

STATE OF WASHINGTON
OFFICE OF THE SECRETARY OF STATE
INFORMATION SECURITY & RESPONSE DIVISION
RFP 23-11 TRUST IN WASHINGTON ELECTIONS MESSAGING CAMPAIGN
AMENDMENT NO. 2

(July 14, 2023)

SUMMARY

This Amendment No. 2 to RFP 23-11 extends the proposal due date and compiles all questions received from vendors on this solicitation, both from the Preproposal Conference held on June 28, 2023 and via email to the RFP Coordinator, and provides answers to each of the vendors' questions.

NOTICE OF EXTENSION OF TIME TO SUBMIT PROPOSALS

This is notice to vendors that the proposal due date and time has been extended to give vendors additional time to develop their proposals. All proposals must be received by no later than 4:00 PM Pacific Time on Tuesday, July 25, 2023.

QUESTIONS AND ANSWERS

PREPROPOSAL CONFERENCE Q&As

Q: How do you envision "Billie the Ballot" being used in this campaign?

A: "Billie the Ballot" is currently an animated character used in videos by the National Vote at Home Institute. The State of Washington, Office of the Secretary of State, Information Security & Response Division (OSOS) would like to see a vendor develop a similar concept in which an animated ballot is the central figure in a video series that explains the path of the ballot in Washington state, from the moment it's returned by the voter to the moment it's counted, audited, and stored. This will be a key educational asset for use on social media, during outreach events, and other civics engagements. OSOS is open to having this ballot character featured in other parts of the overall messaging campaign as well, but it is not the main focus of the overall messaging campaign.

Q: What outcomes and measures of success are you hoping to result from this campaign? Are there any current benchmarks and baseline metrics that we should be using?

A: The vendor should make recommendations on key measures of success. Desired outcomes include, to the extent measurable and feasible: improvement in confidence in Washington state’s voting process; improvement in sentiment toward Washington state election workers; success in pre-bunking and diffusing the impact of major, false election narratives; improved reach to both rural and historically marginalized communities; and increased familiarity with information and resources provided by OSOS. OSOS possesses some existing website and social media metrics, and its 2022 messaging campaign produced additional metrics. All will be provided to the successful vendor. The OSOS website was recently migrated to a new content management system and, as such, some metrics from the migration may be unavailable.

Q: Will existing data be shared during the RFP process?

A: No.

Q: In Section 3.2b of the RFP, are you looking for examples of creative assets or hoping to see more of the creative approach?

A: OSOS is expecting to be provided an outline of the vendor’s creative approach. Mock-ups and/or example artwork is not necessary but can be included if it is a helpful means for the vendor to illustrate their approach.

Q: Are there any key project milestones we should keep in mind?

A: Project milestones will be discussed with the successful vendor and agreed to before being finalized. OSOS has the following preliminary milestones, however, vendors can recommend different and/or additional milestones:

DUE DATE	ACTION ITEM
<u>2023</u> September 30th	Project goals, deliverables, timelines, and measures of success for Campaign are finalized
November 15th	Conceptualization of Campaign (design, presentation, feedback, revisions) is completed
<u>2024</u> January 19th	Phase 1 of Campaign Design (development, presentation, feedback, and approvals) is completed, in advance of possible Q1 and Q2 media buys, outreach events, etc.
Mid-February (<i>tentative</i>)	Presidential primary ad deployment completed
March 18th	Mid-Contract Review

June 5th	Phase 2 of Campaign Design (development, presentation, feedback, and approvals) is completed, in advance of possible Q3 and Q4 media buys, outreach events, etc.
June 30th	Statewide Primary ad deployment completed End of Fiscal Year 2024 Review
September 8th	2024 General Election ad deployment completed
November 8th	Post-election ad deployment completed
<u>2025</u> January 12th	Complete Campaign Analysis prepared and delivered End of Campaign Briefing

Q: Are there marketing campaigns or efforts that you have found compelling and why?

A: Yes. Examples include but are not limited to:

Maricopa County Elections – Voter resources materials (*not necessarily a campaign, but how information was presented*)

North Carolina State Board of Elections – Day of the Week (*social media campaign*)

Oregon Secretary of State office – Voting Feels Good (*campaign*)

Colorado Secretary of State – Opinions Are Fun, Facts Are Better (*social media campaign*)

King County Election – Voting information (*videos*)

Sound Transit – Link is the Link (*campaign*)

Travel Oregon – Slightly Exaggerated (*campaign*)

Q: What is the rationale behind the budget allocation? The media buy budget will go quickly. Where should it be focused?

A: Funds allocated in Fiscal Year 2024 (\$1,000,000.00) should be focused predominantly on creative planning and development. Some funding in Fiscal Year 2024 should be allocated for a media buy around the March 2024 Presidential Primary, but this media buy will be relatively small. Funds allocated in Fiscal Year 2025 (\$500,000.00) should be focused predominantly on media placements between July and November 2024.*

*Please note that, per the Notice accompanying the original posting of these Preproposal Conference Q&As in Amendment No. 1 to this RFP, there may be up to \$500,000.00 in additional funding available for expanding proposed media placements in Fiscal Year 2025. See Amendment No. 1 for more details.

Q: It sounds like you're trying to find someone who comes in with the lowest bid. Is that what you're trying to do?

A: OSOS is seeking a vendor that uses available funding efficiently while still meeting project deliverables. OSOS will not select a vendor with the lowest bid solely on that basis.

Q: Is there a desired action on the website that we might want to target?

A: Since the OSOS website is in the midst of a migration and updates, OSOS has not determined all desired actions to target at this time. Click-through rate, bounce and exit rates, and time on page are all metrics OSOS would like to measure. Additional actions and specific pages will be determined at a later date.

Q: If a vendor were to include research in the budget, how would they outline that in their proposal?

A: Research should be outlined separately from the creative plan in the budget.

Q: Can you talk about the decision-making team?

A: The decision-making team includes three members of the Information Security and Response Division: ISR Director – Kylee Zabel, IR Manager – Kiran Boyal, and Senior Communications Specialist – Amy Lin. These members will be the successful vendor's main points of contact for the Campaign. Some messaging content will go through these three individuals and may also include the Secretary of State, Assistant Secretary of State, Deputy Secretary of State, and Chief of Staff. Internal review may also be conducted by subject matter experts in the Elections and External Affairs divisions.

Q: What are the languages you need translated?

A: Spanish, Chinese, and Vietnamese

Q: In reference to the vendor's portfolio, when looking at the portfolio what will you be judging? Experience with government clients, voting expertise, or commercial expertise?

A: OSOS is seeking a vendor with a broad range of communications and advertising experience. Experience with elections and/or government clients is not necessary but would be considered favorably since the vendor would be familiar with the terminology used and working with government timelines and processes.

Q: What is meant by a "compact" digital portfolio in the RFP?

A: A compact digital portfolio includes examples of the vendor's best work, which demonstrate the vendor's ability to deliver plans and products within the scope of this RFP. OSOS is not seeking a portfolio that is too extensive or a complete portfolio of work.

Q: Can the proposal contain external links?

A: The vendor’s proposal should avoid including external links. However, if a vendor cannot provide a sample of work that they deem to be significant due to file size limitations, they can provide one link to a Dropbox folder or other online repository that includes all large files.

Q: Is there a singular or primary point of misinformation you’re looking to combat? What is a key thing we want to convey?

A: The central theme is to improve confidence in Washington’s electoral process by highlighting the accessibility and security of vote-by-mail elections. This campaign needs to illustrate the full spectrum of measures taken to protect the integrity of our elections, from voter-roll maintenance to the ballot chain of custody, to the validity of election results. To that latter point, messaging must extend beyond 2024 Election Day and run until the results are certified in early December.

ALL OTHER Q&As

Q: Can companies from outside of the United States apply for this?

A: No.

Q: Is the vendor that is awarded the contract for this solicitation required to meet in-person at OSOS offices?

A: No. Travel to OSOS offices located in Olympia, Washington is not required.

Q: Can tasks related to this messaging campaign be performed outside of the United States?

A: No.

Q: Can vendors submit their proposals via email?

A: Vendors are required to submit their proposals via email to the RFP Coordinator at the email address provided in Section 2.1 of the RFP document.

Q: Are you able to provide additional references or content related to “Billie the Ballot”? Do you envision “Billie the Ballot” as the primary creative mechanism for all communications? Should he be a central character across the campaign? Or are you open to the contractor exploring how to leverage him as one component within a larger communications strategy?

A: “Billie the Ballot” is currently an animated character used in videos by the National Vote at Home Institute. OSOS would like to see a vendor develop a similar concept in which an animated ballot is the central figure in a video series that explains the path of the ballot in Washington state, from the moment it’s returned by the voter to the moment it’s counted, audited, and stored. This will be a key educational asset for use on social media, during outreach events, and other civics engagements. OSOS

is open to having this ballot character featured in other parts of the overall messaging campaign as well, but it is not the main focus of the overall messaging campaign.

Q: Do you currently have partnerships in place that should be considered for this campaign? Are you looking for partnership recommendations from the contractor?

A: OSOS has established relations and partnerships with the Seattle Seahawks, Seattle Sounders FC, Seattle Mariners, Seattle Storm, Seattle Kraken, and OL Reign. Plans with these teams are still being developed for 2024, and the vendor will be expected to contribute to these partnerships. The vendor should also make recommendations for other partnerships. Potential partners must be nonpartisan in nature and cannot be affiliated with any political campaigns.

Q: Within Section 3.2.B. (Work Plan) of the technical proposal, you state that “Contractor may also present any creative approaches that might be appropriate and may provide any pertinent supporting documentation.” To further clarify, are you hoping to see initial creative recommendations and/or creative assets from the contractor?

A: OSOS is expecting to be provided an outline of the vendor’s creative approach. Mock-ups and/or example artwork is not necessary but can be included if it is a helpful means for the vendor to illustrate their approach.

Q: For Section 3.2.C. (Project Schedule) of the technical proposal, are there any key milestones, meetings, or internal benchmarks at the Office of the Secretary of State that should be considered and reflected?

A: Project milestones will be discussed with the successful vendor and agreed to before being finalized. Please see the preliminary milestones provided in the Preproposal Conference Q&As above.

Q: For Section 3.2 E. (Outcomes and Performance Measurement) of the technical proposal, does the Office of the Secretary of State already have established benchmarks and measures of success that should be used for continuity? What KPIs are currently being used for campaigns? Alternatively, would you like for the contractor to develop a new, bespoke measurement strategy for this campaign?

A: The vendor should make recommendations on key measures of success. Desired outcomes include, to the extent measurable and feasible: improvement in confidence in Washington state’s voting process; improvement in sentiment toward Washington state election workers; success in pre-bunking and diffusing the impact of major, false election narratives; improved reach to both rural and historically marginalized communities; and increased familiarity with information and resources provided by OSOS. OSOS possesses some existing website and social media metrics, and its 2022 messaging campaign produced additional metrics. All will be provided to the successful vendor. The OSOS website was recently migrated to a new content management system and, as such, some metrics from the migration may be unavailable.

Q: For Section 3.3 B.4 (Digital Portfolio), are you able to access videos and content that is published on the web? If we provide a hyperlink to materials, is that acceptable? Or must all materials be embedded into the vendor's submission?

A: The vendor's proposal should avoid including external links. However, if a vendor cannot provide a sample of work that they deem to be significant due to file size limitations, they can provide one link to a Dropbox folder or other online repository that includes all large files. Other links to content are not acceptable and will not be viewed or considered in evaluating or scoring vendor proposals.

Q: For Section 3.4 (Cost Proposal), can you please confirm that your budget of \$1.5 million includes both working and non-working budgets? Namely, is it your expectation that media buys are included in the \$1.5 million? Or will a separate media budget be provided?

A: Funds allocated in Fiscal Year 2024 (\$1,000,000.00) should be focused predominantly on creative planning and development. Some funding in Fiscal Year 2024 should be allocated for a media buy around the March 2024 Presidential Primary, but this media buy will be relatively small. Funds allocated in Fiscal Year 2025 (\$500,000.00) should be focused predominantly on media placements between July and November 2024. Please note, however, that there may be up to \$500,000.00 in additional funding available for expanding proposed media placements in Fiscal Year 2025. See Amendment No. 1 to this RFP for more details.

Q: Is there an option for conducting research, or does OSOS have enough proprietary data to guide the selected agency in the areas of target audience needs, preferences, etc.?

A: OSOS does not have enough proprietary data to guide the selected agency in these areas. Vendors should include any research deliverables in the technical proposal section.

Q: What is the most critical "accurate and reliable elections information" to be delivered? Can you provide any materials that exist with this messaging? The "strategic elections messaging objectives" mentioned under 3.2 Technical Proposed (scored)?

A: The central theme is to improve confidence in Washington's electoral process by highlighting the accessibility and security of vote-by-mail elections. This campaign needs to illustrate the full spectrum of measures taken to protect the integrity of our elections, from voter-roll maintenance to the ballot chain of custody, to the validity of election results. To that latter point, messaging must extend beyond 2024 Election Day and run until the results are certified in early December.

Q: What does success for a project like this look like? Are there any specific goals (metrics) or desired outcomes set that we can be made aware of? Do you currently have any reporting planned?

A: The vendor should make recommendations on key measures of success. Desired outcomes include, to the extent measurable and feasible: improvement in confidence in Washington state's voting process; improvement in sentiment toward Washington state election workers; success in pre-bunking and diffusing the impact of major, false election narratives; improved reach to both rural and historically marginalized communities; and increased familiarity with information and resources provided by OSOS.

OSOS possesses some existing website and social media metrics, and its 2022 messaging campaign produced additional metrics. All will be provided to the successful vendor. The OSOS website was recently migrated to a new content management system and, as such, some metrics from the migration may be unavailable.

Q: Are there any misinformation statements being spread regarding the accessibility and security of elections and voting that are specific to Washington State vs. the U.S.?

A: A vast majority of the rumors and disinformation OSOS encounters stem from questions and concerns about vote-by-mail, which is not unique to Washington state. However, we do experience some narratives that question Washington's automatic voter registration process or that reference materials that only our office or a county office may produce.

Q: I have a follow up question on one of the discussion points in the conference. You mentioned avoiding linking to another site when presenting our digital portfolio work and using screenshots to showcase our video work. We typically include an external link (Vimeo) to watch our video samples in proposals. Can you clarify if reviewers of our proposal will watch these videos? Or, will all links to video content be ignored?

A: The vendor's proposal should avoid including external links. However, if a vendor cannot provide a sample of work that they deem to be significant due to file size limitations, they can provide one link to a Dropbox folder or other online repository that includes all large files. Other links to content are not acceptable and will not be viewed or considered in evaluating or scoring vendor proposals.

Q: Is [this the full report and results on the SurveyUSA poll](#) commissioned by King 5 News, the Seattle Times, the University of Washington's Center for an Informed Public, and Washington State University's Murrow College of Communication referenced in the Purpose & Background section of the RFP document, or is there more? If there is more research and analysis, are you able to share?

A: To our knowledge, this is the full report and results of the poll. OSOS was not affiliated with this research and does not have additional information to share.

Q: What is the size limit we need to be aware of for emailing our proposals?

A: 25mb

Q: Is the campaign name "Trust in Washington Elections" for which we'd be creating the logo? Or are you looking for help with naming the campaign?

A: OSOS is looking for assistance in naming the campaign.

Q: Can you confirm what the five election dates are that you refer to in Section 3.2 (Technical Proposal)?

A: The five election dates referenced are: February Special Election (2/13), Presidential Primary (3/12), April Special Election (4/23), Statewide Primary (8/6), and the General Election (11/5).

Q: Please confirm that these are the civic holidays (nonpartisan) as they relate to Elections dates:

National Voter Registration Day

National Voter Education Week

Vote Early Day

Election Hero Day (day before General Election)

A: The civic holidays listed are correct, and dates and other information for 2024 will be available at: <https://civicholidays.org/>

Q: Who is the stakeholder/decision making team (staff) from OSOS that will be involved in this project and what are their respective roles and responsibilities? This will allow us to share sufficient detail in response to the Work Plan in terms of how to engage OSOS staff and collect input, feedback, and approvals.

A: The decision-making team includes three members of the Information Security and Response Division (ISR): ISR Director Kylee Zabel, Information Response Manager Kiran Boyal, and Senior Communications Specialist Amy Lin. These members will be the successful vendor's main points of contact at OSOS for the campaign. Some messaging content will go through these three individuals and may also include the Secretary of State, the Assistant Secretary of State, the Deputy Secretary of State, and the Chief of Staff. Internal review may also be conducted by subject matter experts in the Elections and External Affairs divisions.

Q: In Section 3.2.D of the RFP (Technical Proposal) it asks to "fully describe the deliverables to be submitted under the proposed contract" but finalizing the media plan will determine the actual deliverables. Is it okay for us to include the types of deliverables we anticipate being part of the campaign knowing that the final list may vary slightly upon engaging with the team, getting their input, and finalizing the media plan?

A: Yes.

Q: Will the 'rural areas or areas with disenfranchised, underserved, and historically marginalized populations' be provided? Or is this part of research discovery?

A: Both. This should be part of research discovery, and outreach teams within the Office of the Secretary of State may make recommendations to the decision-making team based on their efforts with disenfranchised, underserved, and historically marginalized communities.

Q: Is there a website that all digital and social media will direct traffic to? Has this already been created, or is it part of the scope of work?

A: The website is <https://www.sos.wa.gov/> and its associated pages. Traffic will also be directed to the OSOS online voter registration portal, <https://voter.votewa.gov/WhereToVote.aspx>.

Q: Does OSOS have non-PII contact information available for all WA voters, including 'rural areas or areas with disenfranchised, underserved, and historically marginalized populations' and can this non-PII information be used for paid media targeting?

A: OSOS is required by law to make registered voters' names and addresses publicly available but demographic information beyond age and gender is not collected.

Q: Is there a desired action from the general target audience on the website?

A: This will greatly depend on the purpose of the specific advertisement. OSOS has not determined all desired actions to target at this time. Click-through rate, bounce and exit rates, and time on page are all metrics OSOS would like to measure. Additional actions and specific pages will be determined at a later date.

Q: We see a Media Toolkit on your site. Have similar campaigns been run in the recent past? If so, is there an incumbent?

A: The External Affairs division of OSOS worked with DH on a campaign in the fall of 2022, called the Vote with Confidence campaign.

Q: Help us understand the scoring on the budget section. While you indicate a higher percentage of points there, how will you be comparing budgets when you're only requesting a total budget?

A: OSOS is seeking a vendor that uses available funding efficiently while still meeting project deliverables. OSOS will not select a vendor with the lowest bid solely on that basis. Please also see the Notice in Amendment No. 1 for details regarding potential additional funding for expanding proposed media placements in Fiscal Year 2025.

Q: Do you mean you need to spend \$1M by June 30, 2024 (FY2024), and the additional \$500K between July 1, 2024 – January 31, 2025 (FY2025) and just allotted it that way, assuming that creative development and media planning (and research) will occur prior to ads running, then ads will run between July – January? We could see the need to have paid media flighted prior to July 1, 2024 (Presidential primary is in March 2024). What work needs to be completed by June 30, 2024?

A: Funds allocated in Fiscal Year 2024 (\$1,000,000.00) should be focused predominantly on creative planning and development. Some funding in Fiscal Year 2024 should be allocated for a media buy around the March 2024 Presidential Primary, but this media buy will be relatively small. Funds allocated in Fiscal Year 2025 (\$500,000.00) should be focused predominantly on media placements between July and November 2024. Please also see the Notice in Amendment No. 1 for details regarding potential additional funding for expanding proposed media placements in Fiscal Year 2025.

Q: Where is the budget to conduct an in-state, full and complete online survey across the complete voting contingency allowing for analysis to incorporate ideology, age, gender, HHI and geographic location, what the current landscape is, how the attitudes/beliefs are segmented, what messages potentially resonate best, how messages are viewed among each target audience segments etc. Would the market research (baseline or outcome) fall in creative or media budgets?

A: Market research should take place in Fiscal Year 2024 and be part of the not-to-exceed \$1 million allocated for that fiscal year.

Q: The budget has been set at \$1.5 million, yet the scoring on the budget section rewards bids that come in lower than that. Is it your goal for bidders to submit proposals under \$1.5 million or to show you how they would allocate the full budget? If you'd like to see how we'd allocate the full budget, can the scoring methodology be amended?

A: OSOS is seeking a vendor that uses available funding efficiently while still meeting project deliverables. OSOS will not select a vendor with the lowest bid solely on that basis. The proposal should outline how the vendor plans to use available funds but they are not required nor will they be penalized for using the full allocation.

Q: Is there a desired allocation of the budget between fees and media?

A: No.

Q: What internal OSOS spokespeople might the campaign be able to leverage / lean on?

A: The OSOS Information Security & Response Division works closely with the office's External Affairs Division. Within that division, the deputy director fulfills spokesperson/media relations roles for the office. In addition, Information Security and Response Director Kylee Zabel previously served as the office's communications director and fulfilled these roles. Depending on the specific need, these individuals, the Secretary of State, the Assistant Secretary of State, and the Elections Director may be available to speak on behalf of the office.

Q: What do you anticipate the media budget being for this campaign? How much do you hope to approximately spend on out-of-home versus digital? (If you would like a recommendation on this, we can also provide one).

A: The media budget is included in the total \$1.5 million for this request for proposal. The vendor should make a recommendation on how much to spend on out-of-home versus digital. Please note, however, that there may be up to \$500,000.00 in additional funding available for expanding proposed media placements in Fiscal Year 2025. See Amendment No. 1 to this RFP for more details.

Q: What existing social media accounts can we potentially leverage as part of this campaign?

A: Facebook | <https://www.facebook.com/WaSecretaryOfState>

Instagram | <https://www.instagram.com/secstatewa/>

Twitter | <https://twitter.com/secstatewa>

YouTube | <https://www.youtube.com/user/secstatewa>

LinkedIn | <https://www.linkedin.com/company/washington-secretary-of-state/>

Q: Do we have the budget to shoot any video and photography that can help humanize the people working the polls? Do you have a rough idea for how this portion of the budget would fit into your initial set of campaign priorities? (If you would like a recommendation on this, we can also provide one). Can you collaborate with us to identify and vet potential subjects, such as election workers, sheriffs, and other non-partisan allies in geographies across the state?

A: The vendor should make recommendations for any video or photography in the proposal within the budget provided. The OSOS can assist with identifying and vetting potential subjects.

Q: Is there a page limit or recommended length for the technical or management proposal?

A: There is no limit or recommended length.

Q: The RFP states creative assets should be made available in English, Spanish, Chinese, Vietnamese. For Chinese, should assets be provided Traditional or Simplified Chinese or both?

A: Traditional Chinese.

Q: What level of support will the OSOS provide for the identification and management of partnership relationships?

A: OSOS will provide support as necessary with partnerships that are already established but are leaning on the agency to help create partnerships as well. We would like to be present in partner meetings so we can quickly answer questions the partners might have. We currently have partnerships with many of Washington's professional sports teams – Seattle Seahawks, Seattle Sounders FC, Seattle Mariners, Seattle Kraken, Seattle Storm, and OL Reign.

Q: Can you clarify your definition of “first-time voters?” Are these voters who have just reached age 18 or voters who have not voted previously, or both?

A: Both. “First-time voters” are citizens who are eligible to vote and have not voted in any previous elections.

Q: Should the contractor budget for printing of materials? What is the anticipated quantity of print materials? Does OSOS have a preferred printer or requirements for a printer? Does OSOS have a statewide distribution network or will that be up to the contractor to establish?

A: OSOS will be responsible for printing the materials that are not being used for advertisement. The budget that has been provided in the RFP encompasses all advertising placements, including print ads.

Q: Please describe what creative assets are available for use from OSOS, such as rooted-in-place imagery and existing video footage.

A: We have a limited amount of images and video footage available for use and are looking to the agency to assist us in gathering materials.

Q: Will the closeout meeting be held in person? If yes, where?

A: There is no requirement to meet in person. This meeting can be held virtually.

Q: Can you provide a copy or online reference to “OSOS’ strategic elections messaging objectives” mentioned on page 8 of the RFP?

A: These objectives will be provided once we have an agency under contract.

Q: If oral presentations are necessary, will these be in person or remote?

A: They will be held remotely if needed, but we are not anticipating oral presentations.

Q: In the Management Proposal, contractors are asked to list contracts during the last five years that relate to the ability to perform the services needed under this RFP. Should this list be limited to state contracts? How does this list differ from the list of state contracts required under Related Information (aside from the five-year timeframe)?

A: No. The list does not need to be limited to state contracts. For example, if you have worked on a contract with another nonpartisan organization, that would apply here. There may be overlap between the contracts listed and the state contracts requested in the Related Information section if, for instance, you previously were awarded a contract with another state agency for work similar to the services requested on this project.

Q: Is it possible to secure media placements and pay for them out of the FY 2024 budget (\$1,000,000) for media that runs in FY 2025 in order to preserve some of the \$500,000 to manage the account, partnerships, etc.?

A: No, OSOS cannot pay for any services that have not been received.