaris will create, and manage an email marketing program for the Wave Energy Prize. The platform shall be built using Campaign Monitor, a web-based, email-marketing service that allows for a high degree of template-based customization, multiple-list/subscriber management, mobile/smartphone readiness, and distribution reporting (should Campaign Monitor become too costly or cease operations, MailChimp will be the alternative service.)

Via the website and social media, stakeholders will be encouraged to register for email marketing related to the prize.

The content for each of these newsletters (branded with a consistent look and feel in concert with other digital prize marketing pieces) will be researched, compiled and edited by Polaris, and distributed both monthly and on an as-needed basis. The team also shall manage distribution, directly responding to recipient inquiries and/or route for further investigation to EERE, which will receive regular updates of all email marketing results.

Content for most Wave Energy Prize email blasts will be repurposed from primary website and blog content whenever possible. Subsequently, all email newsletters shall be archived on the prize website upon or immediately after distribution.

All email marketing content is to be free of intellectual-property claims by third parties, and either must be

public domain or with license to reuse and redistribute.

Program Evaluation

Polaris will track various metrics to demonstrate trends in the program's outreach efforts. This will primarily be accomplished through the incorporation of Google Analytics in the website and will be augmented with other measurement tools, such as HootSuite, Facebook Analytics, and other various social-media metrics tools.

The primary goal of our outreach effort is to find potential participants, provide information about the Wave Energy Prize, and ultimately have them take an action, which is to register on the website. To measure success of the individual outreach components, it is essential to understand the interaction between the Wave Energy Prize website and referral traffic such as social media and news sites. This can be understood by tracking what external sites are driving traffic to the website.

In addition to measuring the volume of website traffic and the number of registrations, we will also track where website traffic is coming from. This will provide us valuable information on what activities are driving registration. Likewise, we will track social media hits to understand what drives engagement. By understanding engagement, we can quantitatively gauge excitement for the competition, which is not apparent in the number of registrations.

Specific examples of the types of metrics to be tracked could include:

- Number of registered teams
- Appropriate coverage of the Department of Energy as the Presenting Sponsor
- Quantity and quality of news stories generated at each stage of the competition
- Types of outlets covering competition milestones (e.g., national vs. local, trade vs. consumer, print and broadcast vs. online)
- Number of media inquiries/requests (Does the press see us as a valuable information source and seek our expertise?)
- Number of press conference attendees, if one is held
- Press attendance at the VIP Day
- Number of return and unique visits to Wave Energy Prize site
- Number of friends, likes, and posts on Facebook
- Number of followers on Twitter
- Number of re-tweeted messages
- Number of YouTube mentions and views
- Quality of public participation in social media discussions
- Traffic to the competition website and all social networks (return and unique visitors)

- Number of inbound links
- Number of click-throughs from e-mail marketing
- Number of virtual press event participants, if held
- Number of individuals that join the competition's e-mail list
- Number of blogs and vlogs (video blogs) generated
- Top or trending news ranking on all social networks and search sites

Information about general interest in MHK technologies can best be gauged by analyzing media coverage. Information indicating success in reaching investors will be apparent by observing the level of interest in Prize sponsorships and commitments to support individual teams.

Targeted Investor Outreach Plan

In order to achieve the goals and carry out the objectives previously stated in this document, Polaris will need to reach out to a variety of stakeholders who extend beyond the potential participant pool and the general public. Specifically, it will cultivate an audience of potential investors, sponsors and other team/program partners whose support may range from tracking the progress of the competition to providing in-kind support for teams and/or the prize to becoming a funding source for top test-phase performers, extending the successes achieved beyond the timeframe of the program itself. While the PAT will engage directly with sponsors of the Wave Energy Prize, interactions between investors and the teams will occur largely without the direct involvement of the PAT.

In order to reach these additional target audiences, Polaris will engage in traditional media relations activities to promote general awareness about the prize and MHK technologies, to drive potential supporters to the prize website where they can become involved in the effort. It will also use the official digital communications channels outlined above to target prize stakeholders across a variety of digital and social networks, channels and platforms.

Concurrent with other prize-related outreach activities, Polaris will engage directly with various issue groups, such as American Council on Renewable Energy (ACORE), to promote the innovation associated with the prize and generate interest in investment in the technologies it creates. This will be done through the following types of activities:

- Engaging with think tanks and analysts, such as the Center for Strategic and International Studies (CSIS) Energy and National Security Program
- Reaching out directly to potential partners and investors
- Participating in relevant panels and speaking events
- Providing subject matter experts as guests on podcasts and webinars, such as the Energy Gang Podcast
- Promoting the Marketplace section of the prize website

It is important to note that in addition to earned media activities, there are opportunities to promote MHK technology and Challenge-related thought leadership via any available DOE-owned media channels. Polaris intends to discuss the possibility of featuring the Wave Energy Prize on DOE-owned channels in an initial meeting with EERE Public Affairs and follow through with these opportunities as approved.

<u>Direct Outreach for Participants and Partners</u>

Polaris will conduct a round of direct outreach to potential participants identified in Appendix D. These organizations will be invited to participate as competitors, partners, sponsors or to support the effort in other ways. The first round of direct outreach will begin in February of 2015, and will include outreach to universities so interested students will be alerted to the upcoming registration period prior to the final exam period in mid-April. A second round of direct outreach is envisioned in January or February of 2016 and will invite potential partners to attend a Wave Energy Prize publicity event where they can meet representatives of the finalist teams and learn more about the technologies developed in the course of the Wave Energy Prize. The purpose of this outreach to the investor community is to introduce teams to those entities which may be able to assist with the continued development of the new technologies beyond the end of the program. This round of outreach will include a one-pager or other collateral materials about the prize tailored for the investor audience, which will seek to provide potential investors and incubators with more information about the prize, the teams and the technologies. This event and the preliminary information will facilitate introductions and conversations between investors/interested parties and the finalist teams.

Supporting Sponsors

Polaris will solicit in-kind sponsors to provide additional expertise to the teams and to the program. These supporting sponsors could include university partners and technology-based, in-kind sponsors providing support for judging, advising, etc., or materials and expertise directly to individual teams.

Challenge Marketplace

The Challenge Marketplace is a special feature of the Wave Energy Prize website that will specifically enable supporters and investors to connect with competitor teams. The Marketplace will be a dedicated public-facing page on the prize website with the primary purpose of showcasing existing companies within the MHK industry and allowing direct communications between competing teams and those companies. There will be a specific section allowing teams to advertise needs such as engineering, modeling, or construction support as well as a section allowing existing companies to reach out to the teams for potential partnership or technology usage. Ideally, needs and offers of support will match up to allow teams to directly receive in-kind support from various types of interested entities.

Speaking and Publicity Events

Polaris is currently planning two phases of publicity events during the course of the prize. The first events will take place between month five and month seven of the program and will be focused on promoting awareness of and participation in the prize. The goal of these events will be to drive prize registration. The second phase of publicity events will take place around month 18 of the program and will be focused on introducing potential investors to the technology being developed by the participant teams; it will likely require the participation of finalist teams. The goal of this event will be to facilitate introductions between investors and finalist teams and extend interest/investments in the technologies beyond the life of the program.

The first phase of events will be multi-faceted, as it will take advantage of the planned DOE presence at broad industry events and pre-existing speaking engagements already secured by DOE leadership. Instead of seeking a dedicated speaking event for key personnel of the Wave Energy Program, Polaris will instead craft a series of slides and talking points detailing the Wave Energy Prize for DOE speakers to use as part of their presentations. This will include an announcement of the opening of registration by the Secretary of Energy at an event. These presentations will be supported by a Wave Energy Prize presence in the DOE booth at various events and will include the distribution of marketing materials to inform attendees about the program and to differentiate the prize from other DOE initiatives that may also be represented in the booth.

Marketing materials will include elements of the Wave Energy Prize branding including the logo and color scheme to assist in cultivating an early awareness of the prize and to improve visual recognition of the brand. In addition to collateral to be distributed, such as fact sheets, marketing items may include:

- Fact sheets
- Water bottles
- Pens
- Sticky notes

Additionally, Wave Energy Prize personnel will wear shirts embroidered with the prize logo to identify them as the subject matter experts on the prize.

Polaris will coordinate with DOE to obtain the appropriate legal approvals for the purchase of these marketing materials and will proceed in a manner that is consistent with the materials purchased for other DOE prize challenges. It is envisioned that the total amount spend an all materials (to include shirts for prize personnel at events and during the test phase) would be approximately $2,000. These would be purchased by the PAT utilizing its budget.

Polaris proposes the following forums for the first phase of publicity events:

Event	Date	Location	Objective
2015 ARPA-E Summit (booth presence only)	February 9-11, 2015	National Harbor, MD	General awareness
2015 Bloomberg New Energy Finance Summit (Secretary Moniz speaking)	April 13-15, 2015	New York, NY	Announce opening of registration, raise awareness of potential investors
NHA Annual Conference (Jose Zayas speaking)	April 27-29, 2015	Washington, DC	Drive registration, promote general awareness

These events were chosen so the Wave Energy Prize can be presented within the context of the existing DOE presence planned at the events. If the proposed events are not held, or if publicity event timetables need to be shifted in order to coincide with other program milestones, Polaris recommends considering the following events as alternate venues for the first phase of publicity events:

Event	Date	Location
Global Marine Renewable Energy Conference VIII (if held)	April 2015	Washington, DC
Energy Ocean International	June 3-5, 2015	Portland, ME
Oregon Wave Energy Trust (OWET) Ocean Renewable Energy Conference	September 2015	TBD
Oceans 2015 MTS/IEEE	October 19-22, 2015	Washington, DC

Potential venues for the second planned publicity event, to be focused on creating excitement within the investor community, are:

Event	Date	Location
Renewable Energy World Conference	December 8-10, 2015	Las Vegas, NV
Global Marine Renewable Energy Conference IX	April 2016	TBD
2016 Bloomberg New Energy Finance Summit	April 2016	New York, NY

The second publicity event will include attendance by finalist and alternate teams and will feature opportunities for team representatives to network directly with interested investors and incubators. The event will also feature an educational session to be presented by a representative from Clean Reach, Kickstarter or another crowd-funding expert to give teams the tools to augment funding of their technologies and continue development after the end of the prize. Polaris will prepare collateral materials for this event, tailored to the investor audience.

VIP Day

Polaris will host a VIP Day at the MASK Basin during the test phase of the program, planned for the summer of 2016. The purpose of this event is to showcase the finalist teams and their technologies to potential investors, existing industry experts, government officials and the media.

The planned VIP day will include a tour of the MASK basin with an opportunity to see live testing. Attendees will have the opportunity to view poster displays provided by each of the finalist teams.

Final Award Event

A Wave Energy Prize award event is planned for September 2016 and will announce the winning team(s), disburse the final prize purse to the winner(s), allow the winner(s) and other finalists/alternates to showcase their designs for the interested investors and stakeholders as well as the general public, and promote both the Wave Energy Prize program and wave energy technology as a viable renewable technology. Polaris will work with the DOE to identify an appropriate location, plan displays and catering, and secure relevant speakers for the event. Polaris will develop a complete agenda and event execution plan and will provide it in advance to the DOE for approval. Polaris will issue a final post-award event press release that highlights the winning technologies and program achievements to sustain and propel continued interest in MHK technologies beyond the life of the program.

Appendix A: Outreach Execution Calendar

The PAT team is currently targeting an April 1 opening of registration. Please note: all timing is tentative and is subject to change.

The following activities are planned to support the launch:

December 15, 2014 – Submit materials to EERE Public Affairs for approval, in support of initial media outreach efforts.

- Draft pitch to media.
- Draft direct outreach pitch to potential participants and investors.

January 5, 2015 – Launch of website with limited functionality. Beginning of general MHK media outreach. If possible, placement of a teaser button on the Wind and Water Program Office web page about the coming of the Challenge with a click through to the website.

February 1, 2015 – Begin direct outreach effort to potential participants and sponsors. E-newsletter to announce upcoming milestones and drive traffic to the new website.

February 9-11, 2015 – Support booth activities at ARPA-E Summit, introduce prize brand via marketing materials (pens, sticky notes, water bottles etc. all with the Wave Energy Prize logo).

March 1, 2015 – Request placement of teaser button on the DOE website teasing Secretary Moniz announcement of the opening of registration at the April BNEF event. Second e-newsletter announcing upcoming milestones, namely the opening of registration. Submit all materials to support registration launch to EERE Public Affairs for approval.

- Draft web feature for posting on the DOE website announcing opening of registration
- Draft press release for distribution to the media
- Draft slides about the Wave Energy Prize for inclusion in Secretary Moniz's and Jose Zayas' slide decks
- Draft fact sheet about the Wave Energy Prize
- Draft Qs/As in preparation for media interviews
- Draft Qs/As for release to media/posting on website
- Draft bio for Alison, for inclusion on website and release to media

April 1, 2015 – Open prize registration with launch of full website capability.

April 13-15, 2015 – Support Secretary Moniz speaking event at BNEF, including announcement of the opening of registration. Support booth activities, if needed. Pitch press release to media. Social media blast to amplify announcement.

After April 15, 2015 – Respond to media queries and track coverage.

April 27-29, 2015 – Support Jose Zayas speaking event at the NHA Annual Conference. Support booth activities, if needed.

ALTERNATE ANNOUNCEMENT PLAN: If the announcement by Secretary Moniz at the BNEF event does not materialize, Polaris will facilitate a virtual press conference where Jose Zayas or Alison LaBonte will announce

the opening of registration and take questions from reporters attending. This plan will require a media advisory about 1 week prior with an RSVP required to get login credentials.

June 15, 2015 – Announce registered teams via press release and DOE web feature.

August 28, 2015 – Announce qualified teams via press release and DOE web feature.

January 15, 2016 – Announce finalist teams and alternates via press release and DOE web feature.

May 1, 2016 – Announce teams that will participate in the test phase at the MASK basin.

June 2016 – VIP Day announcement and invitations sent.

September 16, 2016 – Announce the winner of the Wave Energy Prize at the final award event in Washington, D.C.

Note: These are planned program milestones which represent the minimum number of public announcements to be generated on behalf of the Wave Energy Prize. These can be augmented by additional announcements if industry or team news warrant additional coverage to further the goals of the program.

Appendix B: Wave Energy Prize Media Outreach List

Outlet Name	Contact First Name	Contact Last Name	Beat Information
Science and Technology			
Currents: The Navy's Energy & Environmental Magazine	Bruce	McCaffrey	Energy; Environment
Engineering News-Record (ENR)	Robert	Carpenter	Science; Scientific Research; Technology
IEEE Industry Applications Magazine	Geri	Krolin-Taylor	Electrical Engineering
IEEE Spectrum	Elizabeth	Bretz	Energy
IEEE Spectrum	John	Hassell	Energy
IEEE Spectrum	William	Sweet	Engineering
Machine Design	Julie	Koppen	Electrical Engineering
MIT Technology Review	Kevin	Bullis	Popular Science; Scientific Research
MIT Technology Review	Phil	McKenna	Mechanical Engineering; Water Power
Nature	Jeff	Tollefson	Electrical Engineering; Engineering
Popular Mechanics -- Online	Gregory	Morris	Military and Armed Forces
Popular Science	Jennifer	Bogo	Alternative/Renewable Energy; Green Technology
Popular Science	Kalee	Thompson	
Power Magazine	David	Wagman	Alternative/Renewable Energy; Green Technology; Plastics
Product Design and Development	David	Mantey	Publication covers DOE
Science Magazine	Michael	Klare	Climate Change; Energy
Scientific American - Online	David	Biello	Do-It-Yourself; Popular Science; Scientific Research; Technology
Scientific American - Online	David	Wogan	
Technology Review - Online	Kevin	Bullis	Alternative/Renewable Energy; Carbon Emissions; Climate Change
ThomasNet News	William	Ng	Civil Engineering; Energy; Engineering; Environmental Engineering
Wired	Brandon	Keim	Conservation; Green Technology; Sustainability
Energy			
AltEnergyMag	Bob	Hetherington	Alternative/Renewable Energy; Green Living; Green Technology
Argus Air Daily - DC Bureau	Michael	Ball	Energy; Environment; Green Technology
Argus Air Daily - DC Bureau	Larisa	Brass	Energy; Environment; Sustainability
BNA's Daily Environment Report	Lynn	Garner	Alternative/Renewable Energy; Carbon Emissions; Environment
BURN: An Energy Journal	Mark	Chediak	Alternative/Renewable Energy; Solar Energy
Chemical & Engineering News	Jeff	Johnson	Alternative/Renewable Energy; Carbon Emissions; Environment
Clean Edge	Ron	Pernick	Energy; Environment

Clean Edge	Clint	Wilder	Energy and Power Supply Industry; Environment
Clean Energy Authority	Chris	Meehan	Alternative/Renewable Energy; Climate Change
Clean Energy Authority	Christopher	Minott	Energy; Energy and Power Supply Industry; Natural Gas
Clean Energy Direct	Eric	Lindeman	Federal Government and Politics; Government Regulatory Agencies
Clean Energy Report	Anthony	Lacey	Federal Government and Politics; Government Regulatory Agencies
Clean Energy Report	John	Siciliano	Energy; Environment; Federal Government and Politics; Government Regulatory Agencies
Cleantech	Kerry	Cebul	Alternative/Renewable Energy; Energy; Energy and Power Supply Industry; Natural Resources; Solar Energy
CleanTechnica	Claire	Anderson	Energy; Environment; Natural Gas; Oil and Petroleum
Clearing Up	Jude	Noland	Alternative/Renewable Energy; Carbon Emissions
Climate Change Business Journal	Grant	Ferrier	Alternative/Renewable Energy; Energy and Power Supply Industry
Climate Change Business Journal	Jim	Hight	Green Technology; Sustainability
Climate Change Business Journal	Lynette	Thwaites	Alternative/Renewable Energy; Energy
Climatewire	Kevin	Braun	Climate Change; Environment
Climatewire	Linda	Friedman	Climate Change; Environment
Climatewire	Umair	Irfan	Technology
Daily Energy Report, The	Benjamin	Lack	Alternative/Renewable Energy; Solar Energy
Distributed Generation and Alternative Energy Journal	Jorge	Wong	Energy; Energy and Power Supply Industry
E&E News PM	Robin	Bravender	Alternative/Renewable Energy
E&E News PM	Nathaniel	Gronewold	Energy and Power Supply Industry; Utilities - Gas/Electric
E&E TV	Trauzzi	Monica	Clean Energy
EarthTechling.com	Pete	Danko	Alternative/Renewable Energy; Carbon Emissions; Climate Change; Environment
EarthTechling.com	Nino	Marchetti	Alternative/Renewable Energy; Green Technology
Ecomii	Editor		Energy
EERE Network News	Editor		Climate Change; Energy; Sustainability (GWU)
enerG Alternative Sources Magazine	Paul	MacDonald	Alternative/Renewable Energy; Investing; Mining; Oil and Petroleum
Energy Collective			Contribute news items (register)
Energy Economics	Richard	Tol	Energy; Natural Resources; Nuclear Energy; Oil and Petroleum
Energy Guardian	John	Solomon	Alternative/Renewable Energy;

			Energy
Energy Journal	Geoff	Pearce	Alternative/Renewable Energy; Motorcycles/Mopeds/Scooters
Energy Studies Review	Pierre	Olivier-Pineau	Alternative/Renewable Energy; Climate Change; Environment; Nuclear Energy; Solar Energy
Energy Studies Review	Ruth	Sutherland	Energy Technology
energyBiz	Richard	Cohen	Alternative/Renewable Energy; Climate Change; Hazardous Materials and Waste Treatment
energyBiz	Martin	Rosenberg	Alternative/Renewable Energy; Energy; Environment
energyBiz	Ken	Silverstein	Alternative/Renewable Energy; Energy and Power Supply Industry
energybiz Insider	Ken	Silverstein	Alternative/Renewable Energy; Green Building; Sustainability
EnergyCentral.com	Martin	Rosenberg	Alternative/Renewable Energy; Climate Change
EnergyCentral.com	Ken	Silverstein	Alternative/Renewable Energy
EnergyWire	Kevin	Braun	Alternative/Renewable Energy
EnergyWire	Amy	Carlile	Alternative/Renewable Energy; Energy; Oil and Petroleum
EnergyWire	David	Ferris	Alternative/Renewable Energy; Green Technology; Transportation
EnergyWire	Gayathri	Vaidyanathan	Conservation; Environment; Environmental Engineering; Pollution
En-Genius / AnalogZONE	Lee	Goldberg	Alternative/Renewable Energy; Environmental Engineering; Green Technology
Environment & Energy Daily	Kevin	Braun	Energy; Environment
Environment & Energy Daily	Robin	Bravender	Alternative/Renewable Energy; Energy; Environment
Environment & Energy Daily	Jean	Chemnick	Alternative/Renewable Energy
Environmental Leader	Tamar	Wilner	Climate Change; Sustainability
FierceEnergy	Brien	Lundin	Alternative/Renewable Energy; Organic Farms and Farming
Freelance Journalist	Felicity	Carus	Climate Change; Energy; Sustainability
Freelance Journalist	Gabe	Ets Hokin	Energy; Energy and Power Supply Industry
Freelance Journalist	Josie	Garthwaite	Climate Change; Environment; Green Technology
Freelance Journalist	Martin	LaMonica	Climate Change; Government Regulatory Agencies; Hazardous Materials and Waste Treatment
Freelance Journalist	Mary Catherine	O'Connor	Alternative/Renewable Energy; Energy
Freelance Journalist	Claire	Swedberg	Conservation; Environment; Natural Resources; Public Affairs/Issues; Water Resources and Treatment
Fuel Cells 2000	Jennifer	Gangi	Alternative/Renewable Energy; Green Technology

Giga Om	Ucilia	Wang	Alternative/Renewable Energy; Corporate Responsibility; Green Technology
Global Renewables Online	Sara	Kopamees	Green Living; Green Technology
Greenability Magazine	Julie	Koppen	Alternative/Renewable Energy; Economic Development; Forestry and Timber
GreenBiz.com	Adam	Aston	Alternative/Renewable Energy; Energy and Power Supply Industry
Greentech Media	Stephen	Lacey	Green Technology
Greentech Media	Jeff St. John	St. John	Alternative/Renewable Energy
Greentech Media	Herman	Trabish	Alternative/Renewable Energy; Green Technology; Sustainability
Greenwire	Kevin	Braun	Energy; Green Technology
Greenwire	Robin	Bravender	Alternative/Renewable Energy; Biofuels; Green Technology; Solar Energy; Water Power
Greenwire	Jean	Chemnick	Alternative/Renewable Energy; Energy and Power Supply Industry; Green Technology
Greenwire	Katherine	Ling	Alternative/Renewable Energy; Energy
Greenwire	Cyril	Zaneski	Alternative/Renewable Energy; Biofuels; Energy; Solar Energy
IEEE Power & Energy Magazine	Melvin	Olken	Alternative/Renewable Energy; Solar Energy
IHS The Energy Daily	Jim	Day	Alternative/Renewable Energy; Green Technology
IHS The Energy Daily	Eric	Lindeman	Green Technology; Solar Energy
InsideClimate News	Elizabeth	Douglas	Alternative/Renewable Energy; Climate Change
InsideClimate News	Stacy	Feldman	Alternative/Renewable Energy; Energy and Power Supply Industry
InsideClimate News	Sabrina	Shankman	Conservation; Energy
InsideClimate News	Susan	White	Alternative/Renewable Energy; Natural Resources; Solar Energy
Midstream Monitor	Theresa	Ward	Alternative/Renewable Energy; Solar Energy
Mother Earth News	Megan	Hirt	Alternative/Renewable Energy
Motherboard	Brian	Merchant	Alternative/Renewable Energy
New America Foundation - Online	Fuzz	Hogan	Energy
North American Clean Energy	Michelle	Froese	Energy; Energy and Power Supply Industry
OnEarth Magazine	Adam	Aston	Energy
OPIS Newsletter	Kevin	Adler	Alternative/Renewable Energy; Biofuels; Natural Resources; Solar Energy; Sustainability
Planetary Association for Clean Energy Newsletter	Andrew	Michrowski	Energy
PlanetForward.org	Mike	DeVito	Energy; Energy and Power Supply Industry

Platts - Washington Bureau	Geoffrey	Craig	Energy; Energy and Power Supply Industry
Power Magazine	Jim	Hylko	Energy; Natural Resources
Powerline	Peter	Catalfu	Alternative/Renewable Energy; Climate Change; Environment; Nuclear Energy; Solar Energy
Recharge - US Bureau	Richard	Kessler	Alternative/Renewable Energy; Energy and Power Supply Industry
Renew Grid	Michael	Bates	Energy and Power Supply Industry
Renewable and Sustainable Energy	Frank	Metzger	Energy; Energy and Power Supply Industry
Renewable Energy Focus	Reginald	Tucker	Renewable Energy
Renewable Energy World Magazine -- North America Bureau	Jennifer	Runyon	Energy; Energy and Power Supply Industry
Renewable Fuels Association (RFA)	Ronald	White	Environment; Green Technology; Sustainability
RenewableEnergyWorld.com	Jim	Callihan	Energy
RenewableEnergyWorld.com	Meg	Cichon	Green Technology
RenewableEnergyWorld.com	James	Montgomery	Energy
RenewableEnergyWorld.com	Jennifer	Runyon	Alternative/Renewable Energy; Electrical Industry; RFID; Technology
Renewablesbiz.com	Ken	Silverstein	Environment; Green Technology
Resource World	Ellsworth	Dickson	Energy
Seven Days	Katie	Flagg	Alternative/Renewable Energy; Solar Energy; Utilities - Gas/Electric; Utilities - Water
Smart Energy Universe	Claire	Kahn	Alternative/Renewable Energy; Climate Change; Environment; Government Regulatory Agencies
SmartPlanet	Mark	Halper	Alternative/Renewable Energy
SNL Energy Renewable Energy Week	Michael	Lustig	Alternative/Renewable Energy; Energy Deregulation; Government Regulatory Agencies; Oil and Petroleum
SNL Financial	Michael	Copley	Alternative/Renewable Energy; Biofuels
SNL Power Daily	Christine	Cordner	Alternative/Renewable Energy; Climate Change; Environment
State & Local Energy Report	Joshua	Wolfe	Alternative/Renewable Energy; Biofuels; Energy and Power Supply Industry; Environment; Hazardous Materials and Waste Treatment; Natural Gas; Natural Resources; Solar Energy; Sustainability; Water Power
State & Local Energy Report	Mark	Wolfe	Alternative/Renewable Energy; Energy; Environment; Urban Affairs/Planning
SustainableBusiness.com	Rona	Fried	Energy and Power Supply Industry
World-Generation	Richard	Flanagan	Alternative/Renewable Energy
Hydro			

Environment Coastal and Offshore	Greg	Leatherman	Coastal/environment/offshore
HRW - Hydro Review Worldwide	Marla	Barnes	Water Power
HRW - Hydro Review Worldwide	Elizabeth	Ingram	Energy; Water Power
Hydro Review	Marla	Barnes	Water Power
Hydro Review	Bob	Doucette	Water Power; Water Resources and Treatment
Hydro Review	Elizabeth	Ingram	Water Power
Hydro World	Michael	Harris	Water Power
Hydronews.net	Marla	Barnes	Energy
Inside Marine	Daniel	Barnes	UK Magazine Identified by DOE
International Ocean Systems	Daniel	Johnson	UK Magazine Identified by DOE
International Water Power & Dam Construction	Sue	Pritchard	Energy
Marine Technology Magazine	Douglas	Kelly	Magazine of the Society of Naval Architects and Marine Engineers (SNAME)
Marine Technology Reporter	Gregory	Trauthwein	Water Power; Water Resources and Treatment
MarineLink	Gregory	Trauthwein	Water Power; Water Resources and Treatment
Ocean News & Technology	Ladd	Borne	Identified by DOE
Offshore Marine Technology	Martin	Conway	Royal Institution of Naval Architects publication, Identified by DOE
Offshore Source	Inger	Peterson	Identified by DOE
Sea Technology Magazine	Henry	Jeffrey	Identified by DOE
Water Power Magazine	Sue	Pritchard	Identified by DOE
Water System Operator (WSO)	Cory	Dellenbach	Identified by DOE
World Water	Lorien	Walsh	Identified by DOE
Financial			
24/7 Wall Street	Michael	Sauter	Energy; Healthcare Industry; Media Industry
Business News Network (BNN)	Andrew	Flynn	Alternative/Renewable Energy; Venture Capital
CleanTechIQ	Christopher	Maag	Financial
Deal Pipeline, The	Claire	Poole	Energy; Industry News; Oil and Petroleum; Utilities - Gas/Electric
Deal, The	Michael	Brown	Canada; Energy; Information Technology Industry; Natural Resources
Dow Jones Newswires/WSJ	Yuliya	Chernova	Commodities; Energy; Investing; Oil and Petroleum; Stock Market and Wall Street;
Ecopreneurist	Derek	Markham	Eco-business
Energy Economics	J.	Weyant	Alternative/Renewable Energy; Information Technology Industry; Real Estate
Energy Intelligence Finance	Casey	Sattler	Energy; Energy and Power Supply Industry

Energy Intelligence Finance	Tom	Wallin	Energy
Fast Company	Ben	Schiller	Energy; International Finance
Financial Post - Online	Yadullah	Hussain	Energy; Financial; Investing
Financial Times - New York Bureau	Ed	Crooks	Company News; Information Technology Industry
Forbes	Holly	Slade	VC
Forbes (blog)	Tom	Taulli	VC
Investor's Business Daily	Donna	Howell	Energy; Oil and Petroleum
Motley Fool, The	Travis	Hoium	Energy
Venture Capital Post			Online form for submission
Analyst			
Center for American Progress	Tom	Kenworthy	Energy; Environment
Frost & Sullivan	Vishal	Sapru	Energy; Healthcare Industry; Internet; Software Applications; Telecommunications Industry
Lux Research	Michael	Holman	Alternative/Renewable Energy; Biofuels; Biotechnology; Nanotechnology; Scientific Research; Solar Energy; Technology; Water Power
New America Foundation	Steve	LeVine	Also Washington correspondent for Quartz and adjunct professor for energy security at Georgetown
Resource Systems Group	Kenneth	Kaliski	Energy; Environment; Pollution; Transportation
RMI Solutions	Peter	Bronski	Energy; Environment
Wintergreen Research	Susan	Eustis	Energy and Power Supply Industry
General Interest			
Argus Media - Washington Bureau	Joanna	Franco	Energy
Argus Media - Washington Bureau	Celia	Lamb	Alternative/Renewable Energy
Associated Press (AP)	Jonathan	Fahey	Alternative/Renewable Energy; Energy
Associated Press (AP) - Washington DC Bureau	Dina	Cappiello	Conservation; Energy; Environment; Pollution
Associated Press (AP) - Washington DC Bureau	Matthew	Yancey	Conservation; Energy; Environment; Federal Government and Politics; US Congress; US Supreme Court
Atlantic, The	Alexis	Madrigal	Green technology
Bloomberg Government	Matt	Hummer	Alternative/Renewable Energy; Aviation; Oil and Petroleum; Transportation
Bloomberg News	Eliot	Caroom	Energy; Energy and Power Supply Industry; Oil and Petroleum
Bloomberg News	Robert	Dieterich	Alternative/Renewable Energy; Business; Energy; Financial
Bloomberg News	Ehren	Goosens	Alternative/Renewable Energy; Solar Energy

Bloomberg News	Chris	Martin	Alternative/Renewable Energy; Energy and Power Supply Industry; Solar Energy
Bloomberg News	Tom	Randall	Alternative/Renewable Energy; Energy; Natural Resources
Bloomberg News	Jessica	Resnick-Ault	Energy; Energy and Power Supply Industry; Oil and Petroleum
Bloomberg News	William	Wade	Energy; Energy and Power Supply Industry; Solar Energy
Bloomberg News - Chicago Bureau	James	Carroll	Energy
Bloomberg News - Washington DC Bureau	Mark	Drajem	Alternative/Renewable Energy; Environment
Bloomberg News - Washington DC Bureau	Jim	Snyder	Energy
Bloomberg Television - Washington DC Bureau	Hema	Parmar	Energy; Federal Government and Politics; International News; National News
Boston Globe	Robert	Gavin	Economy/Economic Issues; Energy; Financial; Regional Business News
Christian Science Monitor	David	Unger	Energy; Environment
Chronicle of Higher Education, The	Scott	Carlson	Alternative/Renewable Energy; Landscape Architecture; Libraries
CNNMoney.com	Gabrielle	Solomon	Business; Company News; Financial; Investing; People in Business; Personal Financing and Banking; Small Business
Congressional Quarterly (CQ) Weekly	Paul	Hendrie	Energy; Environment; Federal Government and Politics; Transportation; US Congress
Congressional Quarterly (CQ) Weekly	Geof	Koss	Energy; Environment
Congressional Quarterly (CQ) Weekly	Pam	Russell	Alternative/Renewable Energy; Climate Change
CQ.com	Paul	Hendrie	Energy; Environment; Federal Government and Politics; Transportation; US Congress
Denver Post, The	Mark	Jaffe	Energy; Energy and Power Supply Industry; Environment
Denver Post, The	Joanna	Schroeder	Alternative/Renewable Energy; Environment
Forbes	Ken	Silverstein	Energy and Power Supply Industry
Forbes - San Francisco Bureau	Justin	Gerdes	Alternative/Renewable Energy; Carbon Emissions; Energy; Global Warming
Hill, The	Laura	Barron-Lopez	Energy; Environment
Hill, The	Timothy	Cama	Energy; Environment; Natural Gas; Oil and Petroleum
Huffington Post, The	Bill	Becker	Energy; Energy and Power Supply Industry; Energy Deregulation
Huffington Post, The	Kate	Sheppard	Energy; Environment
Huffington Post, The	Tom	Zeller	Energy; Environment
Los Angeles Times	Charles	Fleming	Automotive Industry; Motorcycles/Mopeds/Scooters

Mashable	Andrew	Freedman	Climate Change
MSNBC.com	Anne	Thompson	Conservation; Energy; Environment; Land Development and Usage
National Geographic Magazine	Daniel	Stone	Conservation; Geography; Green Technology; Outdoors/Nature; Wildlife
National Journal	Alex	Brown	Defense Technology and Weaponry; Space Exploration; Technology
National Journal	Clare	Foran	Energy; Federal Government and Politics; Politics
National Journal	Ben	Geman	Alternative/Renewable Energy; Energy; Energy and Power Supply Industry; Environment
NBC News Network	Anne	Thompson	Conservation; Energy; Environment; Land Development and Usage
New York Times, The	William	Broad	Energy; Nuclear Research; Science
New York Times, The	Dawn	Carlson	Alternative/Renewable Energy
New York Times, The	Coral	Davenport	Energy
New York Times, The	Joanna	Foster	Energy; Environment; Green Living; Green Technology; Pollution
New York Times, The	Justin	Gillis	Climate Change; Energy; Environment; Green Living; Green Technology; Pollution
NPR	Vikki	Valentine	Energy; Environment; Science
Orlando Sentinel	Kevin	Spear	Conservation; Energy; Environment; Water Resources and Treatment
Pacific Standard - Online	Michael	Todd	Green Technology; Nanotechnology; Science; Social Issues
Politico	Andrew	Restuccia	Energy; Environment
Politico Pro	Dan	Berman	Federal Government and Politics; Financial; Regional Business News
Politico Pro	Talia	Buford	Energy; Natural Gas
Politico Pro	Bob	King	Alternative/Renewable Energy; Energy; Natural Resources
ProPublica	Abrahm	Lustgarten	Alternative/Renewable Energy; Climate Change; Energy; Energy and Power Supply Industry; Environment; Natural Gas; Nuclear Energy; Pollution; Water Power; Water Resources and Treatment
Reuters	Scott	DiSavino	Energy; Green Technology
Reuters	Selam	Gebrekidan	Alternative/Renewable Energy; Energy; Nuclear Energy; Oil and Petroleum; Solar Energy
Reuters	Matt	Robinson	Business; Energy; Financial; International News; National News
Roll Call	Lauren	Gardner	Energy; Environment
Roll Call	Paul	Hendrie	Energy; Environment; Federal Government and Politics; Transportation; US Congress
Roll Call	Randy	Leonard	Energy; Environment; Federal Government and Politics

Rolling Stone	Jeff	Goodell	Energy; Environment; Politics
San Jose Mercury News	Dana	Hull	Energy; Green Technology
Time	Bryan	Walsh	Environment; Global Warming
Wall Street Journal	Tim	Puko	Electricity; Energy; Natural Gas
U-T San Diego	Morgan	Lee	Energy and Power Supply Industry
Wall Street Journal - Dallas Bureau	Leslie	Eaton	Alternative/Renewable Energy; Energy; Oil and Petroleum
Wall Street Journal - Washington DC Bureau	Thomas	Catan	Antitrust; Government Regulatory Agencies
Wall Street Journal - Washington DC Bureau	Amy	Harder	Energy; Environment; Federal Government and Politics
Wall Street Journal - Washington DC Bureau	Tennille	Tracy	Energy; Environment
Xconomy	Benjamin	Romano	Alternative/Renewable Energy; Information Technology Industry; Venture Capital

Appendix C: Social Media Engagement Response Protocol Matrix

The Prize Administration Team (PAT) will be responsible for monitoring all “owned” social media channels for which the Wave Energy Prize maintains official profiles, as well as “earned” or third-party channels were the Prize may garner attention and interest. This is done to:

1. **report a quantitative measure of aggregate engagement** across all social media channels;

2. **foster and grow relationships** from positive mentions and inquiries from relevant target stakeholders potentially advantageous to the Prize; and

3. **intercept negative engagement** to minimize, contain or altogether avoid potential adverse issues or crises.

The PAT will employ a variety of automated and manual methods to monitor these channels, ranging from periodic human monitoring during standard business hours in the Eastern Time Zone, to programmatic email alerts as triggered by dashboards and other administrative tools whenever there is trackable engagement of the Wave Energy Prize, including but not limited to:

- Mentions (by keyword and/or hashtag)
- Post shares (including reshares, reblogs and retweets)
- Comments
- Blog posts

For of record, the PAT will follow widely-adopted best practices for what is known as “community management,” a term used to describe the formal process by which an entity manages interactions between online stakeholders.

Matrix

As a matter of practicality, not all social media engagement will merit a response by the PAT. In most cases, real-time comments, tweets, third-party blog posts, etc., regardless of tone or sentiment, will stand on their own. There are, however, certain instances where reciprocal engagement by the PAT will be warranted.

The following matrix is a comparison of engagement response types, times and actions:

Type:	**Short-form Cheer**
Tone:	Positive
Status:	**Green**
Description:	Description: Engager remarks with simple-worded praise, such as "Nice job!" or "Agreed!" or "This project is great!" but otherwise does not contribute to the

	context of the conversation.
Response Required:	No
Possible Response(s):	None; Comment like; "Thank you!"; "You're welcome!", etc.
Exceptions:	Engager is a notable influencer (e.g. journalists, academic, researcher) with a medium-to-high social media following. In this case, return engagement is almost always warranted.
Avg. Response Time:	Immediate-48 hours
Notify EERE:	Optional; as part of aggregate monthly reporting, individually if a special case warrants it; upon EERE direct request

Type:	**Medium-/Long-form Cheer**
Tone:	Positive
Status:	**Green**
Description:	Engager remarks with simple-worded praise, such as "Nice job!" or "Agreed!" or "This project is great!" and follows with one or more sentences, paragraphs or links providing additional insight or perspective to the conversation.
Response Required:	No
Possible Response(s):	None; Comment like; "Thank you!"; "You're welcome!", etc.
Exceptions:	Engager is a notable influencer (e.g. journalists, academic, researcher) with a medium-to-high social media following. In this case, return engagement is almost always warranted.
Avg. Response	Immediate-48 hours

Time:	
Notify EERE:	Optional

Type:	**Inquiry**
Tone:	Positive/Neutral
Status:	**Green**
Description:	Engager asks simple questions such as "What is the value of this program" or "How can I register?" or "Where can I get more information?"
Response Required:	Yes
Possible Response(s):	Dependent upon the context of the answer
Exceptions:	None
Avg. Response Time:	Immediate-24 hours
Notify EERE:	Optional; if inquiry falls outside of standard set of Frequently Asked Questions (FAQ) or other public, boilerplate facts and figures; as part of aggregate monthly reporting, upon EERE direct request

Type:	**Short-form Criticism**
Tone:	Neutral/Negative
Status:	**Yellow**
Description:	Engager remarks with simple-worded sentiments, such as "Waste of taxpayer dollars!" or "This sucks!" or "Just another government ploy!" but otherwise does not contribute to the context of the conversation.

Response Required:	Optional
Possible Response(s):	None; Dependent upon the context of the answer; often times to correct inaccuracies
Exceptions:	Engager is a notable influencer (e.g. journalists, academic, researcher) with a medium-to-high social media following. In this case, return engagement is almost always warranted.
Avg. Response Time:	Immediate-24 hours
Notify EERE:	Optional; if criticism originates from an influencer; if criticism unanswered may lead to appearance of lack of attentiveness or potentially cause larger problems as part of aggregate monthly reporting, upon EERE direct request

Type:	**Medium-/Long-form Criticism**
Tone:	Neutral/Negative
Status:	**Yellow**
Description:	Engager remarks with simple-worded sentiments, such as "Waste of taxpayer dollars!" or "This sucks!" or "Just another government ploy!" and follows with one or more sentences, paragraphs or links providing additional insight or perspective to the conversation.
Response Required:	Optional
Possible Response(s):	None; Dependent upon the context of the answer; often times to correct inaccuracies
Exceptions:	Engager is a notable influencer (e.g. journalists, academic, researcher) with a medium-to-high social media following. In this case, return engagement is almost always warranted.
Avg. Response Time:	Immediate-24 hours

Notify EERE:	Optional; if criticism originates from an influencer; if criticism unanswered may lead to appearance of lack of attentiveness or potentially cause larger problems; as part of aggregate monthly reporting, upon EERE direct request

Type:	**Spam/Solicitation**
Tone:	Positive/Neutral/Negative
Status:	**Yellow**
Description:	Engager injects conversations with service or product offers or claims, regardless of relevance
Response Required:	No
Possible Response(s):	Dependent upon the context of the solitication; if valid, respond and/or forward to EERE; if spam, delete comment if possible with followup explanation by PAT
Exceptions:	Engager is a notable influencer (e.g. investor, high-level executive) with a medium-to-high social media following. In this case, return engagement is almost always warranted.
Avg. Response Time:	Immediate-4 hours during standard business hours ET; Up to 12 hours outside of standard business hours ET (pending legal/authority notification and subsequent investigation)
Notify EERE:	Optional; as part of aggregate monthly reporting, upon EERE direct request

Type:	**Threats**
Tone:	Negative
Status:	**Red**
Description:	Engager alludes to or states intention to cause bodily or program harm to self, others, including PAT/EERE/DOE/Navy staff, contributors, marketplace

	constituents, etc.; or indicates desire to achieve negative press coverage
Response Required:	YES
Possible Response(s):	Dependent upon the context of the answer; often times to correct inaccuracies
Exceptions:	Engager is a notable influencer (e.g. journalists, academic, researcher) with a medium-to-high social media following. In this case, return engagement is almost always warranted.
Avg. Response Time:	Immediate-4 hours during standard business hours ET; Up to 12 hours outside of standard business hours ET (pending legal/authority notification and subsequent investigation)
Notify EERE:	YES

Decision Process for Social Media Engagement

1. Review engagement.

2. Determine type, tone and status.

3. If “Red” status or warrants exception, immediately notify EERE:
    a. Hold on any reaction, redaction or deletion of “Red” status pending direction from authorities and/or government legal counsel.
    b. Offer a holding statement or other direct answer for all other exceptions.

4. If “Yellow” or “Green” status, follow specific responses and other reactive actions per the preceding matrix. This includes drafting, editing and publishing responses, context and situation appropriate, in a timely manner.

5. Maintain electronic records of all activity for subsequent reporting.

Appendix D: Wave Energy Prize Direct Outreach List

MHK Industry Contacts						
Company	**First Name**	**Last Name**	**Email**	**Contact Information**	**Location**	**Website**

Thinktanks/Industry Organizations						
Organization	**First Name**	**Last Name**	**Email**	**Contact Information**	**Location**	**Website**

Investors						
Organization	**First Name**	**Last Name**	**Email**	**Contact Information**	**Location**	**Website**

Universities						
University	**First Name**	**Last Name**	**Email**	**Contact Information**	**Location**	**Website**