



## **Website Design, Development, and Related Services**

**RFP 21-004**

**Filing Deadline:** No later than **3:00 PM PDT, November 5, 2021.**

**Filing Method:** File proposals electronically through the Calbright College's PlanetBids Bid Portal. The link to the Bids Portal may be found at: <https://www.planetbids.com/portal/portal.cfm?CompanyID=40988>

Contact: Calbright College

Attn: Jeff Bell

[business@calbright.org](mailto:business@calbright.org)

**CALBRIGHT COLLEGE**  
**RFP 21-004 - Website Design, Development, and Related Services**  
**Notice to Bidders**

Calbright, the California Online Community College (“Calbright College” or “College”) is requesting proposals from qualified individuals or firms to provide Website Design, Development, and Related Services. Calbright College uses the word “firm” throughout this RFP but will also accept proposals from qualified individuals.

This is not a formal request for bids, nor an offer by Calbright College to contract with any party responding to this RFP. Calbright College reserves the right to reject any and all responses. Respondents shall not, directly or indirectly, communicate with any employee, officer, Board of Trustees member, agent or representative of the College regarding the RFP except for the College contact person noted below. The RFP response of a respondent who has engaged in any action or activity inconsistent with or in violation of the foregoing is subject to rejection for non-responsiveness.

Respondents to this RFP should submit responses electronically in PDF format. Respondent is responsible for verifying that the email and attachments have been received. RFP responses shall be submitted electronically to the PlanetBids Bid Portal, found at:

<https://www.planetbids.com/portal/portal.cfm?CompanyID=40988>

**All responses must be received by 3:00 PM PDT on November 5, 2021**

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## Tentative Timeline

RFP Posted	10/22
RFP Responses due	11/5, 3 pm PDT
Review for Responsiveness	11/8
Committee Review of proposals	11/9
Interviews [90 mn.]	11/10 - 11/11
Reference Checks	11/12
Committee Final Decision	Week of 11/15
Packet Submission for Board documents	11/26
Board meeting materials prep cut-off	11/26
Submission for board approval	December Board Meeting - 12/15

## Process

1. RFP (Submission template in appendix)
2. RFP Review
  - a. Review and recommend for Interview
3. Highest scoring applicants will be shared with the RFP committee
  - a. RFP committee will finalize applicants, determine interviews

## **Scope/ Statement of Work (SOW)**

Calbright College is California's first and only statewide online community college, offering competency-based education [CBE] programs. In order to help build brand awareness and engagement while driving enrollment, Calbright is seeking to contract the services of an experienced web technology and digital marketing provider for a full site redesign of calbright.org, inclusive of visual design and implementation. This work is to be accompanied by ongoing maintenance support, marketing optimization services, and technical advisory.

The chosen partner will work with the Calbright team to develop a new “front door” to the College, whereby the website serves as a central brand ambassador, content repository, and student engagement vehicle positioned to grow in breadth and value over time. Beyond the initial construction, testing, deployment, and maintenance of the site, Calbright seeks a partner capable of providing additional marketing services and optimizations specific to the site, working in concert with inbound marketing and other communications programs. The partner will also serve as a valued technical advisor on marketing operations and related software.

This Scope of Work requires the following core elements, which are described in detail under Deliverables:

- Site Design and Deployment
  - User Interface Design
  - Engineering and Integration
  - Content Management (Wordpress + Elementor)
  - Quality Assurance
  - Documentation and Training
- Technical Advisory and Maintenance
- User Experience Optimization and Related Marketing Services

We invite you to provide your vision for a collaboration that will result in a durable, scalable web platform capable of attracting future students and serving the College’s ongoing needs for content presentation, data capture, and integrations with related business systems. Please be specific in your approach, including what expertise you can provide related to the opportunity presented.

## **RFP Scoring Standards**

Selection of an organization will be based on demonstrated competence and on the professional qualifications necessary to meet Calbright College's needs to perform the services as described in this RFP. After an initial screening of proposals, the College may conduct interviews with one or more candidates. The awarding of a contract is at the sole discretion of the College. The College intends to utilize the following criteria in evaluating responses to this RFP but the College reserves the right to exercise discretion in the weight and priority of the evaluation criteria.

**Responsiveness and Quality of the Proposal.** The College will consider the overall responsiveness and quality of the proposal, clearly stating the understanding of the purpose, scope and objectives of the program and demonstrating a practical approach and work plan and matching resources to achieve these objectives.

**Expertise and Qualifications.** The College will consider the overall technical expertise and qualifications of the organization, including the organization's areas of expertise, proven track record of success, principals and staff including depth and availability of staff and resources to meet anticipated requirements. The College will specifically be looking for expertise and qualifications related to user experience and user interface design that is intuitive, mobile friendly, and accessible; development on the Wordpress platform specifically utilizing the Elementor publishing framework; technical advisory services related to organizations' marketing operations; and strategy and support services involving optimization of web experiences related to inbound marketing including search engine marketing, display advertising, and paid social media campaigns.

**Management Plan.** The College will consider all the roles including responsibilities and expertise of the team, staff and subcontracted partners, that will contribute to the scope of work.

**Past Performance.** The College will consider the past performance of the proposing firm on relevant work previously accomplished on behalf of organizations for whom content marketing is a central focus and where new site designs or redesigns are implemented as an extension of broader marketing and communications programs.

**Ability to Meet or Exceed Work and Technical Requirements.** The College is seeking organizations with resources dedicated to Calbright programs in the initial development and on an ongoing basis for program support and technical maintenance. This work will require relatively rapid development and potentially parallel processes to reach business goals and timelines.

## Deliverables

### Site design and deployment

- **User Interface Design** for a new calbright.org resulting in a highly usable, well-branded, student-focused experience that meets the College's content, engagement, and data collection needs and is built to evolve and expand over time.
  - Based on agreed architecture and design patterns including initial site map, style guide, and wireframes and/or prototype templates (full pages and modules) as needed
  - Mobile-forward and responsive across all devices
  - Accessible for all audiences and compliant with standards and best practices
- **Engineering and Integration** of global elements, page templates, and connections with third party software and automations that enable data transfer and subsequent communications. The resulting product will be:
  - Stable and secure
  - Extensible utilizing Wordpress plugins and selected automations
  - Managed by three-tier production workflow via development, testing, and production environments
  - Configured and submitted as needed to leverage Google Analytics, Google Search Console, and Google Tag manager
- **Content Management** built on the Wordpress framework to administer posts, pages, and custom content types. The resulting platform will:
  - Utilize Elementor as the core publishing/page-building tool
  - Leverage Wordpress plugins and other tools as necessary
  - Be structured for search engine optimization
- **Quality Assurance** for initial site build and administration, including:
  - Display across all devices
  - Successful data collection and related messaging
  - Performance elements
  - User acceptance testing
- **Documentation and Training** that enables designated content producers and administrators to autonomously manage common publishing tasks and related processes/integrations.

## **Technical Advisory and Maintenance**

- **Ongoing Maintenance** that includes troubleshooting and updates to core functionality as needed. Includes ongoing Wordpress plugin updates and other upgrades as necessary.
- **Ongoing technical advisory** to Calbright related to public-facing web infrastructure, data handling, and other software and third-party systems that feed marketing operations.

## **User Experience Optimization and Related Marketing Services**

- Data-informed creation and optimization of web properties and related calls-to-action, especially landing pages that present uniquely targeted messaging to prospect segments, with analytics driving campaign-specific decision making and long-term institutional learning.
- Research, assessment and iteration of our analytics tools as applied to marketing- specific content and user experiences

## **RFP Requirements**

RFP submissions must include; (Submission template in appendix)

We invite you to provide your vision for a collaboration that will result in a durable, scalable web platform capable of attracting future students and serving the College's ongoing needs for content presentation, data capture, integrations with related business systems, and commitment to equity. Please be specific in your approach, including what expertise you can provide related to the opportunity presented.

In addition to addressing the scope of work and deliverables as described, please provide a demonstration, maximum of 5 case studies, of your organization's capabilities, where you have:

1. Led the design and deployment of user-friendly, content-driven web experiences that drive business value, engagement, and long-term affinity
2. Provided technical advisory services with respect to marketing software and processes, especially where they involve and inform web experiences
3. Provided ongoing maintenance for the platforms you have constructed, including helping clients to resolve recurring issues and become self-sufficient through documentation and training
4. Helped early-stage organizations define and develop their approach to digital content and/or marketing programs
5. Utilized client-proprietary and publicly-available data to identify opportunities, solve problems, and suggest strategies designed to meet business objectives.

Please include your organization's equity statement and be as specific as possible in your approach, including areas of expertise you will provide and partners (if any) you will work with.

You must include Attachments A-E with your response.

Please include your management plan approach, including the following:

- Bios of all team members.
- If you will be subcontracting services with another firm, please provide details on the organization and for what capacity.
- References, no more than 5, where you have provided similar services.

Please provide a general overview of the per-component and/or scheduled pricing structures.

### **Schedule**

Work will start immediately, upon contract approval by the Board of Trustees, with a deliverable schedule to be defined beginning in late 2021 and through the end of fiscal year 2023 (June 30, 2023), with the possibility of extension if desired by the parties and approved by Calbright College's Board of Trustees. Within the contract the following timelines would apply:

- **Site design and deployment:** Approximately 3 months, with the potential for a phased rollout/iterative release, starting with an initial MVP (minimum viable product) as precursor to a full deployment.
  - The Calbright team will marshal all available resources to supply in-house project management, develop/adapt existing and new content, and shepherd approvals in rapid fashion as the project unfolds.
- **User Experience Optimization and Related Marketing Services:** From website launch through the end of FY 2023
- **Technical Advisory and Maintenance:** Roughly 16 months, through the end of FY 2023

## RFP Scoring | Criteria

<b>Scoring</b>	
Responsiveness and Quality of the Proposal.	10
Expertise and Qualifications.	40
Management Plan.	20
Past Performance.	20
Ability to Meet or Exceed Work and Technical Requirements.	10

After screening the proposals, the College may conduct interviews with one or more candidates. The awarding of a contract is at the sole discretion of the College.

## **CALBRIGHT COLLEGE**

### **RFP 21-004 – Website Design, Development, and Related Services General Conditions**

**1. COLLEGE RIGHTS AND LIMITATIONS.** Calbright College reserves the right to contract with any entity responding to this RFP. This RFP is neither a formal request for bids, nor an offer by the College to contract with any party responding to this RFP. This RFP does not commit the College to select any firm and the College makes no representation that participation in the RFP process will lead to an award of contract or any consideration whatsoever. It is at the sole discretion of Calbright College to award a contract for the services or no contract at all. The award of the contract(s) is subject to approval of the College's Board of Trustees.

Calbright College shall not be liable for any costs incurred in preparing and submitting responses to this RFP. In no event will the College reimburse any respondent for any costs or expenses incurred in preparing and submitting responses to this RFP.

The College, in its sole discretion, reserves the right to: (i) Accept or reject any and all submittals, or any portion or combination thereof; (ii) Contract with any entity responding to this RFP in whatever manner the College decides; and/or (iii) Waive any informality or non-substantive irregularity, not affected by law, as the interests of the College may require.

The respondent's submission, and any other supporting materials submitted to the College in response to this RFP will not be returned and will become the property of the College unless portions of the materials are designated as proprietary at the time of submittal, and are specifically requested to be returned. The College will have no liability to the respondent or other party as a result of any public disclosure of any RFP.

The College reserves the right to add additional firms for consideration after receipt of submissions in response to this RFP if it is found to be in the best interest of the College. All decisions concerning firm selection will be made in the best interests of the College.

**2. FULL OPPORTUNITY.** The College hereby affirmatively ensures that Disadvantaged Business Enterprises ("DBE"), Small Local Business Enterprises ("SLBE"), Small Emerging Local Business Enterprises ("SELBE"), Disabled Veterans Business Enterprises ("DVBE") and minority and women business enterprises shall be afforded full opportunity to submit proposals in response to this RFP and will not be discriminated against on the basis of race, color, gender, sexual orientation, political affiliation, age, ancestry, religion, marital status, national origin, medical condition or disability in any consideration leading to the award of the contract. No

qualified disabled person shall, on the basis of disability, be excluded from participating in, be denied the benefits of, or otherwise be subjected to discrimination in any consideration leading to the award of contract.

**3. RESTRICTIONS ON LOBBYING.** From the period beginning on the date of the issuance of this RFP and ending on the date of the award of the contract, no person, or entity responding to this RFP, nor any officer, employee, representative, agent or contractor representing such a person or entity shall contact through any means or engage in any discussion regarding this RFP, the evaluation or selection process or the award of the contract(s) with any member of the College's Board, Committee members or with any employee of the College except for clarifications and questions as described herein. Any such contact shall be grounds for the disqualification of the firm submitting a proposal.

**4. MINIMUM INSURANCE REQUIREMENTS.** The selected respondent shall maintain policies of insurance with an insurer(s) qualified to do business in the State of California and acceptable to the College. The awardee will be required to provide an insurance certificate and must meet all insurance requirements set forth in Section 4.6 of the sample contract included herein, including but not limited to naming the College as an additional insured. The College reserves the right to request that the awardee maintain additional policies of insurance, including but not limited to errors and omissions coverage.

**5. PURCHASING AND CONTRACTS.** The Chief Executive Officer/President is delegated the authority to purchase supplies, materials, equipment, and services as necessary to the efficient operation of the College. No such purchase shall exceed the amounts specified by California Public Contract Code §20651, as amended from time to time.

With the exception of contracts entered into by the Chief Executive Officer/President in amounts less than \$100,000, in accordance with the authority delegated to the Chief Executive Officer/President in Board Policy 6100, contracts are not enforceable obligations until they are ratified by the Board. *References: BP 6330, Education Code §§ 75003(d), 75005(d)(1) & (d)(4)(B), 81656, Public Contracts Code §20650, 20651, Government Code §53060*

## **6. MISCELLANEOUS.**

**a)** The proposal shall be signed by a duly authorized representative(s) of the proposer and include the full name and address of the proposing firm or entity.

**b)** The proposals must set forth accurate and complete information as required in this RFP.

**c)** Submission of a proposal constitutes agreement by the proposer to each and all of the terms, conditions, provisions and requirements set forth and contemplated in this RFP and any attached documents.

- d) The successful proposer will be expected to adhere to all College policies, procedures and regulations.
- e) The proposal submitted by the interested individual shall be irrevocable for a period of sixty (60) days from the official closing date for the receipt of proposals.
- f) The contents of the proposal of the successful proposer will become contractual obligations. Failure of the successful proposer to accept those obligations in a subsequent contractual agreement may result in cancellation of the award.
- g) Any contract resulting from this RFP is subject to appropriation of funds by the College's Board of Trustees for each fiscal year of service.
- h) The successful respondent, if any, will be required to execute a contract with the College in a form substantially similar to the form of contract included herein.
- i) Respondent shall certify that no official or employee of the College, nor any business entity in which an official of the College has an interest, has been employed or retained to solicit or assist in the procuring of the resulting contract, nor that any such person will be employed in the performance of any contract without immediate divulgence of this fact to the College.

**7. DEBRIEFINGS AND PROTESTS.** Debriefings are available by request for unsuccessful respondents. Any protest must be received within 5 calendar days of the bid opening, in writing, containing all facts of the protest, to:

Calbright College

Attn: Jeff Bell

business@calbright.org

Failure to comply with protest procedures will result in rejection and waiver of right to further protest

**CALBRIGHT COLLEGE**  
**RFP 21-004 – Website Design, Development, and Related Services**  
**Sample Contract**

The successful proposer will be required to execute a contract with the College in a form substantially similar to the form attached in PlanetBids "Sample Contract Form".

**CALBRIGHT COLLEGE  
Attachment A**

**RFP 21-004 – Website Design, Development, and Related Services**

I certify that I have read the attached **Request for Proposals 21-004 – Website Design, Development, and Related Services**, and the instructions for providing a response. I understand that documents I submit in response to this request may be subject to disclosure under the California Public Records Act. (Gov. Code, §§ 6250, et seq.) I further certify that I am authorized to commit the firm to the qualifications submitted.

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

**Typed or Printed Name:** \_\_\_\_\_

**Title:** \_\_\_\_\_

**Company:** \_\_\_\_\_

**Address:** \_\_\_\_\_  
\_\_\_\_\_

**Telephone:** \_\_\_\_\_

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

If responding as a corporation, please provide your corporate seal below:

**All materials submitted in response to this Request for Proposals shall become the property of Calbright College.**

**Attachment B – RFP 21-004  
Non-Collusion Affidavit, Public Bid Code § 7106**

STATE OF CALIFORNIA )

COUNTY OF ) ss.  
)

\_\_\_\_\_ being first duly sworn, deposes and says that he or she is of the party making the foregoing bid that the bid is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, or corporation; that the bid is genuine and not collusive or sham; that the bidder has not directly or indirectly induced or solicited any other bidder to put in a false or sham bid, and has not directly or indirectly colluded, conspired, connived, or agreed with any bidder or anyone else to put in a sham bid, or that anyone shall refrain from bidding; that the bidder has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the bid price of the bidder or any other bidder, or to fix any overhead, profit, or cost element of the bid price, or that of any other bidder, or to secure any advantage against the public body awarding the contract of anyone interested in the proposed contract; that all statements contained in the bid are true; and, further, that the bidder has not, directly or indirectly, submitted his bid price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, or paid, and will not pay, any fee to any corporation, partnership, company association, organization, bid depository, or to any member or agent thereof to effectuate a collusive or sham bid.

I certify (or declare) under penalty of perjury under the laws of the State of California that the foregoing is true and correct.

PROPER NAME OF CONTRACTOR: \_\_\_\_\_

SIGNATURE: \_\_\_\_\_

PRINT NAME: \_\_\_\_\_

TITLE: \_\_\_\_\_

DATE: \_\_\_\_\_

Subscribed and sworn to (or affirmed) before me on this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_

by \_\_\_\_\_ who proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me.

\_\_\_\_\_

(PLACE NOTARY SEAL HERE)

Signature, Notary Public

My Commission Expires: \_\_\_\_\_

**Attachment C – RFP 21-004  
Drug-Free Workplace Certification**

I, \_\_\_\_\_, am the \_\_\_\_\_  
(Print Name) (Title)

of \_\_\_\_\_. I declare, state and certify to all of the following:

(Supplier Name)

I am aware of the provisions and requirements of California Government Code §§8350 et seq., the Drug Free Workplace Act of 1990.

I am authorized to certify, and do certify, on behalf of Supplier that a drug free workplace will be provided by Supplier by doing all of the following:

Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensation, possession or use of a controlled substance is prohibited in Supplier's workplace and specifying actions which will be taken against employees for violation of the prohibition; establishing a drug-free awareness program to inform employees about all of the following:

- (i) The dangers of drug abuse in the workplace;
- (ii) Supplier's policy of maintaining a drug-free workplace;
- (iii) The availability of drug counseling, rehabilitation and employee-assistance programs; and
- (iv) The penalties that may be imposed upon employees for drug abuse violations;

Requiring that each employee engaged in the performance of the Contract be given a copy of the statement required by subdivision (A), above, and that as a condition of employment by Supplier in connection with the Work of the Contract, the employee agrees to abide by the terms of the statement.

Supplier agrees to fulfill and discharge all of Supplier's obligations under the terms and requirements of California Government Code §8355 by, inter alia, publishing a statement notifying employees concerning: (a) the prohibition of any controlled substance in the workplace, (b) establishing a drug-free awareness program, and (c) requiring that each employee engaged in the performance of the Work of the Contract be given a copy of the statement required by California Government Code §8355(a) and requiring that the employee agree to abide by the terms of that statement.

Supplier and I understand that if the District determines that Supplier has either: (a) made a false certification herein, or (b) violated this certification by failing to carry out and to implement the requirements of California Government Code §§8355, the Contract awarded herein is subject to termination, suspension of payments, or both. Supplier and I further understand that, should Supplier violate the terms of the Drug-Free Workplace Act of 1990, Supplier may be subject to debarment in accordance with the provisions of California Government Code §§8350, et seq.

Supplier and I acknowledge that Supplier and I are aware of the provisions of the California Government Code §§8350, et seq. and hereby certify that Supplier and I will adhere to, fulfill, satisfy and discharge all provisions and obligations under the Drug-Free Workplace Act of 1990.

I declare under penalty of perjury under the laws of the State of California that all of the foregoing is true and correct.

Executed at \_\_\_\_\_ this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_.

\_\_\_\_\_ (City and State)

\_\_\_\_\_ (Signature)

\_\_\_\_\_ (Printed Name)

## **Attachment D – RFP 21-004 Accessibility Compliance Statement and Certifications**

Reinforcing Calbright College's commitment to equitable access and accessibility, Respondents must complete the requirements of this Accessibility Statement Compliance Certification upon request before a contract shall be awarded against the RFP. With respect to ADA compliance, must demonstrate and deliver the following:

1. Conform to section 508 of the Rehabilitation Act (<http://www.section508.gov/section-508-standards-guide>) and WCAG Level 2.0AA (<http://www.w3.org/TR/WCAG20/>) specifications.
2. Comply with all applicable FCC regulations regarding advanced communications services (<http://www.fcc.gov/encyclopedia/advanced-communications-services-acs>).
3. Provide support for multi-modal advanced communications services to facilitate communications between individuals using digital text, audio, and video.
4. Resolve immediately any accessibility issues that are discovered or encountered by end users, and communicate a concrete timeframe for resolving the issue(s).
5. Provide an updated VPAT upon request. Any website or services provided must conform to Section 508 and WCAG mentioned above.

By signing below, I attest that I am a duly appointed representative of my organization with authority to commit to the RFP and subsequent agreement's accessibility obligations; and if requested, by completing the attached Voluntary Product Accessibility Template (VPAT), my organization confirms its commitment to accessibility requirements above and invoked by Calbright College.

Print Name and Signature

Date

**Attachment E - RFP 21-004**  
**Website Design, Development, and Related Services**  
**RFP 21-004 Submission Template**

**Instructions**

- Please answer each question individually
- Provide examples whenever possible to illustrate responses
- RFP submissions should be a maximum of 20 pages, excluding attachments such as references or other supporting documentation.
- Please review the Calbright College [Strategic Vision 2021-2023](#)

**Site Design and Deployment**

1. What is your process for website projects and what makes your approach unique?
2. What factors enable you to rapidly deploy new website solutions, including phased rollouts that begin with minimum viable products (MVPs)?
3. How has your firm supported clients with a wide variety of public and internal stakeholders, with varying degrees of web fluency and expertise?
4. How does your firm approach design and development for cross-device usability and accessibility?
5. What team members, specialties, and/or processes would you deploy to support site design and deployment?

**Technical Advisory and Maintenance**

1. Related to web infrastructure and meeting clients' content and marketing goals, what is your experience working with Salesforce and Pardot as CRM and Marketing Automation platforms?
2. Describe what your website maintenance support services include, how they function, and what (if any) additional considerations are considered separate, such as recurring Wordpress plugin updates?
3. What team members, specialties, and/or processes would you deploy to support technical advisory and maintenance?

**User Experience Optimization and Related Marketing Services**

1. What is your firm or agency's experience connecting and optimizing web products vis a vis marketing campaigns?
2. How does your firm use data/analytics to drive decision-making and optimize campaigns?

3. What team members, specialties, and/or processes would you deploy to support UX/marketing optimization?

## Case Studies

We invite you to provide your vision for a collaboration that will result in a durable, scalable web platform capable of attracting future students and serving the College's ongoing needs for content presentation, data capture, and integrations with related business systems. Please be specific in your approach, including what expertise you can provide related to the opportunity presented.

In addition to addressing the scope of work and deliverables as described, please provide a demonstration, maximum of 5 case studies, of your organization's capabilities, where you have:

1. Led the design and deployment of user-friendly, content-driven web experiences that drive business value, engagement, and long-term affinity
2. Provided technical advisory services with respect to marketing software and processes, especially where they involve and inform web experiences
3. Provided ongoing maintenance for the platforms you have constructed, including helping clients to resolve recurring issues and become self-sufficient through documentation and training
4. Helped early-stage organizations define and develop their approach to digital content and/or marketing programs
5. Utilized client-proprietary and publicly-available data to identify opportunities, solve problems, and suggest strategies designed to meet business objectives.

Please include your organization's equity statement and be as specific as possible in your approach, including areas of expertise you will provide and partners (if any) you will work with.

## Management Plan

Please provide the following information:

- Bios of all team members.
- If you will be subcontracting services with another firm, please provide details on the organization and for what capacity.
- References, no more than 5, where you have provided similar services.

## Pricing

Please provide a general overview of the per course or scheduled pricing structures. This must be submitted electronically as a separate file in PlanetBids.