



VCU Procurement Services

COMMONWEALTH OF VIRGINIA STANDARD CONTRACT

Contract Number: 8002942CK

This Contract entered into by RDW Group, Inc. hereinafter called the "Contractor" and Commonwealth of Virginia, Virginia Commonwealth University, called the "Purchasing Agency".

WITNESSETH that the Contractor and the Purchasing Agency, in consideration of the mutual covenants, promises and agreements herein contained, agree as follows:

PERIOD OF PERFORMANCE: From the execution of the contract by both parties through one year thereafter.

SCOPE OF CONTRACT: The Contractor shall provide the goods/services to the Purchasing Agency as set forth in the Contract Documents.

The contract documents shall consist of:

- (1) This signed form;
- (2) The Contract Appendix A – Negotiated Clarifications, Modifications and Additions to Contract;
- (3) The Request for Proposal # 8002942CK Addendum No. 2 dated May 10, 2018;
- (4) The Request for Proposal # 8002942CK Addendum No. 1 dated May 8, 2018
- (5) The Request for Proposals # 8002942CK dated April 13, 2018 and
- (6) The Contractor's Proposal dated May 18, 2018.
- (7) Exhibit A – Cost and Invoicing Terms/Assumptions

All documents are incorporated herein by reference. Any conflict or inconsistency between the incorporated documents shall be resolved by giving precedence in the following order:

- (1) This signed form;
- (2) The Contract Appendix A – Negotiated Clarifications, Modifications and Additions to Contract;
- (3) The Request for Proposal # 8002942CK Addendum No. 2 dated May 10, 2018;
- (4) The Request for Proposal # 8002942CK Addendum No. 1 dated May 8, 2018
- (5) The Request for Proposals # 8002942CK dated April 13, 2018 and
- (6) The Contractor's Proposal dated May 18, 2018.
- (7) Exhibit A – Cost and Invoicing Terms/Assumptions

IN WITNESS WHEREOF, the parties have caused this Contract to be duly executed intending to be bound thereby.

CONTRACTOR:

RDW Group, Inc.

By: [Signature]

Name Printed: DAVE J. MALACHOWSKI

Title: CHAIRMAN

Date: 7/31/18

PURCHASING AGENCY:

Virginia Commonwealth University

By: [Signature]

Name Printed: Karol Kain Gray

Title: Vice President, Business and Finance

Date: 8/7/18

**VIRGINIA COMMONWEALTH UNIVERSITY
NEGOTIATION MODIFICATION SUMMARY**

RFP # 8002942CK

DATE July 23, 2018

BUYER Christopher Kersey

ALL formal procurements involving negotiation will be summarized into a single document. This document shall specify the final outcome when negotiations have concluded and final agreements have been made.

All emails, records of phone calls, conference discussions and any other communication method used to conduct negotiations shall be saved as part of the supporting documentation for the formal procurement, but only the summary will be submitted with the contract documents being presented for signature.

SUMMARY OF NEGOTIATIONS:

Offerer: RDW Group, Inc.

1. Total proposal price reduced by \$5,560.00 from \$110,560.00 to \$105,000.00.

2. AA. LIMITATION OF LIABILITY: The total cumulative liability of the Commonwealth, its officers, employees and agents in connection with this Agreement or in connection with any goods, services, actions or omissions relating to this Agreement, shall not under any circumstance exceed payment of the maximum purchase price.

RDW Group, Inc. requests that this clause apply to both parties to the contract.

VCU agrees to this request.

3. Added Exhibit A - Cost and Invoicing Terms/Assumptions Document to the Contract.

VCU agrees to the addition of this document to the Contract.



VCU Procurement Services

RFP - Addendum No. 2

DATE: May 10, 2018

ADDENDUM NO. 2 - TO ALL OFFERORS:

Reference – Request for Proposals: RFP# 8002942CK

Title: VCU SCHOOL OF THE ARTS WEBSITE REDESIGN

Issue Date: April 13, 2018

Proposals Due: May 18, 2018, 2:00 PM

This addendum is issued to:

Post answers to vendors questions received prior, during, and after the Pre-Proposal Conference on April 30, 2018.

ANSWERS TO QUESTIONS RECEIVED

1. Can an Offerer enter a SWaM participation percentage in Appendix I on Page 32 without identifying the SWaM vendor?

Yes, an offeror can enter a SWaM participation percentage without identifying the SWaM vendor. While VCU would prefer the Offeror's SWaM partner be identified prior to contract award and signature, the awarded Offeror will be required to identify their SWaM partner at the submission of their quarterly SWaM reports.

2. Does each of the 25 + microsites that will need to be combined under one WP "multi-site network" require separate dashboards or will they be under a single dashboard with access controlled via user roles?

The sites should all be under a single dashboard with access controlled via user roles. We would like to be able to assign editorial permissions to certain users for certain sections of the website.

3. Can you provide "if available" whether you have a budget for this project and what that budget is?

We have institutional experience of similar projects in size and scope being in the \$90-\$125,000 range. That being said depending on the quality of the submission and our assessment of cost vs value and the vision of the

vendor, there can potentially be some flexibility with our funding commitment.

4. Do we need to configure multi-site using sub-directory or need to configure on sub domain?

All of our sub-sites (such as department websites or VCUarts extension organizations) are managed using a sub-directly URL structure. for example, arts.vcu.edu/NAME, or arts.vcu.edu/sculpture or arts.vcu.edu/music. However, we are seeking to import content from the microsities housed at those URLs into one single website. That being said, we need to have a multisite network in place as the migration of all sites will not happen at once and we may need the capacity to have multi-sites in the future, even if we may not be using it much initially.

5. Does each program have functionality to apply online? In current website it has information about how to apply but do not have online apply feature.

Yes – applications are handled separately and outside of the scope of this project. The traditional undergraduate student application to VCU is done on the Common App (<https://www.commonapp.org/>). Additional application components such as auditions and portfolios are handled through email scheduling and using a separate 3rd party service, respectively. Less traditional applications (such as transfer, current VCU student, graduate) are handled by existing VCU application systems.

6. Each program and other services have different design form the main website, Do we need to create the same thing in new websites?

We want to create one unified website design. However, in our content strategy we wish to have a certain degree of standardization among department pages (which will be built/migrated into the new site). Some of these content standards may include faculty lists, curriculum info, featured student work, etc. This has yet to be fully formed and should be determined following the discovery stage of this project. Again, to be clear this project is not to do a comprehensive redesign of 25 websites, but rather to create one versatile, integrated site to serve the entire School of the Arts.

7. Do we need to the data migration from existing website?

We should think about how to automate the import of some existing content types – namely news and event feeds. However, we anticipate that the new website design and content strategy will be such a departure from the existing website that aggregate data migration will not be possible. Many new pages will need to be built and many existing pages (which receive little traffic and are not maintained) will not be migrated to the new website. VCUarts will take the lead with creating and migrating content in these cases.

8. We are assuming that all the websites have static content like informational pages, news, services detail page, contact forms, Departments information, courses etc. Is our assumption correct?

Yes – this is correct although the new site must also include “dynamic” content, such as blog/news content, events calendar and embedded social streams as well. In other words, content served from social streams or using the WordPress “loop” function.

9. WordPress Version

- a. What is the current version of your WordPress instance?

WordPress version 4.9.5.

- b. Has the site ever been compromised or hacked due to lack of WordPress security updates?

We had the site compromised once in 2014 but have not had any other issues that we are aware of. We are diligent about updating all plugins and server patches as threats emerge.

10. Content and Data

- a. For data migration purposes, could you please provide the correct amount of HTML/text pages, PDFs, and Excel/Word docs maintained under the entire arts.vcu.edu site?

There are several thousand individual pages on our network of websites (including department and subsites). The total list of files is difficult to calculate given that each department site has their own file directory. Perhaps we can offer a few broad points to make about this project to help address the root of the question -- which is how much content will need to be built or migrated on a new website.

We know that 73% of all pages average less than 10 page views per month. There is no value to us in spending resources to bring pages over to a new website that users are not viewing. We are also trying to move away from hosting PDFs as they present problems for accessibility. As part of our discovery process, we need to conduct a content audit and decide what pages will be the most strategic to include and learn where we have gaps in our messaging. The selected vendor will have access to our web analytics to assist with this assessment. Our goal is to drastically reduce the amount of pages on our website -- it has become untenable to maintain and we have data that suggests the vast majority of individual pages on our website are not regularly being viewed.

- b. How much content will be migrated into the new website?

Most content on arts.vcu.edu in strategic areas such as admissions, alumni/development, academic program information, etc. will need to be migrated. We also must decide what department page content will be the

most strategic to import and deploy a strategy to give consistency to that content model as to make our site more easy to navigate to external users.

We also anticipate needing to migrate event/news feed content though that should occur with some degree of automation, as we should be able to export these as iCal/RSS/XML etc. feeds.

11. WordPress Access

- a. May New Target have access to the WordPress implementation? (happy to sign NDA agreement)

The selected vendor may have access to the existing WordPress implementation once contracts have been finalized.

12. Plugins and Third Party Applications

- a. Please provide a list of all plugins and third party applications that are integrated with the site. (These third parties can be all small as Twitter or as large as an ecommerce or email marketing platform.)

A list of all plugins currently used on arts.vcu.edu is attached. We should note that while this is the list of plugins currently used for this website, we are flexible with what plugins will be used on the new site. We want to choose the right plugins to serve our new website and web strategy.

Additionally, we use FileMaker Web Server to serve JSON data of currently available scholarships broken down by department. This data is displayed in an FAQ-style accordion format. We embed social media feeds using juicer.io and use Twitter on some sites. We use a JSON feed facilitated by a WP REST API for an employee directory on the /connect/ page, displayed in accordion style format.

13. WordPress Multisite

- a. The RFP mentions your current WordPress instance is a 25 multisite implementation.
- b. What are all the URLs associated with the RFP scope of work?

For the purposes of this scope of work, the vendor should focus primarily on arts.vcu.edu, knowing that the content strategy and design in the finished project must reflect having all academic departments housed under a single website.

- c. Will the vendor need to incorporate these sites in the overall cost of the proposal?

The vendor will not be building 25 separate sites but we would like the new website information architecture, design standards and content strategy to position all academic departments on one single website.

- d. Is arts.vcu asking the new vendor to complete a full redesign of all the multi-sites? Including discovery, content audit, design, development, and maintenance?

No – we are seeking a single website that we can import content from the network of multisites into one ecosystem. We are not looking to systematically redesign 25 separate websites.

14. Integration

- a. Is arts.vcu looking to integrate with a new ecommerce system or is there already one integrated with the site?

No – our site does not integrate with any ecommerce platforms. All sensitive data, such as transactions and admissions applications are deliberately handled by separate systems and linked externally from our site using simple hyperlinks.

- b. We notice that all payments are linked to support.vcu.edu. Would arts.vcu like payments to be processed directly on the arts.vcu site?

No – we have no intention of building an additional payment processing feature on this site – this should be considered outside of the scope of the project, though the information architecture, design standards and content strategy should reflect a user path that encourages donors to visit support.vcu.edu to make gifts to the School of the Arts.

15.508 Compliance

- a. Will the new site and design need to adhere to any 508 compliance rules?

Yes we must pass WCAG 2.0 Level AA standards.

- b. If so, what level of compliance is required?

Please review VCU’s accessibility policy at: <https://webstandards.vcu.edu/requirements/accessibility/>. The new website will need to be held to these standards.

- c. Is the current content written with compliance standards?

On arts.vcu.edu, we have completed an internal audit and have passed all Level AA and above guidelines. On our department websites and other sub-sites we have not received passing support from the University on compliance – which is one of the main goals of this project, to create an accessibility-compliant site from the ground up from which to import content from other non-compliant sites.

- d. What level of WCAG 2.0 will this need to become?

Level AA, please see <https://webstandards.vcu.edu/requirements/accessibility/> for more.

- e. Will the content be provided in a 508-compliant manner in this scope of work?

Yes, as the division of this labor of this project will put content in the hands of VCUarts editors we will work to ensure compliance, provided we are creating it in an ecosystem with accessibility standards built into the structure of the site itself.

- f. Will PDFs be published/remediated to be compliant?

We have been actively working to remediate any non-accessible PDFs while discouraging using them if there are alternatives to putting information in PDFs online. That being said, with over 50-70 active content editors, this is a constant work in progress. One suggested solution is to consider putting PDFs behind a login wall. This feature would be worthy of discussion as we establish our requirements for the project.

- g. Will photos and graphics be supplied with appropriate meta data and details?

Yes. However, as part of the finished project we should be requiring certain fields in media that we upload, such as image “alt” tags or “ARIA” descriptions.

16. Design

- a. Is arts.vcu only looking for a WordPress theme and styling or would you be open to a custom design?

We are only considering a WordPress theme. We only have institutional experience with WordPress and thus the capacity to maintain a WordPress site. No other CMS options will be considered.

- b. If Multi-site, how many unique themes or designs?

We are ultimately seeking a single site that would exist on a multi-site network as we transition all other sites to the single site and plan to scale for the future. We are seeking to import content from the microsites into one single website. That being said, we need to have a multisite network in place as the migration of all sites will not happen at once and we may need the capacity to have multi-sites in the future, even if we may not be using it much initially.

17. Digital Marketing and SEO

- a. Is arts.vcu interested in any digital marketing or SEO services to be included in the vendor’s proposal?

Digital marketing and SEO should generally be considered outside the scope of this project, with a few caveats:

- i) **Technical SEO standards and best practices should be built into the site – for example, requiring image alt tags, clean, SEO-friendly URL conventions and having proper H1,H2,H3 etc. structure on pages.**

ii) **We currently run paid-search digital ad campaigns and expect to do more of this in the future. In order to support these efforts, we need to have capacity to install retargeting tags – specifically Google remarketing and the Facebook pixel, and we would like to have at least one page template built as a traditional inbound marketing landing page. That is, with a form embedded to capture leads, space for marketing messaging content and removed navigation to keep the user focused on the form itself.**

b. Is there an existing social media content/strategy?

Yes, however it is evolving as a result of a growing communications team. We do not have a formal content strategy document to share at this time.

c. May we currently have access to your Google analytics or similar tracking tool?

The selected vendor will be provided access to our analytics but we will not share that data until we have a signed agreement in place.

18. GDPR Compliance

a. With GDPR around the corner, would arts.vcu like GDPR compliance to be added to the scope of work and in relation, the vendor's proposal?

GDPR compliance should be kept in mind as we make certain decisions with the project, however there is some important context to share. At the University level, a solution will be put in place to redirect EU traffic at the server-level to an alert box that has GDPR privacy disclosures. In other words, we don't believe that any special features will need to be built into the project to fulfill these regulations as they will be managed globally across the entire VCU website network at the server level.

19. Hosting

a. Where are the current sites hosted?

The current sites are hosted at VCU's University Computer Center (ucc.vcu.edu) on a dedicated virtual machine.

b. What is the current space and bandwidth allocation of the main arts.vcu.edu site?

We have 100GB data capacity.

c. What is the annual traffic of the main arts.vcu.edu site?

In the last year we had 174k unique users representing 288k sessions with 700k page views on arts.vcu.edu.

20. Translation

a. Will there need to be any translations or other third party translation applications integrated with the site?

Translation is outside the scope of this project, however best practices for accessibility and SEO should be built into the structure of the site to ensure that automated translation tools (such as Google translate) are able to read page content.

21. Online forms

- a. How many online forms are contained in the site for users to submit information?

On the main site we have 15 forms in active use and we estimate several others on department websites as well. We use the Gravity Forms plugin and would be interested in solutions that could import these into the new site, rather than re-creating them from scratch.

22. 3rd party databases and/or Integrations

- a. What other systems or solutions push and/or pull data from the web application; for example, Vimeo, as a video solution will be an assumed integration.

We anticipate using Vimeo as our primary video streaming service, though there may be occasion to include YouTube embeds. All video streaming should be handled outside of our website/server as we are not configured to stream that much data.

- b. Others?

We do integrate with a FileMaker database to display scholarship data as well.

- c. Social Media?

Social media embeds are handled via the Juicer.io plugin, though we would be open to discussion about the best tool to use in order to display social media feeds.

23. Project Stakeholders and Team

- a. How many arts.vcu staff currently manage web content for each site?

There are over 50-70 active content editors across the arts.vcu.edu website network.

- b. Does arts.vcu have an existing writer, editor, publisher workflow for posting and/or maintaining web content?

No, but we would like to be more structured with this moving forward.

24. Training

- a. How many content owners shall assume to be trained in the WordPress CMS implementation?

We expect it will be small group, mostly stakeholders in the Communications Office – however there should be documentation as part of this project. A core content group will need to be in a position to

train others -- we envision demos and documentation that we can share with academic department assistants, many of which assist in maintaining current webpage content.

25. Copy Writing

- a. We have a team of copy subject matter experts and copy writers on staff. How much content will need to be written for this scope or work?

With this scope of work -- the burden of content creation will fall on VCUarts, though one of the deliverables of this project should be an information architecture that we can use as a foundation for that process. Depending on the workload and available resources we may hire freelance writers to assist with the process.

- b. If you're not looking for a fixed-fee for copy writing would you like an hourly rate for our copywriting services?

When we reach that stage we could consider copywriting services as an add-on (outside of the primary scope of the project). However, we are not prepared to make any commitments for this specifically in this initial contract.

26. We will follow VCU's brand guidelines closely, but how much of the VCU Arts' website must match the institutional templates/site? The RFP does not include a web style guide, as it focus mainly on the logo treatment and print collaterals.

The vendor designing the new site should not feel bound by the existing look and feel of arts.vcu.edu. We need a fresh design -- one that reflects the character of the #1 public art and design school in the country. That being said there are a few caveats:

- a. **This is not an exercise in rebranding for VCUarts. The brand guidelines attached to this RFP should govern choices made with the site and work within that framework. We have been granted an exception to our brand by University Relations and our final designs must be approved by University Relations in order for us to move forward, so we cannot deviate from those established standards.**
- b. **We also must include a VCU branding bar as part of the website (see this page for more: <https://branding.vcu.edu/bar/academic/>)**
- c. **We would be thrilled if a web style guide emerged as a by-product of this project.**

27. Are you interested in a content migration plan to help coordinate your content creators? (p. 13, E-1)

Yes, absolutely.

28. Are you interested in a content governance and/or a web governance plan? (p.5, IV, A)

Yes, absolutely.

29. Are you open to exploring different WordPress plugins if they are proven more effective? (p. 7, 2-b)

Yes, we are.

30. Do you have a system or workflow in place to review and approve student blogs? (p. 12, B-i-i)

These are handled at the University level through RamPages (<https://rampages.us/>)

31. What is your current CRM? (p. 12, B-i-iv)

We have an internal FileMaker solution that acts as a CRM in certain aspects but is not a fully developed CRM solution.

32. Do you have examples in mind of arts schools that have done a good job of balancing unique department page designs and standardized templates?

We think that the information architecture of the School of Art at Arizona State University (<https://art.asu.edu/>) is done particularly well. We also like the design of the Rhode Island School of Design (<https://www.risd.edu/>)

33. Please explain what you mean by having all sites become a part of "one single ecosystem"? What are the requirements for this?

The requirements are to build one single website to migrate content from several dozen department microsites. Our goal is to eliminate all of our standalone websites for departments, which we are unable to maintain, and create one robust, website where all School of the Arts content is housed.

34. What are the current web development capabilities of your in house team?

We have one full time developer and one full time web content strategist dedicated to the VCUarts web presence.

35. Please explain "Network scope" as it is listed and what directly impacts this RFP.

The network scope is there to give prospective vendors the size of our current digital footprint. We seek to drastically reduce the number of standalone sites and themes – primarily by migrating department sites into the new website.

36. You mention potential integration with a CRM in the future. Do you have any specifically in mind?

No.

37. What are your requirements for the new search functionality?

We would be interested in best practices and expertise from the vendor on this feature.

38. How would your team utilize an intranet solution?

I'm not sure if we understand which "team" you are referring to, but the intranet was suggested as a potential solution to the challenge of separating content that is only applicable for current students, staff and faculty from content tailored to external audiences, namely prospective students. We would be interested in recommendations and expertise as part of the information architecture that will be developed by the vendor.

39. Are there any 3rd party integrations that should be included in the site build? If so can you describe desired function?

A list of all plugins currently used on arts.vcu.edu is attached. We should note that while this is the list of plugins currently used for this website, we are flexible with what plugins will be used on the new site. We want to choose the right plugins to serve our new website and web strategy.

Additionally, we use FileMaker Web Server to serve JSON data of currently available scholarships broken down by department. This data is displayed in an FAQ-style accordion format. We embed social media feeds using juicer.io and use Twitter on some sites. We use a JSON feed facilitated by a WP REST API for an employee directory on the /connect/ page, displayed in accordion style format.

Other data feeds and 3rd party integrations are as follows:

Admission applications are handled separately and outside of the scope of this project. The traditional undergraduate student application to VCU is done on the Common App (<https://www.commonapp.org/>). Additional application components such as auditions and portfolios are handled through email scheduling and using a separate 3rd party service, respectively. Less traditional applications (such as transfer, current VCU student, graduate) are handled by existing VCU application systems.

Additionally, our site does not integrate with any ecommerce platforms. All sensitive data, such as transactions and admissions applications are deliberately handled by separate systems and linked externally from our site using simple hyperlinks.

We have no intention of building an additional payment processing feature on this site – this should be considered outside of the scope of the project, though the information architecture, design standards and content strategy should reflect a user path that encourages donors to visit support.vcu.edu to make gifts to the School of the Arts.

40. How many site contributors do you expect to have?

There are over 50-70 active content editors across the arts.vcu.edu website network.

41. Do you have any faculty/staff information in a database?

We use a JSON feed facilitated by a WP REST API for an employee directory on the /connect/ page, displayed in accordion style format.

42. What systems do you use for course and student management (Banner, Acalog, etc.)

VCU uses Banner for course/student management however our website does not interact with that data feed and we aren't seeking that integration as part of this project. For our purposes, those applications are handled completely outside of VCUarts and outside the scope of this project.

43. Would VCU be open to a third party event/calendar management such as Localist that would be integrated into the site?

We are unfamiliar with Localist but if this fits within the scope of our needs outlined in the RFP we can certainly give it consideration. We currently use the Events Calendar plugin by Modern Tribe.

44. Can you ballpark the number of pages you anticipate with the consolidation of the 25 microsites into the main site?

This will have to be determined as part of our content assessment/information architecture planning. That being said, perhaps we can offer a few broad points to make about this project to help address the root of the question -- which is how much content will need to be built or migrated on a new website.

We know that 73% of all pages average less than 10 page views per month. There is no value to us in spending resources to bring pages over to a new website that users are not viewing. We are also trying to move away from hosting PDFs as they present problems for accessibility. As part of our discovery process, we need to conduct a content audit and decide what pages will be the most strategic to include and learn where we have gaps in our messaging. The selected vendor will have access to our web analytics to assist with this assessment. Our goal is to drastically reduce the amount of pages on our website -- it has become untenable to maintain and we have data that suggests the vast majority of individual pages on our website are not regularly being viewed.

45. The proposal does not specify a timeline for the new site. Is VCU under pressure to have a new site within a certain timeframe? If so, please specify the timeline and what is driving the need.

We don't have specific organizational goals, other than our urgency to move our network of websites into accessibility compliance as soon as possible. That being said, it would be beneficial if we can move forward in time to launch during the next recruitment cycle.

46. Is VCU also interested in the inclusion of Digital Marketing services within the scope of this project?

Digital Marketing services are not part of the scope of this project, with the caveat that we want our site to be capable to support a modern digital marketing model -- compatible with Google remarketing/Facebook pixel retargeting tools, being able to receive traffic from digital campaigns to a landing page, and having technical SEO standards built into the site's codebase. If a vendor is interested in proposing a more traditional digital marketing support package, such as SEO, content strategy, digital advertising campaign management, etc., it's recommended that they present that as an "add-on" to their proposal, as these services are not part of the scope of work outlined in the RFP.

That being said we have finite resources in our capacity to manage a digital marketing partnership and to pay for services during this project. Our priority right now is getting a new website launched.

47. Is VCU interested in receiving optional services that could be beneficial to the School of the Arts?

We would need to hear more specifics about what these services would be. Our recommendation is that any additional services or products that are not core to the scope of the RFP should be presented as "add-on" options for consideration.

That being said, we have finite resources in our capacity to manage additional partnerships and to pay for services during this project. Our priority right now is getting a new website launched.

48. Besides being capable of integrating with a future CRM, could you provide a list of current 3rd party integrations that will be required for this project?

A list of all plugins currently used on arts.vcu.edu is attached. We should note that while this is the list of plugins currently used for this website, we are flexible with what plugins will be used on the new site. We want to choose the right plugins to serve our new website and web strategy.

Additionally, we use FileMaker Web Server to serve JSON data of currently available scholarships broken down by department. This data is displayed in an FAQ-style accordion format. We embed social media feeds using juicer.io and use Twitter on some sites. We use a JSON feed facilitated by a WP REST API for an employee directory on the /connect/ page, displayed in accordion style format.

Admission applications are handled separately and outside of the scope of this project. The traditional undergraduate student application to VCU is done on the Common App (<https://www.commonapp.org/>). Additional application components such as auditions and portfolios are handled through email scheduling and using a separate 3rd party service, respectively. Less traditional applications (such as transfer, current VCU student, graduate) are handled by existing VCU application systems.

Additionally, our site does not integrate with any ecommerce platforms. All sensitive data, such as transactions and admissions applications are deliberately handled by separate systems and linked externally from our site using simple hyperlinks.

We have no intention of building an additional payment processing feature on this site – this should be considered outside of the scope of the project, though the information architecture, design standards and content strategy should reflect a user path that encourages donors to visit support.vcu.edu to make gifts to the School of the Arts.

49. You've stated that the central calendar and news page does not integrate news and events created within department websites. Do those department websites have a feed or API that we may be able to implement if this feature should be requested in the new site?

Our goal is retire all department websites as part of our strategy of launching one, single website, so building functionality to import feeds from the existing standalone websites is not a requirement for this project. Rather, we would like to have one centralized calendar/news space and based on how we tag stories or events, a sub-feed from the master calendar and news section of the website can be pushed to department pages (on one single website).

50. How uniform and template-based vs unique do you anticipate your future department sites being? Do you have examples in mind of arts schools that have done a good job of balancing unique department page designs and standardized templates?

We want to create one unified website design. However, in our content strategy we wish to have a certain degree of standardization among department pages (which will be built/migrated into the new site). Some of these content standards may include faculty lists, curriculum info, featured student work, etc. This has yet to be fully formed and should be determined following the discovery stage of this project. Again, to be clear this project is not to do a comprehensive redesign of 25 websites, but rather to create one versatile, integrated site to serve the entire School of the Arts.

We need to have brand consistency among department pages with some standardization with regard to content – i.e., having consistent curriculum listings, and academic program offerings, faculty rosters, department info, department-specific social media feeds, etc. That being said each department is unique and we will need to have the flexibility to allow them to function in a unique space (such as our performing arts departments like Theatre and Music which have a community audience that buys performance tickets), while ensuring that we stick to a consistent style/branding. However, to reiterate – all department content will exist as pages on one single website, department standalone sites will be shut down and content from those pages is planned to come into one single website.

We think that the information architecture of the School of Art at Arizona State University (<https://art.asu.edu/>) is done particularly well. We also like the design of the Rhode Island School of Design (<https://www.risd.edu/>)

51. Do you anticipate the vendor fully building out each department site or is that a project your internal teams would take on?

Again, to be clear, the project scope is to build one single website. We are not asking the vendor to rebuild all 16 department websites.

52. What level of accessibility does the site need to meet? (i.e. Level A, Level AA, or Level AAA)

Level AA. Please see VCU's accessibility standards here: <https://webstandards.vcu.edu/requirements/accessibility/>. The new site must meet all of these guidelines.

53. How many pages are on the current site? What percent do you foresee migrating to the new site?

This will have to be determined as part of our content assessment/information architecture planning. That being said, perhaps we can offer a few broad points to make about this project to help address the root of the question -- which is how much content will need to be built or migrated on a new website.

We know that 73% of all pages average less than 10 page views per month. There is no value to us in spending resources to bring pages over to a new website that users are not viewing. We are also trying to move away from hosting PDFs as they present problems for accessibility. As part of our discovery process, we need to conduct a content audit and decide what pages will be the most strategic to include and learn where we have gaps in our messaging. The selected vendor will have access to our web analytics to assist with this assessment. Our goal is to drastically reduce the amount of pages on our website -- it has become untenable to maintain and we have data that suggests the vast majority of individual pages on our website are not regularly being viewed.

54. What academic program finder do you currently use? Would you like to continue using this program?

We don't currently have an academic program finder, at least not in the sense of an interactive tool that allows the user to sort and filter based on their needs and interest. Our program offerings are listed at:

<http://arts.vcu.edu/programs/undergraduate/>

<http://arts.vcu.edu/programs/graduate/>

Our goal would be to have a more robust system in place that allows prospective students to tailor their search for academic programs to their unique needs and interests. Internal research has shown that this is one of the most important pages on our site and our academic program offerings

are a primary factor in prospective students' decision to apply/attend VCUarts.

More information about our vision for the program finder is listed on pages 7, 10, and 11 of the RFP.

55. Are on-site visits a project requirement?

Yes, unless the vendor can make a compelling argument and outline a process as to how they are able to effectively learn about VCUarts without coming to campus.

56. Is hosting a project requirement?

No, hosting is not part of the project scope. We will host the site on VCU servers.

57. The RFP mentions 3 treatments for the Design phase--we typically only do 1, is 3 design mockups a project requirement?

We think it will be difficult for a vendor to design a concept that will be approved without a process that includes revisions, discussion and comparison with other design directions. Being the number one ranked public School of Art and Design puts extra scrutiny on the visual identity of the site, more than a non-design school may face in a similarly sized project.

58. What's the project's budget?

We have institutional experience of similar projects in size and scope being in the \$90-\$125,000 range. That being said depending on the quality of the submission and our assessment of cost vs value and the vision of the vendor, there can potentially be some flexibility with our funding commitment.

59. How many online forms are on the website?

On the main site we have 15 forms in active use and we estimate several others on department websites as well. We use the Gravity Forms plugin and would be interested in solutions that could import these into the new site, rather than re-creating them from scratch.

60. What sort of third-party applications/special integrations need to be added to the site (i.e. event registration, job board, news/blog, etc.)?

A list of all plugins currently used on arts.vcu.edu is attached (This was attached previously). We should note that while this is the list of plugins currently used for this website, we are flexible with what plugins will be used on the new site. We want to choose the right plugins to serve our new website and web strategy.

Additionally, we use FileMaker Web Server to serve JSON data of currently available scholarships broken down by department. This data is displayed in an FAQ-style accordion format. We embed social media feeds using

juicer.io and use Twitter on some sites. We use a JSON feed facilitated by a WP REST API for an employee directory on the /connect/ page, displayed in accordion style format.

Admission applications are handled separately and outside of the scope of this project. The traditional undergraduate student application to VCU is done on the Common App (<https://www.commonapp.org/>). Additional application components such as auditions and portfolios are handled through email scheduling and using a separate 3rd party service, respectively. Less traditional applications (such as transfer, current VCU student, graduate) are handled by existing VCU application systems.

Additionally, our site does not integrate with any ecommerce platforms. All sensitive data, such as transactions and admissions applications are deliberately handled by separate systems and linked externally from our site using simple hyperlinks.

We have no intention of building an additional payment processing feature on this site – this should be considered outside of the scope of the project, though the information architecture, design standards and content strategy should reflect a user path that encourages donors to visit support.vcu.edu to make gifts to the School of the Arts.

61. Who will be in charge of content migration?

The VCUarts Communications Office – however it is our hope to make decisions on what content to create or migrate based on a strategic content study by the vendor and a recommended information architecture. We are also interested in recommendations about best practices and aligning with market trends.

62. Who will be in charge of copywriting?

The VCUarts Communications Office – please see notes above about our need to follow an information architecture and content strategy, developed in partnership with the vendor.

63. Is there a preference for agencies located in Virginia?

No.

64. IV About the Website, page 7, Section C, item 11 “404 Page” — Please provide additional direction. Would you like to display suggested pages/articles when no search results are returned?

Yes – that would be one way to be more strategic with our 404 page. You can view the current iteration here: <http://arts.vcu.edu/404>. There are a number of things we can do to improve this and we would be interested in best practice recommendations from the vendor – some strategies may include listing popular links, suggested pages/articles, and including webmaster contact information to report broken URLs.

65. IV. About the Website, page 7, Section C, item 14 “Central calendar” — Does the T4 Content Management System provide a feed (perhaps an RSS feed) we could utilize to pull in these events?

Our current website is built on WordPress and the new site must be built on WordPress. WordPress is capable of exporting RSS/XML feeds for calendar/news items.

66. IV. About the Website, page 7, Section D, item 3b “Network scope” — Please confirm if the network numbers provided are for arts.vcu.edu OR vcu.edu in entirety. Specially, are the 45 live sites within the School of Arts, or the University?

These are within the School of the Arts. Again, to be clear, the project scope is to build one single website. We are not asking the vendor to rebuild any of these sites separately. These are provided as a reference to understand the size of the institution and the capacity of our hosting environment. We will be importing content from many of the live sites (including all academic departments) to the new site.

67. VI. Statement of Needs, page 11, Section B, item 2g — “Program finder” — Will VCU School of Arts supply a spreadsheet and content to be used during programming of the finder?

As part of the discovery phase, we will need to identify what VCUarts needs to provide in order to populate a program finder in a way that is strategic and engages with what prospective students are seeking. We don’t have a spreadsheet or content developed yet for this process but generally speaking this is a workflow that makes sense for this aspect of the project.

68. VI. Statement of Needs, page 12, Section B, item 2i — Could you please further explain your expectation for functionality of “personalized content” delivery within the new site?

As this is a WordPress site we would like to be able to use the (i) blog functionality for content that may be generated by students. We also envision the program finder being able to display similarly tagged programs using related taxonomy associated with each program as prospective students browse (ii) our academic offerings. (iii) We also see value in having embedded social media feeds on the website. (iv) As a site is built to scale, we want to be aware that eventually we may be integrating with a CRM system. Some CRM systems are capable of displaying personalized content to users based on their point in the user journey. This means the site layout/structure should be flexible enough for us to modify when we are ready to integrate a CRM system. This is not in place now, and the integration of a CRM is not in the scope of this project. But generally speaking we should be thinking about page templates that are modular and adaptable for future needs.

69.X. Proposal Response Format, page 16, Section F, item 3 — Is the proposed timeline/delivery date flexible, OR is it driven by a need-based date?

Yes – this is suggested based on our estimate of the various stages in this project’s timeline. This timeline will evolve as we work with our partner to plan the process. Our goal is to move forward with haste to complete this project but not to do so in a way that compromises the quality and success of the finished product.

70.Attachment II Resources for Vendors, “Draft of proposed IA” — Is this draft Information Architecture (IA) to be used as a starting point, or is it provided for conversational purposes only?

This is a proposed IA. It is used as a starting point for further discussion of our final information architecture. We believe it is valuable for prospective vendors to understand what our early vision is for the site. That being said, this is by no means final and we expect that it will evolve upon discovery. Our hope is that our partner will work with us to understand our content needs by looking at our existing content and our data-set and deliver a refined information architecture that we can use to drive our content migration/creation process.

71.Will your in-house development team and staff provide a hands-on OR an advisory role during design and development of the new site?

Our in-house development and design team will be fully committed to supporting this project. We would have to know more specifics to advise as to where the division of labor would fall for tasks associated with the project, however. Some of the more granular details of this should be outlined in the requirements phase.

72.Will all of the microsites be managed through one WordPress multi-site installation? Would you be interested in consolidating your network of microsites to being only the top level of your main navigation menu?

Our goal is to drastically reduce the number of microsites and consolidate the content on those sites into one single website. That being said, we expect to manage a multi-site installation because transitioning content from all department sites to the single website will have to happen in phases following the new site launch. While we aim to move away from our fragmented, multi-site network, there will be some occasions where having standalone sites is necessary, thus we recommend a multi-site installation.

73.Do you currently work with any third-party services not listed in the RFP document that will need to be integrated into the website? And/or any custom-built functionality or additional third-party integrations we should be aware of?

A list of all plugins currently used on arts.vcu.edu is attached. We should note that while this is the list of plugins currently used for this website, we are flexible with what plugins will be used on the new site. We want to choose the right plugins to serve our new website and web strategy.

Additionally, we use FileMaker Web Server to serve JSON data of currently available scholarships broken down by department. This data is displayed in an FAQ-style accordion format. We embed social media feeds using juicer.io and use Twitter on some sites. We use a JSON feed facilitated by a WP REST API for an employee directory on the /connect/ page, displayed in accordion style format.

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Additionally, our site does not integrate with any ecommerce platforms. All sensitive data, such as transactions and admissions applications are deliberately handled by separate systems and linked externally from our site using simple hyperlinks.

We have no intention of building an additional payment processing feature on this site – this should be considered outside of the scope of the project, though the information architecture, design standards and content strategy should reflect a user path that encourages donors to visit support.vcu.edu to make gifts to the School of the Arts.

74. Do you plan to continue to use your current RHEL 7 sever for production? If not, do you have a team to deploy the new server instance, OR will this be a responsibility for the chosen vendor?

Yes, we plan to continue to use our current RHEL 7 server.

75. Do you have an email provider we can set up SMTP with for sending emails from the new website? For example, Gmail, Outlook 360, Internal Exchange server, etc.

VCU email is managed by Google Suite (Gmail). We haven't outlined specific interactions with our email service and the website, beyond what should be assumed from our use of simple webforms. (Notifications and confirmations from webform submissions are sent via email). We would want to discuss in more detail what role this integration would play relative to the scope of the project before committing to making email integration possible.

76. Would you like social media feeds to be approved/denied before being displayed on the new website?

For VCUarts owned accounts, moderation is not necessary. We currently use the Juicer.io plugin which allows us to display and moderate feeds that

are not created by our office (i.e., hashtag feeds). In these cases, we find moderation to be a useful feature.

77. Do you currently have a team that maintains the production web server updates and maintenance, OR will this be a responsibility for the chosen vendor?

VCUarts maintains all website plugin and WordPress core updates. Our server is at VCU's University Computer Center (ucc.vcu.edu) on a dedicated virtual machine. We have 100GB data capacity.

Hosting is not part of the scope of this project.

78. Will you provide the chosen vendor with all access required to import content/media assets from the current website? Including FTP/SSH and Database access.

Specific details for this should be worked out in the agreement with the chosen vendor but our intention is to provide the necessary access to the assets needed to complete this project, provided we are in compliance with all University information security policies.

79. Does the University currently have an Intranet site?

VCU has some intranet systems in very specific capacities, such as HR, the School of Dentistry, Employee self-service, etc.

80. If the new WordPress Gutenberg editor is not production-ready by the time development begins, would you be interested in using WPBakery Page Builder to create content pages? And then implement the Gutenberg editor once it is production-ready.

We are unfamiliar with WPBakery but would be open to discussing it as an option if the timing doesn't align with the release of Gutenberg. As our understanding is that Gutenberg will become core to WordPress, we must have a plan for integrating/installation to our website, so we are able to scale and evolve the site in the future. We do not want to be in a position of launching a new website just to have to rebuild parts of it to work with Gutenberg.

81. Will the site be hosted on a dedicated server or will other university sites be hosted on the same server?

The current sites are hosted at VCU's University Computer Center (ucc.vcu.edu) on a dedicated virtual machine.

82. Will the maintenance portion of the contract include server maintenance or just issues with the website itself?

Just the website itself. The server is maintained by VCU in partnership with VCUarts IT staff here.

83. What level of access will we be given to the server (FTP, control panel, SSH)?

Specific details for this should be worked out in the agreement with the chosen vendor but our intention is to provide the necessary access to the assets needed to complete this project, provided we are in compliance with all University information security policies.

84. Can you provide details of the server stack (linux or Windows, PHP version, MySQL version)?

Linux version: RHEL 7.5

PHP version: 5.6.25

MySQL version: Enterprise server 5.7.21, hosted on separate server

85. To achieve optimal performance of the site, a caching module will probably need to be installed. More advanced caching options often require tweaking settings for IIS or apache. Will we be able to make these tweaks ourselves or would we be advising someone in IT?

We will discuss the division of labor for this particular task as we are farther along in our process but generally speaking we will be able to work with the selected partner to make changes to our apache settings.

86. What kind of integration is needed between this site and the other university systems?

The website does not directly integrate with other university websites or systems.

87. Will the news and events on this new site come from the main university or will it be generated within the school?

News and events are generated within the School. We do not import VCU news content to our site or envision that as a need for our new website.

88. Other than the news stories, what else needs to be automatically migrated from the current site(s) to the new site?

News stories and calendar feeds are the only content areas that we realistically think could be automated into a new website. We expect that the new WordPress theme and its respective content strategy will depart from our existing site to the point that automating other forms of content migration will not be effective.

89. What we understand from the conference call is that, as a result of this project 20+ sites from the different departments will be migrated/merged into a single new site. Are you expecting each of these departments/sites to have their own unique template on the new site, or have them use the templates that we build for the main site? If this is not clear right now, then we can keep it open and decide during the discovery phase?

No, we are not expecting each department to have a unique template. In fact, we are seeking to promote consistency among departments as a result

of this project. Again, we are not seeking to have standalone department websites but rather move content from existing department standalone websites into pages in the new site. That being said, the department page “template” should be built with flexibility in mind as departments may have different needs on the web.

90. Do you have defined goals for improving conversion rates, or are you looking for the selected vendor to create a plan?

We don't have specific defined goals but we expect to see some general trends in a few standard metrics after going through this process – such as lowering our bounce rate for external audiences on strategic places on the website, increasing time on our website among prospective student audiences, raising page views on key pages and increasing information requests (leads) and application submissions. We would certainly be open to plans to improve conversion rates, provided it is presented within the context of the scope of work that we have outlined in the RFP. If the plan is not within the scope, then we recommend it be included as an optional “add-on” item.

That being said, we have finite resources in our capacity to manage additional partnerships and to pay for services during this project. Our priority right now is getting a new website launched.

91. Would you be open to the selected vendor proposing a governance/training plans as part of the project?

Yes, provided it is presented within the context of the scope of work that we have outlined in the RFP. If this is not within the scope, then we recommend it be included as an optional “add-on” item. That being said, we expect that one of the deliverables will be documentation for developers and content managers, and the core communications team will be trained.

92. While we don't necessarily adjust a proposal to maximize a budget, understanding your budget cap or range is important to helping us shape our response. Please share your expected budget range or cap for this project.

We have institutional experience of similar projects in size and scope being in the \$90-\$125,000 range. That being said depending on the quality of the submission and our assessment of cost vs value and the vision of the vendor, there can potentially be some flexibility with our funding commitment.

93. Provided your chosen agency partner can meet the launch goal of December 2018/January 2019, are you open to adjusting other milestones? Do you have specific organizational goals driving the start date and/or launch date?

We don't have specific organizational goals, other than our urgency to move our network of websites into accessibility compliance as soon as possible. That being said, it would be beneficial if we can move forward in time to launch during the next recruitment cycle.

94. How do you plan to manage/maintain the site (both maintenance and development of new features) going forward?

We have one full time developer and one full time web content strategist dedicated to the VCUarts web presence.

95. How will you define success of the project 6 months and 1 year out from launch?

After 6 months we hope to have fully transitioned all content on department websites to our new website. So, success will be defined by our ability to work with the new website, import/create content, meet all accessibility standards, troubleshoot any bugs/issues with the site, and the ease in which content editors can manage their assigned areas of the site.

After the site has been active for a year, we will have collected enough data to establish a baseline dataset. From here we can compare with the previous website and if we are successful, will see growth in the areas outlined in question 1. This will also position us to begin looking at ways to optimize our content and identify other opportunities for growth both on our site and in how we externally drive traffic to our website.

96. What are the primary attributes that you will consider when selecting a partner for this project?

Primarily, the vendor should make sure they clearly present their approach to all of the deliverables on page 11, section B of the RFP. Additionally, partners should be aware of our evaluation criteria outlined on page 20, section XXII.

Ultimately, we'll be looking to find a partner with the right fit – we'll be working closely together with this group over a long time period. We also want to partner with a vendor who has expertise in WordPress development and digital strategy beyond our own. It will be important for the chosen partner to understand the trends and challenges in the higher education marketplace and our specific institution—understanding our internal and external stakeholders and our unique needs as the top public ranked school of art and design in the country. Finally, we seek a partnership with a vendor who has a clear vision for our project that is ambitious yet realistic.

NOTE: A signed acknowledgment of this addendum must be received by this office either prior to the proposal due date and hour or attached to your proposal. Signature of this addendum does not constitute your signature on the original proposal document. The original proposal document must also be signed.

Name of Firm

Signature/Title

Date



VCU Procurement Services

RFP - Addendum No. 1

DATE: May 8, 2018

ADDENDUM NO. 1 - TO ALL OFFERORS:

Reference – Request for Proposals: RFP# 8002942CK

Title: VCU SCHOOL OF THE ARTS WEBSITE REDESIGN

Issue Date: April 13, 2018

Proposals Due: May 18, 2018, 2:00 PM

This addendum is issued to:

1. Extend the due date for proposals.

1. EXTENSION

The RFP proposal due date has been extended from Monday, May 14, 2018 to **Friday, May 18, 2018 at 2:00 PM.**



VCU Procurement Services

Request for Proposals

**VIRGINIA COMMONWEALTH UNIVERSITY
REQUEST FOR PROPOSALS (RFP)
#8002942CK**

Issue Date: APRIL 13, 2018
Title: VCU SCHOOL OF THE ARTS WEBSITE REDESIGN
Issuing and Using Agency: Virginia Commonwealth University (VCU)
Direct Inquiries to: CHRISTOPHER C. KERSEY, CPPB
ckersey2@vcu.edu

Proposal Due Date (Firm): MAY 14, 2018
2:00 PM

Proposal Delivery Addresses: VCU
Procurement Services – Proposal Processing
912 W. Grace Street, 5th Floor
Richmond, VA 23284

Note: Do not send via US Mail.

Access to Solicitation: This solicitation and any addenda are posted and may be accessed at any time at: <http://www.eva.virginia.gov>



A VASCUPP Member Institution

**VIRGINIA COMMONWEALTH UNIVERSITY
REQUEST FOR PROPOSALS (RFP)
VCU SCHOOL OF THE ARTS WEBSITE REDESIGN
#8002942CK**

OFFER FORM

In compliance with this request for proposals and to all conditions imposed therein and hereby incorporated by reference, the undersigned offers and agrees to furnish the services described herein in accordance with the attached signed proposal or as mutually agreed upon by subsequent negotiation. Furthermore, the undersigned agrees not to start any work relative to this particular solicitation until a resulting formal signed Purchase Order is received by the Contractor from University Purchasing. Any work relative to this solicitation performed by the Contractor prior to receiving a formal signed Purchase Order shall be at the Contractor's own risk and shall not be subject to reimbursement by the University. **Signature below constitutes acknowledgement of all information contained through links referenced herein.**

A. GENERAL INFORMATION:

Name & Address of Firm:

_____ Date: _____
 _____ By (Signature In Ink): _____
 _____ Zip Code _____ Name Typed: _____
 E-Mail Address: _____ Title: _____
 Telephone: (____) _____ Fax Number: (____) _____
Toll free, if available **Toll free, if available**
 DUNS NO.: _____ FEI/FIN NO.: _____

B. SMALL, MINORITY & WOMAN OWNED BUSINESS INFORMATION

MINORITY-OWNED BUSINESS: () YES () NO WOMEN-OWNED: () YES () NO
 REGISTERED WITH eVA: () YES () NO SMALL BUSINESS: () YES () NO
 VIRGINIA DSBSD CERTIFIED: () YES () NO VIRGINIA DSBSD CERTIFICATION#: _____

C. PROPRIETARY OR CONFIDENTIAL INFORMATION

Check the box to the left "if" your proposal contains proprietary or confidential information. If so, add an attachment sheet to this form with details.	See Paragraph XIV for more information
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D. ACKNOWLEDGEMENT OF ADDENDA: Acknowledge your receipt of any addenda that may have been issued under this solicitation.

See Paragraph VIII for more information

Addendum #			Addendum #
Addendum Date	___/___/___		Addendum Date
Addendum #			Addendum #
Addendum Date	___/___/___		Addendum Date

Affix this Form as the FIRST PAGE of your proposal.

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I. PURPOSE

The intent and purpose of this Request for Proposals (RFP) is to solicit sealed proposals for the design of a comprehensive new website for the VCU School of the Arts.

Term: The contract term shall be one (1) year.

- A. **COOPERATIVE PROCUREMENT:** It is the intent of this solicitation and resulting contract(s) to allow for cooperative procurement, at the contractor's discretion. Accordingly, any public body, public or private health or educational institution or lead-issuing institution's affiliated foundations may access any resulting contract(s) if authorized by the contractor.

Participation in this cooperative procurement is strictly voluntary. If authorized by the Contractor(s), the resultant contract(s) may be extended to the entities indicated above to purchase at contract prices in accordance with contract terms. Upon request, the Contractor shall notify the lead-issuing institution in writing of any entities accessing the contract. No modification of this contract or execution of a separate contract is required to participate. The Contractor shall provide usage reports for all entities accessing the Contract upon request. Participating entities shall place their own orders directly with the Contractor(s) and shall fully and independently administer their use of the contract(s) to include contractual disputes, invoicing and payments without direct administration from the lead-issuing institution. The lead-issuing institution shall not be held liable for any costs or damages incurred by any other participating entity as a result of any authorization by the Contractor to extend the contract. It is understood and agreed that the lead-issuing institution is not responsible for the acts or omissions of any entity, and will not be considered in default of the Agreement no matter the circumstances. Use of this contract(s) does not preclude any participating entity from using other contracts or competitive processes.

- B. **OPTIONAL-USE CONTRACT:** The resulting contract(s) will be an optional use contract. VCU is in no way required to make purchases from the Contractor and may in its sole discretion purchase the identical and/or similar goods/services from other sources. Any estimates/quantities contained herein do not represent a purchase commitment by VCU.

II. THE UNIVERSITY

Located on two downtown campuses in Richmond, VCU enrolls more than 31,000 students in 216 certificate and degree programs in the arts, sciences and humanities. Sixty-nine of the programs are unique in Virginia, and 28 graduate and professional programs are ranked among the best in the nation in U.S. News & World Report's "America's Best Graduate Schools," including the No. 1 ranked sculpture and nurse anesthesia programs. As one of the nation's top research universities, VCU attracts more than \$255 million a year in sponsored research funding.

VCU Medical Center is one of the nation's leading and Central Virginia's only academic medical center. It includes the 865-bed MCV Hospitals and outpatient clinics, MCV Physicians - a practice of more than 600-physician-faculty, and the health sciences schools of VCU.

VCU is an urban leader, forging ties with business, industry and government in such innovative projects as the collocation of the schools of Business and Engineering, the da Vinci Center for Innovation in Product Design and Development and the Virginia BioTechnology Research Park.

The university and its medical center are the largest-single employer in the Richmond area, with more than 18,650 employees, including almost 2,000 full-time instructional faculty — many of them nationally and internationally recognized in their fields. VCU's direct economic impact to Virginia is estimated to be \$3.6 billion in annual spending that supports 43,705 jobs.

VCU's 16 varsity sports compete at the NCAA Division I level as members of the Colonial Athletic Association. In recent years, VCU has participated in NCAA Tournaments in men's and women's basketball, baseball, golf, men's soccer and men's and women's tennis, including the VCU men's basketball's run to the Final Four in 2011.

III. **PRE-PROPOSAL CONFERENCE**

An optional pre-proposal conference will be held at 11:00 AM on April 30, 2018 at the:

**Grace Street Center Building
Procurement Services Conference Room
912 West Grace Street, Fifth Floor
Richmond, VA 23284**

For directions and paid parking information visit:

<https://parking.vcu.edu/parking/>

The purpose of the conference is to allow Offerors an opportunity to ask questions and obtain clarification relative to any facet of this solicitation. Offerors are strongly encouraged to submit questions in advance by emailing them to BUYER EMAIL prior to the conference.

While attendance at this conference is optional, Offerors who intend to submit a proposal are highly encouraged to attend and to have a copy of this solicitation to reference. Any questions and answers that are presented during the conference or any changes to the solicitation resulting from this conference will be issued in a written addendum to the solicitation.

Firms may participate in the pre-proposal conference via conference call. Dial in information is below:

- “Dial-In” numbers:

866-842-5779 (United States and Canada)

832-445-3763 (International)

- Conference Code # 8291055716, Enter when prompted followed by the # sign.
- “Dial-In” at the scheduled date and time.

IV. **ABOUT THE WEBSITE**

A. **BACKGROUND:**

The current arts.vcu.edu website was launched in July 2015. Since then, the School of the Arts at Virginia Commonwealth University (VCUarts) has struggled to manage a number of growing internal and external demands with respect to its web presence. We seek the assistance of a web design partner in order to fulfill our obligations through a full-scale website redesign that will work within our existing brand guidelines.

The current website is unable to keep pace with several trends in the marketplace and education policy—including a growing competitive market to attract top arts students, particularly from a “digital-first” demographic. At the policy level, VCUarts must respond to federal oversight on web accessibility standards and national conversations about the value of higher education.

Internally, the web presence of VCUarts has become ungovernable. The Communications Office at VCUarts is charged with maintaining over 25 microsites, in addition to the primary arts.vcu.edu site. Each site is built in a custom WordPress theme that must be maintained, including security updates and accessibility standards, in addition to ensuring that content is kept current and strategically targeted at prospective student audiences. Most of our microsites are for individual academic departments. Our information architecture (IA) model has all academic program information housed on those microsites. As a result, it is almost impossible for prospective student audiences to navigate between different academic programs while browsing. Moreover, there is no content governance or adherence to any brand standards on department sites. Consequently, our website network is inconsistent, unfocused and fragmented. At best this makes it difficult for prospective students to find the information they are looking for and at worse, may dissuade them from applying all together.

To overcome these challenges, we are seeking a partnership with a vendor with specific expertise in higher education and WordPress to develop a new website for VCUarts. This new site will bring all departments and sub-sites into one single ecosystem, be built for mobile users and accessibility standards first, and follow a modern marketing philosophy for higher education, one that views an institution's web presence as a powerful marketing tool to attract interest from prospective students.

B. HISTORY AND CONTEXT

The current iteration of the VCUarts primary website was built in-house and launched in July 2015. All department websites were created in-house and launched from roughly 2013 – 2016. The main website (arts.vcu.edu) is based off the “Bones” [starter theme](#). While the University home page and most schools and units at Virginia Commonwealth University (VCU) have largely moved to the paid CMS, TERMINALFOUR (T4), VCUarts has been granted an exception to use WordPress as our CMS. This is for a number of reasons:

1. The size of VCUarts' web presence and the preeminent profile of the School as the #1 publicly ranked arts and design school in the nation.
2. T4 is a paid service and expensive to develop. WordPress is free, open-sourced and widely used in higher education applications.
3. T4 generates static content whereas WordPress is considerably easier to push out real-time content updates through its blog and loop functions.
4. WordPress has tens of thousands of plugins available. For this project and future scalability of our web presence, access to the plugin library and the enormous community of developers is critical for our long-term competitiveness on the web.
5. As T4 is a small, paid CMS, there is a limited community of developers with T4 experience, whereas WordPress is the most widely used and developed CMS in the world.
6. VCUarts maintains our own hosting environment and security standards; we lack the resources and knowledge to effectively maintain a T4 environment.
7. The institution has extensive experience as developers and content editors in WordPress. Switching to a new system would require significant retraining on all fronts. We do not believe there will be a net gain in benefits by switching to T4.
8. From conversations with developers and interactions with T4 website project managers, we understand the T4 development cycle to be an extremely time-consuming process, even for programmers who are familiar with the T4 codebase (which is an extremely small community). The core of WordPress is built with most common functions out of the box, so developing sites in WordPress is much more efficient and cost effective.

Based on these points, we are seeking to build a new website in WordPress and are not considering other content management systems.

C. KNOWN TECHNICAL AND FUNCTIONAL ISSUES WITH THE WEBSITE

1. Accessibility standards were not prioritized during the build of the last website
2. A number of orphan pages (no parent, no menu navigation or breadcrumbs to help user navigate through layers of nested content)
3. IA not engineered to direct users to strategic objectives (apply, visit, request info, etc.)
4. Web presence is fragmented in terms of content structure and design among department sites
5. Faculty and staff profiles are inconsistent and not centralized
6. News stories are buried deep in sitemap
7. Core messages are not displayed on the homepage
8. Search is not intuitive and due to most content being housed on department sites, search does not index key pages

9. Site is responsive but not built mobile-first
10. No visual standards or design governance implemented across all sites
11. 404 page not strategic
12. The treatment of faculty profiles is inconsistent and undermaintained
13. Digital ads have no “landing page” as a destination
14. The central calendar and news page does not integrate news and events created within department websites
15. Academic program finder is a static list, there are no options for prospective students to filter based on their interest or sort by various criteria. A program finder with these features is not just a growing trend in higher education, it has become the standard for presenting academic programs to prospective students.

The selected vendor is expected to solve these issues with the finished web product and through recommendations on IA and content strategy. We seek to build an IA with structure, prioritizing our most important audiences and content, yet flexible enough to evolve with the School as we grow.

D. CURRENT WEBSITE TECHNICAL SPECIFICATIONS

1. Profile of current website user’s web browsers:
 - a) Chrome: 51%
 - b) Safari: 32%
 - c) Firefox: 5%
 - d) Internet Explorer: 3.6%

Note: Users on IE 9 and below, account for less than 0.3% of users on the website.
2. WordPress
 - a) arts.vcu.edu on WordPress 4.9.4
 - b) We use a number of core plugins, though most reliant on the following:
 - i) Advanced Custom Fields (ACF) Pro and the ACF Nav Menu Field
 - ii) Tablepress
 - iii) Gravity forms
 - iv) Search by Algolia
 - v) WordPress multisite network
3. Web services/hosting
 - a) Standard LAMP stack
 - i) Linux (RHEL 7)
 - ii) Apache 2.4.12
 - iii) MySQL 5.7.13
 - iv) PHP 5.6.5
 - b) Network scope
 - i) 1 network
 - ii) 45 live sites
 - iii) 270 users/content editors
 - iv) Library of 44 themes
 - v) 77 plugins across network
 - c) Accessibility standards
 - i) VCU maintains a number of web standards related to accessibility. Bidding vendors should review the full guide prior to submission at: <https://webstandards.vcu.edu/compliance/accessibility/>

V. ABOUT VCUarts

VCUarts is a comprehensive art school within a major, urban public research university. Currently ranked the No. 1 public school of art and design by U.S. News and World Report, it offers 15 undergraduate and 10 graduate degree programs in fine arts, design, performing arts, historical research and pedagogical practice. It has a branch campus in Doha, Qatar.

Distinguished faculty members are internationally recognized in their respective fields and contribute significantly to the stature of VCU and are committed to mentoring the next generation of artists, entrepreneurs, scientists, scholars and engaged citizens of diverse communities around the world.

The community of VCUarts consists of more than 250 faculty, lecturers and staff, 175 graduate students and 2,800 undergraduates spanning a wide range of creative research and scholarly disciplines including: Art History, Art Education, Cinema, Communication Arts, Craft/Material Studies, Dance and Choreography, Fashion Design and Merchandising, Graphic Design, Interior Design, Kinetic Imaging, Music, Painting and Printmaking, Photography and Film, Sculpture and Extended Media, and Theatre.

A. Mission

Virginia Commonwealth University School of the Arts strives be a stimulating community of students and teachers who: cross the boundaries of conventional art and design disciplines, apply aesthetic and intellectual vision to the expression of complex ideas, value artistic tradition and experimentation in the search for creative solutions, connect international experience with professional education, integrate technical skills with theoretical understanding, and care about their work's effect on people.

Besides the primary undergraduate and graduate arts school, there are a number of extensions and organizations affiliated with VCUarts including:

- The Anderson (gallery and exhibition space)
- The Arts Research Institute
- The Advanced Media Production Technology program (AMPT)
- The Center for the Creative Economy
- The Commonwealth Society
- The da Vinci center
- The Depot
- Fountainhead Fellowship
- Grace Street Theater
- Institute for Contemporary Art
- The Pollak Society
- Summer Studio program

In addition, VCUarts also has a satellite campus in Doha, Qatar—though their web presence is out of the scope of this project. The Communications Office at VCUarts Richmond does not maintain qatar.vcu.edu. However, we may share any developed codebase, WordPress theme or framework with their team.

The trajectory of the school and the impact of our students and faculty continues to position us a national leader in the arts, as well as a community pillar in the Richmond area and local arts community. Our academic offerings and classroom pedagogy continue to evolve to be more interdisciplinary and to recognize the role that technology plays in both learning and in the artistic process and product.

Entering its 90th year as an institution, VCUarts is looking toward the future from a position of strength that embraces our purpose to be daring, bold and distinctive. Our web presence in both design and execution must reflect these core values.

B. VCUarts mission reflects the values of VCU

1. As the premier urban, public research university in the state, Virginia Commonwealth University's mission is to advance knowledge and student success through its commitments to:
 - An engaged, learner-centered environment that fosters inquiry, discovery and innovation in a global setting

- Research that expands the boundaries of new knowledge and creative expression and promotes translational applications to improve human health
- Interdisciplinary collaborations that bring new perspectives to complex problems and mobilize creative energies that advance innovation and solve global challenges
- Health care that strives to preserve and restore health for all people, to seek the cause and cure of diseases through groundbreaking research and to educate those who serve humanity
- Diversity that provides a climate of inclusion, a dedication to addressing disparities wherever they exist and an opportunity to explore and create in an environment of trust
- Sustainable university-community partnerships that enhance the educational, economic and cultural vitality of the communities VCU serves in Virginia and around the world

The University is currently in late planning phases of a new strategic plan to be announced in the fall of 2018: *Quest 2025, Together We Transform*.

2. This plan will focus on 5 key themes:

a) National prominence

VCU is a premier research university, focused on the positive progress of humanity through discovery and innovation.

b) Student Success

VCU provides exceptional experiences (curricular as well as co-curricular) for all students.

c) Collective urban transformation

VCU has an enduring commitment to the Richmond region and to Virginia.

d) Culture of appreciation

VCU is a place of opportunity, where you feel supported and can do meaningful work.

e) Activating and living diversity

VCU understands everyone's intrinsic value, and reflects inclusive excellence in all that it is and does.

3. **The new website for VCUarts will reflect these themes in the following ways:**

a) National prominence

In order to grow and maintain our national reputation and rankings, our web presence must effectively tell our story to a wide audience, particularly with how we position faculty and staff experts to the press and media and how we present news stories to the public.

b) Student success

We must continue to recruit and support future arts scholars—our web presence plays a significant role in authentically telling our story to prospective students and reinforcing our mission and values to the whole VCUarts community.

c) Collective urban transformation

VCUarts is a significant, active member in the Richmond regional community—we offer summer camps and pre-college education programs to high school students. We also present theatre and music performances, art exhibits, galleries and public events (such as our annual fashion show) to the RVA community. We serve a critical role in engagement with city, state and federal agencies as arts advocates and ambassadors of VCU. A robust events calendar and a website that can support our external communications activities is necessary for us to deepen our relationship with our community.

d) Culture of appreciation

Students at VCUarts have incredible opportunities here, starting with the terrific value of our low tuition rate, our funded research and study abroad opportunities, career services and other student resources surrounded by a culture that supports intellectual curiosity and artistic expression. Our website must effectively and authentically communicate these values.

e) Activating and living diversity

Our site must be built to be accessible by anyone with disabilities. We also must have a website that allows us to reflect our diverse community of students, staff and faculty in our messaging and simultaneously encourages a diverse population of prospective students to apply to VCUarts.

4. External Market Forces and Changing Demographic Trends

We have observed a number of broad, national trends in higher education policy and among other institutions in how they recruit prospective students. State and federal funding for higher education is in [decline](#), and has been for the past decade, forcing colleges and universities to rely more heavily on tuition and advancement efforts. This has created a competitive marketplace for attracting the best students across the world in top-ranked programs, such as those within VCUarts.

Our website needs to be engineered to meet this demand, and scaled for future growth of a robust, modern digital marketing model. Successful higher education websites have prioritized student recruitment by implementing a number of best practices:

- a) Recognizing that current high school students primarily use mobile/tablet devices to go online, and ensuring that websites are mobile-first, not just mobile-friendly.
- b) Understanding that this demographic is accustomed to an e-commerce philosophy behind many of the websites they interact with. Thus, creating a program finder that allows users to filter and sort based on a number of criteria including career/vocation path, area of study, degree type, etc.
 - i) In addition, this is a demographic accustomed to information catered to them in personalized feeds on social media. We must convey that at VCUarts, with a combination of major/minor, extracurricular activities, research projects, internships and study abroad, students can completely personalize their academic experience.
- c) Using content to reinforce cost/value messaging. Research has shown the next generation of post-recession future college students prioritizes outcomes and value of education. A degree from VCUarts is of excellent value, which positions the school in a unique position of strength relative to its peers. We must use the website to attract not only the best scholars in Virginia, but across the nation and internationally.

We also must recognize the fundamental need of alumni/donor support. Through our digital presence we need to continue to tell stories that resonate with alumni experiences and promote shared values as arts, and arts education advocates. We must show the impact of donor giving and provide opportunities to support important policy initiatives through advocacy as well as monetary gifts. As VCU is in the middle of the “Make it Real” \$750 million dollar capital campaign, VCUarts must support our contributory fundraising objectives through messaging on the website.

National reputation and rankings still matter. How VCUarts appears on the web has an impact on how outsiders perceive our institution. As our website is often the first contact point with external audiences, our website is essential to our mission and our commitment to the Quest 2025 strategic themes.

VI. STATEMENT OF NEEDS

This section describes VCU’s requested goods and/or services and the areas to be addressed in Offeror’s proposal. **The areas to be addressed are italicized and in bold.** Proposal response must be written in the same order as outlined below. Proposals should be prepared simply and economically, providing a straightforward, concise description of capabilities. Emphasis should be placed on completeness and clarity of content. Mandatory requirements are designated by the words **shall** or **must** and non-mandatory requirements are designated by the words **should** or **may**. Failure to submit all information requested may result in the elimination of the proposal from consideration. Proposals which are substantially incomplete or lack key information may be rejected by VCU.

The vendor that is selected must be technically and professionally capable of providing the services described herein.

A. VCU School of the Arts seeks a full service digital marketing, communications and web design agency to build a comprehensive new website, based on the WordPress CMS, for the Virginia Commonwealth University School of the Arts (VCUarts). This website will be the result of an extensive process including, but not limited to, phases of research and discovery, outlining project scope, wireframe and information architecture (IA) development, design mockups, site development, testing, launch and immediate post-launch maintenance and troubleshooting. The selected agency will work closely with VCUarts Communications Office project managers, content creators and developers in addition to VCUarts key stakeholders. The new website will be built to accomplish a number of broad objectives in addition to fulfilling specific criteria outlined below—including ensuring accessibility compliance with federal and VCU standards, embracing a strategic marketing model targeted at (1) prospective students, (2) alumni and donors and (3) external audiences. The site must align a fragmented network of over 25 department and extension websites under one unified web presence that uses our defined brand standards and consistent styles throughout.

B. Specifically, the Contractor shall:

- 1) Bring technical expertise and marketplace best practices to the table that far exceed our in-house knowledgebase
- 2) Deliver a website that will:
 - a) Be 100% compliant with University and federal accessibility standards
 - b) Be designed mobile-first, not just mobile friendly
 - c) Be a high-quality design that reflects our vision to be daring, bold and distinctive
 - (i) This design should be functional – using the fundamentals of design theory to drive the experience of the user, in other words, focusing on UX above all
 - (ii) That makes VCUarts visual identity consistent across the website
 - (iii) Have flexibility within the design structure, for individual units and departments to create content for their needs
 - (1) Because this is a comprehensive arts school we have need to display content in all types of formats including podcasts, music/sound, videos, photo galleries, and other interactive features
 - (iv) Have a look and feel that reflects the character and design expertise housed in the #1 public school of the arts
 - d) Generate specific KPIs including:
 - (i) Increase traffic on strategic pages such as admissions content, academic program finder and news stories
 - (ii) Increase number of conversions for CTA's on key links to apply, visit and request information
 - e) Have a strategic information architecture and sitemap that is focused on the path of the external user, namely prospective students. This IA will accomplish the following:
 - (i) Remove any orphan pages
 - (ii) Lower redundant page count
 - (iii) Have a centralized home for the VCUarts calendar, news, alumni content, faculty directory
 - f) Have navigation built for nested content, recognizing that given the size of the school, pages may need to go several levels deep and navigation should be clear to the users through an intuitive menu, breadcrumbs and other visual cues
 - g) Deliver an approach to an academic program finder that embraces an e-commerce philosophy, meaning:
 - (i) The program finder can sort or filter
 - (ii) Users can find programs by area of study, degree type or career/vocation
 - (iii) Users may see suggested similar programs

- h) Be built for prospective students and modern marketing practices in mind:
 - (i) Can integrate with an “inbound marketing” framework
 - (1) Aligns with a conversion funnel methodology
 - i) IA pathway should lead visitors to apply, visit, request info directly (or)
 - ii) Pathway should send visitors directly to our program finder so they can “shop” for a major, then complete one of the CTA’s above
- i) Be built to scale for greater content personalization, including user-generated content:
 - (i) Having capacity for student blogs with suggested similar posts driven by tags, categories
 - (ii) Suggestion of similar academic programs in program finder
 - (iii) Embedded social media feeds on website, recognizing that the primary social media accounts can serve as community content ambassadors, by strategically resharing posts from our followers
 - (iv) A future integration with a CRM system is possible. The site should be built with an understanding that certain aspects of a CRM used to serve up personalized content often need to be embedded into parts of the website. Page templates should be modular, built with these types of add-ons in mind.
- j) Recognize that the website is a tool that extends beyond recruitment activities, and content features used for recruitment may serve a function for internal communications as well
- k) Can support content for public audiences, such as patrons of our performing arts events in music and theatre
- l) Allow greater flexibility of content:
 - i) Such as long-form news stories, quick blog updates and dynamic layout of web pages
 - ii) And give autonomy and creative control to content creators while still working within our brand and clearly defined web styles
- m) Be built to handle multimedia (video/photo galleries) and other interactive web content

C. The Contractor may:

- 1) Suggest the upcoming Gutenberg update to WordPress as a solution to the challenge of allowing content creators greater flexibility while still working within consistent brand framework and styles. VCUarts does not yet have a clear vision for how to use (or not use) Gutenberg as part of this project.
- 2) Suggest a consistent approach to our listing of faculty profiles on the VCUarts website network. This can be a valuable tool in creating a database of experts for media and press relations and serve as a resource for other external stakeholders (such as academic conferences), but also a difficult area to maintain without content governance standards and a certain degree of automation.
- 3) Recommend repurposing aspects of our new theme for other applications as needed. For example, the Department of Theatre may duplicate our calendar, as they have needs to present and promote performances to a wider audience (including community members) than the primary audiences of arts.vcu.edu.
- 4) Lay the foundation with the new site for future initiatives—including the eventual adaptation of a formal CRM system for admissions purposes.
- 5) Suggest an intranet as a solution to our challenge of presenting content for external audiences on the website, yet still having need to have certain types of information available on the web for current students, faculty and staff. Given the project size of such a solution, this may be presented as an “add-on” option, outside of the primary scope of this project.

D. VCUarts will:

Provide a number of resources needed for the vendor to effectively complete this project including:

- 1) Access to VCUarts leadership and key stakeholders

- 2) Current sitemaps
 - 3) Listing of audiences
 - 4) Listing of peer and competitor institutions
 - 5) Access to necessary web resources and metrics including:
 - a) Admin access to our current web network as-needed
 - b) Server/hosting environment
 - c) GitHub repository
 - d) Media library
 - e) Google Analytics
 - f) Clicky
 - g) User surveys
 - h) Social media data
 - 6) Style guide and branding standards
 - 7) Organizational chart and listing of core staff members
- E. VCUarts may:
- 1) Hire freelance writers and content creators to assist with the content migration process of this project
- F. Experience
1. The vendor should have extensive experience in working in higher education and WordPress, especially with respect to understanding and building upon emerging technologies and digital strategies. In addition, the vendor should have experience in navigating the political challenges of extensive projects that can impact a number of stakeholders who often have conflicting needs or expectations.
 2. The vendor should have conducted at least three (3) successful large-scale website launches within the past three (3) years that exhibit stunning design and functionality in given work.
 3. The vendor should have the staff capacity to devote the required attention and priority to this project from all necessary areas including project management, customer service, design, development and consultancy.

VII. **THE REQUEST FOR PROPOSALS PROCESS – GENERAL**

- A. **Written Proposals:** To properly respond to this Request for Proposals, offerors are required to prepare a written proposal in the format described below. This includes the submission of certain forms.
- B. **Physical Delivery Required:** As noted on the solicitation cover sheet, proposals must be physically delivered to a specific address prior to a FIRM deadline. Electronic submissions shall not be accepted.
- C. **Initial Evaluation and Oral Presentations:** Proposals will be evaluated against criteria specified below in this solicitation, after which firms may be invited to participate in oral presentations.
- D. **Discussions/Negotiations, Final Offers and Selection:** Following initial evaluations and oral presentations (if applicable), discussions and/or negotiations with at least the top two firms may occur. If so, these firms shall be invited to submit any written changes to their proposals and a final selection decision shall be made based on the initial proposals, oral presentations (if applicable) and any negotiated, written changes to proposals.
- E. Each of the above steps are described below in detail. It is incumbent upon all offerors to read the entire solicitation to understand the entire solicitation process.

VIII. PREPARATION OF WRITTEN PROPOSALS - GENERAL

A. Offerors shall submit:

1. **Required Forms:** The following forms must be completed and returned with the proposal
 - a) The Offer Form on Page 2 of the RFP
 - b) Fully completed Appendix I (unless Offeror is a DSBSD-certified SWaM business), and
 - c) Fully completed Appendix II.
 - d) All forms must be executed by an official representative of the Offeror.

2. Hard Copy and Electronic Copy of Entire Proposal

- a) One original hard copy (paper) document of the entire proposal, including all attachments and proprietary information, and
- b) One electronic copy (on a disc or flash drive) of the entire proposal including all attachments and proprietary information.

IX. SUBMISSION OF PROPOSALS

- A. Hard copy, original proposals, along with an electronic version on a disc or flash drive, must be received in Virginia Commonwealth University’s Office of Procurement Services on or before the date and time designated on the solicitation cover sheet.
- B. Electronic and facsimile submissions shall not be accepted in lieu of a hard-copy submission.
- C. Offerors are responsible for the timely delivery of their proposal. Proposals received after the official date and time specified on the solicitation cover sheet shall be rejected. The official date and time used in the receipt of responses is that time on the clock or automatic time stamp in the Office of Procurement Services.
- D. The RFP number, date and time of proposal submission deadline, as reflected in the solicitation, must clearly appear on the face of the envelop or box used to deliver proposals. Example:

From:

_____	_____	_____
Name of Contractor	Due Date	Time
_____	_____	
Street or Box Number	RFP No.	
_____	_____	
City, State, Zip Code +4	RFP Title	
Name of Contract/Purchase Officer or Buyer:	_____	

If a proposal is not clearly identified, the Contractor takes the risk that the proposal may be inadvertently opened and the information compromised, which may cause the proposal to be disqualified. Proposals may be hand-delivered to the designated location in the office issuing the solicitation. No other correspondence or other proposals should be placed in the envelope.

X. PROPOSAL RESPONSE FORMAT

A. General

Proposal responses must be written in the same order as outlined below. Proposals should be prepared simply and economically, providing a straightforward, concise description of capabilities. Emphasis should be placed on completeness and clarity of content. Proposals which are substantially incomplete or lack key information may be rejected.

B. Introduction

Provide an introduction of the Offeror and all major subcontractors who will be involved in the performance of the work. Include primary business experience, length of time in business, ownership, office locations, and specific location of the principal office from where VCU work will be performed and any other information of an introductory nature.

C. Qualifications of the Firm

Provide a response and describe how your firm's overall experience demonstrates your ability to successfully complete the Statement of Needs. Provide a detailed list of services you have provided to clients over the past three years which are similar to those required by VCU. This list should explicitly contain an outline of your experience with higher education, Wordpress and general web development knowledge.

Additionally, please provide a write-up of 2-3 relevant projects in scope, demonstrating your ability to complete research and discovery activities, build partnerships and navigate political challenges among campus units that often exist in silos and have conflicting needs and expectations related to the website. This write-up should include an explanation of how your decisions were made related to design concepts and final product. We are specifically interested in your process and your approach to fact-finding, decision making and using evidence to inform choices made in the final product. Please show measurable data or impact when possible in these write-ups.

D. Qualification of the Staff

Provide a response and identify the staff members who will provide the services required by the proposal, including years and type of experience for each person. Experience should include number of years at current firm as well as all prior service. This should also include a description of the vendor's capacity to take on a project of this size, including availability for regular check-ins and some in-person site visits.

E. References

A list of three (3) references for whom similar services were provided, preferably institutions of higher education, or similarly-sized organizations.

F. Work Plan

The Work Plan must contain a comprehensive description of services including the following elements:

1. General – This section of the proposal must contain sufficient detail to convey the methodology or work plan contemplated for use. Offerors must describe how the services listed in the Statement of Needs shall be performed. This should clearly articulate the division of labor between the Offeror and VCUarts with respect to content creation, content migration and IA planning. In addition, information about the vendor's project management process including methodology (such as "waterfall"), project management software and work style are preferred.
2. Deliverables – Fully describe all of the deliverables to be submitted under the proposed contract, including a summary of the Offeror's commitment to testing and post-launch support with proposed division of labor roles between the vendor and VCUarts for these activities. In addition, please include a description of project documentation in this submission, examples are preferred.

This should include a description of the expected phases of a project of this size, such as:

- a. Discovery
- b. Project scope and definition/requirements document
- c. Design (3 treatments in this phase)
- d. Development/Testing
- e. Launch
- f. Post-launch support and troubleshooting

3. Work Schedule/Timeline – Include a work schedule/timeline indicating when the elements of the work will be completed and when deliverables will be provided. Suggestions, if any, for streamlining the work schedule should be presented. Cost implications for streamlining the schedule should be presented, if applicable.
 - a. Discovery/site visits in late May/June
 - b. Requirements document/IA by July
 - c. Design comps by late summer
 - d. Development of site/beta by December
 - e. Site launch in December 2018/January 2019
4. Outcomes and Performance Measurement – Describe the impacts/outcomes offerors intend to achieve, including how these outcomes would be monitored, measured and reported to the University.
5. Overall Risk - Define risks significant to the success of the work. Include how you propose to effectively monitor and manage these risks, including the reporting of risks to the University (i.e., how you will manage staff turnover or other issues that may negatively impact the work, their potential and how you would propose to mitigate them).
6. Other – Provide any other information the Offeror deems relevant to describing the work plan.
7. Small, Women-Owned and Minority-Owned (SWaM) Business Commitment - Unless the firm is a SBSD certified small business, it must submit and complete Appendix I (see Section IX and Appendix I below). DSBSD certified small businesses must include their certification number on the coversheet of this RFP, but are not required to complete Appendix I.
8. Exceptions: Offeror must note any requested exceptions to any of the requirements and/or any of the terms and conditions stated in this RFP in *Appendix III: Exceptions*.

G. Price Proposal

The proposal should include the elements listed below. Note VCU reserves the right to negotiate price.

<u>Column I</u> <u>Description</u>	<u>Column II</u> <u>Quantity</u>	<u>Column III</u> <u>Price</u>	<u>Column IV</u> <u>Extended Price</u> <u>(Columns II x III)</u>
Discovery phase. Vendor will conduct a site-visit, analyze web metrics, interview key VCUarts stakeholders and do preliminary research for the project.	1	\$ _____ EA	\$ _____
Requirements phase. Following discovery, the vendor will produce a requirements document, outlining the key deliverables for the site redesign.	1	\$ _____ EA	\$ _____
Design phase. This phase should give VCUarts (3) separate design treatments to review with one final design selected for the next phase.	3	\$ _____ EA	\$ _____
Development. During this phase the website itself will be built. A beta site and a launch plan should emerge as key deliverables during this phase.	1	\$ _____ EA	\$ _____
Launch and delivery. The website will go live and the codebase will be transferred to VCUarts.	1	\$ _____ EA	\$ _____
Post-launch support. The final phase of this project should include some extended post-site launch support for bugs and other troubleshooting. (30-60 days)	1	\$ _____ EA	\$ _____

Total Proposal Amount (sum of prices in Column IV)	\$ _____
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XI. SMALL, WOMEN-OWNED, AND MINORITY-OWNED BUSINESS COMMITMENT (SWaM):

It is the policy of the Commonwealth of Virginia that 42% of its purchases be made from small businesses to contribute to the establishment, preservation, and strengthening of small businesses, and businesses owned by women and minorities, and to encourage their participation in VCU procurement activities. The Commonwealth encourages Contractors to provide for the participation of small businesses and businesses owned by women and minorities through partnerships, joint ventures, subcontracts or other contractual opportunities.

Offerors must submit complete Appendix I (see section XIV: Attachments) unless offeror is a DSBSD certified small business. DSBSD certified small businesses must include their certification number on the coversheet of this RFP, but are not required to complete Appendix I.

Use of Subcontractors: If the Offeror intends to use subcontractors to perform any portion of the work described in this RFP, the Offeror must clearly so state. VCU is placing an increased emphasis on its SWaM (Small, Women, and Minority Owned) business program and is interested in identifying any potential opportunities that may be available to engage SWaM vendors to be certified by the Virginia Department of Small Business and Supplier Diversity (DSBSD) through new or existing contracts. **Identify and list any such opportunities that your firm would commit to if awarded this Contract in Appendix 1- Participation in VCU Procurement Transactions Small Businesses and Businesses Owned by Women and Minority.** The Offeror's response must include a description of which portion(s) of the work will be sub-contracted out and the names and addresses of potential Subcontractor(s) under the Contract.

SWaM REPORTING AND DELIVERY REQUIREMENTS:

Unless the Contractor is a DSBSD certified small business, the Contractor shall submit quarterly reports on the direct involvement of Department of Small Business and Supplier Diversity (DSBSD) certified SWaM Businesses in the performance of the Contract. The report shall specify the actual dollars spent to date with Small Businesses, Women-Owned Businesses, and Minority-Owned Businesses based upon the Contractor's commitment for utilization of DSBSD SWaM Businesses.

The Contractor shall provide this information to:

Virginia Commonwealth University
Procurement Services Office
Attn: SWaM Coordinator
912 W. Grace Street, POB 980327
Richmond, VA 23284
Email: swamreporting@vcu.edu

Failure to submit the required information will be considered a contract compliance issue and will be addressed accordingly. In addition, failure to submit the required information will result in invoices being returned without payment.

XII. ADDENDA

- A. If this solicitation is amended by published addenda, then all terms and conditions which are not modified shall remain unchanged.
- B. Offerors shall acknowledge receipt of any addendum to this solicitation by (1) signing and returning the addendum, or (2) by identifying the addendum number and date in the space provided on the Offer Form, or by (3) other written means of acknowledgement.

XIII. PROPOSAL ACCEPTANCE PERIOD:

Any proposal in response to this solicitation shall be valid for sixty (60) days. At the end of the sixty (60) days, the proposal may be withdrawn at the written request of the Contractor. If the proposal is not withdrawn at that time it remains in effect until an award is made or the solicitation is cancelled.

XIV. CONFIDENTIAL / PROPRIETARY DATA AND INFORMATION

Virginia Commonwealth University (VCU) is a public institution of higher education and as such is subject to the Virginia Freedom of Information Act (Code of Virginia §2.2-3700, et seq.) (FOIA). Therefore, all proposals and other documentation submitted by Offeror may be subject to disclosure to third parties as required by FOIA and other applicable provisions of law.

Pursuant to the Code of Virginia §2.2-4342(F), VCU can withhold confidential information identified as proprietary, or as a trade secret, submitted by an Offeror in connection with a procurement transaction only if, prior to or at the time of submission of such information, the Offeror invokes the protections of §2.2-4342(F), identifies the information to be protected, and states the reasons why protection is necessary. To this end, when submitting proposals containing such information, Offerors must:

1. Clearly denote on the outside of the proposal that it contains proprietary information.
2. Include as the first section of the proposal a written notice that identifies by section and page number the information to be protected as well as specific reasons why protection is necessary.
3. Clearly denote by some distinct method, such as highlighting or underlining, the words, figures or paragraphs within the proposal identified in the written notice.

Failure to follow these instructions shall result in Offeror's full proposal being subject to public disclosure.

PLEASE NOTE: Offeror may not request that it's entire proposal, or pricing, or fees or total proposal cost be treated as trade secrets, proprietary or confidential information. The classification of an entire Proposal document, or line item prices, or total Proposal prices as proprietary or trade secrets is not acceptable and, if Offeror does not promptly agree to withdraw this classification following submission, shall result in rejection and return of Proposal.

XV. LATE PROPOSALS

To be considered for selection, proposals must be received by the issuing office by the designated date and hour. The official time used in the receipt of proposals is that time on the automatic time stamp machine in the issuing office. Proposals received in the issuing office after the date and hour designated are automatically disqualified and will not be considered. The University is not responsible for delays in the delivery of mail by the U.S. Postal Service, private couriers, or the intra-university mail system. It is the sole responsibility of the Contractor to insure that its proposal reaches the issuing office by the designated date and hour.

XVI. QUESTIONS AND EXPLANATIONS TO OFFERORS

If any prospective offeror has questions about the specifications or other solicitation documents, the prospective offeror should contact the buyer whose name appears on the solicitation cover sheet. Any revisions to the solicitation will be made only by addendum issued by the buyer.

Questions concerning this RFP must be received via email no later than: May 7, 2018.

XVII. COMMUNICATIONS WITH VCU DURING THE RFP PROCESS:

Communications regarding this Request for Proposals shall be formal from the date of issue for this RFP, until either a Contractor has been selected or the University rejects all proposals. Formal communications shall be directed to the buyer listed on the solicitation cover sheet. Informal communications, including but not limited to requests for information or comments or speculations regarding this RFP to any University employee other than the buyer on the front of the solicitation cover sheet, may result in the rejection of the proposal from the non-compliant offeror.

XVIII. ORAL PRESENTATIONS

- A. Offerors who submit a proposal in response to this RFP may be required to conduct an oral presentation of their proposal to VCU. This provides an opportunity for the Contractor to clarify or elaborate on the proposal. Oral presentations are an option and may or may not be conducted, at VCU's sole discretion. Should an oral presentation be required, VCU will designate the date and location for the presentation; the date is critical and alternative dates will not be available. VCU reserves the right to rescore proposals following oral presentations
- B. Offerors who are invited to conduct an oral presentation shall include the individual(s) who would be the primary point of contact for VCU on the Contractor's presentation team.

XIX. BEST AND FINAL OFFERS (BAFO):

At the conclusion of negotiations, the Contractor(s) may be asked to submit in writing, a best and final offer (BAFO). After the BAFO is submitted, no further negotiations shall be conducted with the Contractor(s). The Contractor(s) proposal will be re-evaluated to combine and include the information contained in the BAFO. The decision to award will be based on the final evaluation including the BAFO.

XX. QUALIFICATIONS OF OFFERORS:

The Commonwealth may make such reasonable investigations as deemed proper and necessary to determine the ability of the Offeror to perform the services/furnish the goods and the Offeror shall furnish to the Commonwealth all such information and data for this purpose as may be requested. The Commonwealth reserves the right to inspect the Offeror's physical facilities prior to award to satisfy questions regarding the Offeror's capabilities. The Commonwealth further reserves the right to reject any proposal if the evidence submitted by, or investigations of, such Offeror fails to satisfy the Commonwealth that such Offeror is properly qualified to carry out the obligations of the contract and to provide the services and/or furnish the goods contemplated therein.

XXI. CANCELLATION OF SOLICITATION

The University may cancel this Request for Proposals or reject proposals at any time prior to an award, and is not required to furnish a statement of the reason why a particular proposal was not deemed to be the most advantageous.

XXII. EVALUATION CRITERIA

Proposals will be evaluated based upon the information provided in the Offeror's Proposal using the criteria specified below.

EVALUATION CRITERIA

Qualifications and Experience	30%
Methodology/Approach	45%
Pricing Schedule	20%
SWaM Status/Utilization*	5%

**Offeror's status as a Virginia DSBSD-certified SWaM Business, or the Offeror's plans to utilize Virginia DSBSD-certified SWaM Businesses in the Offeror's performance of the contract (see Appendix I).*

XXIII. AWARD OF CONTRACT

- A. Selection shall be made of two or more offerors deemed to be fully qualified and best suited among those submitting proposals on the basis of the evaluation factors included in the Request for Proposals, including price, if so stated in the Request for Proposals. Negotiations shall be conducted with the selected offerors.
- B. After negotiations have been conducted with each offeror so selected, the University shall select the offeror which, in its opinion, has made the best proposal, and shall award the contract to that offeror.
- C. Should the Commonwealth determine in writing and in its sole discretion that only one offeror is fully qualified, or that one offeror is clearly more highly qualified than the others under consideration, a contract may be negotiated and awarded to that offeror. The award document will be a contract incorporating by reference all the requirements, terms and conditions of the solicitation and the Contractor's proposal as negotiated.
- D. Upon the award or the announcement of the decision to award a contract as a result of this solicitation, Virginia Commonwealth University will publicly post such notice electronically at <http://www.eva.virginia.gov> for a minimum of 10 days.

XXIV. GENERAL TERMS AND CONDITIONS

A. PURCHASING MANUAL: This solicitation is subject to the provisions of the Commonwealth of Virginia's Purchasing Manual for Institutions of Higher Education and their Vendors and any revisions thereto, which are hereby incorporated into this contract in their entirety. A copy of the manual is available for review at the purchasing office. In addition, the manual may be accessed electronically at <http://procurement.vcu.edu/> or a copy can be obtained by calling University Purchasing at (804) 828-1077.

B. APPLICABLE LAW AND COURTS: This solicitation and any resulting contract shall be governed in all respects by the laws of the Commonwealth of Virginia and any litigation with respect thereto shall be brought in the courts of the Commonwealth. The Contractor shall comply with all applicable federal, state and local laws, rules and regulations.

C. ANTI-DISCRIMINATION: By submitting their proposals, Offerors certify to the Commonwealth that they will conform to the provisions of the Federal Civil Rights Act of 1964, as amended, as well as the Virginia Fair Employment Contracting Act of 1975, as amended, where applicable, the Virginians With Disabilities Act, the Americans With Disabilities Act and Section 2.2-4311 of the *Virginia Public Procurement Act*. If the award is made to a faith-based organization, the organization shall not discriminate against any recipient of goods, services, or disbursements made pursuant to the contract on the basis of the recipient's religion, religious belief, refusal to participate in a religious practice, or on the basis of race, age, color, gender or national origin and shall be subject to the same rules as other organizations that contract with public bodies to account for the use of the funds provided; however, if the faith-based organization segregates public funds into separate accounts, only the accounts and programs funded with public funds shall be subject to audit by the public body. (*Code of Virginia*, § 2.2-4343.1). In every contract over \$10,000 the provisions in 1. and 2. below apply:

1. During the performance of this contract, the Contractor agrees as follows:

- a. Virginia Commonwealth University is an equal opportunity/affirmative action institution providing access to education and employment without regard to age, race, color, national origin, gender, religion, sexual orientation, veteran's status, political affiliation or disability. As such, the Contractor will not discriminate against any employee or applicant for employment because of age, race, color, national origin, gender, religion, sexual orientation, veteran's status, political affiliation or disability or any other basis prohibited by state law related to discrimination in employment, except where there is a bona fide occupational qualification reasonably necessary to the normal operation of the Contractor. The Contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices setting forth the provisions of this nondiscrimination clause
- b. The Contractor, in all solicitations or advertisements for employees placed by or on behalf of the Contractor, will state that such Contractor is an equal opportunity employer.
- c. Notices, advertisements and solicitations placed in accordance with federal law, rule or regulation shall be deemed sufficient for the purpose of meeting these requirements.

2. The Contractor will include the provisions of 1. above in every subcontract or purchase order over \$10,000, so that the provisions will be binding upon each subcontractor or vendor.

D. ETHICS IN PUBLIC CONTRACTING: By submitting their proposals, Offerors certify that their proposals are made without collusion or fraud and that they have not offered or received any kickbacks or inducements from any other Offeror, supplier, manufacturer or subcontractor in connection with their proposal, and that they have not conferred on any public employee having official responsibility for this procurement transaction any payment, loan, subscription, advance, deposit of money, services or anything of more than nominal value, present or promised, unless consideration of substantially equal or greater value was exchanged.

E. IMMIGRATION REFORM AND CONTROL ACT OF 1986: By submitting their proposals, Offerors certify that they do not and will not during the performance of this contract employ illegal alien workers or otherwise violate the provisions of the Federal Immigration Reform and Control Act of 1986.

F. DEBARMENT STATUS: By submitting their proposals, Offerors certify that they are not currently debarred by the Commonwealth of Virginia from submitting proposals on contracts for the type of goods and/or services covered by this solicitation, nor are they an agent of any person or entity that is currently so debarred.

G. ANTITRUST: By entering into a contract, the Contractor conveys, sells, assigns, and transfers to the Commonwealth of Virginia all rights, title and interest in and to all causes of the action it may now have or hereafter acquire under the antitrust laws of the United States and the Commonwealth of Virginia, relating to the particular goods or services purchased or acquired by the Commonwealth of Virginia under said contract

H. MANDATORY USE OF STATE FORM AND TERMS AND CONDITIONS: Failure to submit a proposal on the official state form provided for that purpose may be a cause for rejection of the proposal. Modification of or additions to the General Terms and Conditions of the solicitation may be cause for rejection of the proposal; however, the Commonwealth reserves the right to decide, on a case by case basis, in its sole discretion, whether to reject such a proposal.

I. CLARIFICATION OF TERMS: If any prospective Offeror has questions about the specifications or other solicitation documents, the prospective Offeror should contact the buyer whose name appears on the face of the solicitation by the deadline for questions stated in this document. Any revisions to the solicitation will be made only by addendum issued by the buyer.

J. PAYMENT:

1. To Prime Contractor:

- a. Invoices for items ordered, delivered and accepted shall be submitted by the Contractor directly to the payment address shown on the purchase order/contract. All invoices shall show the state contract number and/or purchase order number; social security number (for individual Contractors) or the federal employer identification number (for proprietorships, partnerships, and corporations).
- b. Any payment terms requiring payment in less than 30 days will be regarded as requiring payment 30 days after invoice or delivery, whichever occurs last. This shall not affect offers of discounts for payment in less than 30 days, however.
- c. All goods or services provided under this contract or purchase order, that are to be paid for with public funds, shall be billed by the Contractor at the contract price, regardless of which public agency is being billed.
- d. The following shall be deemed to be the date of payment: the date of postmark in all cases where payment is made by mail, or the date of offset when offset proceedings have been instituted as authorized under the Virginia Debt Collection Act.
- e. Unreasonable Charges. Under certain emergency procurements and for most time and material purchases, final job costs cannot be accurately determined at the time orders are placed. In such cases, contractors should be put on notice that final payment in full is contingent on a determination of reasonableness with respect to all invoiced charges. Charges which appear to be unreasonable will be researched and challenged, and that portion of the invoice held in abeyance until a settlement can be reached. Upon determining that invoiced charges are not reasonable, the Commonwealth shall promptly notify the contractor, in writing, as to those charges which it considers unreasonable and the basis for the determination. A contractor may not institute legal action unless a settlement cannot be reached within thirty (30) days of notification. The provisions

of this section do not relieve an agency of its prompt payment obligations with respect to those charges which are not in dispute (Code of Virginia, § 2.2-4363).

2. To Subcontractors:

a. Contractor awarded a contract under this solicitation is hereby obligated:

(1) To pay the Subcontractor(s) within seven (7) days of the Contractor's receipt of payment from the Commonwealth for the proportionate share of the payment received for work performed by the Subcontractor(s) under the contract; or

(2) To notify the agency and the Subcontractor(s), in writing, of the Contractor's intention to withhold payment and the reason.

b. The Contractor is obligated to pay the Subcontractor(s) interest at the rate of one percent per month (unless otherwise provided under the terms of the contract) on all amounts owed by the Contractor that remain unpaid seven (7) days following receipt of payment from the Commonwealth, except for amounts withheld as stated in 2. above. The date of mailing of any payment by U.S. Mail is deemed to be payment to the addressee. These provisions apply to each sub tier Contractor performing under the primary contract. A Contractor's obligation to pay an interest charge to a Subcontractor may not be construed to be an obligation of the Commonwealth.

K. PRECEDENCE OF TERMS: Paragraphs A-J of these General Terms and Conditions shall apply in all instances. In the event there is a conflict between any of the other General Terms and Conditions and any Special Terms and Conditions in this solicitation, the Special Terms and Conditions shall apply.

L. QUALIFICATIONS OF OFFERORS: The Commonwealth may make such reasonable investigations as deemed proper and necessary to determine the ability of the Offeror to perform the services/furnish the goods and the Offeror shall furnish to the Commonwealth all such information and data for this purpose as may be requested. The Commonwealth reserves the right to inspect Offeror's physical facilities prior to award to satisfy questions regarding the Offeror's capabilities. The Commonwealth further reserves the right to reject any proposal if the evidence submitted by, or investigations of, such Offeror fails to satisfy the Commonwealth that such Offeror is properly qualified to carry out the obligations of the contract and to provide the services and/or furnish the goods contemplated therein.

M. TESTING AND INSPECTION: The Commonwealth reserves the right to conduct any test/inspection it may deem advisable to assure goods and services conform to the specifications.

N. ASSIGNMENT OF CONTRACT: A contract shall not be assignable by the Contractor in whole or in part without the written consent of the Commonwealth.

O. CHANGES TO THE CONTRACT: Changes can be made to the Contract in any one of the following ways:

1. The parties may agree in writing to modify the scope of the contract. An increase or decrease in the price of the contract resulting from such modification shall be agreed to by the parties as a part of their written agreement to modify the scope of the contract.

2. The Purchasing Agency may order changes within the general scope of the contract at any time by written notice to the Contractor. Changes within the scope of the contract include, but are not limited to, things such as services to be performed, the method of packing or shipment, and the place of delivery or installation. The Contractor shall comply with the notice upon receipt. The Contractor shall be compensated for any additional costs incurred as the result of such order and shall give the Purchasing Agency a credit for any savings. Said compensation shall be determined by one of the following methods:

a. By mutual agreement between the parties in writing; or

b. By agreeing upon a unit price or using a unit price set forth in the contract, if the work to be done can be expressed in units, and the Contractor accounts for the number of units of work performed,

subject to the Purchasing Agency's right to audit the Contractor's records and/or to determine the correct number of units independently; or

- c. By ordering the Contractor to proceed with the work and keep a record of all costs incurred and savings realized. A markup for overhead and profit may be allowed if provided by the contract. The same markup shall be used for determining a decrease in price as the result of savings realized. The Contractor shall present the Purchasing Agency with all vouchers and records of expenses incurred and savings realized. The Purchasing Agency shall have the right to audit the records of the Contractor as it deems necessary to determine costs or savings. Any claim for an adjustment in price under this provision must be asserted by written notice to the Purchasing Agency within thirty (30) days from the date of receipt of the written order from the Purchasing Agency. If the parties fail to agree on an amount of adjustment, the question of an increase or decrease in the contract price or time for performance shall be resolved in accordance with the procedures for resolving disputes provided by the Disputes Clause of this contract or, if there is none, in accordance with the disputes provisions of the Commonwealth of Virginia's Purchasing Manual for Institutions of Higher Education and Their Vendors. Neither the existence of a claim or a dispute resolution process, litigation or any other provision of this contract shall excuse the Contractor from promptly complying with the changes ordered by the Purchasing Agency or with the performance of the contract generally.

P. DEFAULT: In case of failure to deliver goods or services in accordance with the contract terms and conditions, the Commonwealth, after due oral or written notice, may procure them from other sources and hold the Contractor responsible for any resulting additional purchase and administrative costs. This remedy shall be in addition to any other remedies which the Commonwealth may have.

Q. TAXES: Sales to the Commonwealth of Virginia are normally exempt from State sales tax, State sales and use tax certificates of exemption, Form ST-12, will be issued upon request. Deliveries against this contract shall usually be free of Federal excise and transportation taxes. The Commonwealth's excise tax exemption registration number is 54-73-0076K.

R. USE OF BRAND NAMES: Unless otherwise provided in this solicitation, the name of a certain brand, make or manufacturer does not restrict Offerors to the specific brand, make or manufacturer named, but conveys the general style, type, character, and quality of the article desired. Any article, which the public body, in its sole discretion, determines to be the equal of that specified, considering quality, workmanship, economy of operation, and suitability for the purpose intended, shall be accepted. The Offeror is responsible to clearly and specifically identify the product being offered and to provide sufficient descriptive literature, catalog cuts and technical detail to enable the Commonwealth to determine if the product offered meets the requirements of the solicitation. This is required even if offering the exact brand, make or manufacturer specified. Unless the Offeror clearly indicates in its proposal that the product offered is an "equal" product, such proposal will be considered to offer the brand name product referenced in the solicitation.

S. TRANSPORTATION AND PACKAGING: By submitting their proposals, all Offerors certify and warrant that the price offered for FOB destination includes only the actual freight rate costs at the lowest and best rate and is based upon the actual weight of the goods to be shipped. Except as otherwise specified herein, standard commercial packaging, packing and shipping containers shall be used. All shipping containers shall be legibly marked or labeled on the outside with purchase order number, commodity description, and quantity.

T. INSURANCE: By signing and submitting a proposal under this solicitation, the offeror certifies that if awarded the contract, it will have the following insurance coverages at the time the contract is awarded. For construction contracts, if any subcontractors are involved, the subcontractor will have workers' compensation insurance in accordance with §§ 2.2-4332 and 65.2-800 et seq. of the *Code of Virginia*. The offeror further certifies that the contractor and any subcontractors will maintain these insurance coverages during the entire term of the contract and that all insurance coverage will be provided by

insurance companies authorized to sell insurance in Virginia by the Virginia State Corporation Commission. Minimum Insurance Coverages and Limits Required for Most Contracts:

1. Worker's Compensation - Statutory requirements and benefits. Coverage is compulsory for employers of three or more employees, to include the employer. Contractors who fail to notify the Commonwealth of increases in the number of employees that change their workers' compensation requirements under the *Code of Virginia* during the course of the contract shall be in noncompliance with the contract.
2. Employers Liability - \$100,000.
3. Commercial General Liability - \$1,000,000 per occurrence. Commercial General Liability is to include bodily injury and property damage, personal injury and advertising injury, products and completed operations coverage. The Commonwealth of Virginia must be named as an additional insured and so endorsed on the policy.
4. Automobile Liability - \$1,000,000 per occurrence. (Only used if motor vehicle is to be used in the contract.)

U. ANNOUNCEMENT OF AWARD: Upon the award or the announcement of the decision to award a contract as a result of this solicitation, Virginia Commonwealth University will publicly post such notice electronically at <http://www.eva.virginia.gov> for a minimum of 10 days.

V. DRUG-FREE WORKPLACE: During the performance of this contract, the Contractor agrees to (i) provide a drug-free workplace for the contractor's employees; (ii) post in conspicuous places, available to employees and applicants for employment, a statement notifying employees that the unlawful manufacture, sale, distribution, dispensation, possession, or use of a controlled substance or marijuana is prohibited in the contractor's workplace and specifying the actions that will be taken against employees for violation of such prohibition; (iii) state in all solicitations or advertisements for employees placed by or on behalf of the contractor that the Contractor maintains a drug-free workplace; and (iv) include the provisions of the foregoing clauses in every subcontract or purchase order of over \$10,000, so that the provisions will be binding upon each subcontractor or vendor. For the purposes of this section, "*drug-free workplace*" means a site for the performance of work done in connection with a specific contract awarded to a contractor, the employees of whom are prohibited from engaging in the unlawful manufacture, sale, distribution, dispensation, possession or use of any controlled substance or marijuana during the performance of the contract.

W. NONDISCRIMINATION OF CONTRACTORS: A bidder, offeror, or contractor shall not be discriminated against in the solicitation or award of this contract because of race, religion, color, sex, national origin, age, disability, or against faith-based organizations or any other basis prohibited by state law relating to discrimination in employment. If the award of this contract is made to a faith-based organization and an individual, who applies for or receives goods, services, or disbursements provided pursuant to this contract objects to the religious character of the faith-based organization from which the individual receives or would receive the goods, services, or disbursements, the public body shall offer the individual, within a reasonable period of time after the date of his objection, access to equivalent goods, services, or disbursements from an alternative provider.

X. As applicable, federal law requires compliance with the following for all federal government contracts:

1. 41 CFR § 60-1.4 Equal Opportunity Clause prohibiting discrimination on the basis of race, color, religion, sex, or national origin.
2. 41 CFR 60-741.5(a) and 41 CFR 60-300.5(a). These regulation prohibit discrimination against qualified individuals on the basis of disability (60-741.5(a)) and protected veteran status (41 CFR 60-300.5(a)), and require affirmative action by covered prime contractors and subcontractors to employ and advance in employment qualified individuals with disabilities and qualified protected veterans.

Y. eVA BUSINESS-TO-GOVERNMENT CONTRACTS AND ORDERS: The solicitation/contract will result in a purchase order with the eVA transaction fee specified below assessed for each order. The Vendor Transaction Fee is:

- a. DSBSD-certified Small Businesses: 1%, capped at \$500 per order.
- b. Businesses that are not DSBSD-certified Small Businesses: 1%, capped at \$1,500 per order.

The specified vendor transaction fee will be invoiced by the Commonwealth of Virginia Department of General Services, approximately 30 days after the corresponding purchase order is issued and payable 30 days after the invoice date.

Any adjustments (increases/decreases) will be handled through purchase order changes. The eVA Internet electronic procurement solution, website portal www.eva.virginia.gov, streamlines and automates government purchasing activities in the Commonwealth. The portal is the gateway for vendors to conduct business with state agencies and public bodies.

Vendors desiring to provide goods and/or services to the Commonwealth shall participate in the eVA Internet e-procurement solution and agree to comply with the following: If this solicitation is for a term contract, failure to provide an electronic catalog (price list) or index page catalog for items awarded will be just cause for the Commonwealth to reject your bid/offer or terminate this contract for default. The format of this electronic catalog shall conform to the eVA Catalog Interchange Format (CIF) Specification that can be accessed and downloaded from www.eVA.virginia.gov. Contractors should email Catalog or Index Page information to eVA-catalog-manager@dgs.virginia.gov.

Z. FERPA: The following provision applies only if Selected Firm/Vendor will have access to the University's education records as defined under the Family Educational Rights and Privacy Act (FERPA): The Selected Firm/Vendor acknowledges that for the purposes of this agreement it will be designated as a "school official" with "legitimate educational interests" in the University education records, as those terms have been defined under FERPA and its implementing regulations, and the Selected Firm/Vendor agrees to abide by the limitations and requirements imposed on school officials. Selected Firm/Vendor will use the education records only for the purpose of fulfilling its duties under this agreement for University's and its students' benefit, and will not share such data with or disclose it to any third party except as provided for in this agreement, required by law, or authorized in writing by the University.

AA. LIMITATION OF LIABILITY: The total cumulative liability of the Commonwealth, its officers, employees and agents in connection with this Agreement or in connection with any goods, services, actions or omissions relating to this Agreement, shall not under any circumstance exceed payment of the maximum purchase price.

BB. FORCE MAJEURE: Either party will not be responsible for any losses resulting from delay or failure in performance resulting from any cause, event, or occurrence beyond the control, and without negligence of, the parties. Such events, occurrences, or causes include, without limitation: war, strikes or labor disputes, civil disturbances, fires, natural disasters, and acts of God.

CC. SOVEREIGN IMMUNITY: VCU is an agency of the Commonwealth of Virginia and is afforded the protection of sovereign immunity under Virginia law. Any claims against VCU or the Commonwealth are subject to the requirements established under Virginia law for bringing such claims against VCU or the Commonwealth, including the Virginia Tort Claims Act (Va. Code §§ 8.01-195.1 et seq.) and other applicable statutes relating to claims against the Commonwealth or its agencies. Notwithstanding any other provision, nothing in this contract shall be deemed to be or construed as a waiver of VCU's or the Commonwealth's sovereign immunity, or any other applicable requirements under Virginia law for bringing claims against VCU or the Commonwealth.

DD. AUDIT: The Contractor shall retain all books, records, and other documents relative to this contract for five (5) years after final payment, or until audited by the Commonwealth of Virginia, whichever is

sooner. The agency, its authorized agents, and/or State auditors shall have full access to and the right to examine any of said materials during said period.

EE. AVAILABILITY OF FUNDS: It is understood and agreed between the parties herein that VCU shall be bound hereunder only to the extent of the funds available or which may hereafter become available for the purpose of this agreement.

FF. PROTEST:

Any Offeror who desires to protest the award or decision to award a Contract shall submit the protest in writing to:

Director of Procurement Services
Virginia Commonwealth University
912 West Grace, 5th Floor
Richmond, VA 23284

VCU will announce the award utilizing the Commonwealth of Virginia's e-Procurement system (eVA). The protest must be received no later than ten (10) days after the award or the announcement of the decision to award, whichever occurs first. However, if the protest of any actual or potential Offeror depends in whole or in part upon information contained in public records pertaining to the procurement transaction that are subject to inspection under the Rules Governing Procurement of Goods, Services, Insurance, and Construction by a Public Institution of Higher Education of the Commonwealth of Virginia Governed by Subchapter 3 of the Restricted Higher Education Financial and Administrative Operations Act, Chapter 4.10 (§23-38.88 et seq) of Title 23 of the Code of Virginia, §34, then the time within which the protest shall be submitted shall expire ten (10) days after those records are available for inspection by such Offeror under §34, or at such later time as provided in this section.

VCU Notices of Award(s) or Notices of Intent to Award may be accessed electronically at <http://www.eva.virginia.gov>.

No protest shall lie for a claim that the selected Offeror is not a responsible Offeror. The written protest shall include the basis for the protest and relief sought.

The VCU Director of Procurement Services shall issue a decision in writing within ten (10) days of receipt stating the reasons for the action taken. This decision shall be final unless the Offeror appeals within ten (10) days of receipt of the written decision by instituting legal action as provided in Section 54 of the Governing Rules.

Nothing in this clause shall be construed to permit a proposer to challenge the validity of the terms or conditions of the RFP. "Days" as used in this paragraph refer to calendar days. If a deadline falls on a Saturday or Sunday, the next business day shall be considered to be the deadline.

GG. ADDITIONAL GOODS AND SERVICES: The University may acquire other goods or services that the supplier provides than those specifically solicited. The University reserves the right, subject to mutual agreement, for the Contractor to provide additional goods and/or services under the same pricing, terms and conditions and to make modifications or enhancements to the existing goods and services. Such additional goods and services may include other products, components, accessories, subsystems, or related services newly introduced during the term of the Agreement.

XXV. SPECIAL TERMS AND CONDITIONS

- A. **ADVERTISING:** In the event a contract is awarded for supplies, equipment, or services resulting from this proposal, no indication of such sales or services to Virginia Commonwealth University will be used in product literature or advertising. The Contractor shall not state in any of the advertising or product literature that the Commonwealth of Virginia or any agency or institution of the Commonwealth has purchased or uses its products or services.

- B. **CANCELLATION OF CONTRACT**: The purchasing agency reserves the right to cancel and terminate any resulting contract, in part or in whole, without penalty, upon sixty (60) days written notice to the Contractor. In the event the initial contract period is for more than twelve (12) months, the resulting contract may be terminated by either party, without penalty, after the initial twelve (12) months of the contract period upon 60 days written notice to the other party. Any contract cancellation notice shall not relieve the Contractor of the obligation to deliver and/or perform on all outstanding orders issued prior to the effective date of cancellation.
- C. **SPECIAL EDUCATIONAL OR PROMOTIONAL DISCOUNTS**: The Contractor shall extend any special educational or promotional sale prices or discounts immediately to the Commonwealth during the term of the contract. Such notice shall also advise the duration of the specific sale or discount price.
- D. **EXTRA CHARGES NOT ALLOWED**: The proposal price shall be for complete installation ready for Commonwealth's use, and shall include all applicable freight and installation charges; extra charges will not be allowed.
- E. **FINAL INSPECTION**: At the conclusion of the work, the Contractor shall demonstrate to the authorized owners representative that the work is fully operational and in compliance with contract specifications and codes. Any deficiencies shall be promptly and permanently corrected by the Contractor at the Contractor's sole expense prior to final acceptance of the work.
- F. **INDEMNIFICATION**: Contractor agrees to indemnify, defend and hold harmless the Commonwealth of Virginia, its officers, agents, and employees from any claims, damages and actions of any kind or nature, whether at law or in equity, arising from or caused by the use of any materials, goods, or equipment of any kind or nature furnished by the Contractor/any services of any kind or nature furnished by the Contractor, provided that such liability is not attributable to the sole negligence of the using agency or to failure of the using agency to use the materials, goods, or equipment in the manner already and permanently described by the Contractor on the materials, goods, or equipment delivered.
- G. **INSPECTION OF JOB SITE**: My signature on this solicitation constitutes certification that I have inspected the job site and am aware of the conditions under which the work must be accomplished. Claims, as a result of failure to inspect the job site, will not be considered by the Commonwealth.
- H. **PRIME CONTRACTOR RESPONSIBILITIES**: The Contractor shall be responsible for completely supervising and directing the work under this contract and all subcontractors that he may utilize, using his best skill and attention. Subcontractors who perform work under this contract shall be responsible to the prime Contractor. The Contractor agrees that he is as fully responsible for the acts and omissions of his subcontractors and of persons employed by them as he is for the acts and omissions of his own employees.
- I. **PRODUCT INFORMATION**: The Offeror shall clearly and specifically identify the product being offered and enclose complete and detailed descriptive literature, catalog cuts and specifications with the proposal to enable the Commonwealth to determine if the product offered meets the requirements of the solicitation. Failure to do so may cause the proposal to be considered nonresponsive.
- J. **QUANTITIES**: Quantities set forth in this solicitation are estimates only, and the Contractor shall supply at proposal prices actual quantities as ordered, regardless of whether such total quantities are more or less than those shown.
- K. **SUBCONTRACTS**: No portion of the work shall be subcontracted without prior written consent of the purchasing agency. In the event that the Contractor desires to subcontract some part of the work specified herein, the Contractor shall furnish the purchasing agency the names, qualifications and experience of their proposed subcontractors. The Contractor shall, however, remain fully liable and responsible for the work to be done by its subcontractor(s) and shall assure compliance with all requirements of the contract.
- L. **WORK SITE DAMAGES**: Any damage to existing utilities, equipment or finished surfaces resulting from the performance of this contract shall be repaired to the Commonwealth's satisfaction at the Contractor's expense.
- M. **POLICY OF EQUAL EMPLOYMENT**: Virginia Commonwealth University is an equal opportunity/affirmative action employer. Women, Minorities, persons with disabilities are

encouraged to apply. The University encourages all vendors to establish and maintain a policy to insure equal opportunity employment. To that end, Offerors should submit along with their proposals, their policy of equal employment.

- N. **ADDITIONAL USERS OF CONTRACT:** It is the University's intent to provide other Virginia Association of State College and University Purchasing Professionals (VASCUPP) with access to the University's Agreements and to provide Contractors with opportunities to do business with other VASCUPP institutions of higher education.

To that end and if agreeable with the Contractor, the following Colleges and Universities listed are the VASCUPP institutions and may have access to any agreement resulting from this solicitation: College of William and Mary, University of Virginia, George Mason University, Virginia Military Institute, James Madison University, Old Dominion University, Virginia Polytechnic Institute & State University, Radford University, University of Mary Washington, and Longwood University. Upon written request from a VASCUPP institution, the Contractor may allow access to the Contract. Although the University desires to provide access on such contract to VASCUPP, the Contractor is not required to provide such access. A firm's willingness to provide this access to VASCUPP members will not be a consideration in awarding this contract. Although the VASCUPP Agencies may have access to any resulting Agreement, VASCUPP is not bound to use the Agreement and any use of the Agreement is strictly optional.

If the VASCUPP institutions choose to access the Agreement and the Contractor agrees to such access, the terms and conditions of the Agreement will be in full force and effect as between the VASCUPP institutions and the Contractor. VCU will have no responsibility for the resolution of any contractual disputes, or for payment for services rendered which may arise from a VASCUPP institution accessing the Agreement. The Contractor understands and agrees that it shall not have any recourse against VCU with respect to any claim it may have against another VASCUPP institution that accessed this Agreement.

- O. **GRAMM-LEACH-BLILEY ACT:**

The Contractor shall comply with the Act by implementing and maintaining appropriate safeguards to protect and prevent unauthorized release of student, faculty and staff nonpublic information. Nonpublic information is defined as social security numbers, or financial transactions, bank, credit and tax information.

- P. **CRIMINAL BACKGROUND CHECK:**

The Contractor is required to comply with Virginia Commonwealth University's ("VCU") employment policies on criminal conviction investigations. <http://www.policy.vcu.edu/sites/default/files/Criminal%20Conviction%20Investigations.pdf> The Contractor shall perform criminal conviction investigations on all prospective candidates for full time or part time placement at VCU, including newly hired, re-hired, seasonal, and or temporary employees.

- Q. **IDENTIFICATION CARDS:**

All Contractor employees authorized to work at VCU, must obtain a VCU identification card. Information on obtaining a card is available at <http://vcucard.vcu.edu/myid.html>. Contractor's employees must wear their VCU identification when they are on VCU property.

- R. **SECTION 508 COMPLIANCE:** All information technology which, pursuant to this Contract, is purchased or upgraded by or for the use of any Commonwealth agency or institution or political subdivision of the Commonwealth (the "Technology") shall comply with Section 508 of the Rehabilitation Act (29 U.S.C. 794d), as amended. If requested, the Contractor must provide a detailed explanation of how compliance with Section 508 of the Rehabilitation Act is achieved and a validation of concept demonstration. The requirements of this Paragraph along with the Non-Visual Access to Technology Clause shall be construed to achieve full compliance with the Information Technology Access Act, §§ 2.2-3500 through 2.2-3504 of the *Code of Virginia*.

- S. **NONVISUAL ACCESS TO TECHNOLOGY:** All information technology which, pursuant to this Agreement, is purchased or upgraded by or for the use of any State agency or institution or political

subdivision of the Commonwealth (the "Technology") shall comply with the following nonvisual access standards from the date of purchase or upgrade until the expiration of this Agreement:

1. effective, interactive control and use of the Technology shall be readily achievable by nonvisual means;
2. the Technology equipped for nonvisual access shall be compatible with information technology used by other individuals with whom any blind or visually impaired user of the Technology interacts;
3. nonvisual access technology shall be integrated into any networks used to share communications among employees, program participants or the public; and
4. the technology for nonvisual access shall have the capability of providing equivalent access by nonvisual means to telecommunications or other interconnected network services used by persons who are not blind or visually impaired.

Compliance with the foregoing nonvisual access standards shall not be required if the head of the using agency, institution or political subdivision determines that (i) the Technology is not available with nonvisual access because the essential elements of the Technology are visual and (ii) nonvisual equivalence is not available.

Installation of hardware, software, or peripheral devices used for nonvisual access is not required when the Technology is being used exclusively by individuals who are not blind or visually impaired, but applications programs and underlying operating systems (including the format of the data) used for the manipulation and presentation of information shall permit the installation and effective use of nonvisual access software and peripheral devices.

If requested, the Contractor must provide a detailed explanation of how compliance with the foregoing nonvisual access standards is achieved and a validation of concept demonstration.

The requirements of this Paragraph shall be construed to achieve full compliance with the Information Technology Access Act, §§ 2.1-807 through 2.1-811 of the Code of Virginia.

XXVI. ATTACHMENTS:

- A. ATTACHMENT I – DATA AND INTELLECTUAL PROPERTY PROTECTION
- B. ATTACHMENT II - RESOURCES FOR VENDORS

APPENDIX I

PARTICIPATION IN STATE PROCUREMENT TRANSACTIONS SMALL BUSINESSES AND BUSINESSES OWNED BY WOMEN AND MINORITIES

The following definitions will be used in completing the information contained in this Appendix.

Definitions

- **Small business** is a business that is at least 51% independently owned and controlled by one or more individuals who are U.S. citizens or legal resident aliens, and together with affiliates, has 250 or fewer employees, or average annual gross receipts of \$10 million or less averaged over the previous three years. One or more of these individual owners shall control both the management and daily business operations of the small business. Nothing in this definition prevents a program, agency, institution or subdivision from complying with the qualification criteria of a specific state program or federal guideline to be in compliance with a federal grant or program.
- **Women-owned business** is a business that is at least 51% owned by one or more women who are U.S. citizens or legal resident aliens, or in the case of a corporation, partnership, or limited liability company or other entity, at least 51% of the equity ownership interest is owned by one or more women who are citizens of the United States or legal resident aliens, and both the management and daily business operations are controlled by one or more women.
- **Minority-owned business** is a business that is at least 51 percent owned by one or more minority individuals who are U.S. citizens or legal resident aliens, or in the case of a corporation, partnership, or limited liability company or other entity, at least 51 percent of the equity ownership interest in the corporation, partnership, or limited liability company or other entity is owned by one or more minority individuals who are U.S. citizens or legal resident aliens, and both the management and daily business operations are controlled by one or more minority individuals, or any historically black college or university, regardless of the percentage ownership by minority individuals or, in the case of a corporation, partnership, or limited liability company or other entity, the equity ownership interest in the corporation, partnership, or limited liability company or other entity.
- **Minority Individual:** "Minority" means a person who is a citizen of the United States or a legal resident alien and who satisfies one or more of the following definitions:
 1. "African American" means a person having origins in any of the original peoples of Africa and who is regarded as such by the community of which this person claims to be a part.
 2. "Asian American" means a person having origins in any of the original peoples of the Far East, Southeast Asia, the Indian subcontinent, or the Pacific Islands, including but not limited to Japan, China, Vietnam, Samoa, Laos, Cambodia, Taiwan, Northern Mariana Islands, the Philippines, a U.S. territory of the Pacific, India, Pakistan, Bangladesh, or Sri Lanka, and who is regarded as such by the community of which this person claims to be a part.
 3. "Hispanic American" means a person having origins in any of the Spanish-speaking peoples of Mexico, South or Central America, or the Caribbean Islands or other Spanish or Portuguese cultures and who is regarded as such by the community of which this person claims to be a part.
 4. "Native American" means a person having origins in any of the original peoples of North America and who is regarded as such by the community of which this person claims to be a part or who is recognized by a tribal organization.

PARTICIPATION BY SMALL BUSINESSES, BUSINESSES OWNED BY WOMEN

BUSINESSES OWNED BY MINORITIES

This appendix should only be completed by firms that are not Virginia Department of Small Business and Supplier Diversity (DSBSD) certified small businesses.

Offeror certifies that it will involve Small Businesses, Women-Owned Businesses, and/or Minority-Owned Businesses (SWaM) in the performance of this contract either as part of a joint venture, as a partnership, as Subcontractors or as suppliers.

VCU has an overall goal of 42% SWaM participation for all annual purchases and seeks the maximum level of participation possible from all its contractors.

SWaM Subcontracting Plan: *In the space below, please describe the areas in which you plan to utilize SWaM-certified businesses as subcontractors. Please be specific as to what types of goods and/or services these subcontractors will provide during the performance of the contract. If currently known, please list the exact SWaM-certified subcontractors you plan to utilize.*

Commitment for utilization of DSBSD SWaM Businesses:

_____ % of total contract amount that will be performed by DSBSD certified SWaM businesses.

Identify the individual responsible for submitting SWaM reporting information to VCU:

Name Printed: _____

Email: _____

Phone: _____

Firm: _____

Offeror understands and acknowledges that the subcontracting plan above represents a contractual commitment by the Offeror. Failure to achieve the percentage commitment will be considered a breach of contract and may result in contract default.

Acknowledged: By

(Signature): _____

Name Printed: _____

Title: _____

Email: _____

Note: Small, Minority and/or Women-owned business sub-contractors are required to become certified and maintain certification through the Virginia Department of Small Business and Supplier Diversity (DSBSD; <https://www.sbsd.virginia.gov/certification-division/>) to fulfill the Offeror's commitment for utilization.

APPENDIX II
INVOICING AND PAYMENT

Invoicing:

The Contractor shall submit a fully itemized invoice to Virginia Commonwealth University, Accounts Payable and Support Services, Box 980327, Richmond, VA 23298-0327, that, at minimum, includes the following information: the Virginia Commonwealth University purchase order number; a description of the goods or services provided; quantities; unit prices; extended prices; and total prices. Payment will be issued in accordance with the payment method selected below and with the Commonwealth of Virginia Prompt Payment Legislation.

Upon request by VCU, the Contractor shall submit invoices electronically using the Ariba Network or other e-commerce channel utilized by VCU; and agrees to comply, within reason, with any future e-commerce initiatives including, but not limited to: procurement, procurement content, sourcing or any other electronic procurement and sourcing solutions.

Questions regarding this method of invoicing should be sent to: ecommerce@vcu.edu.

Payment:

VCU Procurement Services is automating the payment process to the greatest extent possible. Contractors are encouraged to accept payment electronically through the commercial card program. Please review the payment methods described below and select one for your firm.

By selecting the payment method below, Contractor acknowledges that the selected payment method is **not specific to the contract resulting from this solicitation and will apply to all payments made to the Contractor** by Virginia Commonwealth University. For example, if the Contractor has an existing contract(s) and is currently receiving payment by paper check, and the Contractor is now electing to receive payment by the commercial card, **all payments** will be made using the commercial card once the commercial card payment process is implemented for the firm.

Payment Methods

1. **Electronically through a Wells Fargo Visa commercial card:** Payment will be made ten days (10) after receipt of a proper invoice for the amount of payment due, or ten (10) days after receipt of the goods or services, whichever is later.

It is the Contractor's responsibility to contact its banking institutions to determine any credit limit that may restrict the payment of invoices. It is the Contractor's responsibility

to have its credit limit raised as necessary to facilitate the timely payment of all invoices. Invoices exceeding the Contractor's credit limit will be returned unpaid.

Failure to accept the commercial card after award of contract will be considered a contract compliance issue and will be addressed accordingly. In addition, invoices will be returned without payment until the Contractor can accept the payment through the commercial card. Questions regarding this method of payment should be sent to commcard@vcu.edu.

2. **ACH:** Electronic payment via automated clearing house (ACH) to the vendor provided bank account of record. Payment is processed thirty (30) days after receipt of a proper invoice for the amount of payment due, or thirty (30) days after receipt of the goods or services, whichever is later. Additional information about ACH payments is available at: <http://treasury.vcu.edu/banking/vendor-ach/>.

Contractor must indicate the method of payment selected:

- _____ Commercial Card Payment (Wells Fargo VISA)
- _____ Automated Clearing House (ACH)

Invoicing and Payment Method Acknowledgement:

Signature: _____
Name Printed: _____
Title: _____
Name of Firm: _____
Date: _____

Please identify the following contact information for the individual who will serve as the appropriate point of contact within your company to be contacted by VCU Accounts Payable to implement the electronic invoicing and payment processes:

Name of the individual: _____
Title: _____
Mailing address: _____
Email address: _____
Phone number: _____
Fax number: _____

ATTACHMENT I

DATA AND INTELLECTUAL PROPERTY PROTECTION

1. Definitions

- a. “End User” means the individuals authorized by the University to access and use the Services provided by the Selected Firm/Vendor under this agreement.
- b. “Personally Identifiable Information” includes but is not limited to: personal identifiers such as name, address, phone number, date of birth, Social Security number, and student or personnel identification number; “personal information” as defined in Virginia Code section 18.2-186.6 and/or any successor laws of the Commonwealth of Virginia; personally identifiable information contained in student education records as that term is defined in the Family Educational Rights and Privacy Act, 20 USC 1232g; “medical information” as defined in Virginia Code Section 32.1-127.1:05; “protected health information” as that term is defined in the Health Insurance Portability and Accountability Act, 45 CFR Part 160.103; nonpublic personal information as that term is defined in the Gramm-Leach-Bliley Financial Modernization Act of 1999, 15 USC 6809; credit and debit card numbers and/or access codes and other cardholder data and sensitive authentication data as those terms are defined in the Payment Card Industry Data Security Standards; other financial account numbers, access codes, driver’s license numbers; and state- or federal-identification numbers such as passport, visa or state identity card numbers.
- c. “Securely Destroy” means taking actions that render data written on physical (e.g., hardcopy, microfiche, etc.) or electronic media unrecoverable by both ordinary and extraordinary means. These actions must meet or exceed those sections of the National Institute of Standards and Technology (NIST) SP 800-88 guidelines relevant to data categorized as high security.
- d. “Security Breach” means a security-relevant event in which the security of a system or procedure used to create, obtain, transmit, maintain, use, process, store or dispose of data is breached, and in which University Data is exposed to unauthorized disclosure, access, alteration, or use.
- e. “Services” means any goods or services acquired by the University of Virginia from the Selected Firm/Vendor.
- f. “University Data” includes all Personally Identifiable Information and other information that is not intentionally made generally available by the University on public websites or publications, including but not limited to business, administrative and financial data, intellectual property, and patient, student and personnel data.

2. Rights and License in and to the University Data

The parties agree that as between them, all rights including all intellectual property rights in and to University Data shall remain the exclusive property of the University, and Selected Firm/Vendor has a limited, nonexclusive license to use these data as provided in this agreement solely for the purpose of performing its obligations hereunder. This agreement does not give a party any rights, implied or otherwise, to the other’s data, content, or intellectual property, except as expressly stated in the agreement.

3. Intellectual Property Disclosure/Rights

- a. Unless expressly agreed to the contrary in writing, all goods, products, materials, documents, reports, writings, video images, photographs or papers of any nature including software or computer images prepared by Selected Firm/Vendor (or its subcontractors) for the University will not be disclosed to any other person or entity without the written permission of the University.
- b. Selected Firm/Vendor warrants to the University that the University will own all rights, title and interest in any intellectual property created for the University as part of the performance of this agreement and will have full ownership and beneficial use thereof, free and clear of claims of any nature by any third party including, without limitation, copyright or patent infringement claims. Selected Firm/Vendor agrees to assign and hereby assigns all rights, title, and interest in any and all intellectual property created for the University as part of the performance of this agreement to the University, and will execute any future assignments or other documents needed for the University to document, register, or otherwise perfect such rights. Nothing in this section is, however, intended to or shall be construed to apply to existing intellectual property created or owned by the vendor that the University is licensing under this agreement. For avoidance of doubt, the University asserts no intellectual property ownership under this clause to any pre-existing intellectual property of the vendor, and seeks ownership rights only to the extent Vendor is being engaged to develop certain intellectual property as part of its services for the University.
- c. Notwithstanding the foregoing, for research collaboration pursuant to subcontracts under sponsored research agreements administered by the University's Office of Sponsored Programs, intellectual property rights will be governed by the terms of the grant or contract to the University to the extent such grant or contract requires intellectual property terms to apply to subcontractors.

4. Data Privacy

- a. Selected Firm/Vendor will use University Data only for the purpose of fulfilling its duties under this agreement and will not share such data with or disclose it to any third party without the prior written consent of the University, except as required by this agreement or as otherwise required by law.
- b. University Data will not be stored outside the United States without prior written consent from the University.
- c. Selected Firm/Vendor will provide access to University Data only to its employees and subcontractors who need to access the data to fulfill Selected Firm/Vendor obligations under this agreement. Selected Firm/Vendor will ensure that employees who perform work under this agreement have read, understood, and received appropriate instruction as to how to comply with the data protection provisions of this agreement.
- d. The following provision applies only if Selected Firm/Vendor will have access to the University's education records as defined under the Family Educational Rights and Privacy Act (FERPA): The Selected Firm/Vendor acknowledges that for the purposes of this agreement it will be designated as a "school official" with "legitimate educational interests" in the University education records, as those terms have been defined under FERPA and its implementing regulations, and the Selected Firm/Vendor agrees to abide

by the limitations and requirements imposed on school officials. Selected Firm/Vendor will use the education records only for the purpose of fulfilling its duties under this agreement for University's and its End User's benefit, and will not share such data with or disclose it to any third party except as provided for in this agreement, required by law, or authorized in writing by the University.

5. Data Security

- a. Selected Firm/Vendor will store and process University Data in accordance with commercial best practices, including appropriate administrative, physical, and technical safeguards, to secure such data from unauthorized access, disclosure, alteration, and use. Such measures will be no less protective than those used to secure Selected Firm/Vendor's own data of a similar type, and in no event less than reasonable in view of the type and nature of the data involved. Without limiting the foregoing, Selected Firm/Vendor warrants that all electronic University Data will be encrypted in transmission (including via web interface) in accordance with latest version of National Institute of Standards and Technology Special Publication 800-53.
- b. If the Selected Firm/Vendor stores Personally Identifiable Information as part of this agreement, the Selected Firm/Vendor warrants that the information will be stored in accordance with latest version of National Institute of Standards and Technology Special Publication 800-53.
- c. Selected Firm/Vendor will use industry-standard and up-to-date security tools and technologies such as anti-virus protections and intrusion detection methods in providing Services under this agreement.

6. Employee Background Checks and Qualifications

Selected Firm/Vendor shall ensure that its employees who will have potential access to University Data have passed appropriate, industry standard, background screening and possess the qualifications and training to comply with the terms of this agreement.

7. Data Authenticity and Integrity

Selected Firm/Vendor will take reasonable measures, including audit trails, to protect University Data against deterioration or degradation of data quality and authenticity. The Selected Firm will be responsible during the terms of this agreement, unless otherwise specified elsewhere in this agreement, for converting and migrating electronic data as often as necessary so that information is not lost due to hardware, software, or media obsolescence or deterioration.

8. Security Breach

- a. Response. Upon becoming aware of a Security Breach, or of circumstances that are reasonably understood to suggest a likely Security Breach, Selected Firm/Vendor will timely notify the University consistent with applicable state or federal laws, fully investigate the incident, and cooperate fully with the University's investigation of and response to the incident. Except as otherwise required by law, Selected Firm/Vendor will not provide notice of the incident directly to individuals whose Personally Identifiable Information was involved, regulatory agencies, or other entities, without prior written permission from the University.
- b. Liability.

- 1) If Selected Firm/Vendor must under this agreement create, obtain, transmit, use, maintain, process, or dispose of the subset of University Data known as Personally Identifiable Information, the following provisions apply. In addition to any other remedies available to the University under law or equity, Selected Firm/Vendor will reimburse the University in full for all costs incurred by the University in investigation and remediation of any Security Breach caused by Selected Firm/vendor, including but not limited to providing notification to individuals whose Personally Identifiable Information was compromised and to regulatory agencies or other entities as required by law or contract; providing one year's credit monitoring to the affected individuals if the Personally Identifiable Information exposed during the breach could be used to commit financial identity theft; and the payment of legal fees, audit costs, fines, and other fees imposed by regulatory agencies or contracting partners as a result of the Security Breach.
- 2) If Selected Firm/Vendor will NOT under this agreement create, obtain, transmit, use, maintain, process, or dispose of the subset of University Data known as Personally Identifiable Information, the following provisions apply. In addition to any other remedies available to the University under law or equity, Selected Firm/Vendor will reimburse the University in full for all costs reasonably incurred by the University in investigation and remediation of any Security Breach caused by Selected Firm/vendor.

9. Response to Legal Orders, Demands or Requests for Data

- a. Except as otherwise expressly prohibited by law, Selected Firm/Vendor will:
 - immediately notify the University of any subpoenas, warrants, or other legal orders, demands or requests received by Selected Firm/Vendor seeking University Data;
 - consult with the University regarding its response;
 - cooperate with the University's reasonable requests in connection with efforts by the University to intervene and quash or modify the legal order, demand or request; and
 - upon the University's request, provide the University with a copy of its response.
- b. If the University receives a subpoena, warrant, or other legal order, demand (including request pursuant to the Virginia Freedom of Information Act) or request seeking University Data maintained by Selected Firm/Vendor, the University will promptly provide a copy to Selected Firm/Vendor. Selected Firm/Vendor will promptly supply the University with copies of data required for the University to respond, and will cooperate with the University's reasonable requests in connection with its response.

10. Data Transfer Upon Termination or Expiration

- a. Upon termination or expiration of this agreement, Selected Firm/Vendor will ensure that all University Data are securely returned or destroyed as directed by the University in its sole discretion. Transfer to the University or a third party designated by the University shall occur within a reasonable period of time, and without significant interruption in service. Selected Firm/Vendor shall ensure that such transfer/migration uses facilities and methods that are compatible with the relevant systems of the University or its transferee, and to the extent technologically feasible, that the University will have

- reasonable access to University Data during the transition. In the event that the University requests destruction of its data, Selected Firm/Vendor agrees to Securely Destroy all data in its possession and in the possession of any subcontractors or agents to which the Selected Firm/Vendor might have transferred University data. The Selected Firm/Vendor agrees to provide documentation of data destruction to the University.
- b. Selected Firm/Vendor will notify the University of impending cessation of its business and any contingency plans. This includes immediate transfer of any previously escrowed assets and data and providing the University access to Selected Firm/Vendor's facilities to remove and destroy University-owned assets and data. Selected Firm/Vendor shall implement its exit plan and take all necessary actions to ensure a smooth transition of service with minimal disruption to the University. Selected Firm/Vendor will also provide a full inventory and configuration of servers, routers, other hardware, and software involved in service delivery along with supporting documentation, indicating which if any of these are owned by or dedicated to the University. Selected Firm/Vendor will work closely with its successor to ensure a successful transition to the new equipment, with minimal downtime and effect on the University, all such work to be coordinated and performed in advance of the formal, final transition date.

11. Audits

- a. The University reserves the right in its sole discretion to perform audits of Selected Firm/Vendor at the University's expense to ensure compliance with the terms of this agreement. The Selected Firm/Vendor shall reasonably cooperate in the performance of such audits. This provision applies to all agreements under which the Selected Firm/Vendor must create, obtain, transmit, use, maintain, process, or dispose of University Data.
- b. If the Selected Firm/Vendor must under this agreement create, obtain, transmit, use, maintain, process, or dispose of the subset of University Data known as Personally Identifiable Information or financial or business data which has been identified to the Selected Firm/Vendor as having the potential to affect the accuracy of the University's financial statements, Selected Firm/Vendor will at its expense conduct or have conducted at least annually a:
- American Institute of CPAs Service Organization Controls (SOC 2) Type II audit, or other security audit with audit objectives deemed sufficient by the University, which attests the Selected Firm/Vendor's security policies, procedures and controls;
 - vulnerability scan of Selected Firm/Vendor's electronic systems and facilities that are used in any way to deliver electronic services under this agreement; and
 - formal penetration test of Selected Firm/Vendor's electronic systems and facilities that are used in any way to deliver electronic services under this agreement.
- Additionally, the Selected Firm/Vendor will provide the University upon request the results of the above audits, scans and tests, and will promptly modify its security measures as needed based on those results in order to meet its obligations under this agreement. The University may require, at University expense, the Selected Firm/Vendor to perform additional audits and tests, the results of which will be provided promptly to the University.

12. Compliance
 - a. Selected Firm/Vendor will comply with all applicable laws and industry standards in performing services under this agreement. Any Selected Firm/Vendor personnel visiting the University's facilities will comply with all applicable University policies regarding access to, use of, and conduct within such facilities. The University will provide copies of such policies to Selected Firm/Vendor upon request.
 - b. Selected Firm/Vendor warrants that the service it will provide to the University is fully compliant with relevant laws, regulations, and guidance that may be applicable to the service, such as: the Family Educational Rights and Privacy Act (FERPA), Health Insurance Portability and Accountability Act (HIPAA) and Health Information Technology for Economic and Clinical Health Act (HITECH), Gramm-Leach-Bliley Financial Modernization Act (GLB), Payment Card Industry Data Security Standards (PCI-DSS), Americans with Disabilities Act (ADA), Federal Export Administration Regulations, and Defense Federal Acquisitions Regulations.
 - c. If the Payment Card Industry Data Security Standards (PCI-DSS) are applicable to the Selected Firm/Vendor service provided to the University, the Selected Firm/Vendor will, upon written request, furnish proof of compliance with PCI-DSS within 10 business days of the request.
13. No End User agreements

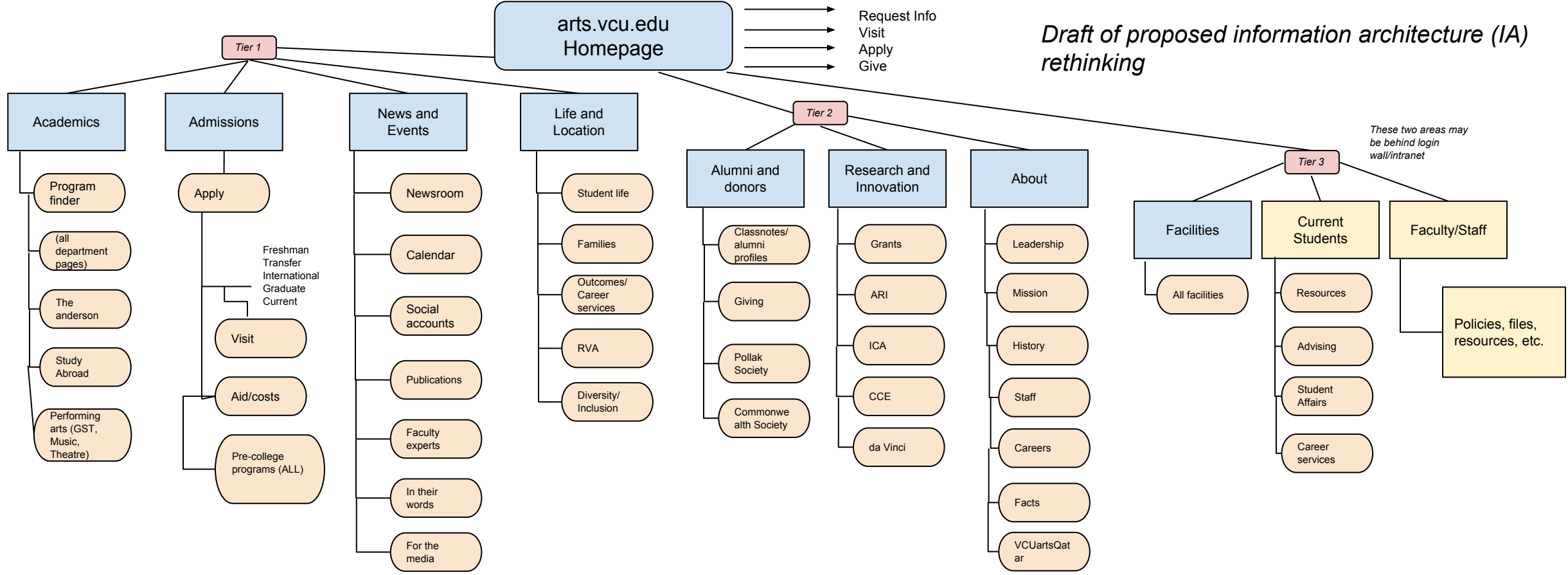
This agreement is the entire agreement between the University (including University employees and other End Users) and the Selected Firm/Vendor. In the event that the Selected Firm/Vendor enters into terms of use agreements or other agreements or understandings, whether electronic, click-through, verbal or in writing, with University employees or other End Users, such agreements shall be null, void and without effect, and the terms of this agreement shall apply.
14. Survival

The Selected Firm/Vendor's obligations under Section 10 shall survive termination of this agreement until all University Data has been returned or Securely Destroyed.

ATTACHMENT II

RESOURCES FOR VENDORS

Draft of proposed information architecture (IA) rethinking



VCUarts Organizational Structure

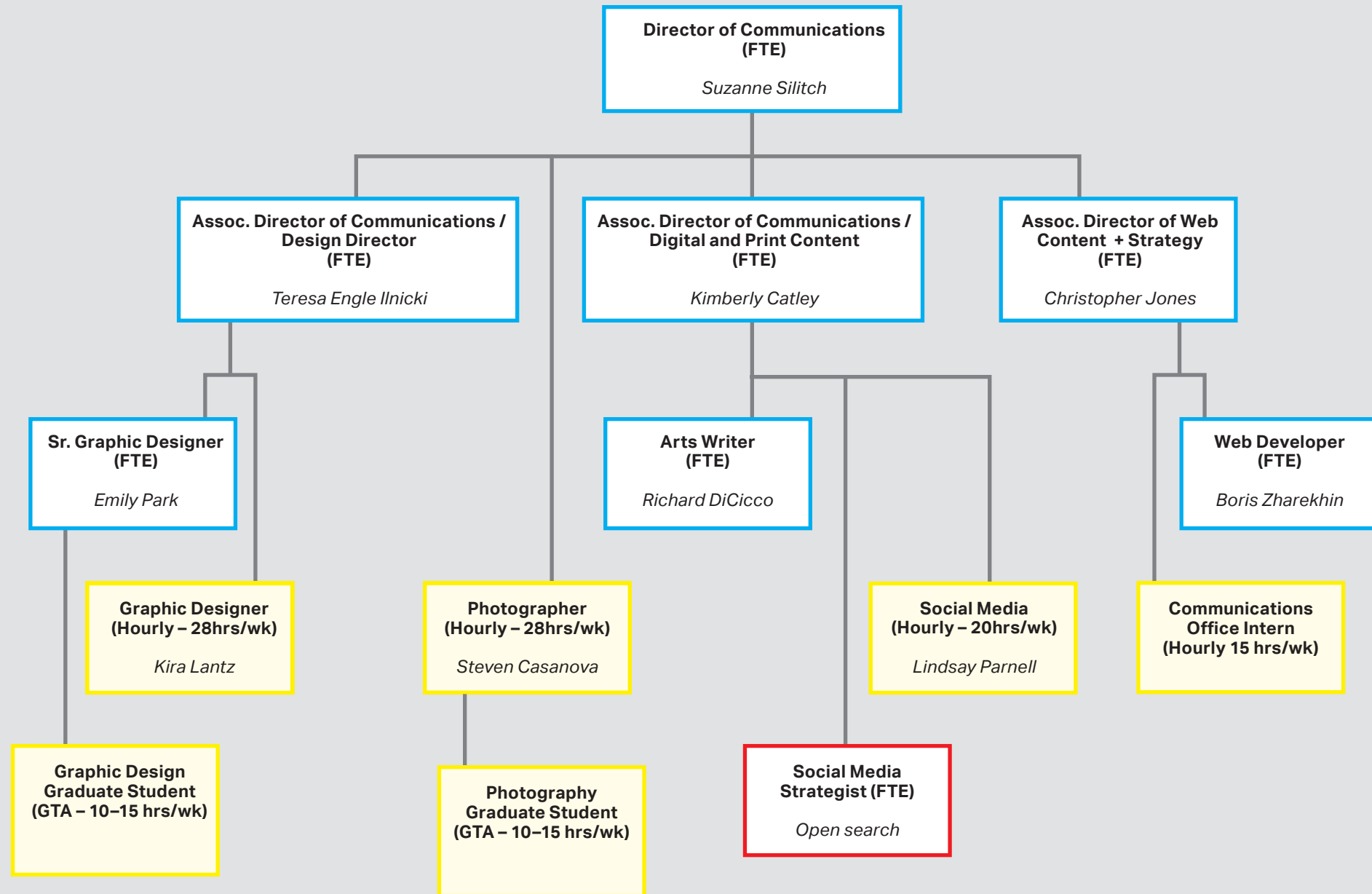
	OFFICE	DEPARTMENT	DEGREE	SPECIAL PROGRAMS	
DEAN'S OFFICE	Undergraduate Admissions	Art Education	BFA	Creative Arts Day Camp; Investigation NOW	
		complete Art Foundation	BFA		
		Program to enter these majors (apply to Art Foundation Program)	BFA		
		Craft/Material Studies	BFA		
		Fashion Design	BFA		
		Graphic Design	BFA		
		Interior Design	BFA		
		Kinetic Imaging	BFA		
		Painting and Printmaking	BFA		Summer Studio Program
		Photography and Film	BFA		Photography, Film and New Media Summer Program
	Sculpture and Extended Media	BFA	Summer Studio Program; Future Studio		
	do not require completion of Art Foundation Program (apply directly to program)	Art History	BA	Music Pre-College Programs	
	Cinema	BA			
	Dance and Choreography	BFA			
	Fashion Merchandising	BA			
	Music	BA, BM			
	Theatre	BA, BFA			
	Art Education	MAE - Art Education	MA - Historical Studies, Museum Studies; PhD - Historical Studies, Curatorial MFA - Ceramics, Fiber, Furniture Design, Glassworking, Jewelry/Metalworking MFA - Visual Communications MFA - Interior Environments MFA - Kinetic Imaging MM - Music Education MFA - Painting, Printmaking MFA - Photography and Film MFA - Sculpture MFA - Pedagogy, Costume Design, Scene Design/Technical Theatre PhD in Media, Art and Text MPI - Master of Product Innovation PhD in Education with a focus in Art Education Post-Baccalaureate Certificate - Advanced Media Production Technology		
	Art History	MA - Historical Studies, Museum Studies; PhD - Historical Studies, Curatorial			
	Craft/Material Studies	MFA - Ceramics, Fiber, Furniture Design, Glassworking, Jewelry/Metalworking			
	Graphic Design	MFA - Visual Communications			
	Interior Design	MFA - Interior Environments			
Kinetic Imaging	MFA - Kinetic Imaging				
Music	MM - Music Education				
Painting and Printmaking	MFA - Painting, Printmaking				
Photography and Film	MFA - Photography and Film				
Sculpture and Extended Media	MFA - Sculpture				
Theatre	MFA - Pedagogy, Costume Design, Scene Design/Technical Theatre				
Interdisciplinary	PhD in Media, Art and Text				
VCU da Vinci Center	MPI - Master of Product Innovation				
VCU School of Education	PhD in Education with a focus in Art Education				
Center for the Creative Economy	Post-Baccalaureate Certificate - Advanced Media Production Technology				
Development		Pollak Society			
The Anderson					
Arts Research Institute					
Center for the Creative Economy		AMPT?			
Commonwealth Society					
The Depot					
Pre-College Summer Intensive					

**VCUarts Communications Structure
Spring 2018**

NOTES:

Updated 3.14.18

- Full-time positions - filled
- Full-time positions - vacant
- Part-time positions



vcuarts

Brand Identity Guide

Wordmark | Updated July 2016



VUarts

Updates include:

- Redrawn letters
- Adjusted kerning
- Gap created between "r" and "t" ligature
- More vibrant VCUarts red

Please update all instances of VCUarts wordmark to reflect the most recent version.

FORMER MARK



vcuarts



UPDATED MARK

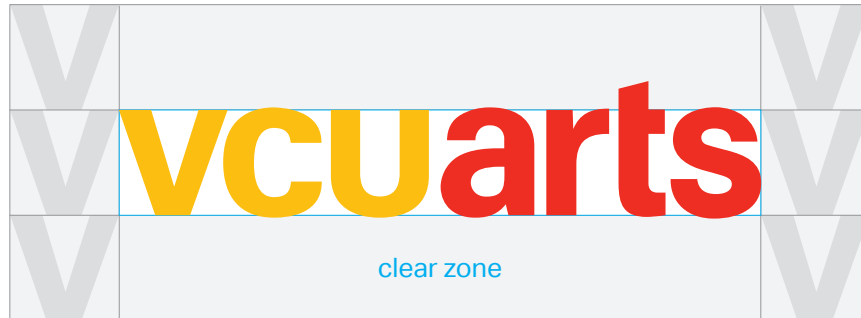


vcuarts

Wordmark | Space + Size

Clear Zone

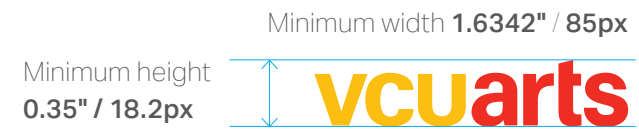
The clear zone around the mark is at least equivalent to the size of the 'V' in the mark.



Minimum Size

Print: 1.6342 x 0.35 inches

Web: 18.2 x 85 pixels



Wordmark | VCUarts Qatar

As of July 1, 2017, our campus in Doha, Qatar, will move forward using the new VCUarts Qatar wordmark.

Reasons for this update:

- The new mark more accurately reflects the official name of the branch campus: Virginia Commonwealth University School of the Arts (VCUarts) in Qatar.
- VCUarts is a top-tier arts and design school. Having a unified identity with our campus in Qatar provides branding leverage for both campuses.
- A unified identity between campuses increases opportunities for clarity in joint communications.
- Using “arts” in external facing communications materials helps provide a more immediate understanding of the arts focus at each school.



Wordmark | VCUarts Richmond + Qatar

For joint communications or events hosted by both campuses, the VCUarts Richmond + Qatar wordmark eliminates the need for multiple instances of "VCUarts."



vcuarts
RICHMOND
+ QATAR

The logo features the word "vcuarts" in a bold, lowercase sans-serif font. The "vcu" portion is yellow, and the "arts" portion is red. Below this, the words "RICHMOND" and "+ QATAR" are stacked in a smaller, black, uppercase sans-serif font.

Mark | VCUarts Department Branding

VCUarts has been granted an exception to the University's brand standards, which allows for continued use of the VCUarts wordmark. Departments and units may adopt a type treatment consistent with VCUarts identity guidelines, but must not create unique logos or wordmarks.

vcuarts | art
education

vcuarts | art
history

vcuarts | cinema

vcuarts | communication
arts

vcuarts | craft /
material
studies

vcuarts | dance +
choreography

vcuarts | fashion
design +
merchandising

vcuarts | graphic
design

vcuarts | interior
design

vcuarts | kinetic
imaging

vcuarts | music

vcuarts | painting +
printmaking

vcuarts | photography
+ film

vcuarts | sculpture +
extended
media

vcuarts | theatre

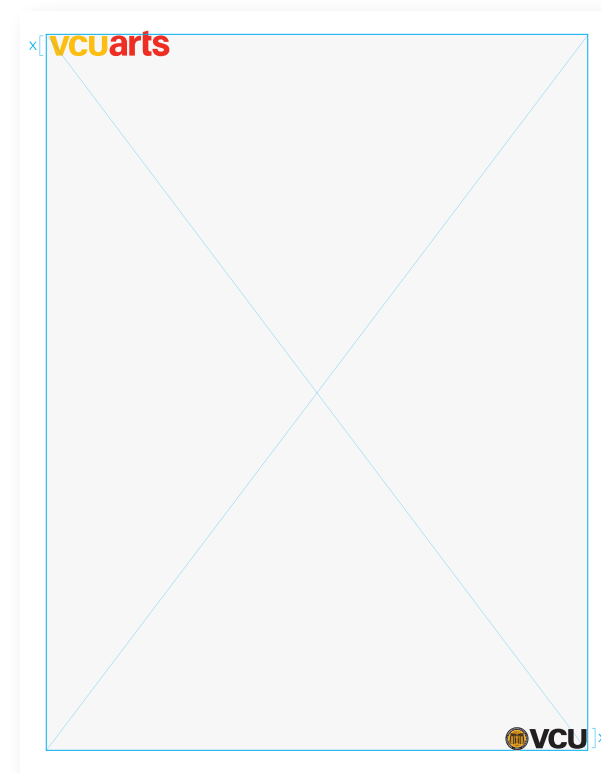


The current VCU logo and seal must appear on all external facing communications for the School of the Arts, unless specifically approved by University Marketing. The two marks may be separated but the "VCU" logotypes must appear at the same size.



One page outcomes (e.g., posters, letterhead)

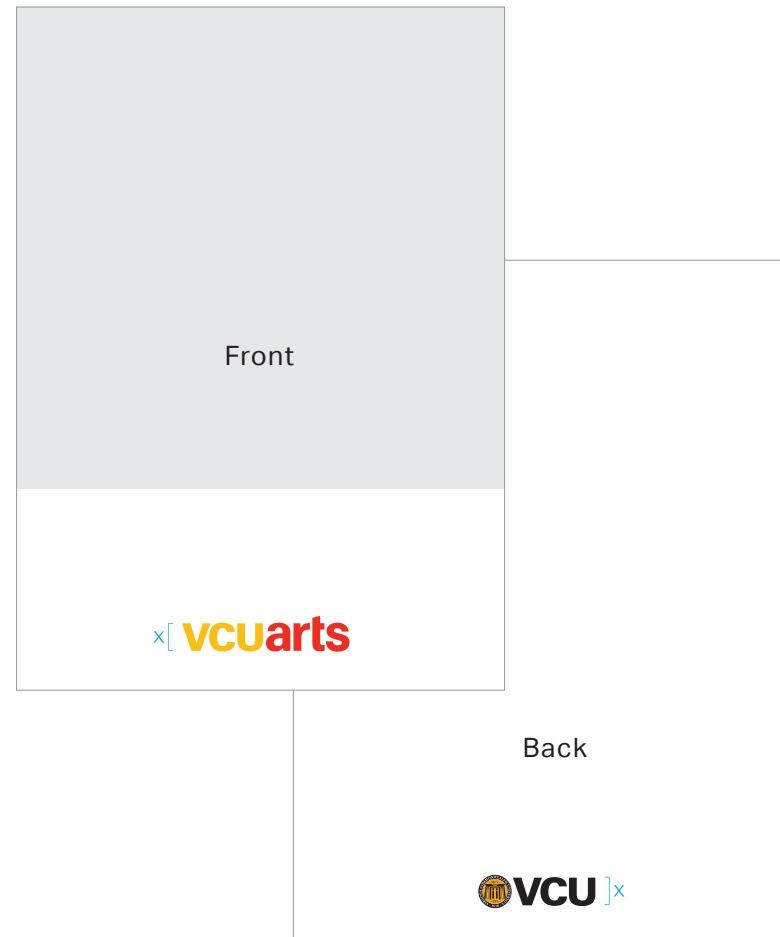
The VCU logo and VCUarts wordmark must both appear on the page, but may be separated. Positioning of each logo is flexible.





Multiple page outcomes (e.g., postcards, brochures, catalogs, publications)

The VCU logo and seal and VCUarts wordmark must both appear on the piece, but may be separated. Positioning of each logo is flexible. For example, it is acceptable to have the VCU logo on the mail panel, and the VCUarts logo on the cover.



Wordmark | Improper Usage

VCUarts Wordmark: Improper Usage



Do not use old wordmark.



Do not stretch; scale uniformly.



Do not skew.



Do not use a gradient.



Do not reverse colors.



Do not use unapproved colors.



Do not add a stroke.



Do not outline.

VCU and VCUarts Co-Branding: Improper Usage



Do not combine the VCU logo and seal and VCUarts wordmark into a lockup.



'VCU' must be equal in size across both marks.



Do not use the tracked out "Virginia Commonwealth University" bar.

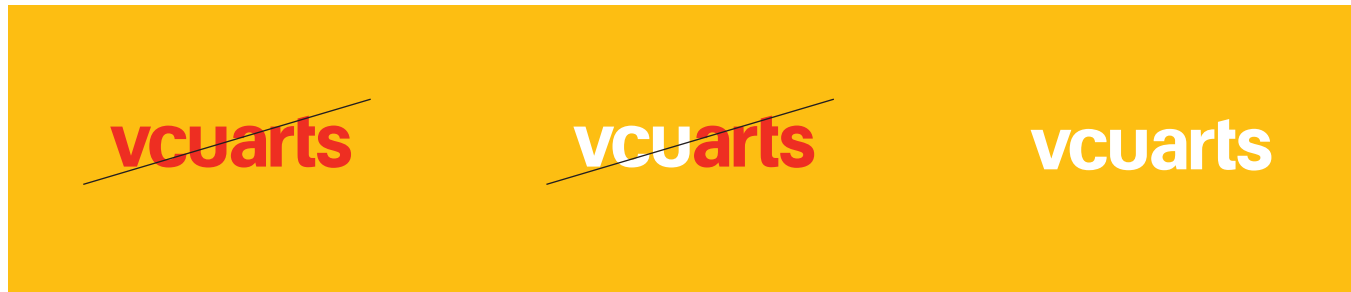


Do not combine the VCU seal and VCUarts wordmark.

Colors | Primary Colors

Proper Usage with Red or Gold Background

When using the wordmark over a colored background, use the all-white version of the mark.



Do not use all red.

Do not white out 'VCU'
on yellow background.

VCU GOLD

CMYK 0 / 30 / 100 / 0

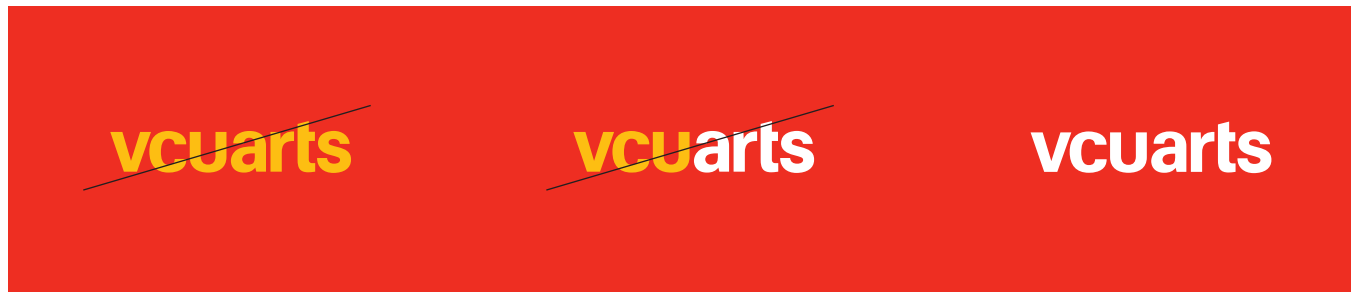
RGB 255 / 186 / 0

HEX #FFBA00

Pantone Color for Coated PMS 130C

Spot Color for Uncoated

PMS 130U or custom VCU Gold Mix
(1.1% Warm Red + 2.2% Rubine Red
and 96.7% Process Yellow)



Do not use all gold.

Do not white out 'arts'
on red background.

VCUarts RED

CMYK 0 / 96 / 100 / 0

RGB 255 / 51 / 51

HEX #FF3333

Pantone for Coated PMS 485C

Pantone for Uncoated PMS 2035U

Colors | Primary Color

Proper Usage with Black/White Background

When using the wordmark over a solid black or white background, use either the two-color wordmark or an all-black or all-white version.



BLACK

CMYK 0/0/0/100

RGB 0/0/0

HEX #000000

Do not change the colors
of the mark.



WHITE

CMYK 0/0/0/0

RGB 255/255/255

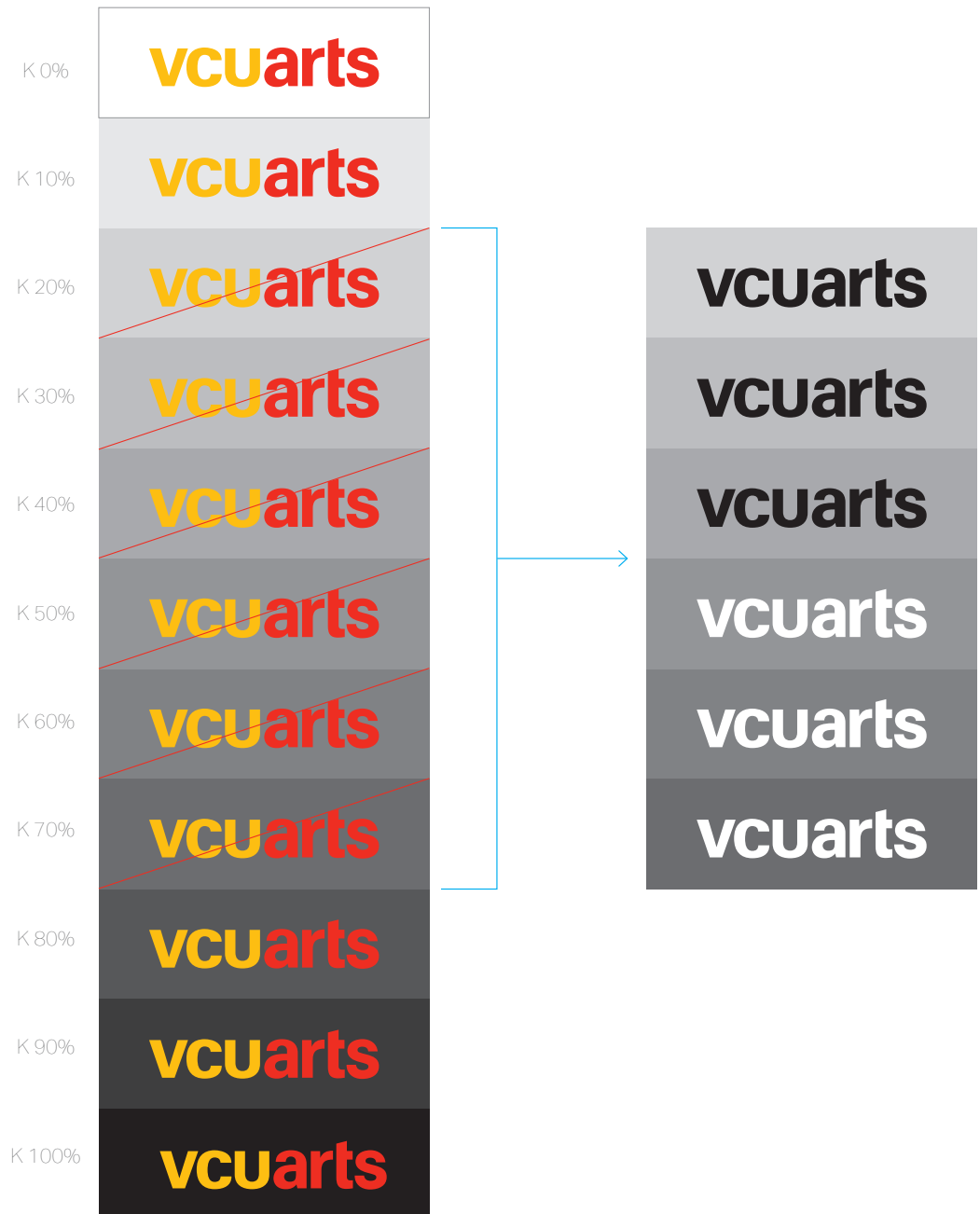
HEX #FFFFFF

Do not separate 'VCU'
and 'arts' with different tints
of black.

Colors | Gray Background

Proper Usage with Gray Background

When using the wordmark over a gray background, find the most similar contrast to the example at right. If it falls in the mid-range, creating a low-contrast background with the mark, switch from the two-color to the one-color (all-black or all-white) version of the wordmark.



Typography | University Branding Primary Font

The primary sans-serif font for VCU marketing materials and brand marks is Univers LT Std 45 Light. VCUarts uses Univers for official materials and department names. *If a license for Univers is not available, Arial is the acceptable alternative. View the complete VCU Brand Standards at: identity.vcu.edu*

Univers LT Std 45 Light

Light

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890!@#\$%^&*([{};,. .

Light Oblique

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890!@#\$%^&*([{};,. .

Aktiv Grotesk is the main sans-serif font for VCUarts. Visually similar to Univers, Aktiv Grotesk was selected for its legibility and web accessibility. *If Aktiv Grotesk is not available, Univers is an acceptable substitute. If Univers is not available, please refer to the University Identity Guide for acceptable alternatives: identity.vcu.edu*

Aktiv Grotesk

Hair	ABCDEFGHIJKLMNOPQRSTUVWXYZ abcdefghijklmnopqrstuvwxyz 1234567890!@#%&*([{};,. .
Thin	ABCDEFGHIJKLMNOPQRSTUVWXYZ abcdefghijklmnopqrstuvwxyz 1234567890!@#%&*([{};,. .
Light	ABCDEFGHIJKLMNOPQRSTUVWXYZ abcdefghijklmnopqrstuvwxyz 1234567890!@#%&*([{};,. .
<i>Light Italic</i>	ABCDEFGHIJKLMNOPQRSTUVWXYZ abcdefghijklmnopqrstuvwxyz 1234567890!@#%&*([{};,. .
Regular	ABCDEFGHIJKLMNOPQRSTUVWXYZ abcdefghijklmnopqrstuvwxyz 1234567890!@#%&*([{};,. .
<i>Italic</i>	ABCDEFGHIJKLMNOPQRSTUVWXYZ abcdefghijklmnopqrstuvwxyz 1234567890!@#%&*([{};,. .

Medium	ABCDEFGHIJKLMNOPQRSTUVWXYZ abcdefghijklmnopqrstuvwxyz 1234567890!@#%&*([{};,. .
<i>Medium Italic</i>	ABCDEFGHIJKLMNOPQRSTUVWXYZ abcdefghijklmnopqrstuvwxyz 1234567890!@#%&*([{};,. .
Bold	ABCDEFGHIJKLMNOPQRSTUVWXYZ abcdefghijklmnopqrstuvwxyz 1234567890!@#%&*([{};,. .
<i>Bold Italic</i>	ABCDEFGHIJKLMNOPQRSTUVWXYZ abcdefghijklmnopqrstuvwxyz 1234567890!@#%&*([{};,. .
Black	ABCDEFGHIJKLMNOPQRSTUVWXYZ abcdefghijklmnopqrstuvwxyz 1234567890!@#%&*([{};,. .
<i>Black Italic</i>	ABCDEFGHIJKLMNOPQRSTUVWXYZ abcdefghijklmnopqrstuvwxyz 1234567890!@#%&*([{};,. .

Mercury Text G1 is the main Serif font for VCUarts. *If Mercury is not available, please refer to the University Identity Guide for acceptable alternatives: identity.vcu.edu*

Mercury Text G1

Roman

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890!@#%&*([{ ; , .

Italic

*ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890!@#%&*([{ ; , .*

Semibold

**ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890!@#%&*([{ ; , .**

Semibold Italic

***ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890!@#%&*([{ ; , .***

Bold

**ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890!@#%&*([{ ; , .**

Bold Italic

***ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890!@#%&*([{ ; , .***

arts.vcu.edu

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Art Foundation
<https://arts.vcu.edu/arthistory/>

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 - Dr. David Burton
 - Dr. Melanie Buffington
 - Dr. Nancy Lampert
 - Dr. Pamela G. Taylor
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arts.vcu.edu/craft/

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<http://arts.vcu.edu/fashion/>

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<http://arts.vcu.edu/graphicdesign/>

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<http://arts.vcu.edu/interiordesign/>

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<http://arts.vcu.edu/paintingprintmaking/>

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arts.vcu.edu/theatre/

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**VIRGINIA COMMONWEALTH UNIVERSITY
REQUEST FOR PROPOSALS (RFP)
VCU SCHOOL OF THE ARTS WEBSITE REDESIGN
#8002942CK**

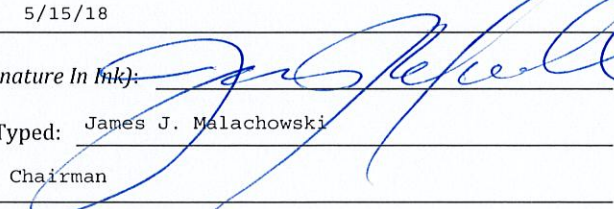
OFFER FORM

In compliance with this request for proposals and to all conditions imposed therein and hereby incorporated by reference, the undersigned offers and agrees to furnish the services described herein in accordance with the attached signed proposal or as mutually agreed upon by subsequent negotiation. Furthermore, the undersigned agrees not to start any work relative to this particular solicitation until a resulting formal signed Purchase Order is received by the Contractor from University Purchasing. Any work relative to this solicitation performed by the Contractor prior to receiving a formal signed Purchase Order shall be at the Contractor's own risk and shall not be subject to reimbursement by the University. **Signature below constitutes acknowledgement of all information contained through links referenced herein.**

A. GENERAL INFORMATION:

Name & Address of Firm:

The RDW Group, Inc (trademark iFactory)
 87 Summer Street, 4th Floor
 Boston, MA Zip Code 02110
 E-Mail Address: jmalachowski@rdwgroup.com
 Telephone: (617) 426.0609
Toll free, if available
 DUNS NO.: 17-483-6114

Date: 5/15/18
 By (Signature In Ink): 
 Name Typed: James J. Malachowski
 Title: Chairman
 Fax Number: (617) 426.2056
Toll free, if available
 FEI/FIN NO.: 05-0421718

B. SMALL, MINORITY & WOMAN OWNED BUSINESS INFORMATION

MINORITY-OWNED BUSINESS: () YES (x) NO WOMEN-OWNED: () YES (x) NO
 REGISTERED WITH eVA: (x) YES () NO SMALL BUSINESS: () YES (x) NO
 VIRGINIA DSBS CERTIFIED: () YES (x) NO VIRGINIA DSBS CERTIFICATION#: _____

C. PROPRIETARY OR CONFIDENTIAL INFORMATION

Check the box to the left "if" your proposal contains proprietary or confidential information. If so, <i>add an attachment sheet to this form with details.</i>	See Paragraph XIV for more information
---	---

D. ACKNOWLEDGEMENT OF ADDENDA: Acknowledge your receipt of any addenda that may have been issued under this solicitation.

See Paragraph VIII for more information

Addendum #	2		Addendum #	
Addendum Date	05/10/18		Addendum Date	___/___/___
Addendum #			Addendum #	
Addendum Date	___/___/___		Addendum Date	___/___/___

Affix this Form as the FIRST PAGE of your proposal.



VCU School of the Arts

Response to Proposal | May 18, 2018





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Introduction & Qualifications

We founded iFactory in Boston in 1992 to create digital media solutions for educators, publishers, and not-for-profits. In 2008, we were acquired by the RDW Group, an integrated digital agency, and now have additional offices in Providence, Rhode Island, and Portland, Maine. Boston continues to be the main office for iFactory.

In the last 3 years, we have provided every service required by VCUarts, including strategy, discovery, analytics, content strategy, information architecture, user experience design, usability, front-end HTML development, backend custom development for Wordpress, SEO/SEM, digital marketing support and accessibility compliance for over 40 schools. All of our experts are in-house, full-time employees.

All told, we have had over 400 successful launches, with a special focus on creative branding approaches, communicating wide-ranges of program offerings, rapid relaunches and accessibility compliance. Our process has been honed over 20 years to map with how Schools best work.

Our clients have included most of the Ivy League, and a large number of State and Community Colleges. Our focus on partnership and our commitment to tailor our process for each client shows in our many enthusiastic testimonials.

We can quickly interface with you to achieve the goals set forth in your RFP, and will collaborate to launch a thrilling new site design worthy of the finest art school.



VCU School of the Arts (VCUarts) seeks a partner capable of providing a comprehensive website redesign.

iFactory is pleased to provide our proposal and share our ongoing mission to push the envelope in higher-education web design. As part of our response, we have taken a deeper look at your website and web properties and included **audit findings** in the areas of SEO, Content, Accessibility, and Design.

Goals for the redesign addressed in this response include:

1. Create a mobile responsive, accessibility compliant site that is structured to support a modern digital marketing philosophy
2. Create one unified website redesign with content governance
3. Provide students with the ability to tailor their search for academic programs according to their unique interests

We are mindful of your stated budget and have provided all the requirements you have asked for, with an overall cost of \$110,560 for a 30-week website redesign process and WordPress implementation.

In addition, we have provided a set of optional services that could be added to the project scope with further consideration by VCUarts.

We welcome the opportunity to present our proposal in person and introduce our team.

Thank you for the opportunity!

Cheryl Tivey
Account Executive



CASE STUDIES

OUR EXPERIENCE

MASSART

THE CHALLENGE

MassArt faced the stigma that artists live and work in isolation and have poor job prospects. Some parents struggle justifying tuition for an arts degree, and the school lacked public awareness of their high-caliber faculty, students, and alums.

OUR SOLUTION

We tackled MassArt's obstacles through storytelling, design, and collaboration. We positioned MassArt as a hub for MAKERS, people who fuel Boston and other cities through creative economy. We told MassArt's story visually through interactive galleries to showcase the extensive range of work and to highlight

exhibitions, auctions, and other public events.

And because we were working with an artistic client, we introduced their design team into the project early for in-person design workshops and critiques. MassArt found the town hall session incredibly helpful to manage internal expectations.

PROVEN SUCCESS

Since its launch in early 2017, MassArt has reported an 87% increase in unique pageviews and +4% increase in average time on page. The top viewed pages now include the Home, Visit, Admissions, and Academics pages.

<https://massart.edu/>

MAKE YOUR MARK

Our academic and co-curricular programs prepare students from diverse backgrounds to participate in the creative economy as artists, designers, and educators, and to engage in the well-being of society.

PROGRAMS

Undergraduate | Graduate

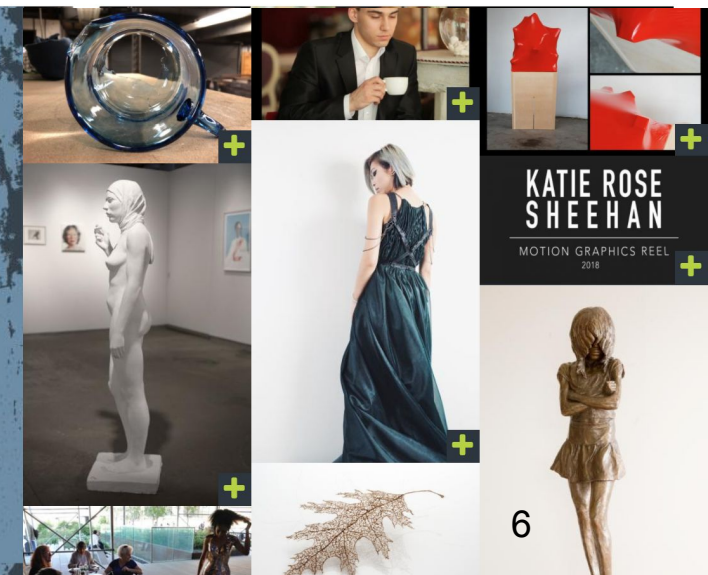
CONTINUING EDUCATION

Adults | Youth

WHAT WE MAKE

View student, faculty, and alumni artwork from all disciplines.

INTERACTIVE GALLERY





2x Traffic

40,000 in 2016
80,000 in 2017

87%

increase in unique
page views



I just want to let you know how much I appreciate your team and their approach to client service. I know that we aren't the easiest client, and your team has been so diplomatic and level-headed in dealing with us. We really appreciate it. They have been great, actually, and it has been great..."

Patrick O'Connor

Assistant Vice President, Technology

MASSART

BENNINGTON COLLEGE

THE CHALLENGE

Bennington College wanted a design that captured the school's richness and represented the variety of activities, experiences, and choices, driven by student inquiry. The new site had to showcase student planning, areas of study, and field work to attract high-caliber prospective students.

OUR SOLUTION

We created a site as beautiful and as complex as Bennington. The new linear and nonlinear navigation reflected our rigorous design and IA approach.

Our in-person focus groups with current students and faculty

helped fuel creative ideas for presenting Bennington's unique curriculum model.

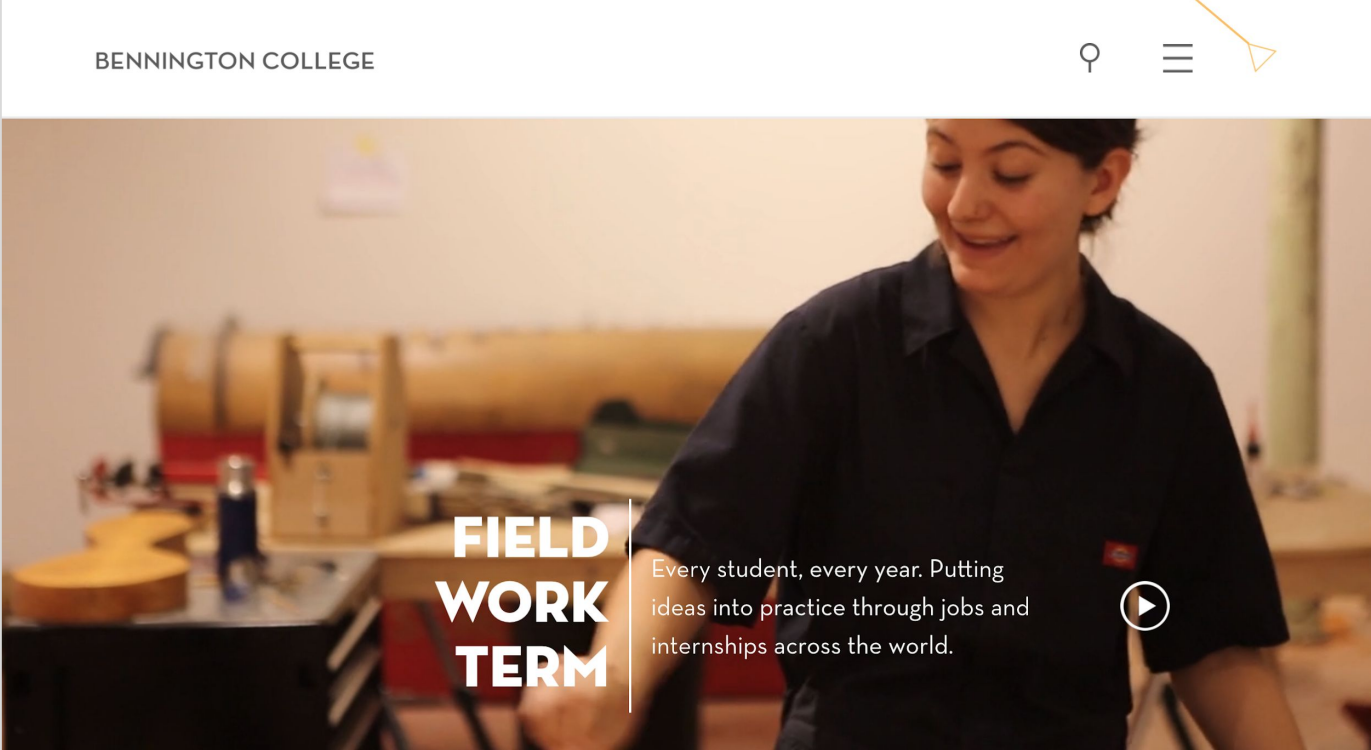
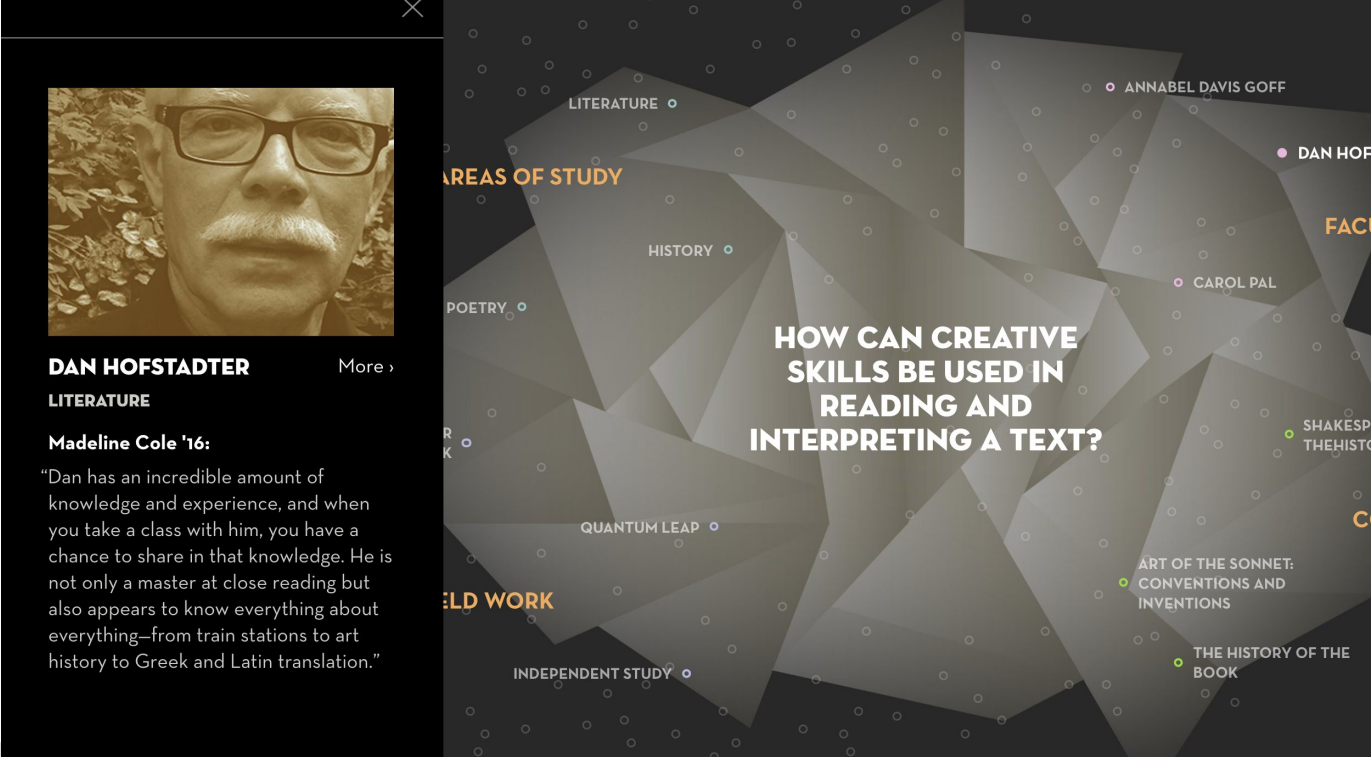
We also leveraged taxonomy and metadata in dynamic interfaces, creating engaging browse experiences for students seeking interests.

Finally, we completed the build on the WORDPRESS 8 platform.

AWARD-WINNING DESIGN

2017 MITX Award for Education Marketing

<http://www.bennington.edu/>





Thanks for joining us in our journey and for providing at any given moment vision, insight, steady hands and level heads, endless good humor, and hours upon hours of your best work.”

JANET MARSDEN

Vice President of Communications

QUEENS UNIVERSITY OF CHARLOTTE

THE CHALLENGE

Queens wanted to differentiate themselves as a private school with unique options. Their old site mirrored their internal structure rather than focusing on prospective students, wasn't responsive, and lacked meaningful social media integration.

OUR SOLUTION

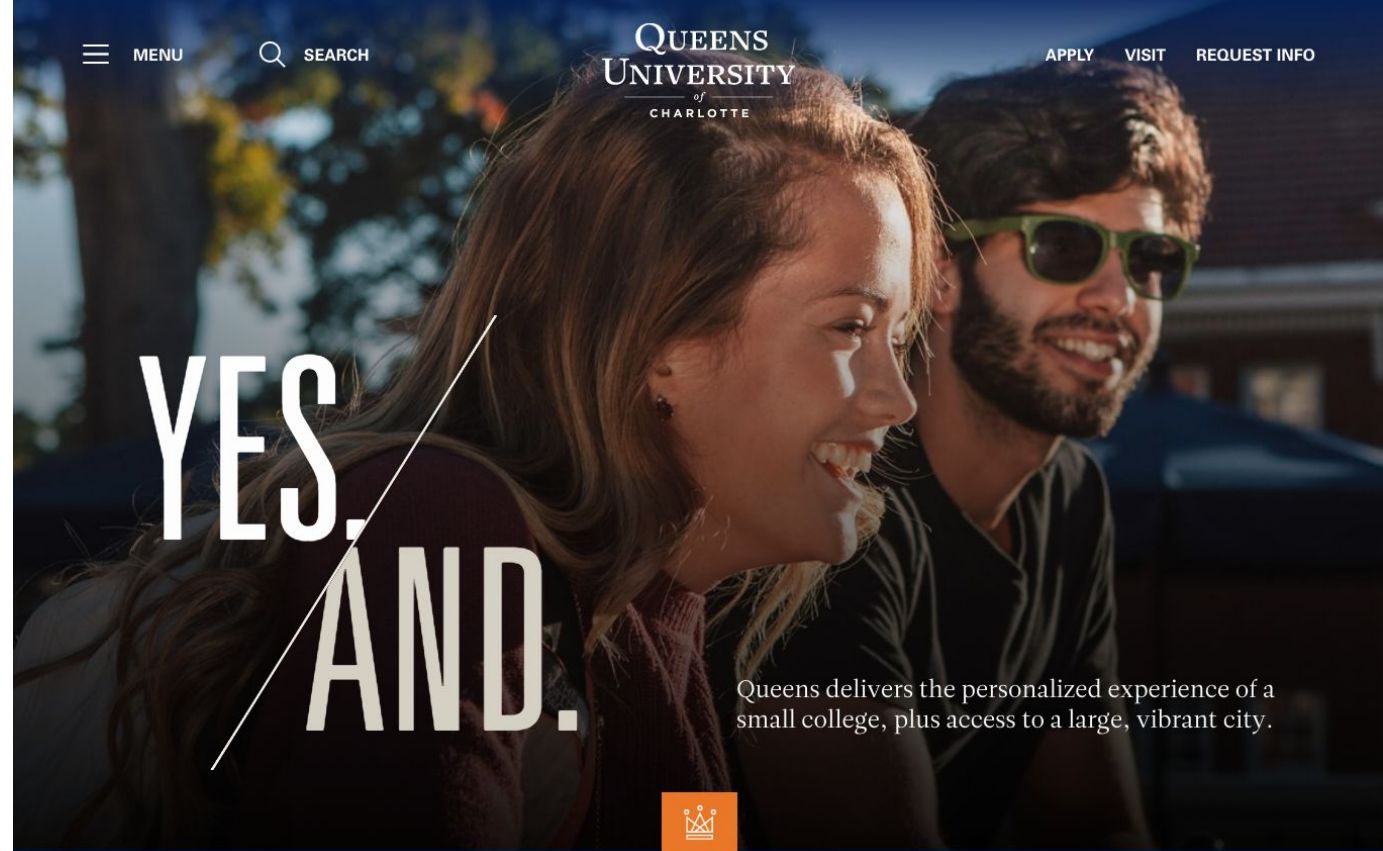
The site redesign elevated Queens' brand by focusing on their strengths: a 9:1 student-to-professor ratio, a tailored experience for nontraditional adult students, and an extensive study abroad program.

First, we pared down the site content. Then we created personas and created a Choose Your Path experience that offered more personalized content, which better defines user paths and helps drive enrollment.

We also introduced the client to the OmniUpdate CMS. After the site was rebuilt on the Omni platform, the internal team was thrilled with the resulting improvements in workflow.

Year-over-year for Fall semester 2016 vs 2017 shows a **38% increase in new users and a 17% increase in organic search acquisition across devices.**

<http://www.queens.edu/>



Queens delivers the personalized experience of a small college, plus access to a large, vibrant city.



COMMITMENT TO AFFORDABILITY

All the advantages of a private university?

YES. AND

a commitment to making your education more affordable.

Tuition, Scholarships, & Aid >

REAL WORLD EXPERIENCE

A blue-tinted photograph of a university campus. In the background, a tall brick clock tower stands prominently. The foreground and middle ground are filled with large, leafless trees. Several colorful hammocks are strung between the trees, and a person is visible sitting in one of them. The overall scene is peaceful and academic.

+38%

in new site users

+17%

in organic search
acquisition across
devices



Working with your team has been wonderful. I actually miss you guys. Your work, people, and customer service have all been excellent. Thank you! I'm really excited about where we're heading!"

Jen McGivney

Digital Media Director

Queens University

RUTGERS UNDERGRADUATE ADMISSIONS

THE CHALLENGE

Rutgers University's outdated admissions pages impeded student enrollment. The new site had to showcase the qualities of Rutgers' 3 distinct campuses while also illustrating their interconnection.

OUR SOLUTION

We had to address the concerns of all campus stakeholders, so we conducted group and one-on-one interviews to understand what made each of the three campuses unique.

We used strong color stories to brand each campus site, but used consistent UI and design elements to

ensure we told one overarching story of being an undergraduate student at Rutgers.

AWARDS & METRICS

2017 Gold CUPPIE from CUPRAP, a professional organization for college and university marketing professionals

The new site has also achieved a 30% combined improvement on recruiting results for this year over last year, more than 1.5 million sessions on the core website since launch, and a 40% reduction in bounce rate.

<https://admissions.rutgers.edu/>



Your Future is Our Mission

Rigorous Academics and Research

Explore different fields, work with top-ranked professors, and push yourself to succeed.



300+

Research Centers and Institutes

150+

Majors to Discover Your Passion

FIND YOUR MAJOR



8%

increase
in first-year student
applications

1.5 million

sessions since May 2017 launch

39%

decrease
in bounce rate



I'm privileged to have the opportunity working with a group of talented people like yours...I really enjoyed working with you and would definitely recommend your team to my clients for more work."

Tuy Ly, IT Manager

Rutgers University



WE ARE TEAM FACTORY QUALIFICATIONS



DRIVEN BY PARTNERSHIP

While many companies can produce websites, we believe the best solutions emerge when we align cultures with our clients, understand how

you work, and become an extension of your team. Partnering allows us to tailor creative solutions that solve your tactical problems in a way that reflects the essence of your core values and mission.





LAURENCE BURNINGHAM
Director of Web Development

Laurence oversees technical implementation and has 20+ years in web development working with B2C, B2B, not-for-profits, and education. When he's not at work, he is coaching youth soccer.

CLIENTS

Harvard Institute of Politics, Rutgers University Undergraduate Admissions, Rutgers Business School, Massachusetts College of Art & Design, Phillips Exeter Academy, Lincoln Institute of Land Policy, Perkins School for the Blind.

"I enjoy working with clients to distill what their needs are and leveraging technology to fulfill their goals."



COURTNEY KOELLNER
Senior Producer

Courtney is the day-to-day contact and project manager. We call her 'The Glue.' She has 7 years of experience in project management, account services, and marketing. She is the proud Aunt to two nephews and recently learned Curling after watching the Winter Olympics.

CLIENTS

Rutgers University Undergraduate Admissions, Rutgers Business School, Rutgers Newark College of Arts & Sciences, Stanford University Graduate School of Business, Colorado State University, Coastal Carolina University.

"Working with higher education clients holds a special place in my heart. I know the work I am doing is supporting organizations that are making a difference."



PETE GAIONI
VP, Account Services + Strategy | Partner

Pete is our Account Services VP and iFactory's Cultural Officer. He has 15 years of digital experience across several verticals, including Higher Ed, not-for-profit, and healthcare. Pete is the best-dressed man in the office, but don't ask him about his Diet Coke habit.

CLIENTS

Rutgers University Undergraduate Admissions, Rutgers Business School, Stanford Graduate School of Business, Boston Medical Center, Yale IT Services, MIT Lincoln Laboratory, Partners Healthcare.

"Account Services is about understanding the client's context. Strategy is about partnering with the client to solve problems – in that context. The juncture is my sweet spot."



JEREMY PERKINS

*Director of UX +
Design | Partner*

Jeremy is the lead on creative direction, concept generation, UI/UX design, and front-end development. He has 18 years experience in design, technology, and client services, and is our resident Accessibility expert. He's a proud dad and always eats his afternoon snack at the same time.

CLIENTS

Rutgers University Undergraduate Admissions, Bennington College, Massachusetts College of Art & Design, Cornell Engineering, Lincoln Institute of Land Policy, Perkins School for the Blind, Digital Public Library of America.

"I live at the intersection of design, technology, and accessibility, where great ideas are executed."



IONA HOLLOWAY

Interactive Design

Iona is part of the design team that dreams up innovative concepts and designs for clients. She has 2 years of experience in web design and comes from a journalism and advertising background. She's a competitive weightlifter in her free time and always takes the stairs.

CLIENTS

Harvard Colonial North America Project, MIT Lincoln Laboratory, Rutgers University Undergraduate Admissions, Rutgers Business School, New Mexico Tech, Flagler College.

"Make it work. Make it beautiful."



ASHLEY McQUAID

Senior UX Designer

Ashley is an information architect, user experience and interaction designer, usability consultant, and researcher. She has 6+ years experience in digital multi-device design for websites and applications. She's a talented artist. Everyone in the office gets a handmade bird ornament on their birthday.

CLIENTS

Bennington College, Massachusetts College of Art & Design, Rutgers University Undergraduate Admissions, Princeton Institute for International & Regional Studies, USC School of Cinematic Arts, Perkins School for the Blind.

"I love digging into complex problems and discovering new ways to adapt my knowledge for each project's unique needs."



CAROLINE ROBERTS

Content Strategist

Caroline is in charge of content strategy, writing, editing, and inbound marketing. She has 16 years of experience in web writing and content strategy. She plays trivia competitively, writes mystery novels, and is rumored to be incapable of frowning.

CLIENTS

Harvard Baker Library, Bennington College, City University of NY Zicklin School of Business, National Geographic Channel, Phillips Exeter Academy, Rutgers Undergraduate Admissions, Rutgers School of Business.

“Content strategy is my dream job because I get to learn a little about everything. With each project, I look forward to learning something new.”



IAN MULLINDER

Lead Frontend Developer

Ian leads the frontend development team at iFactory. Ian is an expert open source developer who focuses on the cutting edge of PHP/CSS/JavaScript. He has over 12 years experience in web development.

CLIENTS

Harvard Institute of Politics, Partners Healthcare, The Huntsman Program in International Studies and Business, Yale ITS, Grinnell College, University of Massachusetts, Princeton Woodrow Wilson School of Public and International Affairs

“In a rapidly evolving industry, web development provides me with the opportunity to innovate with every project.”



ALEN YEN

Creative Director + President | Partner

Alen is an expert in brand strategy, information architecture, creative direction, visual design, and client engagement. He has 20+ years of experience working with Higher Education and Publishing.

CLIENTS

Bennington, Harvard, Stanford, RISD, Rutgers, MIT, Penn, NYU, UMass, Princeton, Tufts, Yale, Williams

“I help schools to express their unique values and attributes through UX and Design, to draw the right prospective students to attend...”



REFERENCES



DAVID LEPRE

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PROJECT
WORK PLAN
OVERVIEW

Vision

We have customized our process and deliverables to meet the timeframe, functionality, and other needs outlined in your RFP.

But beyond the RFP, we want to share our excitement for the unique opportunities in your redesign.

We love schools with good stories to tell, and we can see just from your social network content that you have incredible ingredients to cook with. We want to showcase and tell the story of VCUarts as one school, celebrate each individual program through great visuals and interfaces, and tie your narrative to the bold VCU themes of National Prominence, Student Success, Collective Urban Transformation, Culture of Appreciation, Activating and Living Diversity.

As part of the process, our mission is to optimize the site to fit “just right,” and to ensure that your team can leverage dynamic tools and collaborative workflow to keep the redesigned site thriving. Design patterns will be extensible for creative people from each program, and they will unify into a well-documented, consistent, and unified user experience.

And as noted accessibility experts through our work with Helen Keller Services and the Perkins School for the Blind, we can't wait to come up with a responsive, accessible solution to keeping your experience creative across all breakpoints and assistive devices.

The time frame you have chosen is perfect, in our experience: enough time for us to learn much about you during discovery and explore that in content, iaux, and design phases, but fast enough to keep the process focused and nimble.

In short, we can't wait to get started, and have actually jumped in with some preliminary auditing. Some of our initial work as well as our detailed process follows.

Thank you!

Alen Yen

President / Creative Director, iFactory

BFA Industrial Design + Metalsmithing, U of Michigan School of Art '93

MA Rhode Island School of Design, MA Education '96

Scope

DISCOVERY

- Kickoff, on-site
- Strategy Questionnaire
- Documentation & Analytics Review
- Stakeholder Interviews, up to four
- Content Inventory
- Strategy Report
- Townhall, on-site at Davidson
- Travel to campus

INFORMATION ARCHITECTURE & USER EXPERIENCE

- User Personas, up to four at two rounds
- Sitemap, two rounds
- Full-Page Wireframes, two rounds
- Functional Specification, at two rounds

CONTENT STRATEGY & GOVERNANCE

- Persona Content Matrix, up to four at two rounds
- Content Outlines, up to five at two rounds
- Content Planning
- Governance Working Session
- Governance Plan, at two rounds

VISUAL DESIGN

- Design Strategy
- Art Direction, one round
- Look-and-Feel, three homepage comps with the selected being refined over two additional rounds
- Pattern page over one round
- Keyscreen designs and responsive design, up to four at two rounds
- Design documentation

WORDPRESS DEVELOPMENT

- Responsive WordPress theme development
- Plug-in installation
- Widget creation
- Browser testing
- QA
- Launch
- Site Support

*This is our current, assumed scope, based on our understanding of your RFP.



PROJECT APPROACH

EYES ON THE BALL

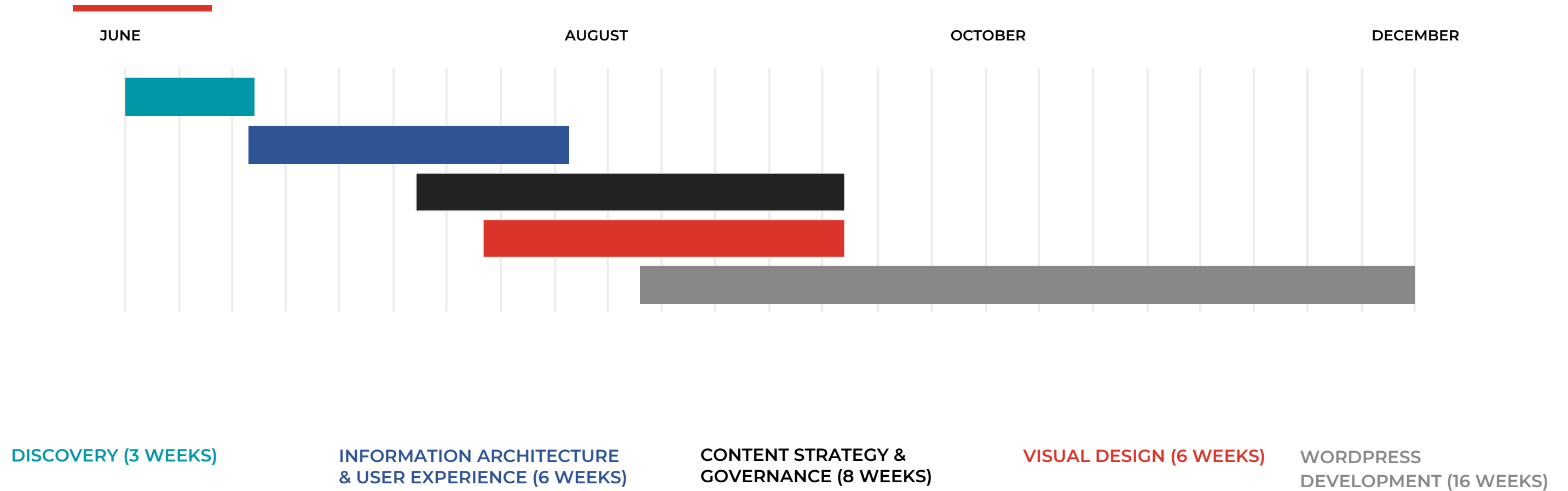
As a partner, we find the best approach to a project it to clearly identify the goal posts.

This project poses some unique and exciting challenges. It needs to be **ACCESSIBLE**, needs an easy to use **INFORMATION ARCHITECTURE**, needs to be **FLEXIBLE** enough so departments, who have been managing their own sites separately, with their own unique look and architecture, will **HAPPILY ADOPT** it as their new home, and last, but not least, it has both budgetary and time constraints.

We have found that the **BEST** way to work as a team with our partners, and ensure **EXPECTATIONS ARE MET** is to start the project with Discovery. After we complete the Discovery phase, we can **WORK TOGETHER** to prioritize requirements, and **CONFIRM ASSUMPTIONS** that were made here, prior to Discovery are correct. The following is our proposed approach based on our current understanding of the project.



TIMELINE



Proposed Schedule : to be modified appropriately and customized after discovery



PRICE PROPOSAL

Description	Quantity	Price	Extended Price
Discovery phase. Vendor will conduct a site-visit, analyze web metrics, interview key VCUarts stakeholders and do preliminary research for the project.	1	\$7,000.00	\$7,000.00
Requirements phase. Following discovery, the vendor will produce a requirements document, outlining the key deliverables for the site redesign.	1	\$2,060.00	\$2,060.00
Design phase. This phase should give VCUarts (3) separate design treatments to review with one final design selected for the next phase.	1	\$40,000.00	\$40,000.00
Development. During this phase the website itself will be built. A beta site and a launch plan should emerge as key deliverables during this phase.	1	\$50,000.00	\$50,000.00
Launch and delivery. The website will go live and the codebase will be transferred to VCUarts.	1	\$5,500.00	\$5,500.00
Post-launch support. The final phase of this project should include some extended post-site launch support for bugs and other troubleshooting. (30-60 days)	1	\$6,000.00	\$6,000.00
Total Proposed amount			\$110,560.00



OPTIONAL SERVICES

iFactory can provide a variety of optional services that might be of interest to the VCUarts team.

These Items are not required but can help to augment the process. They include:

- Content Writing Workshop: \$ 300
- Content Writing Services
 - 5 pages (Home, 4 Landing pages) \$ 6,720
 - 10 pages (Home, 4 Landing, 5 topic pages) \$ 11,000
 - 15 pages (Home, 4 Landing, 10 topic pages) \$14,875
 - Per page cost after 15 pages \$ 875
- Content Migration \$10,250
- Digital Marketing \$TBD
 - KPIs and CTAs
 - Embed code and Dashboard
- Intranet Discovery \$5000
- Sustainability \$7,500 quarterly
 - Analytics & KPIs
 - Accessibility Check
 - Strategic Site Planning
 - Nuts & Bolts: SEO, redirects, site log, and performance tuning
 - Usability and use-case review
 - Editorial Review and Content Writing
 - Design and Branding Review
 - Training

APPROACH + PRICE FLEXIBILITY

iFactory has provided a comprehensive scope of work aligned with your RFP requirements.

Our aim is to always be a flexible partner. We always welcome further discussion on what parts of the process to tailor, and are always willing to “sharpen our pencil” to achieve a right scope.



RECOMMENDED

APPROCESS



DISCOVERY



Pete Gaioni

VP, Account Services +
Strategy

“Discovery synthesizes inputs and establishes metrics and goals for the success of your project. We’ll employ questionnaires to gather additional inputs, analyze your existing documentation and planning, and review analytics to find critical insights to inform our process.”

STRATEGIC QUESTIONNAIRE solicits critical inputs for every aspect of the redesign, from organizational strategy to tactical details required for success

STAKEHOLDER INTERVIEWS held 1:1 or in small groups to ensure we hear from internal audiences, consider their needs, and leverage their institutional knowledge. We also build enthusiasm, foster support, and manage expectations. We specialize in aligning internal audiences and building consensus

TOWN HALL is an opportunity for iFactory to present the solution to a larger school audience, answer questions and discuss the process moving forward

STRATEGIC PLAN becomes the guiding plan that informs all steps in the subsequent process and aligns the project teams

TECHNICAL DISCOVERY confirms integrations, technical requirements, and other technical needs

PRIORITIZED FUNCTIONAL REQUIREMENTS is an list of project needs informed by the strategic plan. They are created into a achievable work plan that aligns with the project schedule

SEO



Caroline Roberts
Content Strategist

KEY GOALS

***BUILD** best practices for SEO performance into the redesign, content strategy, and development process*

***TRAIN** your team on SEO at the technical level to prepare the site for post-launch work, such as keyword development, backlink strategy, and social media publishing*

EVALUATION: We'll use the industry-standard tools available on Moz to evaluate your site and look for keyword opportunities that we can utilize in content creation and planning.

FULLY RESPONSIVE, MOBILE-READY DESIGN: Google will penalize sites that are not mobile-friendly

CLEAN CODE OPTIMIZED FOR PERFORMANCE AND USABILITY: Load times and code bloat will hurt rankings. We use caching, aggregation, and compression appropriately to increase speed, and we will properly code other essential interaction points, such as H1 to H6 tags

SSL CERTIFICATE: Google gives a ranking boost to sites that are secure

WCAG 2.0 AA ACCESSIBILITY COMPLIANCE: Great accessibility helps with SEO rankings; all our work will be fully compliant and validated to WCAG 2.0 AA

CLEAN URLS: The CMS will generate clean URLs based on natural menu paths with intelligent character replacement and word removal

CLEAN PAGE <TITLE> TAGS: Match H1/menu names, but can be overridden on per-page basis

SEO METADATA BEST PRACTICES IN CONTENT PLANNING AND TRAINING: To ensure all content creators and editors have an understanding of SEO and use keywords in earlier research

SITEMAP.XML: So search engines can intelligently crawl the site and keep results up to date.

IMPLEMENT 404 REDIRECTS: For outdated page links.



SEO AUDIT

You score a **85 out of 100** in terms of domain authority on industry-standard SEO tool Moz.

Ranking is **excellent** compared to page authority rankings for similar colleges, except **UCLA School of the Arts**, whose domain authority is 92.

35,000 links direct toward the arts.vcu.edu domain. The higher the number of links, the more likely it is you'll appear in search results.

All search results for "vcu arts application deadlines" came from the arts.vcu.edu domain, but **evaluate your page structure** so all page descriptions are clear. (See circled.)

Bigger concerns: Pulling in your department pages and adding appropriate metadata so users can find content within the site and on Google.

Paid search: We would need to check analytics and destination URLs for your paid search campaigns.

The screenshot shows a search engine results page for the query "vcu arts application deadlines". The results are as follows:

- Result 1:** VCUarts continues to review applications until all spots are filled. Freshman applicants who submit complete applications by the deadline will receive a decision by **April 1st**. Applications to this program are accepted for fall semesters only. Mar 20, 2018. URL: arts.vcu.edu/admissions/how-to-apply/freshman/visual-arts-design/. Includes "About this result" and "Feedback" links.
- Result 2:** Freshman Applicants: Visual Arts & Design - VCUarts. URL: arts.vcu.edu/admissions/how-to-apply/freshman/visual-arts-design/. Mar 20, 2018 - VCUarts continues to review applications until all spots are filled. Freshman applicants who submit complete applications by the deadline will receive a decision by **April 1st**. Applications to this program are accepted for fall semesters only.
- Result 3:** **How To Apply - VCUarts** (circled in red). URL: arts.vcu.edu/admissions/how-to-apply/. Feb 16, 2018 - How To Apply. I am a. Freshman · Transfer Applicant Or former VCU Student · Current VCU Student Change or add Major/Minor · Graduate ...
- Result 4:** Frequently Asked Questions - VCUarts. URL: arts.vcu.edu/admissions/faq/. Mar 15, 2018 - I applied to VCUarts. When will I receive a decision? Freshman applicants for the Fall semester who submit complete applications by **January 16** should receive a decision by **April 1**. Transfer applicants for the Fall semester who submit complete applications by **April 1** should receive a decision by **June 1**.
- Result 5:** Transfer Applicants: Visual Arts & Design - VCUarts. URL: arts.vcu.edu/admissions/how-to-apply/transfer/art-foundation-transfers/. Mar 20, 2018 - Review Your Deadlines. VCUarts continues to review applications until all spots are filled. Transfer applicants who submit complete applications by the deadline will receive a decision by **June 1st**. Applications to this program are accepted for fall semesters only.
- Result 6:** Admissions - VCUarts - Virginia Commonwealth University. URL: arts.vcu.edu/admissions/. Feb 16, 2018 - VCUarts is widely recognized as one of the nation's great schools of the arts and design, with more than 3,000 students from 20 countries and ...

DIGITAL MARKETING (OPTION)



Caroline Roberts
Content Strategist

KEY GOALS

EVALUATE inbound, social media, and personalization to suggest ways to increase conversions

ENSURE your site maximizes performance at all content, design, and technical levels to facilitate future marketing initiatives

UNDERSTAND PERFORMANCE REQUIREMENTS: In Discovery, our team will review your current analytics and site performance. We will also discuss your current outbound and inbound marketing efforts and how they impact your website, and our content deliverables will suggest ideas that appeal to your users and fill in content gaps.

MAP KPIS AND CTAS: During the IA phase, the team will ensure all calls to action are represented in the wireframes and the functional spec. The team will discuss A/B testing options and how we will track performance before, during, and after launch.

EMBED CODE AND CONFIGURE A DASHBOARD: Google Analytics code and Google Tag Manager will be part of the build phase, and our team will provide a dashboard to measure performance, especially in terms of applying, requesting information, and other Key Performance Indicators, which we determine as part of our content strategy. We will check in every three months after launch to recommend enhancements to improve performance based on actual results.

iFactory is a HubSpot and Acquia Lift implementation partner. We can develop a complete inbound marketing and personalization strategy to complement the new site and support your marketing efforts.

CONTENT STRATEGY



Caroline Roberts

Content Strategist

KEY GOALS

PLAN content that tells the right stories and appears at the right place, at the right time, to the right audience

INCREASE the likelihood that your content aligns with your brand

MAP what users need to what staff can produce

MEASURE the performance of your content so you can adapt to your users' needs

CONTENT INVENTORY including all site content and links, plus analytics data and columns for you to fill out indicating who is responsible for the content, the audience for that content, and if that content should be kept, revised, or archived for the new site

PERSONA CONTENT MATRIX & USER MESSAGING FLOW suggesting content that helps achieve user goals, sparks new ideas, and revises current content to facilitate the user's flow through your site

CONTENT OUTLINES, or short, simple, bulleted lists, that provide the key types of content, stories we plan to tell, and themes for priority pages

CONTENT PLANNING, a three-part deliverable including a **Content Planner** that maps existing content to your new sitemap and reveals where the gaps are so you can create new content; training and setup for **GatherContent**, a subscription-based editorial tool that helps you manage your workflow; and **Content Writing Guidelines** that provide best practices in web writing, search engine optimization, and page construction

CONTENT GOVERNANCE to help your team establish a workflow process and schedule around who is responsible for adding new content and maintaining certain sections of the new website



CONTENT AUDIT

“**Begin Your Journey**” message is good, but the site in general needs more “faces” or content about what students can do if they choose [VCUarts](#).

Rely on **stories** that emphasize the **benefit to students** and **why a student should attend VCUarts** as opposed to anywhere else

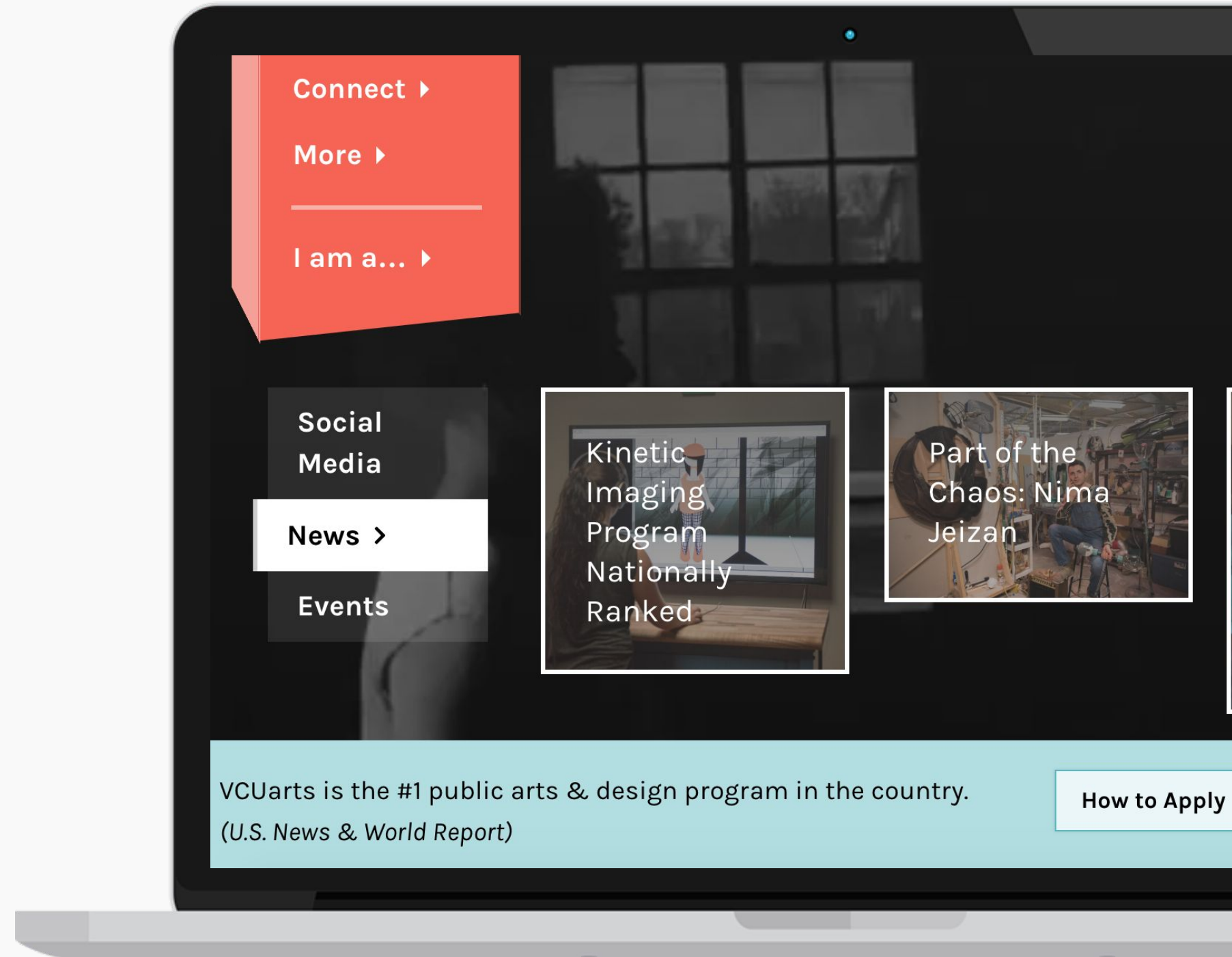
Add more encouragement to **visit**

Image sizes may be too large; site is slow to load on mobile

Apply page: Include crosslinks to Financial Aid and visiting; reduce quantity of copy

Encourage departments to move to main site and move the content they need to an **Intranet**

Measure content to see what works and encourage staff to make regular updates





SOCIAL MEDIA AUDIT

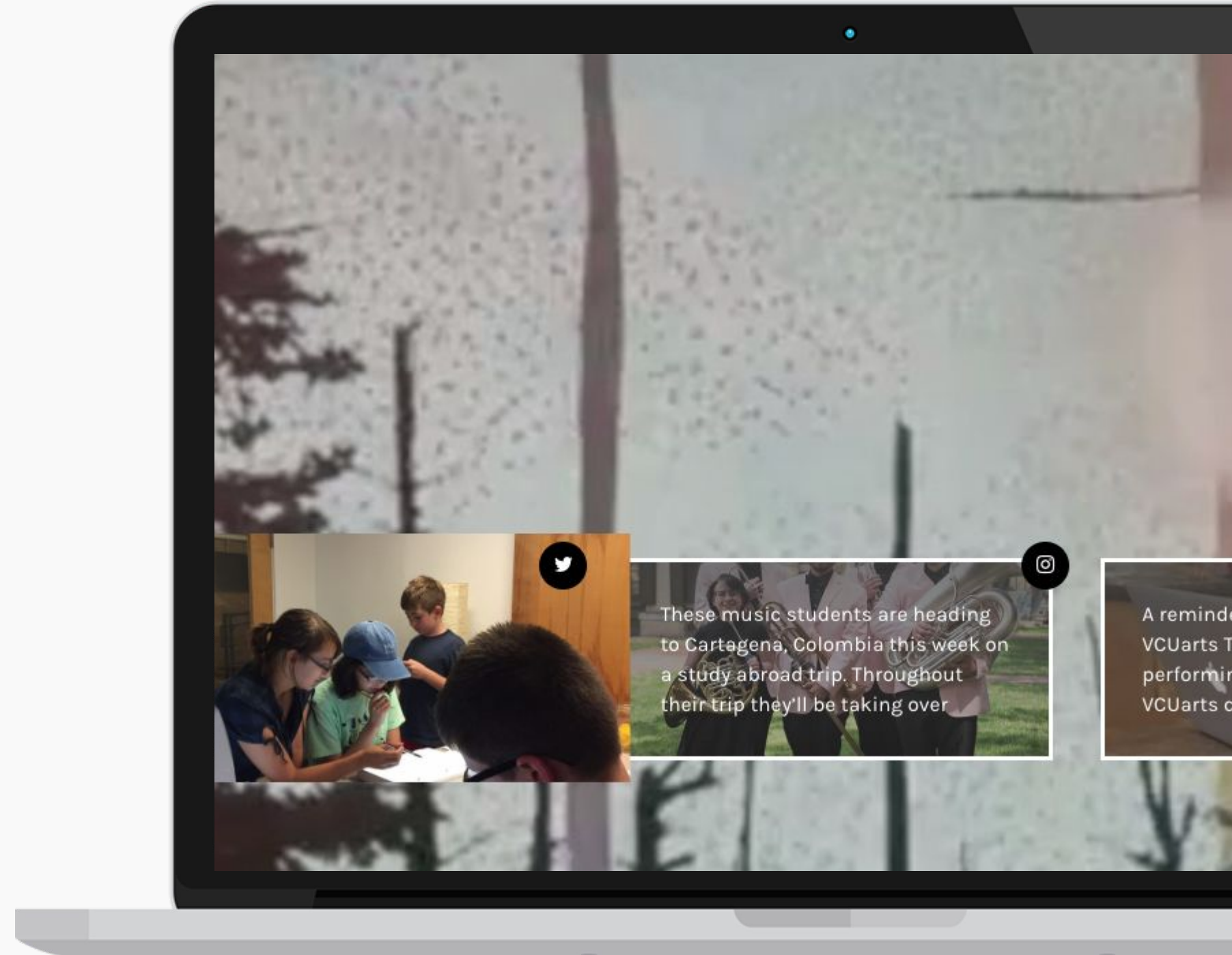
Recommend **prioritizing** social media feeds over news on home page

Clarify **how social media benefits prospective students** by writing shorter descriptions and focusing on the “you”

Sprinkle more **success stories** throughout social media channels

Increase **stories about faculty members** to showcase expertise

Include **department-relevant social media feeds** on department pages ([Fashion Design and Merchandising example](#))





PERSONA CONTENT MATRIX

Identify & brainstorm content chunks that work to meet user needs AND organizational goals

Example shown: Central Wyoming College

User Task (UT) or Business Objective (BO)	Impression	Takeaways	Content
Learn about the programs that CWC offers and see if the Hotel and Restaurant Management program would meet her needs	"CWC seems to offer a lot of practical programs and I see that they're not all high school kids"	- I see that Jackson Hole specifically offers what I need - I see that the school can give me what I need to get a good job in hospitality and has done that for other people - I see that there are flexible program options - I think I can afford this	- hospitality job statistics - clear, simply delineation of - imagery of older students - imagery of students working - quick information about fine - alumni stories (that include anxious they where and what how the school helped them - faculty talking about how they succeed - employers talking about how and how they view the school in the community for staffing
Read stories from program alumni so she can find out what their experience was like, especially if they had circumstances similar to hers, and how their education at CWC directly benefited their careers	"I can do this because I see other people have"	- I see people just like me who've done this program and gone on to succeed - they were anxious just like I was but they still did it - people at this school helped them and gave them options	- credentials, published articles - places where faculty works - current projects
Read about the faculty she would be learning from and what their experience is like	"CWC members are top of the line in their fields of expertise"	-the faculty have worked in places i can see myself working -the faculty have connections that will help me in my future -i am workign with a professor, not a grad assitant -they have real expearence that they utilize in the classroom	- available scholarships (Hate out-of-state) - high-level (bulleted lists, short about financial aid options (do not overwhelm) - student jobs (working on campus semester) - stories/testimonials of students on campus - contact information
Find out how much the program costs and what financial aid opportunities are available to her	"CWC is affordable; they have multiple options to help me find a way to attend that works within my budget constraints"	-there is a scholarship and or loans that are for me - they schedule is flexible and i can do this while i still work - getting financial aid is easier than i thought	- degree descriptions show t - online schedule of classes - - schedule to facilitate learning - this program.
Find out what the class schedule would be like, and how flexible it is	"There are a variety of classes at CWC that i can take at a variety of times"	-i can pull up the schedule easily online to see classes - i can take classes during times i am avialable - cwc has night classes/online calsses/condensed schedule classes etc.	- Contact information - links - coach profile (TriO)
Learn about any available child care resources, in case there are classes she needs to take during the time her son isn't at school	"There are people that will help me find child care resources"	- I dont have to figure out childcare all on my own - There is support for single parents	



CONTENT OUTLINES

Utilize content chunks from the persona matrix along with information from strategy to define messaging & content for key pages

Example shown: Tidewater Community College

2.0	Admissions
IMPRESSION	I was nervous and didn't know where to begin, but this actually looks very doable
TAKEAWAYS	<ul style="list-style-type: none"> • Glancing at this page quickly provides a sense of the process without overloading • TCC obviously offers plenty of resources to help/guide • I see where to get information about both costs and academic offerings
ACTION	<ul style="list-style-type: none"> • Start the process in some form - apply/register; contact us or engage via
CONTENT	<ul style="list-style-type: none"> • Admissions staff bios that give a sense of who they are as people • Simple overview of process with ability to drill into more detail and perform • Links to information for specific kinds of students like veterans, etc.
VISUALS	<ul style="list-style-type: none"> • Photos of admissions staff • Videos of students who were nervous about applying - include nontraditional students • Family/parent testimonial with link to information for families • Simple diagram of process with short, English names of steps and expansion • Clear visual (icon?) that conveys the articulation agreements (with link to
COOL IDEAS	<ul style="list-style-type: none"> • Process diagram could be interactive and really guide users through the

IAUX



Ashley McQuaid

Senior UX Designer

KEY GOALS

BUILD on Discovery findings

ITERATE creative concepts to arrive at a final site architecture and user experience solution

USER PERSONAS describe users' conditions, motivations, environment, tasks, and desired outcomes and align them with your organizational objectives

SITEMAP clarifies how pages are organized at the top three levels of hierarchy.

FULL-PAGE WIREFRAMES that represent pages with unique layouts whose construction requires extra consideration, such as the homepage

Documentation, or a **FUNCTIONAL SPECIFICATION**, of how the wireframes and content objects work

PERSONAS

- Identify the key audiences specific to your institution
- Help us understand what your users want from you, and what you want to communicate to your users
- Establish an empathetic baseline that allows us to relate to our users
- Act as guidelines & a checkpoint throughout the design process

Example shown: Florida Gulf Coast University



Key Characteristics

- Completed his BFA a few years ago
- Graphic designer and painter living and working professionally in Seattle
- Wants to make painting a larger focus of his career
- Would like to go back to school to get his MFA so he can teach at the college level

Barriers/Opportunities

- Wants to be conscious of costs, including tuition, housing, and general cost of living, since he has remaining debt from his time as an undergraduate
- Is considering the pros and cons of completing a full-time program or a low-residency program to see what might fit best for his career goals, financial situation, and day-to-day life
- Wants to be at a well-respected institution where he can get a degree that will carry strong name recognition
- Wants to be working in a collaborative community of serious artists producing excellent work

Key Takeaway

Abram

Prospective Graduate

User Tasks [Abram wants to...]

GR-UT-1: Wants to assess whether the desired graduate program meets his expectations in terms of his current needs, artistic development, and career goals

GR-UT-2: Needs to find out how much the degree would cost and what might be available to him in terms of financial aid

GR-UT-3: Wants to look at the studios and facilities and get a sense of their quality and availability

GR-UT-4: Would like to learn about the faculty and other students, see some of their work, and learn about their accomplishments so that he can get an idea of who he would be learning from and working with

GR-UT-5: Wants to learn about alumni from the program he's considering, see their work, and read about their achievements

GR-UT-6: Wants to see how MassArt is contributing to the local arts scene, and find out about visiting artists and other events that would allow him to build a network and gain more exposure

GR-UT-7: Needs to understand MassArt's specific portfolio requirements and what he will need to apply

GR-UT-8: Wants to know who he can contact with questions

Business Objectives [MassArt wants to...]

GR-BO-1: Move prospective students into the enrollment pipeline -- contact, apply, and enroll -- and helping them find what they need in a way that matches their mental models



INTERACTIVE DESIGN



Alen Yen
Creative Director &
President

“We deeply believe that every school has a unique brand essence and opportunity that needs to be revealed in order to best reach target audiences. Our mission is to clarify, distill and disseminate that essence in a way that’s impactful and inspiring.”

DESIGN STRATEGY lays out a conceptual, narrative and aesthetic vision for aspects of IAUX and visual design

ART DIRECTION analyzes all aspects of your identity, digital footprint, marketing collateral, and design elements, including typography, color, photography, illustration and iconography,

LOOK AND FEEL visually styles the homepage wireframe. We’ll create three options to s chosen design approach to etc.

PATTERN TEMPLATE provides you with a stylistics kit that extends your redesign, with documented styles for header, footer, body, text headers, bullets, numbering, quotes, navigation, content objects and other page elements

KEYSCREENS apply the chosen look and feel to other key critical pages or high impact UI elements on your site

RESPONSIVE DESIGN solutions for all of our sites maximize usability and effectiveness across all devices. We breakpoints for Desktop (1900 px), Laptop (1200 px), Tablet (700 px), Phone (320px) and print (8.5”)

DESIGN DOCUMENTATION for each aspect of the final designs ensures future-proofing and sustainability of your site



DESIGN AUDIT

From a visual design standpoint, the existing site is creative, high energy and vibrant, while being ready for an overhaul

Preliminary thoughts:

Improve impact of school brand positioning through stronger, more prominent messaging, statistics, and stories, especially around ranking, graduation and employment

Showcase student work through bold, powerful image. Pair with program browsing to provide a creative way to quickly scan across disciplines

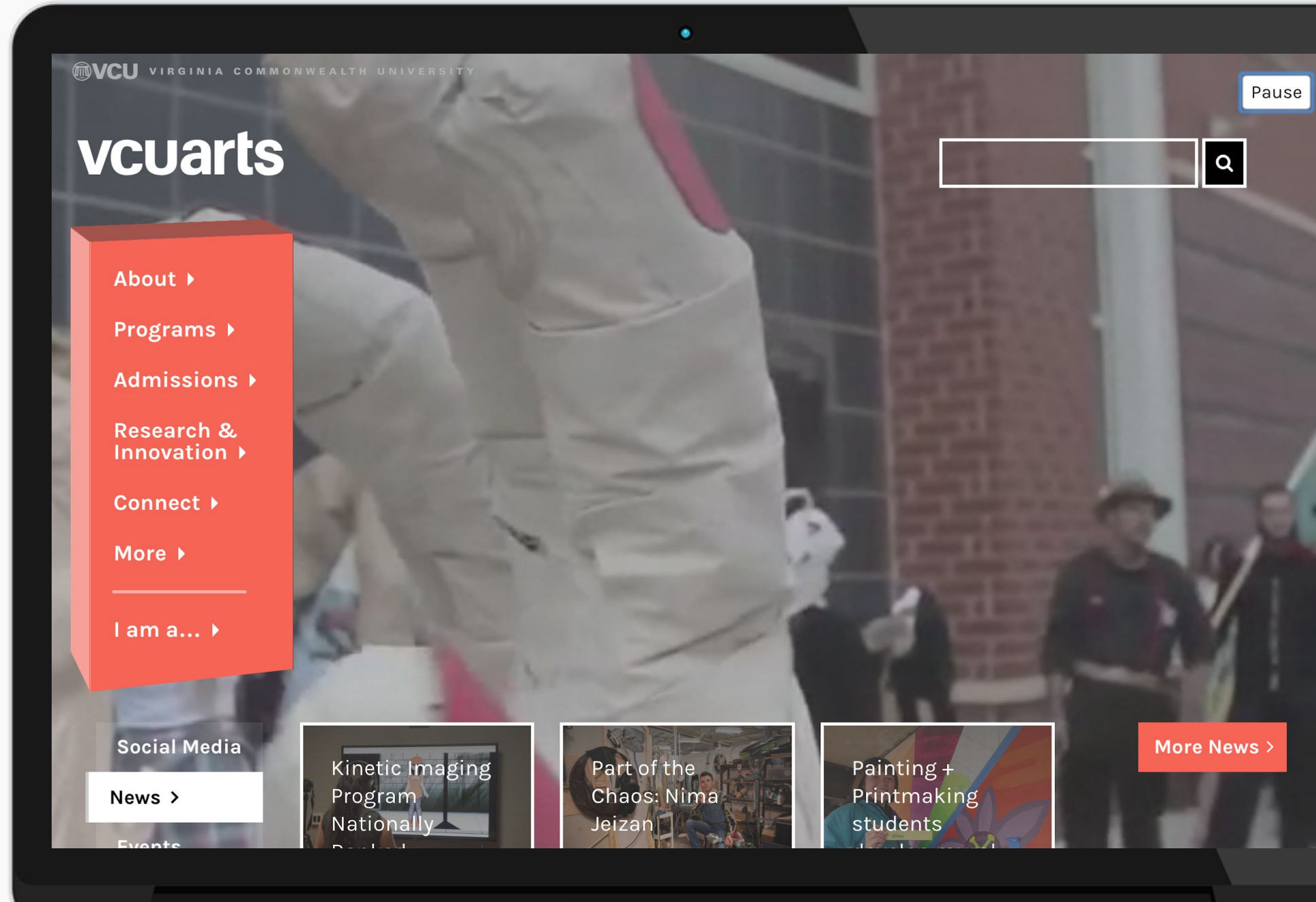
Integrate with excellent VCU social channel work to leverage ongoing content efforts and engage prospectives where they're already active. Build into governance and workflow plan to maximize limited resources for upkeep

Boost placement and visibility of Call-to-Action buttons to optimize conversions

Address accessibility in a rigorous but creative way to keep the existing sense of interaction

Keep the high energy level and playful, free quality of the existing site, while boosting reasons for applying / attending; consider showcasing Alumni success stories

Reconsider responsive design to ensure the site creativity thrives even at small breakpoints





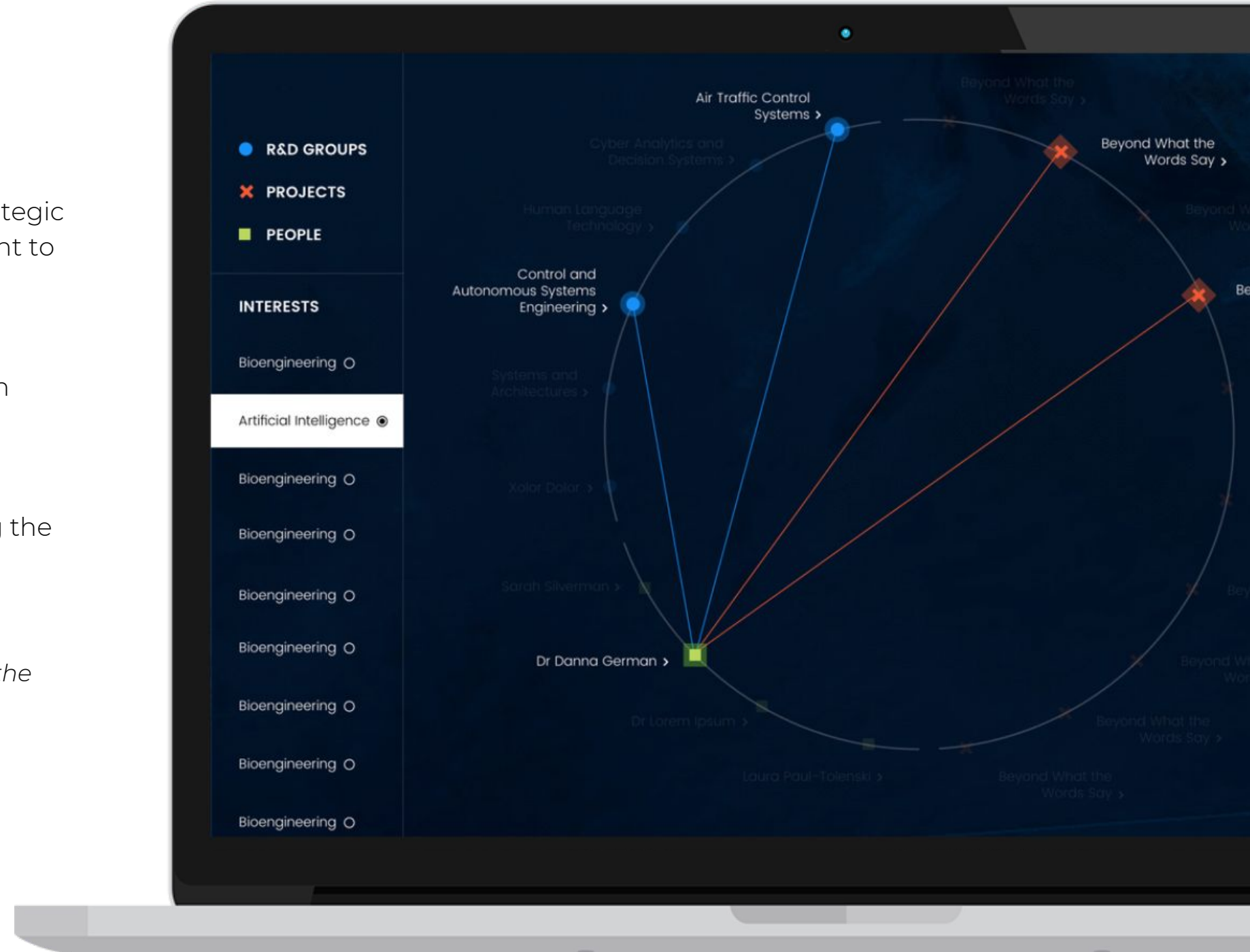
DESIGN STRATEGY

Before we dive into visual design, we brainstorm strategic brand moments and how to utilize design/UX/content to execute them.

Design Strategy is the deliverable where we find the 'wow' moment: the unique user experience or design moment that will set your site apart.

During Design Strategy we will keep these ideas as sketches. We will visually style these big ideas during the rest of the Design Phase.

Example shown: Innovative ontology map interface for the MIT Lincoln Laboratory





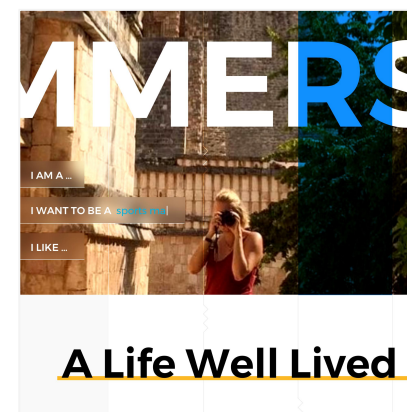
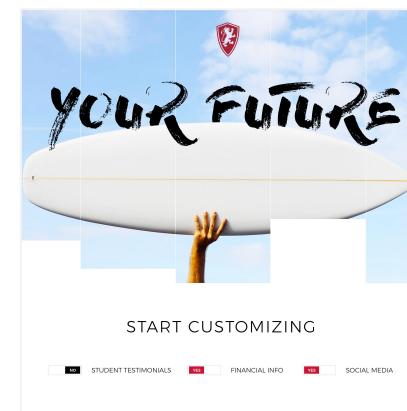
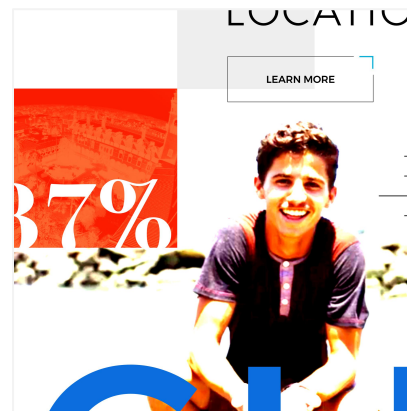
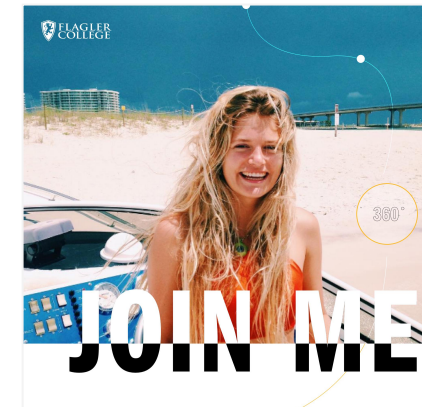
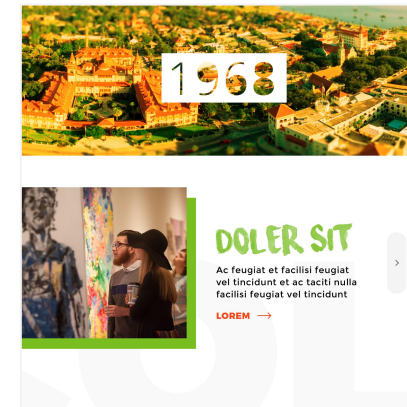
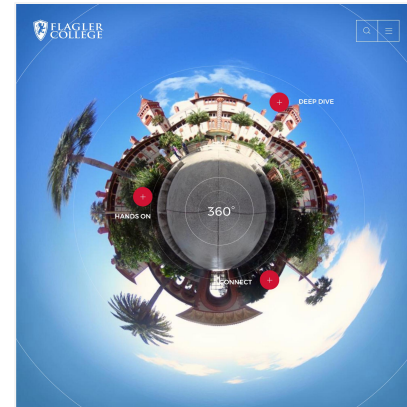
ART DIRECTION



Iona Holloway
Interactive Designer

“The design phase is the moment when the new site becomes ‘real.’ In art direction we explore different potential visual languages for the site by experimenting with your brand requirements and combinations of type, color, imagery, and iconography.”

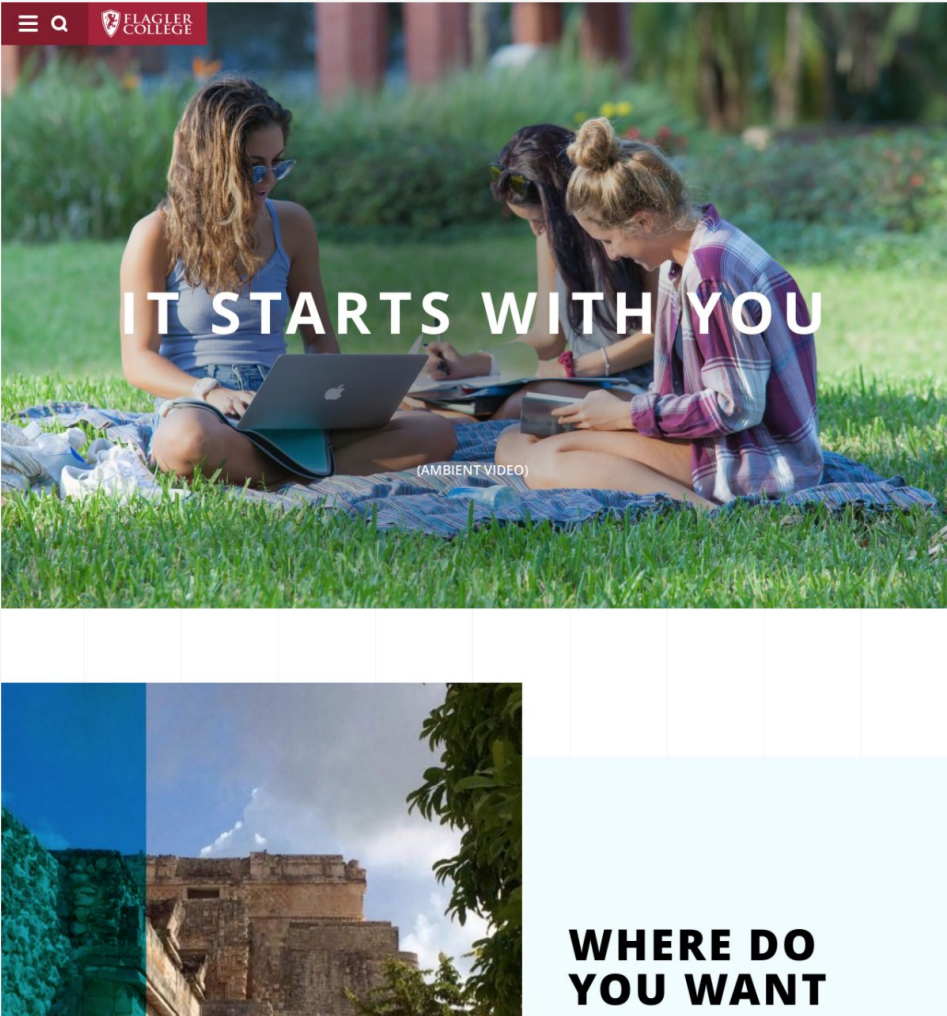
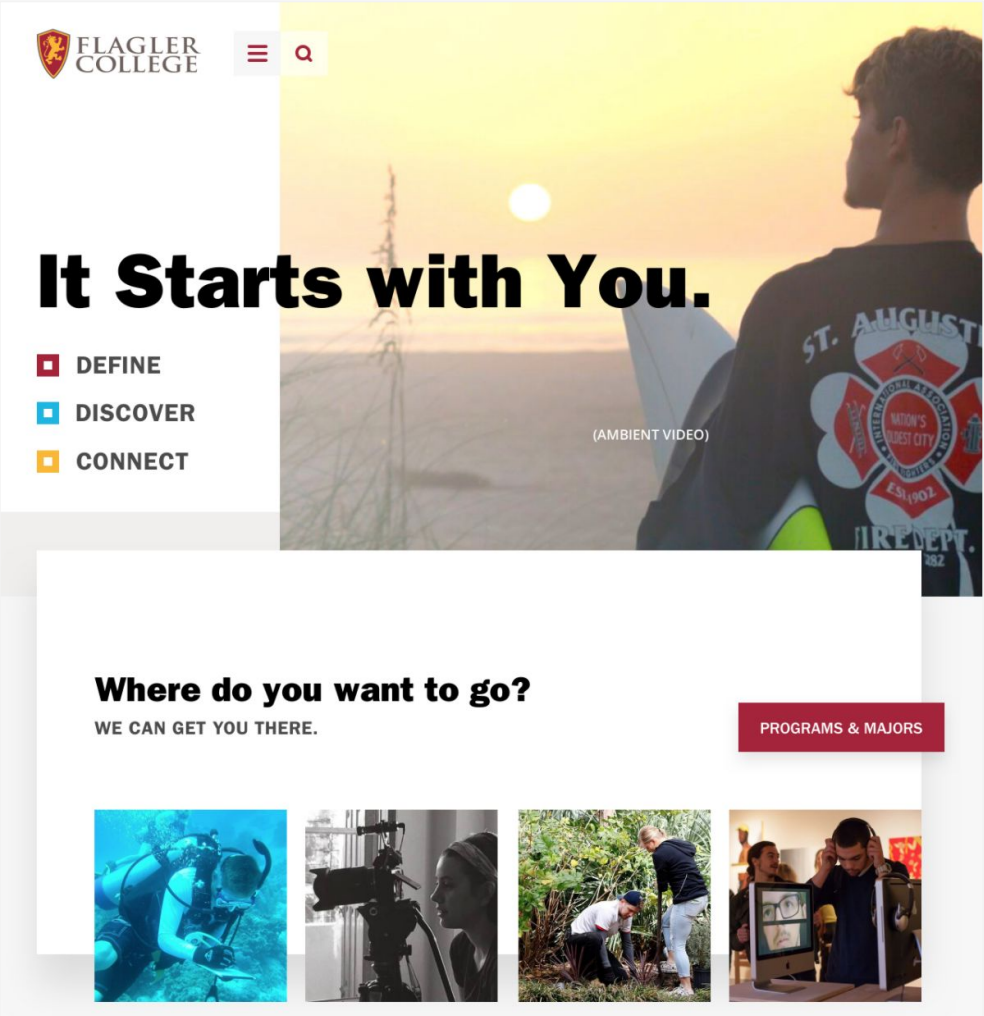
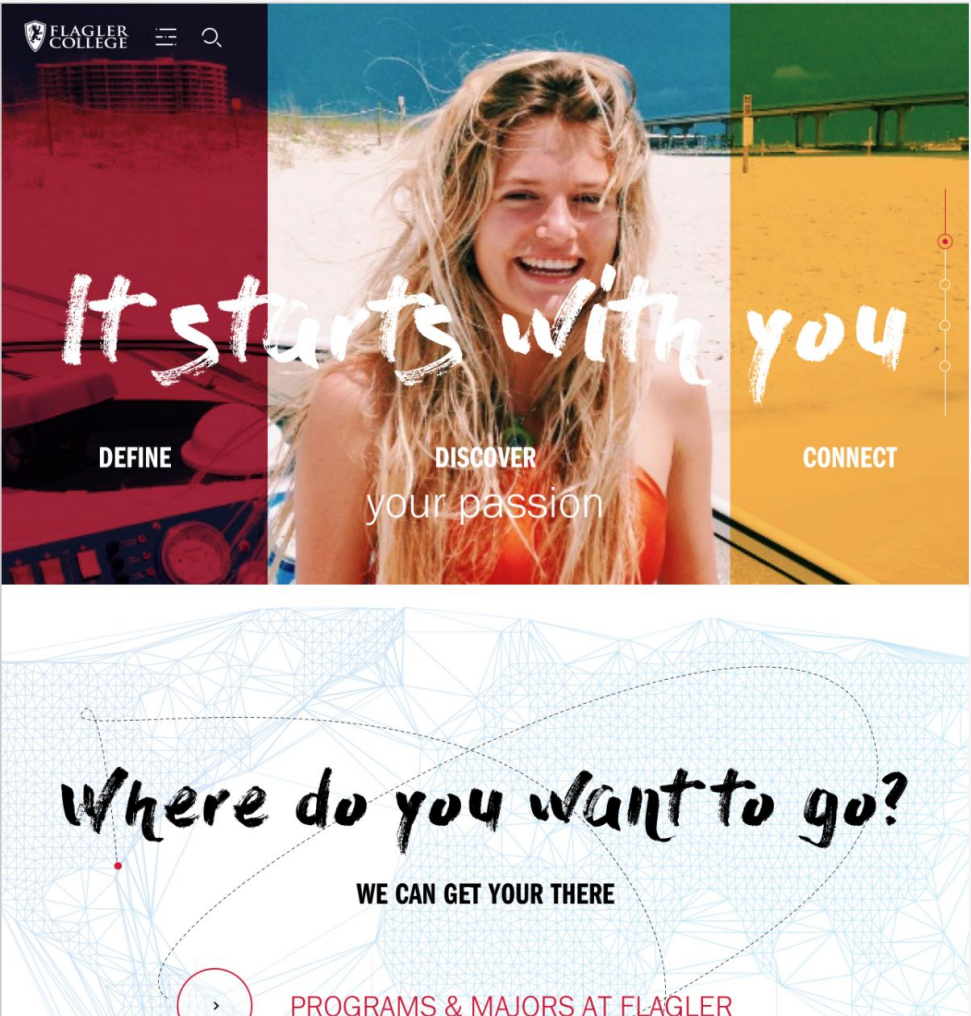
Example Shown: Flagler College



LOOK AND FEEL

In Look and Feel we apply what we learned in art direction and visually style your homepage wireframes. We'll give you three distinct design approaches to choose from.

Example shown: Flagler College

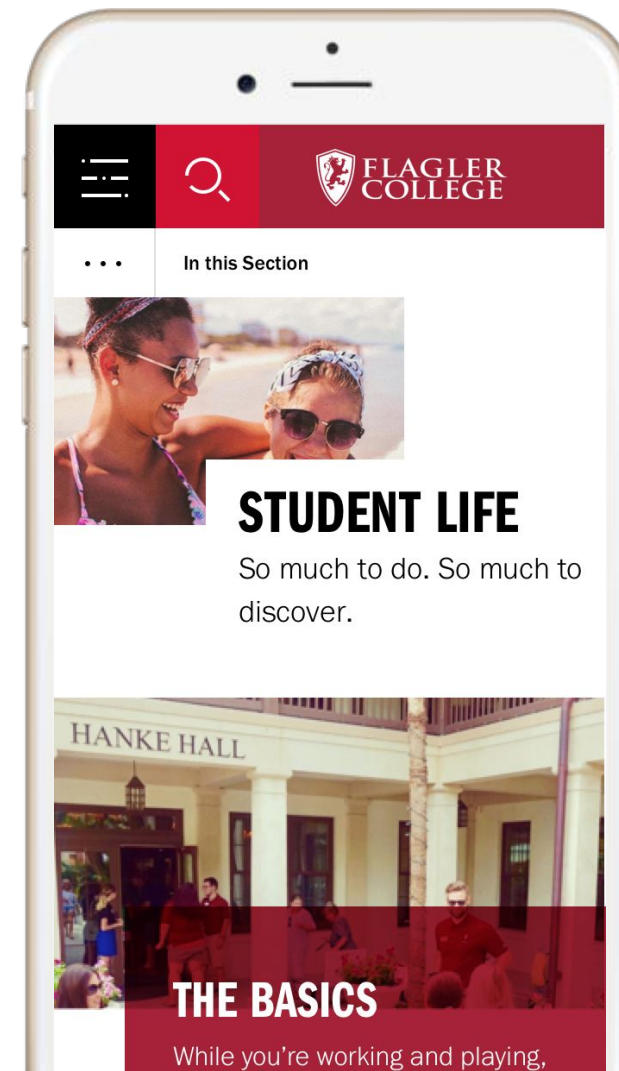




KEYSCREENS & RESPONSIVE DESIGN

During keyscreen design we extend the visual language across strategically chosen high impact landing pages. We also ensure your site always looks great by designing all pages at large, medium, and small break points.

Example shown: Flagler College



INTERACTIVE DESIGN DOCUMENTATION

We love documentation!

We'll provide formal documentation of colors, icons, type and image dimensions hosted in a dynamic environment, or in static formats, dependent upon what's most useful to internal teams. Our goal is to ensure your new site is extensible and easy to manage in the future

MIT Lincoln Laboratory

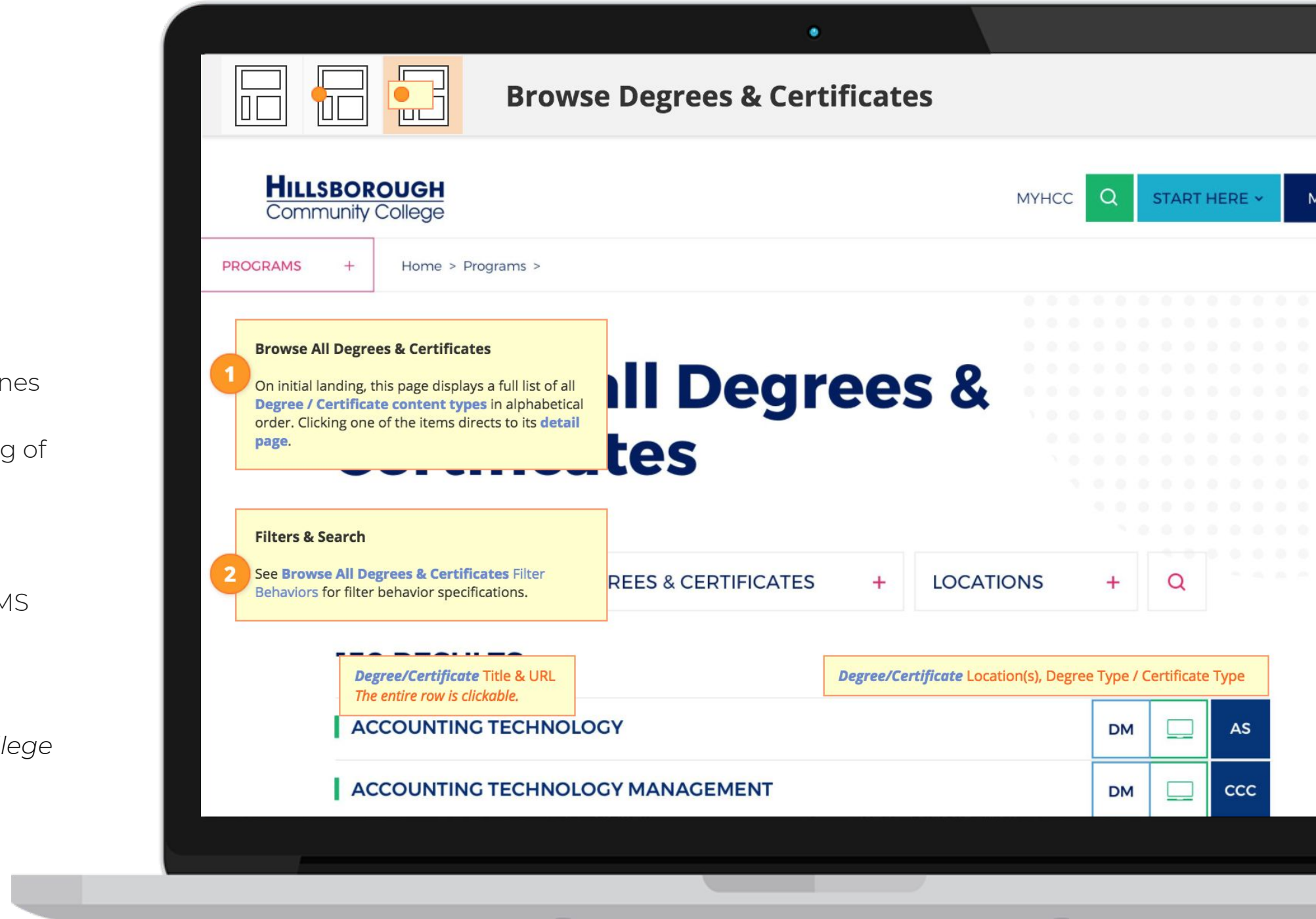




FUNCTIONAL SPECIFICATIONS

- Itemizes all interactive elements and defines fields for content editors
- Lays the foundation for our understanding of the content editing experience
- V1 ensures that we communicate with all teams early and often
- V2 serves as the pass-off document for CMS developers to ensure a smooth transition

Example shown: Hillsborough Community College



ACCESSIBILITY



Jeremy Perkins

Director of UX &
Design

“We realize sites that do not comply with accessibility standards are exposed to lawsuits, and we know automated scans are not enough. We will manually evaluate your site because we know that’s what it takes to help you avoid legal actions and create an experience that serves all users, regardless of ability.”

Based on our work with **PERKINS SCHOOL FOR THE BLIND** and **HELEN KELLER SERVICES**, we have crafted a detailed accessibility evaluation process:

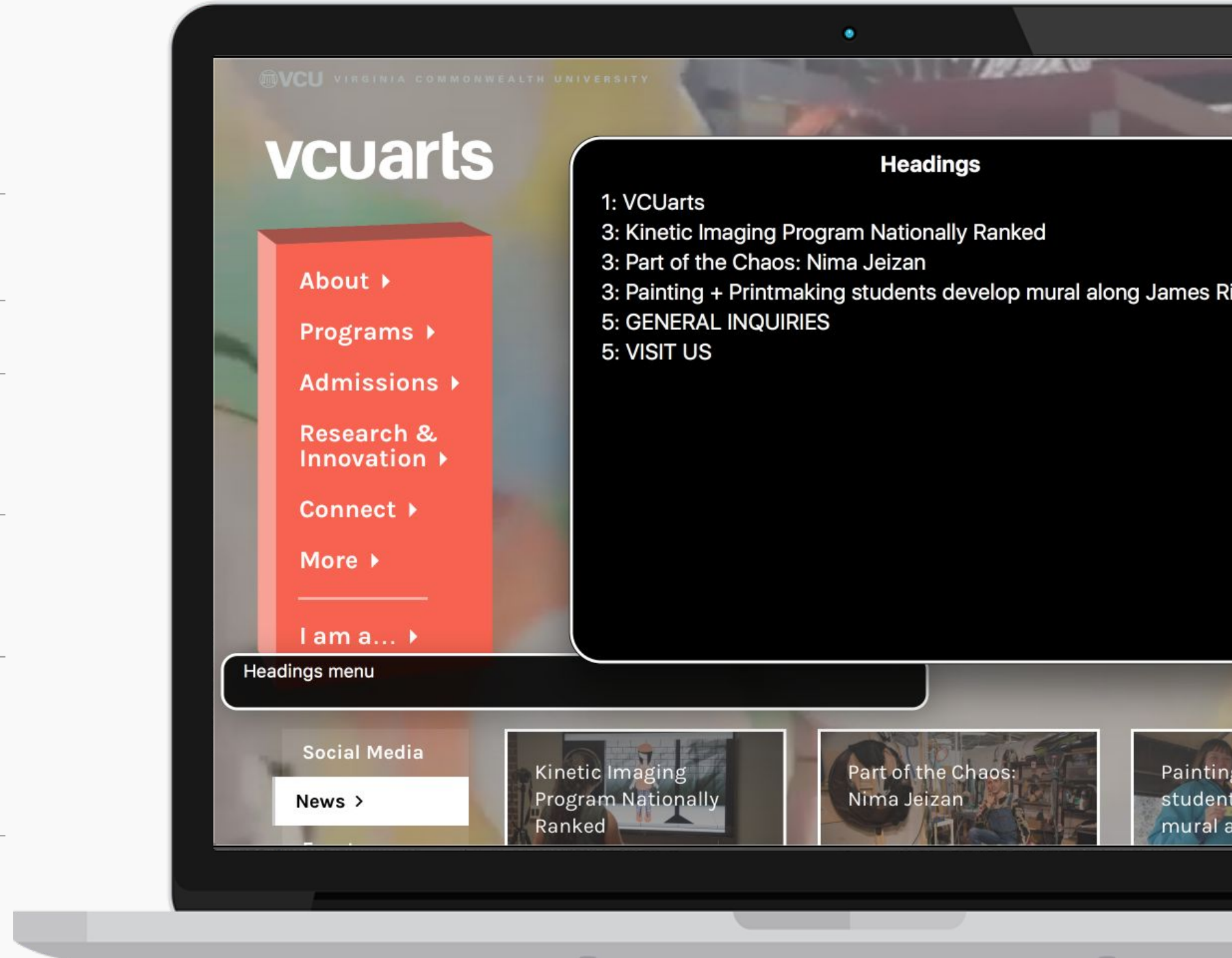
- iFactory’s rigorous **60+ ACCESSIBILITY TECHNIQUES**
- Delivery of code that meets the universal standard: **WCAG 2.0 AA / SECTION 508**
- Use automated **TESTING** with WAVE + others
- Supplement automated testing with manual evaluations
- Address **NAVIGATION AND NAMING CONVENTIONS, COLOR CONTRAST**, semantic **HTML** supplemented with **ARIA** roles and attributes
- Creation of a **TRAINING GUIDE** to help with content entry

We performed a rapid audit on your site as a courtesy and have identified sample issues on the following slide



ACCESSIBILITY AUDIT

WCAG failure	Issue
1.1.1	Home page video and images are missing alternative text
1.3.1	Headings used out of sequence
2.1.1	Play/pause button not focusable with keyboard due to aria-hidden on content inside
2.1.1	Social Media, News, and Events not coded correctly as tabs using the roles tablist, tab , and tabpanel
2.4.1	Missing main landmark . Multiple navigation landmarks lack unique labels. Complementary landmark misused for navigation
2.4.4	Redundant title attribute on links ...and others



SUSTAINABILITY (OPTION)



Caroline Roberts

Content Strategist

KEY GOALS

MONITOR your new site for major issues after launch

HELP you keep up with and stay ahead of technical innovations

CONFIRM that your business, content, analytics, and SEO strategies are working as planned

UPHOLDING best practices in usability, design, and accessibility as your new site evolves

Testing **ACCESSIBILITY** frequently to confirm that the site meets **WCAG 2.0 AA / SECTION 508** standards

Checking in on your **ANALYTICS & KPIs** to confirm that your code is working, share a dashboard of your results, and see how well your metrics are aligning with the goals you set while updating your site

Evaluating your current **SEO**, including how well your chosen keywords are doing and what backlinks you are receiving

DESIGN & USABILITY to determine if your current content aligns with our design documentation and is still easy for visitors to use

Reading **CONTENT** for consistency in tone, scannability, and use of important keywords

Overall **STRATEGY** to confirm that your new content continues to reflect your brand

BEST PRACTICES SUMMIT that brings clients from multiple schools together to share ideas and consult with members of the iFactory team



WORDPRESS DEVELOPMENT





TECHNOLOGY AGNOSTIC



Laurence Burningham

Director of Web
Development

“The Higher Ed CMS Marketplace is large and fragmented. In order to support our clients to the level they expect and require, we are skilled in a wide-range of CMSs.”

“We are excited to hear that VCUarts will continue with WordPress. WordPress is experiencing an exciting time with the upcoming release of Guttenberg into core.”





WORDPRESS CUSTOM DEVELOPMENT

WORDPRESS FOR HIGHER EDUCATION

A website built in WordPress allows for complete customization, enabling the out of the box thinking for IA/UX and Design. We believe it is the best approach for achieving an innovative experience for VCUarts.

It's advantages include mobile-first, easy content authoring, api support, flexibility, and scalability.

OUR WORDPRESS DEV TEAM

We have over 100 years combined experience with open source programming. Our team is committed to the WordPress platform and actively contributes code and expertise back into the open source community.

Many of our award-winning websites are built in WordPress and provide innovative approaches to UX.

IFACTORY'S BEST PRACTICES STRATEGY

Our WordPress Best Practice Strategy is to leverage a select set of plugins, post types and theme components to create a powerful, modular system of proven content objects and features.

This approach is driven by our 20 years of experience, and tailored for Higher Education performance and success.



WORDPRESS - THE BUILD

The final build feature set will be established after the project Discovery exercises are complete and will be based on the prioritized functional requirements list that can be created within the timeline and budget. The current proposed feature set is:

KEYSCREEN TEMPLATES & FEATURES

- Home
- Pattern Page — A base content page that can be configured to create page patterns such as About Us, Admissions, Departments, Landing, Universal Content
- Events Calendar Listing / Detail
- News Listing/ Detail
- Staff/Faculty Directory / Detail
- Program Finder
- Blog
- Portfolio Listing / Detail
- Webform

BASE INSTALL & CONFIGURATION

- Environment setup and configuration
- Plug-in configuration
- User setup
- Code repository and workflow

INTEGRATIONS

- Social Media
- Google Analytics

GLOBAL COMPONENTS

- Navigation
- Header(s)
- Footer(s)
- Breadcrumbs
- Meta Information
- Sharing
- Social Feeds
- Site Search
- Taxonomy
- Lightbox
- Pagination
- Sharing



WORDPRESS - THE BUILD

SITE ADMINISTRATION

- Caching
- Publishing Workflow
- Reporting
- Revisions
- SEO Tools
- URL Redirects
- Roles
- Permissions

QA/TESTING

- Functional and Display
- Cross browser
- Accessibility

SITE SUPPORT

- Training
- Documentation
- Launch Support
- Warranty

THEMING

- CSS/HTML/JAVASCRIPT
- ADA Testing and Programming
- Responsive testing

We “theme” WordPress by integrating the front-end code (HTML/CSS/jQuery) into the necessary PHP templates that WordPress uses for content display. We also incorporate page headers, footers, and general navigation. We also implement the responsive design approved in the previous phase.

Our code is standards driven HTML5 and CSS3, and we will follow best practices in SEO, accessibility, and analytics. All pages will be tested on multiple platforms and browsers,

CONTENT MIGRATION

iFactory handles migration using two methods. The first method is to import data from the current site database into the new site database. The second method is manual migration of content from the current site and/or adding new content to the new site.

iFactory has identified 70 hours of time to migrate content into the new site, if optional service is selected.. While the split between automated and manual migration varies by project, we have found that projects tend to break down to 60 percent automated migration and 40 percent manual migration. We anticipate that this time will be adequate to migrate all of the site content from the main .edu site to the new site



50+

open source launches
in the past 3 years
demonstrates our
commitment to this
platform

10 yrs

average number of years
of experience of our
certified WORDPRESS
developers

9

number of full-time
employees on our
development team

**WE BRING INNOVATION
THROUGH WORDPRESS**



ABOUT US

ABOUT
IFACTORY



OUR MISSION

We create innovative, award-winning digital solutions for schools, publishers, and not-for-profits.

For over 25 years, we've delivered on one promise: to be your partner in the launch of rigorously designed, beautifully executed interactivity that enriches the world. We imbued every site with accessibility, usability and utility in a quest to shape data into knowledge, knowledge into learning, and learning into inspired understanding.

In higher ed, we've launched .edus for most of the Ivy League, liberal arts schools, community college and state schools. We do extensive research into prospective and enrolled students, faculty, staff, and alumni to best understand the right ways

to engage them in a lifelong relationship with the institution. We partner closely with internal teams, understanding their staffing and resourcing needs, and tailoring CMS solutions, template patterns, and brand and design guidelines to promote long-term sustainability of the solutions we launch together.

All our work is based on user-centered, accessible and inclusive design principles. We've partnered with clients like Perkins School for the Blind and Helen Keller Services to define and disseminate best practices in web design for the blind, partially-sighted, and deaf-blind.

25+

years of experience

500+

successful launches

40+

full-time staff in Boston

80+ teammates throughout
New England

**YOUR PARTNER FOR
HIGHER ED SUCCESS**



partial list

SERVING HIGHER EDUCATION SINCE 1992

Bennington College

Boston University

Bryn Mawr College

Cornell University

Harvard University

Harvard Business School

Massachusetts College of Art and Design

Massachusetts Institute of Technology

New York University

Northeastern University

Perkins School for the Blind

Princeton University

Rutgers University

Stanford University

Tufts University

University of Alabama

University of Illinois Chicago

University of Massachusetts

University of Pennsylvania

University of Virginia

University of Southern California

Williams College

Yale Law School

Yale School of Engineering



You are looking for a partner committed to innovation. For 20+ years, we've continually challenged conventions in search of excellence

“You need great clients to make the best work.”

That's a sentiment we've shared in gratitude with clients like Harvard, Stanford, and Bennington when they've given us the chance to spread our wings creatively to challenge the status quo in web design to find a better and more compelling way to deliver.

Thanks for reviewing our proposal. Our promise to you is that you'll experience an unparalleled creative process that leaves you thrilled with ideas that become a reality. We hope we get the chance to meet with you in person.

The iFactory Team





THANK YOU

Cheryl Tivey

978.807.8315

cheryl@ifactory.com



PARTICIPATION BY SMALL BUSINESSES, BUSINESSES OWNED BY WOMEN

BUSINESSES OWNED BY MINORITIES

This appendix should only be completed by firms that are not Virginia Department of Small Business and Supplier Diversity (DSBSD) certified small businesses.

Offeror certifies that it will involve Small Businesses, Women-Owned Businesses, and/or Minority-Owned Businesses (SWaM) in the performance of this contract either as part of a joint venture, as a partnership, as Subcontractors or as suppliers.

VCU has an overall goal of 42% SWaM participation for all annual purchases and seeks the maximum level of participation possible from all its contractors.

SWaM Subcontracting Plan: *In the space below, please describe the areas in which you plan to utilize SWaM-certified businesses as subcontractors. Please be specific as to what types of goods and/or services these subcontractors will provide during the performance of the contract. If currently known, please list the exact SWaM-certified subcontractors you plan to utilize.*

Commitment for utilization of DSBSD SWaM Businesses:

0 % of total contract amount that will be performed by DSBSD certified SWaM businesses.

Identify the individual responsible for submitting SWaM reporting information to VCU:

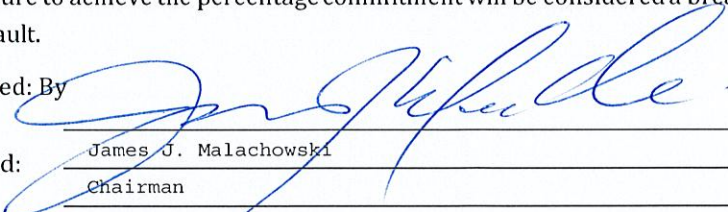
Name Printed: n/a

Email: _____

Phone: _____

Firm: _____

Offeror understands and acknowledges that the subcontracting plan above represents a contractual commitment by the Offeror. Failure to achieve the percentage commitment will be considered a breach of contract and may result in contract default.

Acknowledged: By 
(Signature): _____

Name Printed: James J. Malachowski

Title: Chairman

Email: jmalachowski@rdwgroup.com

Note: Small, Minority and/or Women-owned business sub-contractors are required to become certified and maintain certification through the Virginia Department of Small Business and Supplier Diversity (DSBSD; <https://www.sbsd.virginia.gov/certification-division/>) to fulfill the Offeror's commitment for utilization.

to have its credit limit raised as necessary to facilitate the timely payment of all invoices. Invoices exceeding the Contractor's credit limit will be returned unpaid.

Failure to accept the commercial card after award of contract will be considered a contract compliance issue and will be addressed accordingly. In addition, invoices will be returned without payment until the Contractor can accept the payment through the commercial card. Questions regarding this method of payment should be sent to commcard@vcu.edu.

2. **ACH:** Electronic payment via automated clearing house (ACH) to the vendor provided bank account of record. Payment is processed thirty (30) days after receipt of a proper invoice for the amount of payment due, or thirty (30) days after receipt of the goods or services, whichever is later. Additional information about ACH payments is available at:

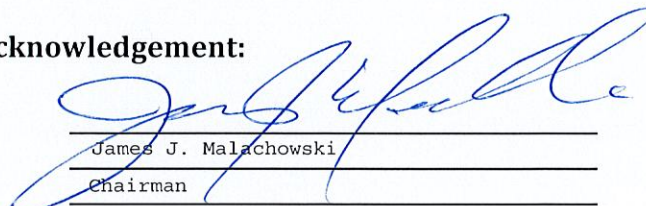
<http://treasury.vcu.edu/banking/vendor-ach/>.

Contractor must indicate the method of payment selected:

_____ Commercial Card Payment (Wells Fargo VISA)
x _____ Automated Clearing House (ACH)

Invoicing and Payment Method Acknowledgement:

Signature:
Name Printed:
Title:
Name of Firm:
Date:



James J. Malachowski

Chairman

The RDW Group, Inc.

05/15/18

Please identify the following contact information for the individual who will serve as the appropriate point of contact within your company to be contacted by VCU Accounts Payable to implement the electronic invoicing and payment processes:

Name of the individual: Sarah Morris
Title: Accounting Manager/HR
Mailing address: 125 Holden Street, Providence, RI 02908
Email address: smorris@rdwgroup.com
Phone number: 401.553.5163
Fax number: 401.854.2709



VCU Procurement Services

RFP - Addendum No. 2

DATE: May 10, 2018

ADDENDUM NO. 2 - TO ALL OFFERORS:

Reference – Request for Proposals: RFP# 8002942CK

Title: VCU SCHOOL OF THE ARTS WEBSITE REDESIGN

Issue Date: April 13, 2018

Proposals Due: May 18, 2018, 2:00 PM

This addendum is issued to:

Post answers to vendors questions received prior, during, and after the Pre-Proposal Conference on April 30, 2018.

ANSWERS TO QUESTIONS RECEIVED

1. Can an Offeror enter a SWaM participation percentage in Appendix I on Page 32 without identifying the SWaM vendor?

Yes, an offeror can enter a SWaM participation percentage without identifying the SWaM vendor. While VCU would prefer the Offeror's SWaM partner be identified prior to contract award and signature, the awarded Offeror will be required to identify their SWaM partner at the submission of their quarterly SWaM reports.

2. Does each of the 25 + microsities that will need to be combined under one WP "multi-site network" require separate dashboards or will they be under a single dashboard with access controlled via user roles?

The sites should all be under a single dashboard with access controlled via user roles. We would like to be able to assign editorial permissions to certain users for certain sections of the website.

3. Can you provide "if available" whether you have a budget for this project and what that budget is?

We have institutional experience of similar projects in size and scope being in the \$90-\$125,000 range. That being said depending on the quality of the submission and our assessment of cost vs value and the vision of the

vendor, there can potentially be some flexibility with our funding commitment.

4. Do we need to configure multi-site using sub-directory or need to configure on sub domain?

All of our sub-sites (such as department websites or VCUarts extension organizations) are managed using a sub-directly URL structure. for example, arts.vcu.edu/NAME, or arts.vcu.edu/sculpture or arts.vcu.edu/music. However, we are seeking to import content from the microsites housed at those URLs into one single website. That being said, we need to have a multisite network in place as the migration of all sites will not happen at once and we may need the capacity to have multi-sites in the future, even if we may not be using it much initially.

5. Does each program have functionality to apply online? In current website it has information about how to apply but do not have online apply feature.

Yes – applications are handled separately and outside of the scope of this project. The traditional undergraduate student application to VCU is done on the Common App (<https://www.commonapp.org/>). Additional application components such as auditions and portfolios are handled through email scheduling and using a separate 3rd party service, respectively. Less traditional applications (such as transfer, current VCU student, graduate) are handled by existing VCU application systems.

6. Each program and other services have different design form the main website, Do we need to create the same thing in new websites?

We want to create one unified website design. However, in our content strategy we wish to have a certain degree of standardization among department pages (which will be built/migrated into the new site). Some of these content standards may include faculty lists, curriculum info, featured student work, etc. This has yet to be fully formed and should be determined following the discovery stage of this project. Again, to be clear this project is not to do a comprehensive redesign of 25 websites, but rather to create one versatile, integrated site to serve the entire School of the Arts.

7. Do we need to the data migration from existing website?

We should think about how to automate the import of some existing content types – namely news and event feeds. However, we anticipate that the new website design and content strategy will be such a departure from the existing website that aggregate data migration will not be possible. Many new pages will need to be built and many existing pages (which receive little traffic and are not maintained) will not be migrated to the new website. VCUarts will take the lead with creating and migrating content in these cases.

8. We are assuming that all the websites have static content like informational pages, news, services detail page, contact forms, Departments information, courses etc. Is our assumption correct?

Yes – this is correct although the new site must also include “dynamic” content, such as blog/news content, events calendar and embedded social streams as well. In other words, content served from social streams or using the WordPress “loop” function.

9. WordPress Version

- a. What is the current version of your WordPress instance?

WordPress version 4.9.5.

- b. Has the site ever been compromised or hacked due to lack of WordPress security updates?

We had the site compromised once in 2014 but have not had any other issues that we are aware of. We are diligent about updating all plugins and server patches as threats emerge.

10. Content and Data

- a. For data migration purposes, could you please provide the correct amount of HTML/text pages, PDFs, and Excel/Word docs maintained under the entire arts.vcu.edu site?

There are several thousand individual pages on our network of websites (including department and subsites). The total list of files is difficult to calculate given that each department site has their own file directory. Perhaps we can offer a few broad points to make about this project to help address the root of the question -- which is how much content will need to be built or migrated on a new website.

We know that 73% of all pages average less than 10 page views per month. There is no value to us in spending resources to bring pages over to a new website that users are not viewing. We are also trying to move away from hosting PDFs as they present problems for accessibility. As part of our discovery process, we need to conduct a content audit and decide what pages will be the most strategic to include and learn where we have gaps in our messaging. The selected vendor will have access to our web analytics to assist with this assessment. Our goal is to drastically reduce the amount of pages on our website -- it has become untenable to maintain and we have data that suggests the vast majority of individual pages on our website are not regularly being viewed.

- b. How much content will be migrated into the new website?

Most content on arts.vcu.edu in strategic areas such as admissions, alumni/development, academic program information, etc. will need to be migrated. We also must decide what department page content will be the

most strategic to import and deploy a strategy to give consistency to that content model as to make our site more easy to navigate to external users.

We also anticipate needing to migrate event/news feed content though that should occur with some degree of automation, as we should be able to export these as iCal/RSS/XML etc. feeds.

11. WordPress Access

- a. May New Target have access to the WordPress implementation? (happy to sign NDA agreement)

The selected vendor may have access to the existing WordPress implementation once contracts have been finalized.

12. Plugins and Third Party Applications

- a. Please provide a list of all plugins and third party applications that are integrated with the site. (These third parties can be all small as Twitter or as large as an ecommerce or email marketing platform.)

A list of all plugins currently used on arts.vcu.edu is attached. We should note that while this is the list of plugins currently used for this website, we are flexible with what plugins will be used on the new site. We want to choose the right plugins to serve our new website and web strategy.

Additionally, we use FileMaker Web Server to serve JSON data of currently available scholarships broken down by department. This data is displayed in an FAQ-style accordion format. We embed social media feeds using juicer.io and use Twitter on some sites. We use a JSON feed facilitated by a WP REST API for an employee directory on the /connect/ page, displayed in accordion style format.

13. WordPress Multisite

- a. The RFP mentions your current WordPress instance is a 25 multisite implementation.
- b. What are all the URLs associated with the RFP scope of work?

For the purposes of this scope of work, the vendor should focus primarily on arts.vcu.edu, knowing that the content strategy and design in the finished project must reflect having all academic departments housed under a single website.

- c. Will the vendor need to incorporate these sites in the overall cost of the proposal?

The vendor will not be building 25 separate sites but we would like the new website information architecture, design standards and content strategy to position all academic departments on one single website.

- d. Is arts.vcu asking the new vendor to complete a full redesign of all the multisites? Including discovery, content audit, design, development, and maintenance?

No – we are seeking a single website that we can import content from the network of multisites into one ecosystem. We are not looking to systematically redesign 25 separate websites.

14. Integration

- a. Is arts.vcu looking to integrate with a new ecommerce system or is there already one integrated with the site?

No – our site does not integrate with any ecommerce platforms. All sensitive data, such as transactions and admissions applications are deliberately handled by separate systems and linked externally from our site using simple hyperlinks.

- b. We notice that all payments are linked to support.vcu.edu. Would arts.vcu like payments to be processed directly on the arts.vcu site?

No – we have no intention of building an additional payment processing feature on this site – this should be considered outside of the scope of the project, though the information architecture, design standards and content strategy should reflect a user path that encourages donors to visit support.vcu.edu to make gifts to the School of the Arts.

15. 508 Compliance

- a. Will the new site and design need to adhere to any 508 compliance rules?

Yes we must pass WCAG 2.0 Level AA standards.

- b. If so, what level of compliance is required?

Please review VCU's accessibility policy at: <https://webstandards.vcu.edu/requirements/accessibility/>. The new website will need to be held to these standards.

- c. Is the current content written with compliance standards?

On arts.vcu.edu, we have completed an internal audit and have passed all Level AA and above guidelines. On our department websites and other sub-sites we have not received passing support from the University on compliance – which is one of the main goals of this project, to create an accessibility-compliant site from the ground up from which to import content from other non-compliant sites.

- d. What level of WCAG 2.0 will this need to become?

Level AA, please see <https://webstandards.vcu.edu/requirements/accessibility/> for more.

- e. Will the content be provided in a 508-compliant manner in this scope of work?

Yes, as the division of this labor of this project will put content in the hands of VCUarts editors we will work to ensure compliance, provided we are creating it in an ecosystem with accessibility standards built into the structure of the site itself.

- f. Will PDFs be published/remediated to be compliant?

We have been actively working to remediate any non-accessible PDFs while discouraging using them if there are alternatives to putting information in PDFs online. That being said, with over 50-70 active content editors, this is a constant work in progress. One suggested solution is to consider putting PDFs behind a login wall. This feature would be worthy of discussion as we establish our requirements for the project.

- g. Will photos and graphics be supplied with appropriate meta data and details?

Yes. However, as part of the finished project we should be requiring certain fields in media that we upload, such as image “alt” tags or “ARIA” descriptions.

16. Design

- a. Is arts.vcu only looking for a WordPress theme and styling or would you be open to a custom design?

We are only considering a WordPress theme. We only have institutional experience with WordPress and thus the capacity to maintain a WordPress site. No other CMS options will be considered.

- b. If Multi-site, how many unique themes or designs?

We are ultimately seeking a single site that would exist on a multi-site network as we transition all other sites to the single site and plan to scale for the future. We are seeking to import content from the microsities into one single website. That being said, we need to have a multisite network in place as the migration of all sites will not happen at once and we may need the capacity to have multi-sites in the future, even if we may not be using it much initially.

17. Digital Marketing and SEO

- a. Is arts.vcu interested in any digital marketing or SEO services to be included in the vendor’s proposal?

Digital marketing and SEO should generally be considered outside the scope of this project, with a few caveats:

- i) **Technical SEO standards and best practices should be built into the site – for example, requiring image alt tags, clean, SEO-friendly URL conventions and having proper H1,H2,H3 etc. structure on pages.**

ii) **We currently run paid-search digital ad campaigns and expect to do more of this in the future. In order to support these efforts, we need to have capacity to install retargeting tags – specifically Google remarketing and the Facebook pixel, and we would like to have at least one page template built as a traditional inbound marketing landing page. That is, with a form embedded to capture leads, space for marketing messaging content and removed navigation to keep the user focused on the form itself.**

b. **Is there an existing social media content/strategy?**

Yes, however it is evolving as a result of a growing communications team. We do not have a formal content strategy document to share at this time.

c. **May we currently have access to your Google analytics or similar tracking tool?**

The selected vendor will be provided access to our analytics but we will not share that data until we have a signed agreement in place.

18. GDPR Compliance

a. **With GDPR around the corner, would arts.vcu like GDPR compliance to be added to the scope of work and in relation, the vendor's proposal?**

GDPR compliance should be kept in mind as we make certain decisions with the project, however there is some important context to share. At the University level, a solution will be put in place to redirect EU traffic at the server-level to an alert box that has GDPR privacy disclosures. In other words, we don't believe that any special features will need to be built into the project to fulfill these regulations as they will be managed globally across the entire VCU website network at the server level.

19. Hosting

a. **Where are the current sites hosted?**

The current sites are hosted at VCU's University Computer Center (ucc.vcu.edu) on a dedicated virtual machine.

b. **What is the current space and bandwidth allocation of the main arts.vcu.edu site?**

We have 100GB data capacity.

c. **What is the annual traffic of the main arts.vcu.edu site?**

In the last year we had 174k unique users representing 288k sessions with 700k page views on arts.vcu.edu.

20. Translation

a. **Will there need to be any translations or other third party translation applications integrated with the site?**

Translation is outside the scope of this project, however best practices for accessibility and SEO should be built into the structure of the site to ensure that automated translation tools (such as Google translate) are able to read page content.

21. Online forms

- a. How many online forms are contained in the site for users to submit information?

On the main site we have 15 forms in active use and we estimate several others on department websites as well. We use the Gravity Forms plugin and would be interested in solutions that could import these into the new site, rather than re-creating them from scratch.

22. 3rd party databases and/or Integrations

- a. What other systems or solutions push and/or pull data from the web application; for example, Vimeo, as a video solution will be an assumed integration.

We anticipate using Vimeo as our primary video streaming service, though there may be occasion to include YouTube embeds. All video streaming should be handled outside of our website/server as we are not configured to stream that much data.

- b. Others?

We do integrate with a FileMaker database to display scholarship data as well.

- c. Social Media?

Social media embeds are handled via the Juicer.io plugin, though we would be open to discussion about the best tool to use in order to display social media feeds.

23. Project Stakeholders and Team

- a. How many arts.vcu staff currently manage web content for each site?

There are over 50-70 active content editors across the arts.vcu.edu website network.

- b. Does arts.vcu have an existing writer, editor, publisher workflow for posting and/or maintaining web content?

No, but we would like to be more structured with this moving forward.

24. Training

- a. How many content owners shall assume to be trained in the WordPress CMS implementation?

We expect it will be small group, mostly stakeholders in the Communications Office – however there should be documentation as part of this project. A core content group will need to be in a position to

train others -- we envision demos and documentation that we can share with academic department assistants, many of which assist in maintaining current webpage content.

25. Copy Writing

- a. We have a team of copy subject matter experts and copy writers on staff. How much content will need to be written for this scope or work?

With this scope of work -- the burden of content creation will fall on VCUarts, though one of the deliverables of this project should be an information architecture that we can use as a foundation for that process. Depending on the workload and available resources we may hire freelance writers to assist with the process.

- b. If you're not looking for a fixed-fee for copy writing would you like an hourly rate for our copywriting services?

When we reach that stage we could consider copywriting services as an add-on (outside of the primary scope of the project). However, we are not prepared to make any commitments for this specifically in this initial contract.

26. We will follow VCU's brand guidelines closely, but how much of the VCU Arts' website must match the institutional templates/site? The RFP does not include a web style guide, as it focus mainly on the logo treatment and print collaterals.

The vendor designing the new site should not feel bound by the existing look and feel of arts.vcu.edu. We need a fresh design -- one that reflects the character of the #1 public art and design school in the country. That being said there are a few caveats:

- a. **This is not an exercise in rebranding for VCUarts. The brand guidelines attached to this RFP should govern choices made with the site and work within that framework. We have been granted an exception to our brand by University Relations and our final designs must be approved by University Relations in order for us to move forward, so we cannot deviate from those established standards.**
- b. **We also must include a VCU branding bar as part of the website (see this page for more:<https://branding.vcu.edu/bar/academic/>)**
- c. **We would be thrilled if a web style guide emerged as a by-product of this project.**

27. Are you interested in a content migration plan to help coordinate your content creators? (p. 13, E-1)

Yes, absolutely.

28. Are you interested in a content governance and/or a web governance plan? (p.5, IV, A)

Yes, absolutely.

29. Are you open to exploring different WordPress plugins if they are proven more effective? (p. 7, 2-b)

Yes, we are.

30. Do you have a system or workflow in place to review and approve student blogs? (p. 12, B-i-i)

These are handled at the University level through RamPages (<https://rampages.us/>)

31. What is your current CRM? (p. 12, B-i-iv)

We have an internal FileMaker solution that acts as a CRM in certain aspects but is not a fully developed CRM solution.

32. Do you have examples in mind of arts schools that have done a good job of balancing unique department page designs and standardized templates?

We think that the information architecture of the School of Art at Arizona State University (<https://art.asu.edu/>) is done particularly well. We also like the design of the Rhode Island School of Design (<https://www.risd.edu/>)

33. Please explain what you mean by having all sites become a part of "one single ecosystem"? What are the requirements for this?

The requirements are to build one single website to migrate content from several dozen department microsites. Our goal is to eliminate all of our standalone websites for departments, which we are unable to maintain, and create one robust, website where all School of the Arts content is housed.

34. What are the current web development capabilities of your in house team?

We have one full time developer and one full time web content strategist dedicated to the VCUarts web presence.

35. Please explain "Network scope" as its listed and what directly impacts this RFP.

The network scope is there to give prospective vendors the size of our current digital footprint. We seek to drastically reduce the number of standalone sites and themes – primarily by migrating department sites into the new website.

36. You mention potential integration with a CRM in the future. Do you have any specifically in mind?

No.

37. What are your requirements for the new search functionality?

We would be interested in best practices and expertise from the vendor on this feature.

38. How would your team utilize an intranet solution?

I'm not sure if we understand which "team" you are referring to, but the intranet was suggested as a potential solution to the challenge of separating content that is only applicable for current students, staff and faculty from content tailored to external audiences, namely prospective students. We would be interested in recommendations and expertise as part of the information architecture that will be developed by the vendor.

39. Are there any 3rd party integrations that should be included in the site build? If so can you describe desired function?

A list of all plugins currently used on arts.vcu.edu is attached. We should note that while this is the list of plugins currently used for this website, we are flexible with what plugins will be used on the new site. We want to choose the right plugins to serve our new website and web strategy.

Additionally, we use FileMaker Web Server to serve JSON data of currently available scholarships broken down by department. This data is displayed in an FAQ-style accordion format. We embed social media feeds using juicer.io and use Twitter on some sites. We use a JSON feed facilitated by a WP REST API for an employee directory on the /connect/ page, displayed in accordion style format.

Other data feeds and 3rd party integrations are as follows:

Admission applications are handled separately and outside of the scope of this project. The traditional undergraduate student application to VCU is done on the Common App (<https://www.commonapp.org/>). Additional application components such as auditions and portfolios are handled through email scheduling and using a separate 3rd party service, respectively. Less traditional applications (such as transfer, current VCU student, graduate) are handled by existing VCU application systems.

Additionally, our site does not integrate with any ecommerce platforms. All sensitive data, such as transactions and admissions applications are deliberately handled by separate systems and linked externally from our site using simple hyperlinks.

We have no intention of building an additional payment processing feature on this site – this should be considered outside of the scope of the project, though the information architecture, design standards and content strategy should reflect a user path that encourages donors to visit support.vcu.edu to make gifts to the School of the Arts.

40. How many site contributors do you expect to have?

There are over 50-70 active content editors across the arts.vcu.edu website network.

41. Do you have any faculty/staff information in a database?

We use a JSON feed facilitated by a WP REST API for an employee directory on the /connect/ page, displayed in accordion style format.

42. What systems do you use for course and student management (Banner, Acalog, etc.)

VCU uses Banner for course/student management however our website does not interact with that data feed and we aren't seeking that integration as part of this project. For our purposes, those applications are handled completely outside of VCUarts and outside the scope of this project.

43. Would VCU be open to a third party event/calendar management such as Localist that would be integrated into the site?

We are unfamiliar with Localist but if this fits within the scope of our needs outlined in the RFP we can certainly give it consideration. We currently use the Events Calendar plugin by Modern Tribe.

44. Can you ballpark the number of pages you anticipate with the consolidation of the 25 microsites into the main site?

This will have to be determined as part of our content assessment/information architecture planning. That being said, perhaps we can offer a few broad points to make about this project to help address the root of the question -- which is how much content will need to be built or migrated on a new website.

We know that 73% of all pages average less than 10 page views per month. There is no value to us in spending resources to bring pages over to a new website that users are not viewing. We are also trying to move away from hosting PDFs as they present problems for accessibility. As part of our discovery process, we need to conduct a content audit and decide what pages will be the most strategic to include and learn where we have gaps in our messaging. The selected vendor will have access to our web analytics to assist with this assessment. Our goal is to drastically reduce the amount of pages on our website -- it has become untenable to maintain and we have data that suggests the vast majority of individual pages on our website are not regularly being viewed.

45. The proposal does not specify a timeline for the new site. Is VCU under pressure to have a new site within a certain timeframe? If so, please specify the timeline and what is driving the need.

We don't have specific organizational goals, other than our urgency to move our network of websites into accessibility compliance as soon as possible. That being said, it would be beneficial if we can move forward in time to launch during the next recruitment cycle.

46. Is VCU also interested in the inclusion of Digital Marketing services within the scope of this project?

Digital Marketing services are not part of the scope of this project, with the caveat that we want our site to be capable to support a modern digital marketing model -- compatible with Google remarketing/Facebook pixel retargeting tools, being able to receive traffic from digital campaigns to a landing page, and having technical SEO standards built into the site's codebase. If a vendor is interested in proposing a more traditional digital marketing support package, such as SEO, content strategy, digital advertising campaign management, etc., it's recommended that they present that as an "add-on" to their proposal, as these services are not part of the scope of work outlined in the RFP.

That being said we have finite resources in our capacity to manage a digital marketing partnership and to pay for services during this project. Our priority right now is getting a new website launched.

47. Is VCU interested in receiving optional services that could be beneficial to the School of the Arts?

We would need to hear more specifics about what these services would be. Our recommendation is that any additional services or products that are not core to the scope of the RFP should be presented as "add-on" options for consideration.

That being said, we have finite resources in our capacity to manage additional partnerships and to pay for services during this project. Our priority right now is getting a new website launched.

48. Besides being capable of integrating with a future CRM, could you provide a list of current 3rd party integrations that will be required for this project?

A list of all plugins currently used on arts.vcu.edu is attached. We should note that while this is the list of plugins currently used for this website, we are flexible with what plugins will be used on the new site. We want to choose the right plugins to serve our new website and web strategy.

Additionally, we use FileMaker Web Server to serve JSON data of currently available scholarships broken down by department. This data is displayed in an FAQ-style accordion format. We embed social media feeds using juicer.io and use Twitter on some sites. We use a JSON feed facilitated by a WP REST API for an employee directory on the `/connect/` page, displayed in accordion style format.

Admission applications are handled separately and outside of the scope of this project. The traditional undergraduate student application to VCU is done on the Common App (<https://www.commonapp.org/>). Additional application components such as auditions and portfolios are handled through email scheduling and using a separate 3rd party service, respectively. Less traditional applications (such as transfer, current VCU student, graduate) are handled by existing VCU application systems.

Additionally, our site does not integrate with any ecommerce platforms. All sensitive data, such as transactions and admissions applications are deliberately handled by separate systems and linked externally from our site using simple hyperlinks.

We have no intention of building an additional payment processing feature on this site – this should be considered outside of the scope of the project, though the information architecture, design standards and content strategy should reflect a user path that encourages donors to visit support.vcu.edu to make gifts to the School of the Arts.

49. You've stated that the central calendar and news page does not integrate news and events created within department websites. Do those department websites have a feed or API that we may be able to implement if this feature should be requested in the new site?

Our goal is retire all department websites as part of our strategy of launching one, single website, so building functionality to import feeds from the existing standalone websites is not a requirement for this project. Rather, we would like to have one centralized calendar/news space and based on how we tag stories or events, a sub-feed from the master calendar and news section of the website can be pushed to department pages (on one single website).

50. How uniform and template-based vs unique do you anticipate your future department sites being? Do you have examples in mind of arts schools that have done a good job of balancing unique department page designs and standardized templates?

We want to create one unified website design. However, in our content strategy we wish to have a certain degree of standardization among department pages (which will be built/migrated into the new site). Some of these content standards may include faculty lists, curriculum info, featured student work, etc. This has yet to be fully formed and should be determined following the discovery stage of this project. Again, to be clear this project is not to do a comprehensive redesign of 25 websites, but rather to create one versatile, integrated site to serve the entire School of the Arts.

We need to have brand consistency among department pages with some standardization with regard to content – i.e., having consistent curriculum listings, and academic program offerings, faculty rosters, department info, department-specific social media feeds, etc. That being said each department is unique and we will need to have the flexibility to allow them to function in a unique space (such as our performing arts departments like Theatre and Music which have a community audience that buys performance tickets), while ensuring that we stick to a consistent style/branding. However, to reiterate – all department content will exist as pages on one single website, department standalone sites will be shut down and content from those pages is planned to come into one single website.

We think that the information architecture of the School of Art at Arizona State University (<https://art.asu.edu/>) is done particularly well. We also like the design of the Rhode Island School of Design (<https://www.risd.edu/>)

51. Do you anticipate the vendor fully building out each department site or is that a project your internal teams would take on?

Again, to be clear, the project scope is to build one single website. We are not asking the vendor to rebuild all 16 department websites.

52. What level of accessibility does the site need to meet? (i.e. Level A, Level AA, or Level AAA)

Level AA. Please see VCU's accessibility standards here: <https://webstandards.vcu.edu/requirements/accessibility/>. The new site must meet all of these guidelines.

53. How many pages are on the current site? What percent do you foresee migrating to the new site?

This will have to be determined as part of our content assessment/information architecture planning. That being said, perhaps we can offer a few broad points to make about this project to help address the root of the question -- which is how much content will need to be built or migrated on a new website.

We know that 73% of all pages average less than 10 page views per month. There is no value to us in spending resources to bring pages over to a new website that users are not viewing. We are also trying to move away from hosting PDFs as they present problems for accessibility. As part of our discovery process, we need to conduct a content audit and decide what pages will be the most strategic to include and learn where we have gaps in our messaging. The selected vendor will have access to our web analytics to assist with this assessment. Our goal is to drastically reduce the amount of pages on our website -- it has become untenable to maintain and we have data that suggests the vast majority of individual pages on our website are not regularly being viewed.

54. What academic program finder do you currently use? Would you like to continue using this program?

We don't currently have an academic program finder, at least not in the sense of an interactive tool that allows the user to sort and filter based on their needs and interest. Our program offerings are listed at:

<http://arts.vcu.edu/programs/undergraduate/>

<http://arts.vcu.edu/programs/graduate/>

Our goal would be to have a more robust system in place that allows prospective students to tailor their search for academic programs to their unique needs and interests. Internal research has shown that this is one of the most important pages on our site and our academic program offerings

are a primary factor in prospective students' decision to apply/attend VCUarts.

More information about our vision for the program finder is listed on pages 7, 10, and 11 of the RFP.

55. Are on-site visits a project requirement?

Yes, unless the vendor can make a compelling argument and outline a process as to how they are able to effectively learn about VCUarts without coming to campus.

56. Is hosting a project requirement?

No, hosting is not part of the project scope. We will host the site on VCU servers.

57. The RFP mentions 3 treatments for the Design phase--we typically only do 1, is 3 design mockups a project requirement?

We think it will be difficult for a vendor to design a concept that will be approved without a process that includes revisions, discussion and comparison with other design directions. Being the number one ranked public School of Art and Design puts extra scrutiny on the visual identity of the site, more than a non-design school may face in a similarly sized project.

58. What's the project's budget?

We have institutional experience of similar projects in size and scope being in the \$90-\$125,000 range. That being said depending on the quality of the submission and our assessment of cost vs value and the vision of the vendor, there can potentially be some flexibility with our funding commitment.

59. How many online forms are on the website?

On the main site we have 15 forms in active use and we estimate several others on department websites as well. We use the Gravity Forms plugin and would be interested in solutions that could import these into the new site, rather than re-creating them from scratch.

60. What sort of third-party applications/special integrations need to be added to the site (i.e. event registration, job board, news/blog, etc.)?

A list of all plugins currently used on arts.vcu.edu is attached (This was attached previously). We should note that while this is the list of plugins currently used for this website, we are flexible with what plugins will be used on the new site. We want to choose the right plugins to serve our new website and web strategy.

Additionally, we use FileMaker Web Server to serve JSON data of currently available scholarships broken down by department. This data is displayed in an FAQ-style accordion format. We embed social media feeds using

juicer.io and use Twitter on some sites. We use a JSON feed facilitated by a WP REST API for an employee directory on the /connect/ page, displayed in accordion style format.

Admission applications are handled separately and outside of the scope of this project. The traditional undergraduate student application to VCU is done on the Common App (<https://www.commonapp.org/>). Additional application components such as auditions and portfolios are handled through email scheduling and using a separate 3rd party service, respectively. Less traditional applications (such as transfer, current VCU student, graduate) are handled by existing VCU application systems.

Additionally, our site does not integrate with any ecommerce platforms. All sensitive data, such as transactions and admissions applications are deliberately handled by separate systems and linked externally from our site using simple hyperlinks.

We have no intention of building an additional payment processing feature on this site – this should be considered outside of the scope of the project, though the information architecture, design standards and content strategy should reflect a user path that encourages donors to visit support.vcu.edu to make gifts to the School of the Arts.

61. Who will be in charge of content migration?

The VCUarts Communications Office – however it is our hope to make decisions on what content to create or migrate based on a strategic content study by the vendor and a recommended information architecture. We are also interested in recommendations about best practices and aligning with market trends.

62. Who will be in charge of copywriting?

The VCUarts Communications Office – please see notes above about our need to follow an information architecture and content strategy, developed in partnership with the vendor.

63. Is there a preference for agencies located in Virginia?

No.

64. IV About the Website, page 7, Section C, item 11 “404 Page” — Please provide additional direction. Would you like to display suggested pages/articles when no search results are returned?

Yes – that would be one way to be more strategic with our 404 page. You can view the current iteration here: <http://arts.vcu.edu/404>. There are a number of things we can do to improve this and we would be interested in best practice recommendations from the vendor – some strategies may include listing popular links, suggested pages/articles, and including webmaster contact information to report broken URLs.

65. IV. About the Website, page 7, Section C, item 14 “Central calendar” — Does the T4 Content Management System provide a feed (perhaps an RSS feed) we could utilize to pull in these events?

Our current website is built on WordPress and the new site must be built on WordPress. WordPress is capable of exporting RSS/XML feeds for calendar/news items.

66. IV. About the Website, page 7, Section D, item 3b “Network scope” — Please confirm if the network numbers provided are for arts.vcu.edu OR vcu.edu in entirety. Specially, are the 45 live sites within the School of Arts, or the University?

These are within the School of the Arts. Again, to be clear, the project scope is to build one single website. We are not asking the vendor to rebuild any of these sites separately. These are provided as a reference to understand the size of the institution and the capacity of our hosting environment. We will be importing content from many of the live sites (including all academic departments) to the new site.

67. VI. Statement of Needs, page 11, Section B, item 2g — “Program finder” — Will VCU School of Arts supply a spreadsheet and content to be used during programming of the finder?

As part of the discovery phase, we will need to identify what VCUarts needs to provide in order to populate a program finder in a way that is strategic and engages with what prospective students are seeking. We don’t have a spreadsheet or content developed yet for this process but generally speaking this is a workflow that makes sense for this aspect of the project.

68. VI. Statement of Needs, page 12, Section B, item 2i — Could you please further explain your expectation for functionality of “personalized content” delivery within the new site?

As this is a WordPress site we would like to be able to use the (i) blog functionality for content that may be generated by students. We also envision the program finder being able to display similarly tagged programs using related taxonomy associated with each program as prospective students browse (ii) our academic offerings. (iii) We also see value in having embedded social media feeds on the website. (iv) As a site is built to scale, we want to be aware that eventually we may be integrating with a CRM system. Some CRM systems are capable of displaying personalized content to users based on their point in the user journey. This means the site layout/structure should be flexible enough for us to modify when we are ready to integrate a CRM system. This is not in place now, and the integration of a CRM is not in the scope of this project. But generally speaking we should be thinking about page templates that are modular and adaptable for future needs.

69.X. Proposal Response Format, page 16, Section F, item 3 — Is the proposed timeline/delivery date flexible, OR is it driven by a need-based date?

Yes – this is suggested based on our estimate of the various stages in this project’s timeline. This timeline will evolve as we work with our partner to plan the process. Our goal is to move forward with haste to complete this project but not to do so in a way that compromises the quality and success of the finished product.

70. Attachment II Resources for Vendors, “Draft of proposed IA” — Is this draft Information Architecture (IA) to be used as a starting point, or is it provided for conversational purposes only?

This is a proposed IA. It is used as a starting point for further discussion of our final information architecture. We believe it is valuable for prospective vendors to understand what our early vision is for the site. That being said, this is by no means final and we expect that it will evolve upon discovery. Our hope is that our partner will work with us to understand our content needs by looking at our existing content and our data-set and deliver a refined information architecture that we can use to drive our content migration/creation process.

71. Will your in-house development team and staff provide a hands-on OR an advisory role during design and development of the new site?

Our in-house development and design team will be fully committed to supporting this project. We would have to know more specifics to advise as to where the division of labor would fall for tasks associated with the project, however. Some of the more granular details of this should be outlined in the requirements phase.

72. Will all of the microsites be managed through one WordPress multi-site installation? Would you be interested in consolidating your network of microsites to being only the top level of your main navigation menu?

Our goal is to drastically reduce the number of microsites and consolidate the content on those sites into one single website. That being said, we expect to manage a multi-site installation because transitioning content from all department sites to the single website will have to happen in phases following the new site launch. While we aim to move away from our fragmented, multi-site network, there will be some occasions where having standalone sites is necessary, thus we recommend a multi-site installation.

73. Do you currently work with any third-party services not listed in the RFP document that will need to be integrated into the website? And/or any custom-built functionality or additional third-party integrations we should be aware of?

A list of all plugins currently used on arts.vcu.edu is attached. We should note that while this is the list of plugins currently used for this website, we are flexible with what plugins will be used on the new site. We want to choose the right plugins to serve our new website and web strategy.

Additionally, we use FileMaker Web Server to serve JSON data of currently available scholarships broken down by department. This data is displayed in an FAQ-style accordion format. We embed social media feeds using juicer.io and use Twitter on some sites. We use a JSON feed facilitated by a WP REST API for an employee directory on the /connect/ page, displayed in accordion style format.

Admission applications are handled separately and outside of the scope of this project. The traditional undergraduate student application to VCU is done on the Common App (<https://www.commonapp.org/>). Additional application components such as auditions and portfolios are handled through email scheduling and using a separate 3rd party service, respectively. Less traditional applications (such as transfer, current VCU student, graduate) are handled by existing VCU application systems.

Additionally, our site does not integrate with any ecommerce platforms. All sensitive data, such as transactions and admissions applications are deliberately handled by separate systems and linked externally from our site using simple hyperlinks.

We have no intention of building an additional payment processing feature on this site – this should be considered outside of the scope of the project, though the information architecture, design standards and content strategy should reflect a user path that encourages donors to visit support.vcu.edu to make gifts to the School of the Arts.

74. Do you plan to continue to use your current RHEL 7 sever for production? If not, do you have a team to deploy the new server instance, OR will this be a responsibility for the chosen vendor?

Yes, we plan to continue to use our current RHEL 7 server.

75. Do you have an email provider we can set up SMTP with for sending emails from the new website? For example, Gmail, Outlook 360, Internal Exchange server, etc.

VCU email is managed by Google Suite (Gmail). We haven't outlined specific interactions with our email service and the website, beyond what should be assumed from our use of simple webforms. (Notifications and confirmations from webform submissions are sent via email). We would want to discuss in more detail what role this integration would play relative to the scope of the project before committing to making email integration possible.

76. Would you like social media feeds to be approved/denied before being displayed on the new website?

For VCUarts owned accounts, moderation is not necessary. We currently use the Juicer.io plugin which allows us to display and moderate feeds that

are not created by our office (i.e., hashtag feeds). In these cases, we find moderation to be a useful feature.

77. Do you currently have a team that maintains the production web server updates and maintenance, OR will this be a responsibility for the chosen vendor?

VCUarts maintains all website plugin and WordPress core updates. Our server is at VCU's University Computer Center (ucc.vcu.edu) on a dedicated virtual machine. We have 100GB data capacity.

Hosting is not part of the scope of this project.

78. Will you provide the chosen vendor with all access required to import content/media assets from the current website? Including FTP/SSH and Database access.

Specific details for this should be worked out in the agreement with the chosen vendor but our intention is to provide the necessary access to the assets needed to complete this project, provided we are in compliance with all University information security policies.

79. Does the University currently have an Intranet site?

VCU has some intranet systems in very specific capacities, such as HR, the School of Dentistry, Employee self-service, etc.

80. If the new WordPress Gutenberg editor is not production-ready by the time development begins, would you be interested in using WPBakery Page Builder to create content pages? And then implement the Gutenberg editor once it is production-ready.

We are unfamiliar with WPBakery but would be open to discussing it as an option if the timing doesn't align with the release of Gutenberg. As our understanding is that Gutenberg will become core to WordPress, we must have a plan for integrating/installation to our website, so we are able to scale and evolve the site in the future. We do not want to be in a position of launching a new website just to have to rebuild parts of it to work with Gutenberg.

81. Will the site be hosted on a dedicated server or will other university sites be hosted on the same server?

The current sites are hosted at VCU's University Computer Center (ucc.vcu.edu) on a dedicated virtual machine.

82. Will the maintenance portion of the contract include server maintenance or just issues with the website itself?

Just the website itself. The server is maintained by VCU in partnership with VCUarts IT staff here.

83. What level of access will we be given to the server (FTP, control panel, SSH)?

Specific details for this should be worked out in the agreement with the chosen vendor but our intention is to provide the necessary access to the assets needed to complete this project, provided we are in compliance with all University information security policies.

84. Can you provide details of the server stack (linux or Windows, PHP version, MySQL version)?

Linux version: RHEL 7.5

PHP version: 5.6.25

MySQL version: Enterprise server 5.7.21, hosted on separate server

85. To achieve optimal performance of the site, a caching module will probably need to be installed. More advanced caching options often require tweaking settings for IIS or apache. Will we be able to make these tweaks ourselves or would we be advising someone in IT?

We will discuss the division of labor for this particular task as we are farther along in our process but generally speaking we will be able to work with the selected partner to make changes to our apache settings.

86. What kind of integration is needed between this site and the other university systems?

The website does not directly integrate with other university websites or systems.

87. Will the news and events on this new site come from the main university or will it be generated within the school?

News and events are generated within the School. We do not import VCU news content to our site or envision that as a need for our new website.

88. Other than the news stories, what else needs to be automatically migrated from the current site(s) to the new site?

News stories and calendar feeds are the only content areas that we realistically think could be automated into a new website. We expect that the new WordPress theme and its respective content strategy will depart from our existing site to the point that automating other forms of content migration will not be effective.

89. What we understand from the conference call is that, as a result of this project 20+ sites from the different departments will be migrated/merged into a single new site. Are you expecting each of these departments/sites to have their own unique template on the new site, or have them use the templates that we build for the main site? If this is not clear right now, then we can keep it open and decide during the discovery phase?

No, we are not expecting each department to have a unique template. In fact, we are seeking to promote consistency among departments as a result

of this project. Again, we are not seeking to have standalone department websites but rather move content from existing department standalone websites into pages in the new site. That being said, the department page “template” should be built with flexibility in mind as departments may have different needs on the web.

90. Do you have defined goals for improving conversion rates, or are you looking for the selected vendor to create a plan?

We don't have specific defined goals but we expect to see some general trends in a few standard metrics after going through this process – such as lowering our bounce rate for external audiences on strategic places on the website, increasing time on our website among prospective student audiences, raising page views on key pages and increasing information requests (leads) and application submissions. We would certainly be open to plans to improve conversion rates, provided it is presented within the context of the scope of work that we have outlined in the RFP. If the plan is not within the scope, then we recommend it be included as an optional “add-on” item.

That being said, we have finite resources in our capacity to manage additional partnerships and to pay for services during this project. Our priority right now is getting a new website launched.

91. Would you be open to the selected vendor proposing a governance/training plans as part of the project?

Yes, provided it is presented within the context of the scope of work that we have outlined in the RFP. If this is not within the scope, then we recommend it be included as an optional “add-on” item. That being said, we expect that one of the deliverables will be documentation for developers and content managers, and the core communications team will be trained.

92. While we don't necessarily adjust a proposal to maximize a budget, understanding your budget cap or range is important to helping us shape our response. Please share your expected budget range or cap for this project.

We have institutional experience of similar projects in size and scope being in the \$90-\$125,000 range. That being said depending on the quality of the submission and our assessment of cost vs value and the vision of the vendor, there can potentially be some flexibility with our funding commitment.

93. Provided your chosen agency partner can meet the launch goal of December 2018/January 2019, are you open to adjusting other milestones? Do you have specific organizational goals driving the start date and/or launch date?

We don't have specific organizational goals, other than our urgency to move our network of websites into accessibility compliance as soon as possible. That being said, it would be beneficial if we can move forward in time to launch during the next recruitment cycle.

94. How do you plan to manage/maintain the site (both maintenance and development of new features) going forward?

We have one full time developer and one full time web content strategist dedicated to the VCUarts web presence.

95. How will you define success of the project 6 months and 1 year out from launch?

After 6 months we hope to have fully transitioned all content on department websites to our new website. So, success will be defined by our ability to work with the new website, import/create content, meet all accessibility standards, troubleshoot any bugs/issues with the site, and the ease in which content editors can manage their assigned areas of the site.

After the site has been active for a year, we will have collected enough data to establish a baseline dataset. From here we can compare with the previous website and if we are successful, will see growth in the areas outlined in question 1. This will also position us to begin looking at ways to optimize our content and identify other opportunities for growth both on our site and in how we externally drive traffic to our website.

96. What are the primary attributes that you will consider when selecting a partner for this project?

Primarily, the vendor should make sure they clearly present their approach to all of the deliverables on page 11, section B of the RFP. Additionally, partners should be aware of our evaluation criteria outlined on page 20, section XXII.

Ultimately, we'll be looking to find a partner with the right fit – we'll be working closely together with this group over a long time period. We also want to partner with a vendor who has expertise in WordPress development and digital strategy beyond our own. It will be important for the chosen partner to understand the trends and challenges in the higher education marketplace and our specific institution—understanding our internal and external stakeholders and our unique needs as the top public ranked school of art and design in the country. Finally, we seek a partnership with a vendor who has a clear vision for our project that is ambitious yet realistic.

NOTE: A signed acknowledgment of this addendum must be received by this office either prior to the proposal due date and hour or attached to your proposal. Signature of this addendum does not constitute your signature on the original proposal document. The original proposal document must also be signed.

The RDW Group, Inc.

Name of Firm

Signature/Title

8/15/2018

Date

Exhibit A

COST AND INVOICING TERMS

Total Cost : \$105,000

Electronic invoices will be generated by RDW Group, Providence, RI and sent to cljones3@vcu.edu according to the following schedule:

1. Strategy Report - \$52,500
2. Start of Art Direction - \$10,500
3. Start of Wireframes - \$10,500
4. Start of Look and Feel - \$10,500
5. Start of QA - \$10,500
6. Code delivery - \$10,500

ASSUMPTIONS

- Following the kickoff, iFactory and Client will agree to a project schedule. Delay to that schedule may result in a change of scope.
- Client will provide a single point of contact ("SPOC") in order to facilitate decision-making. All Client feedback will be coordinated through the SPOC and will be provided in writing to iFactory via Basecamp, according to the dates established in the project schedule.
- Approval of deliverables will be communicated through sign-off forms or sign off messages posted to Basecamp.
- iFactory and the Client will review the scope set forth in the proposal at the completion of Discovery and adjust as needed, keeping the final scope within the allotted budget. iFactory will share budgetary burn on a weekly basis.
- The budget assumes all communication will occur either through in-person meetings, conference calls or via Zoom video conference support. Travel time for two trips to campus for a total of 5 team members is in scope. Actual travel expenses will be billed at cost without markup. Additional in-person meetings can be provided on request with a change in scope.
- Client is responsible for all use, licensing, costs and permission of content, photos and/or graphics that originate from client.
- All imagery and video assets will be provided by Client or purchased by Client
- Client will be responsible for the purchase of any fonts resulting from the Art Direction and/or Look and Feel.
- Content Migration is an optional service. If chosen, iFactory and Client will develop a plan to allocate the stated hours through a manual and/or automated process. Should Client elect to do migration through either an automated or manual process, iFactory can not be responsible for any changes to code, either intentionally or as a result of this migration. Any changes or fixes that need to be completed by iFactory to fix errors, or bugs resulting from

- the migration, will be charged under a T&M, at a rate of \$140 per hour
- If the Client elects to perform automated migration, this work must be performed after site build is complete. iFactory and Client will develop a plan to address specific timing.
 - iFactory will recommend a single automated accessibility tool to test delivered HTML.
 - While the laws and regulations regarding accessibility to websites is in flux and no automated accessibility tool can confirm compliance with Section 508 of the Rehabilitation Act of 1973 or Web Content Accessibility Guidelines (WCAG) 2.0, we can help you identify many compliance issues.
 - Accessibility testing is done on code iFactory delivers. iFactory cannot validate or confirm the accessibility of code or content which is altered after delivery. iFactory cannot be responsible for accessibility issues which occur after the Client has begun interaction with the site, such as taking over any administrative or hosting functions, entering content, updating code, installing security patches, or installing software updates, etc. iFactory cannot guarantee the accessibility of any third party CMS or other systems.
 - iFactory has allocated 194 hours of Project Management time to deliver the above project on scope and on budget. Any additional rounds or delay to the schedule that increases this amount will result in a T&M being implemented for the overage, charged to Client at \$140 per hour subject to VCU's approval prior. iFactory will provide Client with a bi-weekly update of the number of PM hours being used vs. the allotted budget.
 - iFactory has included 90 hours of pro bono Account Service Management Management time to help with strategic management of VCU's needs. Additional ASM time is available as an option at \$150 per hour. iFactory will provide Client with a bi-weekly update of the number of ASM hours being used vs. the allotted budget.

Accessibility

The VCU RFP states the following accessibility requirement for this project:

<https://webstandards.vcu.edu/requirements/accessibility/> are required to be followed for accessibility.

In this project, iFactory will meet the WCAG 2.0 AA standard by using our **accessibility techniques version 1.0** – <http://go.ifactory.com/accessibility-techniques-1-0>

Please note iFactory cannot be responsible for accessibility issues which occur after the client has begun interaction with the site, such as taking over any administrative or hosting functions, entering content, updating code, installing security patches, software updates, etc. We also cannot guarantee the accessibility of any 3rd party systems.

Please view the following links for more information:

Supported browser list*: http://go.ifactory.com/sow_browser_list

*iFactory reserves the right to update this list at any time