

## REQUEST FOR PROPOSALS

<b>Procurement Number:</b>	IRI2020GLOBAL02o
<b>Open Date:</b>	June 1, 2020
<b>Questions Deadline:</b>	June 8, 2020
<b>Closing Deadline:</b>	June 15, 2020
<b>Decision Date:</b>	July 2, 2020
<b>Geographical Area Restrictions:</b>	N/A
<b>Points of Contact:</b>	Natalie Longwell, <a href="mailto:nlongwell@iri.org">nlongwell@iri.org</a> Daniel Munz, <a href="mailto:dmunz@iri.org">dmunz@iri.org</a>

### Background

The International Republican Institute (IRI) is a nonprofit, nonpartisan, organization dedicated to advancing freedom and democracy worldwide. Since 1983, IRI has worked to develop democratic institutions and ideals, carrying out a variety of international programs to promote freedom, self-government and the rule of law worldwide. IRI provides technical assistance in the areas of political party strengthening, developing civic institutions and open elections, promoting democratic governance and advancing the rule of law.

For nearly 40 years, IRI has been committed to the idea that freedom is the inalienable and universal right of all human beings and have helped men and women working to build strong, lasting democracies.

### Period of Performance

The base period of performance is one year from date of award, plus three 1-year option periods, not to exceed a total maximum of 4 years.

### Place of Performance

Travel to IRI's offices, located in Downtown Washington, D.C., may be necessary during the period of performance. IRI will not be responsible for travel and associated costs to our offices. Offerors should assume that physical travel will be minimal, and that IRI will work with you virtually/remotely except in-person meetings to mark major milestones or deliverables. To the extent that ongoing public health issues make physical travel impractical or unsafe, vendor will be responsible for adapting delivery and communications to an all-remote environment.

### Statement of Work

IRI is seeking a firm qualified in digital strategy, website development, and website hosting and maintenance, or two firms specializing collectively in those areas who will work in tandem to: develop IRI's brand platform; develop corresponding brand assets and content

strategy for a revised IRI.org website; design, prototype, implement, and host/maintain a refreshed IRI.org, including implementing a new CMS; assist in integrating the website with other key tools such as IRI's analytics, email marketing, and event management platforms; and propose maintenance and development activities that makes this the website that meets all of our needs and can evolve to meet the needs of a dynamic, growing organization.

The goal of the brand platform is to provide a roadmap for how IRI can talk about our work in an accessible way to deepen our relationships and expand our audience. The goal of the brand assets and content strategy are to specify how that brand expresses itself visually, primarily on our website. The goal of the website redesign is to have a modern, fully mobile/responsive and unified web presence that effectively conveys IRI's brand platform, makes key information easily findable, showcases IRI's programs and experts, and provides a user-friendly experience across platforms and devices.

Main goals for IRI's new website include:

- Reflect our brand so that current and new audiences quickly understand what we do and the values that drive our mission.
- Effectively and engagingly tell the stories of our work, make those stories easy to find and share.
- Highlight IRI's thought leadership, including written content, press mentions, events.
- Convert all of these experiences into deeper relationships with IRI, e.g. newsletter subscriptions, social media follows, donations, or requesting direct interactions with IRI leaders via phone call or in-person meeting.

### **Current Website**

IRI's current website looks and feels outdated and is not easy to navigate. We are extremely limited in how we can update content, change page structures and introduce dynamic content, such as livestreaming events, rolling out an events calendar, updating our "interactive" map, creating a timeline of work, and more. The site is not visually appealing, does not match the quality of our competitors' sites and is not even an accurate reflection of IRI's current work. IRI staff do not want to refer funders, partners and trainees to our site. The site has a high bounce rate. Key interactions like email signup and donation are broken; the latter is just a PayPal link. This should be updated, and the user experience should be greatly enhanced.

### **Scope of Work**

This section describes the scope of activities the chosen vendor should perform as part of this contract. It is not meant to be fully exhaustive. In responding to this RFP, vendors should suggest activities and deliverables that meet the goals below and reflect their own creative process.

**Project Management** – Throughout the project, the selected firm will be responsible for project management, including establishing and updating overall project timelines, requesting and coordinating communications among project stakeholders, documenting research, and presenting to External Affairs and other IRI staff.

**Discovery & Strategy** – The selected firm will launch a discovery process to understand IRI's work, brand, current and potential audiences, and existing website content. This phase

should produce a basis of research findings and an overarching brand position that can guide a redesigned IRI.org.

**Prototyping and Development** – The selected firm will design, prototype and build out a site based on the strategic approach and brand platform defined in the previous phase. This includes defining a content strategy, proposing and implementing a new CMS, and designing and building a production-quality IRI.org. The selected firm is not required to follow strict Agile principles, but should regularly deploy production-quality code to a prototype site at regular intervals (“sprints”) during this phase, learning and refining based on user feedback, rather than precipitously “launching” an entire website on a single day. This phase should culminate in the retirement of the current IRI.org website, and other retired web properties, in favor of the redesigned site, with appropriate redirects put in place.

**Maintenance and Ongoing Development** – Following the retirement of the current IRI.org website in favor of the redesigned site, the selected firm will provide ongoing maintenance and development for the new site. The goal is to eliminate the need for major redesign efforts in the future, instead keeping our website constantly evolving to meet changing audience or organizational needs and new user insights; and to ensure smooth and secure continuity of operations that allow us continually update and innovate the site so it will continue to look fresh two, five or even ten years from now. This phase should include both CMS and plugin updates and security patches; development of new features on the site; and availability to address emergency security or privacy issues, repair critical bugs, or assist with time-sensitive campaigns. The selected firm should propose an arrangement for providing these services for one year after an agreed-upon transition date on which the current IRI.org is retired, with three 12-month option periods consisting in scope solely of these services.

### **Specific Outcomes We Want to See**

In addition to these overarching goals, IRI has a number of specific objectives or requirements we are interested in exploring as part of this redesign:

- Integrate IRI’s blog and existing blog content, on [democracyspeaks.org](http://democracyspeaks.org), into IRI.org’s main website.
- Create a better platform to showcase GLOBAL, IRI’s podcast, and potential similar products.
- Create a better platform to showcase IRI’s thought leadership, including through events, op-eds, media hits, speeches, etc.
- Develop landing pages for programs and areas of work at IRI that can be easily reached within the main navigation or accessed via search, and that incorporate multiple elements of programs’ work, including videos, reports, polls, etc. together in an attractive, integrated way.
- Ensure a robust experience for all users, including a fully mobile/responsive design and compliance with WCAG 2.1 accessibility guidelines. Design to accommodate accessibility in low-bandwidth environments.
- Make it easy for us to add well-designed pages that correspond to specific campaigns or initiatives, whether documenting specific IRI programs or acting as a landing page for social media campaigns.
- Integrate existing IRI communications tools like Mailchimp, Eventbrite, Google Analytics, and a CRM.

- Bring other IRI initiatives like [WDN.org](http://WDN.org) and [iribeaconproject.org](http://iribeaconproject.org) under one IRI.org umbrella.
- Deliver a more dynamic homepage design that can showcase multiple types of content (blog posts, videos, podcasts, etc).
- Make the donation experience more prominent and more seamless.
- Explore more dynamic and interactive integration of polls, one of IRI's core products, into the website. (Currently they are buried in a section of the site that makes it impossible to explore data or see trends over time.)
- Integrate printed material, such as reports and one-pagers, into page designs as appropriate, and create the ability to track downloads through Google Analytics.
- Create a functional search experience. (Test our current one – it's awful.)
- Secure and maintain HTTPS certification.

### **Websites (or Parts of Websites) We Like & Why**

- <https://www.ndi.org/> - Interactive “by the numbers” section on their homepage, prominent way to feature video, full list of all program and country websites, multiple ways of categorizing work so people can easily find what they are looking for, links to open-source technology tools for partners, report section searchable by region, country and topic
- <https://www.chemonics.com/> - Topline stats demonstrating impact in clear language that can be understood by anyone, prominently featured examples on impact, dynamic images that focus on the people they are helping, like the way they visualize their technical areas of expertise
- <https://www.nature.org/> - Very visually appealing way of presenting thought leadership, beautiful images, simple design, streamlined pages each organized from most important before the scroll to least important at the bottom, persuasive donation experience, prominent email capture
- <http://democracyinternational.com/> - Simplicity of main navigation, prominent email sign up, prevalence of video/image assets
- <https://www.usip.org/> - Visual, sleek and simple design with a truly interactive map, includes Twitter feed without looking too busy, includes visual icons representing the work, appealing homepage slider that teases the next panel and automatically navigates to it after a set period of time, issue areas broken out by region and theme without feeling crowded or duplicative
- <https://www.rescue.org/> - Excellent use of photography to clearly convey mission and urgency. Navigation quickly sorts different kinds of users into the right content.
- <https://www.nationalparks.org/> - Great model of an overarching web presence where look and feel reflect the brand throughout, but users can quickly get from the high-level view to the specific geographical area of interest to them. Excellent, frictionless, prominent donation experience.

- <https://freedomhouse.org/> - The mission is clear from the second you land on the site. It does a great job of highlighting FH's thought leadership and press clips.

### **Data Migration**

IRI's current website contains a large amount of content, including web pages, PDFs, etc. The selected vendor will be expected to migrate any necessary content from our current Drupal CMS into the new site and set up redirects accordingly. The migrated data should include any metadata or security settings associated with the content and should be performed in an orderly and logical manner.

### **Security**

Pantheon serves as IRI's web host. The selected vendor would be expected to collaborate with Pantheon when the need arises, or a new web host if one is recommended. In addition, any customizations or modifications made to the CMS, operating system or web server environment should not prevent security patches as they are released.

### **Training & Style Guide**

The selected vendor will be expected to provide multiple training sessions for key IRI staff prior to the initial launch and periodically as new staff are hired post launch. They will also develop a Training & Style Guide to be used by relevant IRI staff, which will address all aspects of creating and posting content, uploading files, and a timeline/guideline of when content should be removed from the website.

### **Deliverables and Acceptance**

The Vendor shall provide a project plan ten (10) days after award that provides an overview of activities and tasks including but not limited to, schedule/timeline, quality control, resource management, communications management, project change management and risk management, for accomplishing the goals set forth in this RFP.

The Vendor shall provide regular meetings and status reports on progress, work still to be completed, barriers encountered, and resources still needed from members of IRI. The reports submitted will be used to assess vendor performance and progress in meeting milestone dates, project issues and level of effort (LOE).

The Vendor shall provide full technical and end-user documentation for all software development efforts and product releases with all information necessary to document processes, procedures, code artifacts, and/or policies that were implemented in the creation of the website.

### **Administrative Leave and Federal Government Holidays**

Deliverables shall not be compromised due to inclement weather, potentially hazardous conditions, Government holidays, vendor-only meetings, or unanticipated government closings. The following holidays are normally observed by IRI personnel: New Year's Day, Martin Luther King's Birthday, Presidential Inauguration Day, Presidents Day, Memorial Day, Independence Day, Labor Day, Columbus Day, Veteran's Day, Thanksgiving Day, Christmas Day and any other day designated by Federal Statute, Executive Order, and/or Presidential Proclamation.

## TECHNICAL PROPOSALS

As specified above, vendors may partner in order to bid on and execute all objectives outlined in this RFP. **Vendors may not submit “partial” proposals; proposals that accomplish only some of IRI’s objectives will be rejected.**

The potential vendor **must** specify either “**Brand Platform**” or “**Website Redesign**” in the subject line of their email **and** the heading or title page of their proposal. The email subject line **and** the heading or title page of the proposal must also list all **all firms or individuals who make up the bid.**

All proposals must include:

1. Information addressing Bidder’s experience in providing each of the services identified in the above Statement of Work and Bidder’s proposed specific approach for providing those services to IRI under this contract, including sufficient information to determine a clear definition of services as it relates to other providers that may be involved.
2. The name, address, and telephone numbers of the Bidder (and electronic address if available). If the Bidder is a firm, name(s) should be provided for individuals authorized to conduct business on behalf of the firm.
3. If the Bidder is a U.S. organization/resident, or a foreign organization/resident which has income effectively connected with the conduct of activities in the U.S. or has an office or a place of business or a fiscal paying agent in the U.S., the information submitted must contain Bidder’s Taxpayer Identification Number.
4. Proposals will not exceed 15 pages (not including cover page and references).
5. An **outline of the vendor’s suggested approach and methodology.** Vendors proposing to partner **must** outline how they intend to collaborate and their previous experience working with this proposed partner.
6. A **client list and portfolio of previous work** that the vendor has completed.
7. A **statement of experience** that clearly demonstrates past success in managing brand positioning, website redesigns, digital transformations and other products and services identified in the Statement of Work, as well as expertise with best practices regarding successful website design, development, deployment and maintenance.
8. An **overall staffing plan** for the project and resumes, C.V.’s or links to online bios and contact information for staff member.
9. A **list of references** from similar past projects over the last three years, along with contact details. IRI may contact the references to evaluate past performance.
10. A **timeline** for completing both the brand platform and website redesign, with clear milestones and status reporting written into the bid.
11. An **overall budget**, broken down by project phase. The proposed budget must include all labor; any materials; in-person or virtual meetings; design; content migration; quality assurance and testing; the transfer of the finished product to a production server; a tutorial and comprehensive packet of instructions on how to update its content; access to files, data and all databases; hosting fees and ongoing updates, development and tech support.

## Price Proposals

Potential vendors must propose a list of deliverables that meet all of the objectives articulated in the Scope of Work above. Proposals may be made on either:

- a firm-fixed price basis, with a price associated with each deliverable, or a time-and-materials basis; or
- a time-and-materials basis, with key personnel and hourly rates, as well as a single dollar amount that represents the offeror's estimate of the total cost of the project.

The offeror's pricing must be valid for at least 60 (sixty) calendar days after the due date of the proposal submission. The proposed prices should be fixed and inclusive of all costs necessary to perform, including inspection services, documentation of hours worked, transportation, taxes, import duties (if any), and other levies. To the extent that a vendor proposed to include any pricing not reflected in the table below, such pricing must be fully described in the proposal. Proposals must be submitted in USD, as payments under any resulting contract will be made in this currency.

### **Evaluation and Award Process**

1. IRI may contact any Offeror for clarification, additional information, or further presentations, but Offerors are advised that IRI intends to evaluate the offers based on the written proposals, without discussions, and reserves the right to make decisions based solely on the information provided with the initial proposals. IRI may but is not obligated to conduct additional negotiations with or seek additional information from the most highly rated Offerors prior to award of a contract and may at its sole discretion elect to issue contracts to one or more Offerors.
2. Mathematical errors will be corrected in the following manner: If a discrepancy exists between the total price proposed and the total price resulting from multiplying the unit price by the corresponding amounts, then the unit price will prevail and the total price will be corrected. If there is a discrepancy between the numbers written out in words and the amounts in numbers, then the amount expressed in words will prevail. If the Offeror does not accept the correction, the offer will be rejected.
3. IRI may determine that a proposal is unacceptable if the prices proposed are materially unbalanced between line items or sub-line items. Unbalanced pricing exists when, despite an acceptable total evaluated price, the price of one or more contract line items is significantly overstated or understated as indicated by the application of cost or price analysis techniques. A proposal may be rejected if IRI determines that the lack of balance poses an unacceptable risk.
4. IRI will conduct a source selection using a two-phased approach as follows:

**Phase 1:** IRI will conduct an initial evaluation of proposals based on the following evaluation factors:

- a) Overall process and design / Strategy approach – 20 percent
- b) Technical approach and Ingenuity – 20 percent
- c) Training Options, Content Migration and Ongoing Support – 15 percent
- d) Compliance with Security and Other Administrative requirements – 10 percent
- e) Personal Qualifications, Past work, and recommendations – 20 percent
- f) Price – 15 percent

**Phase 2:** If after Phase 1 IRI deems it necessary, the top three scoring proposals from Phase 1 will be invited to make a verbal presentation. If we elect to do so, IRI will evaluate these presentations and make an ultimate award based on the following criteria:

- a) Alignment of proposed technical approach with IRI organizational needs – 45%
  - b) Innovativeness/creativity of proposed technical approach – 45%
  - c) Price – 10%
5. If a cost realism analysis is performed, cost realism may be considered in evaluating performance or price.
  6. Following an award, either party may terminate the contract with no penalty with 30 days' notice. Once notice of termination is given by either party, the vendor shall cease work, and IRI will be financially liable only for deliverables accepted prior to the date of termination.

### **Submission Instructions**

All proposals are due to Dan Munz at [dmunz@iri.org](mailto:dmunz@iri.org) and Natalie Longwell at [nlongwell@iri.org](mailto:nlongwell@iri.org) by COB June 15, 2020 and must include the subject line "IRI2020GLOBAL02o RFP" in order to be considered.

Any questions about the RFP are due to Dan Munz and Natalie Longwell by June 8, 2020. Questions will be compiled, and answers emailed to all vendors who submitted questions by COB June 10, 2020.

IRI anticipates final vendor selection and notification will occur on or before **July 4, 2020**. IRI expects the vendor to begin work immediately upon conclusion of contract negotiations.

### **RFP Terms and Conditions**

1. Prospective Offerors are requested to review clauses incorporated by reference in the section "Notice Listing Contract Clauses Incorporated by Reference".
2. IRI may reject any or all proposals if such is within IRI's interest.
3. Proposals must be submitted in English.
4. Payment will be made upon receipt of invoices and deliverables/services.
5. Proof of costs incurred, such as but not limited to receipts, pictures and financial documents may be requested during and for up to three years after the end of the contract period.
6. The Offeror's initial proposal should contain the Offeror's best offer.
7. IRI reserves the right to make multiple awards or partial awards if, after considering administrative burden, it is in IRI's best interest to do so.
8. Discussions with Offerors following the receipt of a proposal do not constitute a rejection or counteroffer by IRI.
9. By submitting a proposal, offeror agrees to comply with all terms, conditions, and provisions included in the solicitation and agreement to the services identified

above, and will specifically identify any disagreement with or exceptions to the terms, conditions, and provisions.

10. Any samples submitted by Offerors will not be returned to Offerors.
11. IRI will hold all submissions as confidential and submissions shall not be disclosed to third parties. IRI reserves the right to share proposals internally, across divisions, for the purposes of evaluating the proposals.
12. For any currency conversion, the exchange rate to US Dollars listed on oanda.com on the closing date of this solicitation shall be used.
13. By submitting a proposal, Offeror agrees to comply with all terms, conditions, and provisions included in the solicitation and agreement to the services identified above, and will specifically identify any disagreement with or exceptions to the terms, conditions, and provisions.
14. Offerors confirm that the prices in the proposal/proposal/application/quote have been arrived at independently, without any consultation, communication, or agreement with any other Offeror or competitor for the purpose of restricting competition.
15. Offerors agree to disclose as part of the proposal submission:
  - Any close, familial, or financial relationships with IRI staff and agents. For example, the Offeror must disclose if an Offeror's mother conducts volunteer trainings for IRI.
  - Any family or financial relationship with other Offerors submitting proposals. For example, if the Offeror's father owns a company that is submitting another proposal, the Offeror must state this.
  - Any other action that might be interpreted as potential conflict of interest.

### **Notice Listing Contract Clauses Incorporated by Reference**

IRI is required to make the subcontractor subject to the clauses of the prime award. This subcontract incorporates one or more clauses by reference, with the same force and effect as if they were given in full text. Where "flow-down" to the subcontractor is appropriate and applicable, references to "USAID/Department of State" shall be interpreted to mean "IRI", "Recipient" to mean "Contractor", and "Subrecipient" to mean "lower-tier subrecipients". Included by reference are 2 CFR 200 and USAID Standard Provisions for Non-US Non-governmental Organizations/US Department of State Standard Terms and Conditions.

### **IRI Obligations**

Issuance of this RFP does not constitute an award commitment on the part of IRI, nor does it commit IRI to pay for costs incurred in the preparation and submission of a quotation.

### **Required Certifications**

The following certificates need to be signed by all Offerors. These certifications are an integral part of the quotation/proposal. Please print them off and send back to us with your proposal after signature on each certificate. They are:

- Narcotics offenses and drug trafficking- key individual certification
- Certification regarding debarment, suspension, ineligibility and voluntary exclusion lower tier covered transactions
- Lobbying disclosure
- Authorized Individuals

**NARCOTICS OFFENSES AND DRUG TRAFFICKING- KEY INDIVIDUAL CERTIFICATION**

I hereby certify that within the last ten years:

1. I have not been convicted of a violation of, or a conspiracy to violate, any law or regulation of the United States or any other country concerning narcotic or psychotropic drugs or other controlled substances.
2. I am not and have not been an illicit trafficker in any such drug or controlled substance.
3. I am not and have not been a knowing assistor, abettor, conspirator, or colluder with others in the illicit trafficking in any such drug or substance.

Signature: \_\_\_\_\_  
Date: \_\_\_\_\_  
Name: \_\_\_\_\_  
Title/Position: \_\_\_\_\_  
Entity Name: \_\_\_\_\_  
Address: \_\_\_\_\_  
Date of Birth: \_\_\_\_\_

**NOTICE:**

1. You are required to sign this Certification under the provisions of 22 CFR Part 140, Prohibition on Assistance to Drug Traffickers. These regulations were issued by the Department of State and require that certain key individuals of organizations must sign this Certification.
2. If you make a false Certification you are subject to U.S. criminal prosecution under 18 U.S.C. 1001.

## **CERTIFICATION REGARDING DEBARMENT, SUSPENSION, INELIGIBILITY AND VOLUNTARY EXCLUSION LOWER TIER COVERED TRANSACTIONS**

This certification implements Executive Order 12549, Debarment and Suspension and the requirements set forth in 2.C.F.R. 180, Subpart C.”

Copies of the regulations may be obtained by contacting the person to which this proposal is submitted.

1. By signing and submitting this proposal/application/quote, the prospective lower tier participant is providing the certification set out below.
2. The certification in this clause is a material representation of fact upon which reliance was placed when this transaction was entered into. If it is later determined that the prospective lower tier participant knowingly rendered an erroneous certification, in addition to other remedies available to the Federal Government, the department or agency with which this transaction originated may pursue available remedies, including suspension and/or debarment.
3. The prospective lower tier participant shall provide immediate written notice to the person to which this proposal/application/quote is submitted if at any time the prospective lower tier participant learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.
4. The terms "covered transaction," "debarred," "suspended," "ineligible," "lower tier covered transaction," "participant," "person," "primary covered transaction," "principal," "proposal," and "voluntarily excluded," as used in this clause, have the meanings set out in the Definitions and Coverage sections of the rules implementing Executive Order 12549.
5. The prospective lower tier participant agrees by submitting this proposal/application/quote that, should the proposed covered transaction be entered into, it shall not knowingly enter into any lower tier covered transaction with a person who is debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction, unless authorized by the IRI.
6. The prospective lower tier participant further agrees by submitting this proposal/application/quote that it will include the clause titled "Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion--Lower Tier Covered Transactions," without modification, in all lower tier covered transactions and in all solicitations for lower tier covered transactions.
7. A participant in a covered transaction may rely upon a certification of a prospective participant in a lower tier covered transaction that it is not debarred, suspended, ineligible, or voluntarily excluded from the covered transaction, unless it knows that the certification is erroneous. A participant may decide the method and frequency by which it determines the eligibility of its principals.
8. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render in good faith the certification required by this clause. The knowledge and information of a participant is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.

9. Except for transactions authorized under paragraph 5 above, if a participant in a covered transaction knowingly enters into a lower tier covered transaction with a person who is suspended, debarred, ineligible, or voluntarily excluded from participation in this transaction, in addition to other remedies available to the Federal Government, the department or agency with which this transaction originated may pursue available remedies, including suspension and/or debarment.
  
1. The prospective lower tier participant certifies, by submission of this proposal, that neither it nor its principals are presently debarred, suspended, proposed for disbarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.
  
2. Where the prospective lower tier participant is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal.

Signature: \_\_\_\_\_  
Date: \_\_\_\_\_  
Name: \_\_\_\_\_  
Title/Position: \_\_\_\_\_  
Entity Name: \_\_\_\_\_  
Address: \_\_\_\_\_

## CERTIFICATION REGARDING LOBBYING

The undersigned certifies, to the best of his or her knowledge and belief, that:

1. No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal Cooperative Agreement, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment or modification of any Federal contract, grant, loan, or cooperative agreement.
2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned must complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.
3. The undersigned must require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients must certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, United States Code. Any person who fails to file the required certification will be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Signature: \_\_\_\_\_  
Date: \_\_\_\_\_  
Name: \_\_\_\_\_  
Title/Position: \_\_\_\_\_  
Entity Name: \_\_\_\_\_  
Address: \_\_\_\_\_

## Authorized Individuals

The offeror/bidder/applicant represents that the following persons are authorized to negotiate on its behalf with IRI and to bind the recipient in connection with this procurement:

Name	Title	Telephone	Email

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name: \_\_\_\_\_

Title/Position: \_\_\_\_\_

Entity Name: \_\_\_\_\_

# **IRI Responses to Vendor Inquiries Regarding RFP IRI2020GLOBAL02o**

Per the following language:

*Any questions about the RFP are due to Dan Munz and Natalie Longwell by June 8, 2020. Questions will be compiled, and answers emailed to all vendors who submitted questions by COB June 10, 2020.*

This document is being compiled and sent to all vendors who submitted questions prior to the question deadline of June 8, 2020. Questions are broken out by vendor but “anonymized” by vendor.

**Final proposals are due COB June 15, 2020.**

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## Vendor A

You have already chosen Pantheon for hosting?

*Per the RFP (“or a new web host if one is recommended”), we are open to all hosting solutions.*

## Vendor B

What CRM is IRI using presently, if any? Several third-party integrations are referenced by name, but not the CRM.

*Currently IRI does not use a formal CRM. We use MailChimp for email marketing and Eventbrite for events. It is likely that we will bring on a new CRM system in the next 6 months, so we are looking for the ability to integrate the site with that at a very basic level. We anticipate that this will be part of the overall design: Creating webforms to sign up for our newsletter, donate, etc.*

The Price Proposals section offers two bulleted options, however the following paragraph says “the proposed prices should be fixed and inclusive.” Is “time-and-materials” meant to denote the method of arriving at a fixed price, or is IRI open to a true time-and-materials billing method? Is a fixed cost expected for a launch/retirement phase, followed by hourly billing for maintenance and support?

*IRI is open to a true time-and-materials billing method, provided that proposals include a reliable estimate of the overall cost associated with executing all project objectives. This includes launch/retirement.*

Will IRI entertain proposals that conduct discovery as a first phase in order to determine the full scope and budget of the branding, design, and web development phase to follow?

*Yes, provided this is done within the other specifications set out by the RFP (e.g., a reliable estimate of the overall cost of executing all objectives must be included upfront).*

What specific brand asset deliverables are expected? As part of this process, is IRI redoing its full identity system including logo/mark, colors, typography, etc. for use offline as well as the web?

*We are not looking to fully redo our logo/mark, but we are open/expecting to change surrounding palette, typography etc. in response to findings from in the discovery & strategy phase. We would want any branding deliverables to focus primarily on web applications – we can internally extend these for social graphics, videos, printed materials, etc. as needed.*

Among the various properties, the Democracy Speaks blog, and the IRI News & Resource Center appear to be the largest bodies of content. How many individual pieces of content are estimated in total among IRI’s sites, and of those, how many fall into the structured, templated categories such as Democracy Speak blog posts and Resource Center publications?

*IRI.org has 4,834 pieces of content. DemocracySpeaks has 1,440 pieces of content. There are about 2,600 pieces of content that roughly fall under Resource Center-style publications.*

Are there specific requirements for multilingual support on the new website?

*No; we anticipate that the main IRI.org website will remain available only in English. However one need we anticipate emerging during discovery is publishing individual pieces of content in multiple languages, e.g. <https://www.democracyspeaks.org/blog/covid-19-widens-digital-divide-latin-america> vs. <https://www.democracyspeaks.org/blog/la-brecha-digital-en-tiempos-de-covid-19>. We would also want to pursue an architecture that does not foreclose adding language “versions” of IRI.org in the future.*

## Vendor C

Can IRI clarify what is included in the 15-page limit and what can be provided as attachments? (Staff, Pricing, Timeline, and Portfolio/Case Studies - we would like these to be attachments, along with already approved Cover Letter and References). [SEP]

*The 15-page limit should include all of the substance of the proposal save for cover page and references, as stated in the RFP. “References” here can include prior work, so it is acceptable, e.g., to “attach” a deck that incorporates past examples and other information. Vendors may include other supplemental informational material but IRI is not obligated to review it as part of the selection process.*

Will IRI accept an FFP pricing model based on PHASES rather than DELIVERABLES as stated?

*Yes, as long as the phases have some concrete deliverables associated with them.*

Can IRI provide clarity around expected deliverables to accomplish "develop corresponding brand assets"? In other word - does this project entail an organizational brand overhaul (logo, stationary, etc.) or simply a digital refresh of an existing brand? [SEP]

*We are not looking to fully redo our logo/mark, but we are open/expecting to change surrounding palette, typography etc. in response to findings from in the discovery & strategy phase. We would want any branding deliverables to focus primarily on web applications – we can internally extend these for social graphics, videos, printed materials, etc. as needed.*

Can IRI confirm the following list as the complete list of sites to be considered for consolidation? Likewise, can IRI confirm the intent to retire these sites when the new site is complete? [democracyspeaks.org](https://www.democracyspeaks.org); [WDN.org](https://www.wdn.org); and [iri beaconproject.org](https://www.iri beaconproject.org) [SEP]

*Democracyspeaks.org should absolutely be incorporated into IRI.org as part of this redesign. The WDN and Beacon websites are the only other sites that would be considered for integration/retirement as part of this redesign.*

If the above micro-sites are retiring, is the goal to migrate all existing content from the microsites into the new website?

*Substantially, yes. But much of the content on these sites duplicates content on IRI.org, so much of the content will simply be surfaced in both places rather than migrated. These sites are also*

*not well-maintained in their current formats, so we may find some of the existing content to be stale or able to be discarded.*

What is the CRM system that IRI is using and how do you envision the integration of the CRM and new website?

*Currently IRI does not have a formal CRM. We use MailChimp for email marketing and Eventbrite for events. It is likely that we will bring on a new CRM system in the next 6 months, so we are looking for the ability to integrate the site with that at a very basic level. We anticipate that this will be part of the overall design: Creating webforms to sign up for our newsletter, donate, etc.*

What version of Drupal (D6, D7, D8?) is IRI.org and microsites on? <sup>[1]</sup><sub>[SEP]</sub>

*IRI.org is on Drupal 7.69. DemocracySpeaks is on Drupal 7.0.0.*

Is the preference to stay on Drupal or is the WordPress the preferred new CMS?

*IRI has no preference for remaining on Drupal, and is willing to consider another CMS besides Drupal and WordPress.*

Who manages the Drupal sites now and is there an opportunity to take over maintenance and support of the current Drupal sites while redesigning?

*Currently content on all sites is managed by IRI staff. The site is managed technically by Taoti Creative Agency. IRI can consider the proposed takeover of website O&M but we will consider that as an additional proposed deliverable, with associated pricing. It is outside the scope of the RFP, and should be offered and priced separately. The vendor chosen to work on this project will obtain full access to IRI's Drupal backends during the project.*

In-site search experience is best when third-party search solutions are implemented. Does IRI have a preference for Apache Solr (pantheon <https://pantheon.io/docs/solr-drupal-8> or <https://pantheon.io/docs/wordpress-solr>), or SaaS search solutions such as Angolia Search (<https://www.algolia.com/pricing/>) or ElasticSearch <https://swiftype.com/site-search/pricing/>? <sup>[1]</sup><sub>[SEP]</sub>

*No, IRI has no preference here.*

Is it possible to get temporarily access to the current Drupal environment to audit for modules and content migration level of effort prior to finalizing proposal?

*No. IRI.org has 4,834 pieces of content. DemocracySpeaks has 1,440 pieces of content. There are about 2,600 pieces of content that roughly fall under Resource Center-style publications.*

## **Vendor D**

Brand Platform. The RFP states that IRI is seeking a partner to “develop IRI’s brand platform”. Can you describe the extent of the new brand platform IRI is seeking? For example, is this project seen as an institutional re-branding, including identity development, or as an opportunity

to modernize the digital expression of your existing brand, with updates to messaging and visual style, but not an institutional re-brand of IRI?

*This is an opportunity to modernize the digital expression of our existing brand. We are not looking to fully redo our logo/mark, but we are open/expecting to change surrounding palette, typography etc. in response to findings from in the discovery & strategy phase. We would want any branding deliverables to focus primarily on web applications – we can internally extend these for social graphics, videos, printed materials, etc. as needed. We also expect the brand platform development to include copy that is consistent in tone, value proposition, etc.*

Project Management: Can IRI describe the expected process for deliverable review and approvals and the internal or external stakeholders/teams involved?

*In general, deliverables will be reviewed and approved by the Director of Communications in consultation with the VP for External Affairs. They may identify specific deliverables that require review by a broader set of internal IRI stakeholders. IRI does not expect to consult external stakeholders in the approval of deliverables, beyond any surveys, usability tests, etc. conducted as part of the project.*

CMS: The current IRI.org runs on the Drupal CMS. Does IRI have a specific CMS requirement for this project? Is IRI looking for firms to respond to this RFP with a specific CMS recommendation? Or is IRI looking for a firm to help select an appropriate CMS during the Strategy and Planning phase of the project?

*IRI has no preference for remaining on Drupal, and is willing to consider another CMS besides Drupal. It is not necessary to make a recommendation in the RFP response; we anticipate this choice being made during strategy and planning.*

Site Integration: The RFP mentions incorporating or consolidating existing platforms in to the new IRI website. Does IRI wish to maintain any visual or contextual distinction (i.e. microsites, brand variation, header/footer customizations) of this content from other IRI based content, or should the content from these platforms be integrated in to the larger IRI website?

*The content from these platforms should be integrated into the IRI website. We may wish to retain some specific brand assets of these other platforms (e.g., displaying their logo mark) but these should be subordinate to IRI's overall brand on IRI.org. We are looking to move from a "house of brands" approach towards a "branded house" approach. We anticipate landing on a clearer answer to this question during the Discovery & Strategy phase post-award.*

Consolidate Initiatives: Do the initiatives that will be consolidated under one umbrella, (WDN.org and iribeaconproject.org) have unique stakeholders from the IRI website? What process does IRI envision for stakeholder engagement for this work?

*Yes, these initiatives have stakeholders within IRI separate from the Communications team. We expect to include them in review/approval of deliverables and processes related specifically to migrating these initiatives.*

External Platforms: "Integrate existing IRI communications tools like Mailchimp, Eventbrite, Google Analytics, and a CRM," Can IRI describe the desired integration approaches with

external platforms? And does IRI consider these existing platforms requirements for the next generation digital ecosystem - or is IRI looking for confirmation/selection of appropriate systems during the Strategy Phase of the project?

*Currently, only Google Analytics has a technical integration with IRI.org. We would seek to determine desired integration approaches during the project. We are open to migrating off of these platforms if appropriate for the strategy and technology we identify in the upfront phase(s) of the project. We definitely want the outcome to be closer technical and analytics integration, e.g., between our email marketing software and our signup forms, our event software and our website's "events" section, etc.*

External Platforms: Can IRI identify your current CRM, data stored, and how this data should be integrated with the website in the future?

*Currently IRI does not have a formal CRM. We use MailChimp for email marketing and Eventbrite for events. It is likely that we will bring on a new CRM system in the next 6 months, so we are looking for the ability to integrate the site with that at a very basic level. We anticipate that this will be part of the overall design: Creating webforms to sign up for our newsletter, donate, etc.*

Polls: Does the scope of this project include the development or design of data visualization to provide more dynamic and interactive integration of polls?

*Yes, though the initial iteration of this element can be relatively basic in terms of functionality.*

Data Migration: Can IRI provide estimates around the number of content types and the amount of content to be migrated?

*Currently IRI.org has 17 different content types. IRI.org has 4,834 pieces of content. DemocracySpeaks has 1,440 pieces of content.*

Training and Style Guide: How many staff and how many training sessions does IRI anticipate being needed for the first phase of the project?

*We expect that initially approximately 10-15 staff would need to be trained and given a new style guide. We expect our partner to propose the appropriate amount/duration of sessions.*

Budget and Funding: Has this project already been funded and approved by the board or appropriate department? If so, what is the budget range that has been approved for this improvement project?

*Yes, it has been approved. Our budget for the initial phases of the work – Project Management, Discovery & Strategy, and Prototyping & Development – is in the \$225-\$280K range. We know and expect that Maintenance & Ongoing Development will be priced separately.*

Proposal Submission Instructions: The RFP states “The potential vendor must specify either “Brand Platform” or “Website Redesign” in the subject line of their email and the heading or title page of their proposal.” Can you please provide proposal title and email subject line instructions

for agencies that plan to submit for both services?

*Including either or both is acceptable.*

Proposal Submission Instructions: Please confirm that requested staff resumes/CVs are not included in the 15-page limit?

*Confirmed. The 15-page limit should include all of the substance of the proposal save for cover page and references, as stated in the RFP. "References" here can include prior work, so it is acceptable, e.g., to "attach" a deck that incorporates past examples and other information. Vendors may include other supplemental informational material but IRI is not obligated to review it as part of the selection process.*

Proposal Submission Instructions: Are the requested "client list and portfolio of previous work" included in the 15-page limit?

*Yes. The 15-page limit should include all of the substance of the proposal save for cover page and references, as stated in the RFP. "References" here can include some prior work, so it is acceptable, e.g., to "attach" a deck that incorporates past examples and other information. Vendors may include other supplemental informational material but IRI is not obligated to review it as part of the selection process.*

Proposal Submission Instructions: Is IRI requesting signed "Narcotics offenses and drug trafficking- key individual certification" forms from all staff members we designate as "key" at the time of proposal submission?

*No, these are not necessary at time of proposal submission.*

## **Vendor E**

To clarify, is IRI open to moving off of Drupal? If so, are there other CMS platforms that you are interested in using instead?

*IRI has no preference for remaining on Drupal, and is willing to consider any other CMS that meets our needs.*

Are there any other anticipated integrations besides Mailchimp, Eventbrite, Google Analytics, and the CRM?

*No, and we are open to moving off of those platforms if it makes sense.*

Referring to "develop IRI's brand platform" in the Statement of Work section of the RFP, is IRI looking to undergo a new brand strategy effort as part of this project? Where is the current brand falling short? Will IRI require copywriting services?

*We are not looking to fully redo our logo/mark, but we are open/expecting to change surrounding palette, typography etc. in response to findings from in the discovery & strategy phase. We would want any branding deliverables to focus primarily on web applications – we can internally extend these for social graphics, videos, printed materials, etc. as needed. We also*

*expect the brand platform development to include copy that is consistent in tone, value proposition, etc.*

Will IRI be providing new content for the site? How much of the existing content will be expected to be brought over to the new site?

*We expect our vendor to provide an overall content strategy and propose overall site language that conveys our tone and value proposition clearly, as well as propose navigation elements, page titles, etc. IRI expects to collaborate on copy for individual pages (e.g., we do not expect our vendor to write the page about IRI's programming in county X or a biography of senior leadership member Y.) Almost all existing content is expected to be migrated, though much of it may be consolidated or architected differently.*

In what ways do IRI's board play a role in IRI's operations, communications, and strategic direction?

*IRI's Board generally reviews IRI's investments and plans to be sure they align with priorities. None are expected to have day-to-day involvement with website development or maintenance.*

Who from IRI will be managing the new website? Does IRI have an internal development team?

*IRI's Communications Team will manage the day-to-day content of the new website. We do not have an internal development team.*

What stakeholders will be involved in the decision-making process?

*In general, deliverables will be reviewed and approved by the Director of Communications in consultation with the VP for External Affairs. They may identify specific deliverables that require review by a broader set of internal IRI stakeholders. IRI does not expect to consult external stakeholders in the approval of deliverables, beyond any surveys, usability tests, etc. conducted as part of the project. Our IT team will also be a key stakeholder in technical decisions.*

Does IRI have an established budget range for this project?

*Our budget for the initial phases of the work – Project Management, Discovery & Strategy, and Prototyping & Development – is in the \$225-\$280K range. We know and expect that Maintenance & Ongoing Development will be priced separately.*

What role will the new website play in IRI's digital ecosystem? Does IRI see the site as a significant source of revenue or funding? Or is it more of an informational/educational resource?

*This will be definitively answered as part of upfront research/strategy. Briefly, the website should be the centerpiece of IRI's digital ecosystem. We want to use it to convert new fans and keep current ones by showing our thought leadership. It is primarily informational/education, but with a critical link to revenue: We want to be able to educate potential partners, funders and fans about our capabilities, work, and impact, and give them ways to connect with us. We also want to dramatically improve the online giving experience, though we are not primarily a direct giving-based organization.*

Can IRI elaborate more on the user groups and audiences that the new site will be targeting?

*This will be definitively answered as part of upfront research/strategy. Briefly, IRI's core audiences are distinct but strongly overlapping: Funders and democracy practitioners who might work with us, and thought leaders who see the connection between our work and the broader future of global democracy. Within these circles, we want to deepen relationships with established leaders and start new relationships with emerging leaders. We also want to use the site to showcase resources for our partners.*

## **Vendor F**

The site is currently on Drupal; do you have a preference in terms of the CMS? Are you looking to move away from Drupal, or would you be open to remaining on the Drupal CMS?

*IRI has no preference for remaining on or migrating away from Drupal, and is willing to consider any CMS that meets our needs.*

What do you currently use for "livestreaming events?"

*We currently have no established place on our site for livestreaming events or featuring them. When we do so it is done via our social media platforms only. In the future we would seek to livestream all relevant events directly on IRI.org.*

In terms of Donations, do you want it to remain on PayPal? - Who are the main stakeholders in the project?

*We have no attachment to remaining on PayPal vs. another giving platform. The main stakeholders in this decision are the IRI Communications team.*

Who would be making the decision and revisions for designs?

*In general, deliverables will be reviewed and approved by the Director of Communications in consultation with the VP for External Affairs. They may identify specific deliverables that require review by a broader set of internal IRI stakeholders. IRI does not expect to consult external stakeholders in the approval of deliverables, beyond any surveys, usability tests, etc. conducted as part of the project.*

In light of current situation, would you be okay with having all meetings happen virtually?

*Yes.*

You mention CRM, what CRM are you currently using and are you looking to move away from it?

*Currently IRI does not have a formal CRM. We use MailChimp for email marketing and Eventbrite for events. It is likely that we will bring on a new CRM system in the next 6 months, so we are looking for the ability to integrate the site with that at a very basic level. We anticipate that this will be part of the overall design: Creating webforms to sign up for our newsletter, donate, etc.*

You mention multiple other sites: WDN.org, iribeaconproject.org, and democracyspeaks.org. Are you looking to integrate all 3 into the new IRI.org site by migrating the content and functionalities? Do you expect separate visual identities or theme for each sub-brand being brought into the new site? Or would they all follow the same visual identities?

*The content from these platforms should be integrated into the IRI website. Democracyspeaks should retain no independent brand elements and should fold seamlessly into IRI.org's information architecture. We may wish to retain some specific brand assets of the other platforms (e.g., displaying their logomark) but these should be subordinate to IRI's overall brand on IRI.org. We are looking to move from a "house of brands" approach towards a "branded house" approach.*

Do you need us to make any adjustments to the current brand guidelines? Or do you just require a Style guide based on existing guidelines?

*We are not looking to fully redo our logo/mark, but we are open/expecting to change surrounding palette, typography etc. in response to findings from in the discovery & strategy phase. We would want any branding deliverables to focus primarily on web applications – we can internally extend these for social graphics, videos, printed materials, etc. as needed. We also expect the brand platform development to include copy that is consistent in tone, value proposition, etc. We expect these all to be part of a revision to our current brand guidelines.*

In terms of the required certification forms, you mention printing them, do you want us to send scanned copies separately to the same email addresses we send the proposal to? Or would you require the physical printed copies be sent by mail? If scanned copies are sent, would they (in the appendix) count towards the page limit?

*Scanned copies are sufficient and do not count towards the page limit.*

## **Vendor G**

What is your event systems platform?

*Eventbrite.*

How do RSVP's for events currently work?

*They are managed through Eventbrite.*

Are your upcoming events syndicated to the website in some fashion?

*No.*

Does this system provide live streaming capability, if not what technology do you use for that?

*No. Streaming is currently done exclusively on our social platforms.*

What email Marketing system are you using?

*Mailchimp.*

Do you manage multiple email lists?

*Yes.*

How are email signups integrated with the website?

*The website has a link to the signup form for our newsletter.*

The current website is Drupal, do you have a desire to remain on Drupal or are you open to re-platforming?

*IRI has no preference for remaining on or migrating away from Drupal, and is willing to consider any CMS that meets our needs.*

Are you currently using any Drupal multisite features?

*No.*

What have been some of the best parts of Drupal as a CMS? What have been your biggest pain points with it?

*Biggest pain point is that it is difficult to administer and update. The UI is clunky and makes it difficult to discern the relationships between different pieces of content on our site. There has not been a “best part” of using Drupal – it simply is our current CMS.*

What version of Drupal are you currently using, and can you provide a list of plugins or modules currently in use?

*IRI.org is on Drupal 7.69. DemocracySpeaks is on Drupal 7.0.0. Currently enabled modules include:*

*Administration menu Toolbar style (admin\_menu\_toolbar), Administration views (admin\_views), Color (color), CUSTOM Common Functions / And Arbitrary Hooks (custom\_common\_functions), Custom Mail Redirect (custom\_mail\_redirect), Custom WYSIWYG Widgets (custom\_wysiwyg\_widgets), Database logging (dblog), Date Popup (date\_popup), Ejector Seat (ejectorseat), FE Block (fe\_block), Feature - Content - Article (feature\_content\_article), Feature - Content - Basic Page (feature\_content\_basic\_page), Feature - Content - Blog (feature\_content\_blog), Feature - Content - EO Report (feature\_content\_eo\_report), Feature - Content - Event (feature\_content\_event), Feature - Content - Homepage Callout Box (feature\_content\_homepage\_callout\_box), Feature - Content - Homepage Hero (feature\_content\_homepage\_hero), Feature - Content - Image Gallery (feature\_content\_image\_gallery), Feature - Content - Job Posting (feature\_content\_job\_posting), Feature - Content - Landing Page (feature\_content\_landing\_page), Feature - Content - Partner (feature\_content\_partner), Feature - Content - Person (feature\_content\_person), Feature - Content - Program (feature\_content\_program), Feature - Content - Region (feature\_content\_region), Feature -*

*Content - Resource (feature\_content\_resource), Feature - Content - Web Story (feature\_content\_web\_story), Feature - Context (feature\_context), Feature - General Config (feature\_general\_config), Feature - Paragraphs (feature\_paragraphs), Feature - Permissions (feature\_permissions), Feature - Taxonomy (feature\_taxonomy), Feature - User Config (feature\_user\_config), Feature - Views (feature\_views), Features Banish (features\_banish), Feeds Admin UI (feeds\_ui), Field UI (field\_ui), File Field Sources (filefield\_sources), Flippy (flippy), Flood control (flood\_control), Global Redirect (globalredirect), Help (help), IMCE Mkdir (imce\_mkdir), IP Ranges (ip\_ranges), IRI Custom Tweaks (iri\_tweaks), jQuery Update (jquery\_update), Menu Attach Block (menu\_attach\_block), Metatag: Twitter Cards (metatag\_twitter\_cards), Node Class (node\_class), Number (number), Pantheon Platform API (pantheon\_api), RDF (rdf), Remove Generator (remove\_generator), Taxonomy Manager (taxonomy\_manager), Taxonomy menu (taxonomy\_menu), Transliteration (transliteration), Username Enumeration Prevention (username\_enumeration\_prevention), UUID Features (uuid\_features), Views UI (views\_ui)*

How do you split your support between Pantheon & your website vendor? How frequently do you perform feature & security updates to your site?

*Not clear what first question is asking. Security updates are made appx. quarterly other than critical patches. There is no regular deployment schedule for feature updates.*

How are donor lists & mailing lists managed? (If there is overlap or syncing between these lists)

*There is currently no consolidated donor list. Donation campaigns are done using other contact lists stored around the organization.*

What are the biggest friction points in the current process?

*Lack of consolidated donor list(s); poor online giving experience.*

What is the donation financial processing like--pain points?

*Paypal can be difficult to use for some of our donors. It can be difficult to customize for specific giving campaigns or pledge asks.*

What CRM are you using? How is the CRM integrated with mailing lists & donor lists? Is the CRM integrated with the website or events system?

*Currently IRI does not use a formal CRM. We use MailChimp for email marketing and Eventbrite for events. It is likely that we will bring on a new CRM system in the next 6 months, so we are looking for the ability to integrate the site with that at a very basic level. We anticipate that this will be part of the overall design: Creating webforms to sign up for our newsletter, donate, etc.*

How are you using data and analytics currently? Are data or analytics used to make any content strategy or business decisions?

*We use Google Analytics to monitor web traffic; on our blog, we have used engagement metrics to inform new guidance and standards for blog post authors. We use in-platform dashboards to*

*monitor our social media performance; we review this daily and in-depth on a monthly basis, and make decisions about different kinds of content or engagement strategies to try. We use Cision to monitor earned media performance and social impressions, and Talkwalker for short-range media monitoring, and use data gained from these to identify potential topic influencers and hashtags, as well as to gauge the impact of our earned media.*

Can you share any commonly used reports with us?

*See above re: platforms and their uses in reporting. We can provide more information or sample reports in strategy sessions post-award.*

How much traffic does your website generate per year?

*In the past year, IRI.org has generated 253K sessions and democracyspeaks.org has generated 63.2K sessions.*

What are your busiest or most important web traffic months or events?

*Our most important seasonal dates are end-of-year giving campaigns and World Democracy Day on September 15. Our highest-traffic days have tended to be driven either by our own campaigns (e.g., around election observations) or by external events.*

Additional Tools & Services

In terms of multimedia content such as videos and interactives, what is your current production demand and capacity like for creating these?

*Apart from major campaigns (usually about 1-2/yr) all of our multimedia products, including graphics, videos and GIFs are done in house. We have one Graphic Designer and one Creative & Digital Manager. Larger projects, such as reports, are usually sent to an external contract designer and we can explore the same option if needed in this instance.*

Do you use any third-party tools or solutions to create charts, graphics, interactives, or other rich content?

*No.*

Do you have other third party services such as YouTube, SoundCloud, Slideshare, etc integrated with your website?

*Soundcloud is embedded in the Podcast section of our website, and some YouTube videos are as well. Beyond this we have no technical integrations with these kinds of third-party services.*

Is there an incumbent firm with an existing relationship that is also bidding on this work?

*We do not know as of the time of these responses which firms will be bidding on this work. Taoti Creative is the incumbent firm managing IRI's digital properties.*

Would you want us to work in partnership with this vendor?

*Yes, insofar as required to successfully transition to the new site.*

Are there particular skill sets that you'd like us to provide that haven't been available with your legacy or current vendor?

*No.*

What is your desired post-launch support arrangement? Do you consider strategic planning, feature development, and analytics & goal review part of support?

*Our desired post-launch support arrangement is outlined in the "Maintenance and Ongoing Development" section of the RFP. We do consider feature development as part of support; strategic planning, analytics and goal review are critical activities but can be IRI-led with vendor participation.*

You mention your site not being on par with your competitors, who do you see as competition? What areas do you need to stand out or excel past your competitors in?

*In general, IRI competes with other firms in the democracy assistance space. We can provide more information about competitive landscape and relative capabilities in strategy sessions post-award.*

How comfortable are you with a CMS/Design solution that gives your editorial team-building blocks and components to design pages vs rigid (but faster to use and better-enforced user experience) templates?

*Very comfortable.*

How technically/web savvy is your content & communications team? (Do they want to hand-edit CSS, or does the tool need to be very easy to learn and offer a streamlined editing experience?)

*Most of our team is not tech-savvy enough to hand-code CSS, though possibly basic HTML. A streamlined editing experience is a must.*

Will there be a dedicated project owner from your team as an active daily participant in the effort?

*The Creative and Digital Manager will be the project owner, though not 100% dedicated to this project.*

Who is responsible for setting and deciding on priorities?

*The Director of Communications.*

Who beyond the day to day point of contact will need to sign off on visual design and branding?

*The VP for External Affairs, in consultation with other IRI leadership.*

Do you have existing processes and workflows for getting executive signoff?

*Yes for general web content updates; no for large-scale redesign projects like this one.*

Do you have a group of testers that can provide consistent and dedicated time through the development course of the project?

*No.*

Does your blog content share the same taxonomy as your other website content?

*No.*

We noticed your extensive topics list on the blog, and wondered if this was something you hoped to keep as is or refine as part of the integration process?

*We are happy to refine this and totally redefine the taxonomy of both IRI.org and democracyspeaks.org, and in fact we anticipate this will be necessary.*

There are topics not in English, is there a need for multiple languages on your new site? Can you explain your multilingual needs in brief?

*We anticipate that the main IRI.org website will remain available only in English. However one need we anticipate emerging during discovery is publishing individual pieces of content in multiple languages, e.g. <https://www.democracyspeaks.org/blog/covid-19-widens-digital-divide-latin-america> vs. <https://www.democracyspeaks.org/blog/la-brecha-digital-en-tiempos-de-covid-19>. We would also want to pursue an architecture that does not foreclose adding language “versions” of IRI.org in the future.*

Do you have an internal capacity to update and refresh blog content once imported into the main website?

*Yes.*

Does your blog content contain difficult to migrate elements such as infographics, interactive charts, or embedded media players? (video, audio, etc.)

*Currently it generally does not. We would like to make more use of this in the future.*

You also list WDN.org and iribeaconproject.org as sites to bring into the main site. Are there additional microsites beyond these that need to be considered for content migration or integration? Is there a governance framework for and/or internal policies on how microsites are managed? Is your desire to better publicize these microsites on the main site, or to retire these microsites?

*The WDN and Beacon websites are the only other sites that would be considered for integration/retirement as part of this redesign. There is not currently a documented governance framework. These microsites would ideally be retired in favor of a distinct presence on IRI.org that is aligned with IRI’s overall branding.*

In terms of site search, can you give us 5 use cases or examples of searches that you wish performed better? (I.E. search for an author by name.)

*Search for IRI's work in country X; search for IRI's work on issue Y; search for information about a specific IRI campaign or event; search for an IRI staffer; search for an IRI publication or resource.*

The RFP asks for a single price for this effort and no budget range is offered. We understand that costs are a primary deciding factor, so to facilitate your decision making we always offer our prospective clients a range of options. This allows us to hone down to the right fit solution through iterative discussions, rather than force-fitting a prescribed level of effort. Do you have a budget range you can offer?

*Our budget for the initial phases of the work – Project Management, Discovery & Strategy, and Prototyping & Development – is in the \$225-\$280K range. We know and expect that Maintenance & Ongoing Development will be priced separately.*

Would you be interested in a low-cost design & planning project to firmly scope & design this project before committing the bulk of your budget to it?

*We are open to and enthusiastic about including such an engagement in the upfront strategy portion of this project. However, we are not in a position to break such a scope off into an entirely separate project.*