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January 9, 2019

To: Prospective Proposers
From: CUNY Graduate School and University Center
Re: Request for Proposals Issued on December 10, 2018 for
Website Redesign Services
Addendum # 2

This Addendum #2 to the above-referenced Request for proposals (“RFP”) is issued pursuant to Section 2 Proposal Format and Contents, 2.4.3a of the RFP. You must sign it and submit it with your Bid Submission. Failure to do so shall be considered grounds for rejection of your Bid Submission.

Compiled January 9, 2019

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SCHEDULING

- 1. Question - When are you hoping to (a) select a vendor, (b) kick the project off and (c) launch the new website?**

Answer – This information was included in the RFP, but we have extended the schedule as follows due to time limitations caused by the winter holidays and adjustments to our selection process:

Vendor selection timeline:

Final Question Responses Sent By: January 9, 2018

Proposals Due: January 23, 2018

Semi-Finalists Selected and Contacted: January 30-February 1, 2019

Semi-Finalist On-Site Presentations: February 4-15, 2019

Finalists Selected and Contacted: February 25, 2019

Finalist On-Site Presentations to GC President: February 27-March 6, 2019

Winner Selected and Contacted: March 11, 2019

Project Start: March 2019

Anticipated Project Completion By: December 2020

- 2. Question - What is your expectation around timing for delivery of the site?**

Answer - Ideally we would like to begin a phased launch of a new site in or around January 2020, with a goal of completing the rollout by December 2020. The January 2020 launch would necessarily be minimal (perhaps a homepage and an election of priority landing pages) as we are unable to make sweeping changes until the completion of the GC's Middle States re-accreditation review in spring 2020, but we would look to make quick progress after that. We also expect the internal team to be fully involved with the migration/launch process. (Note that we are fully open to re-evaluating this plan based on the results of discovery & strategy development.)

- 3. Question - Is there an absolute need-by date for the website that the contractors should be aware of?**

Answer - Our current CMS will drop support of the version we use in or around Spring 2021; upgrading to the newest version would require a significant rebuild of our current site, which we do not feel would be an effective use of our time, so we must have the new site in place before then.

4. Question - Can you share more about your request for a phased launch?

Answer - We do not believe it is feasible to launch the redesigned website fully, in its entirety, in one fell swoop, based on available resources. We would like to begin with the highest priority areas of the site (Ideally with an early relaunch of our homepage and some other top-level landing pages) and then gradually roll the site out over a relatively short time period (less than a year, if possible) to enable us to give adequate attention to content needs and the content migration process.

5. Question - Would the CUNY Graduate Center please provide an estimate for customer response/approval time (for the purposes of providing a realistic project timeline).

Answer - We're not able to specify response time at this stage, though we will be able to do so before the project begins. Note that we do not expect a fully realized timeline at this stage but are looking for high level project phases and milestone deadlines.

6. Question - Would you please also identify any busy times during the year that may affect customer response times?

Answer - Students and faculty are difficult to reach during the summer months (mid-May through August); the beginning and end of the fall semester (late August/early September and late December) and the end of the spring semester/Commencement season (mid-late May) are very busy times for admins and may impact response times/approvals.

PROPOSALS & SELECTION PROCESS

7. Question - There were 2 email addresses listed, which email would you prefer we use? rpaynter@College.cuny.edu OR rpaynter@gc.cuny.edu

Answer: rpaynter@gc.cuny.edu

8. Question - Is it a requirement that the selected vendor be a MWBE or SVOB?

Answer – No there is not a requirement but there is a 30% MWBE and 6% SDVOB goal for this project that must be achieved.

9. Question - Does the CUNY Graduate Center plan to provide any additional information related to oral presentation requirements? For example, presentation length, content and any printed copy or technical requirements?

Answer – Semi-Finalists should plan for a 60 minute presentation our Vendor Selection Team, allowing adequate time for Q&A. Finalists should also plan for a 30 minute presentation to GC Interim President Joy Connolly. We would prefer to leave it up to the vendor to decide how best to expand upon their proposal. No specific print/technical requirements, though we would

appreciate receiving any presentation materials used for further review by the selection team whether in print or digital format)

10. Question - Will city-certified MWBEs who are in-process for the state certification be considered in the case that certification will be finalized prior to contract start?

Answer - Only NewYork State certified MWBE's will be eligible to meet the goals established.

11. Question - How many firms have you issued this RFP to?

Answer - 103

12. Question - We are a US company with some remote employees working from outside of the US. Is there any restriction on their ability to contribute to the project?

Answer - No. there is a 30% MWBE and 6% SDVOB goal for this project that must be achieved.

BUDGET/COSTS

13. Question - What is the established budget for this project?

Answer - \$500,000

14. Question - What was the overall budget for the 2009-2011 redesign?

Answer - The total budget was \$300k, which slated to fund both the web redesign and a comprehensive rebranding effort for the GC. Ultimately the budget did not cover the project in full.

15. Question - What was the overall budget for the mobile updates in 2015?

Answer - No budget - this work was done internally.

16. Question - In regards to Attachment D: Proposal Price Breakdown Page, would you like the CMS and Redesign pricing included together? Or would you prefer it be a separate pricing sheet?

Answer - If the CMS carries a purchase price, please list that separately. Please also indicate if the purchase price is one-time or must be renewed annually, and if there are any additional costs associated with the CMS itself above and beyond the cost incurred by you, the vendor, in configuring/designing our site on the CMS (such as a recommended/required support package from the CMS developer).

PROJECT SCOPE

17. Question - How many websites (total) are in scope for this project? Can you provide a list of all sub-sites from existing site that are in scope? Would it be possible to identify which sites are considered large/major versus micro?

Answer - Unknown - We do not currently have the ability to provide a full list - due to the disconnected nature of our site (as noted on page 5 of the RFP) it is difficult to define exactly what portions of the site are in scope. We also anticipate moving some content off of the public site to an intranet solution in advance of the launch of a new site. For now, it may be best to consider any subsites accessible from the main menu on gc.cuny.edu, as well as THEIR subsites, to be in scope. A comprehensive sitemap of the existing site on our current CMS will be provided to the winner of the contract with other discovery materials, and determination of full scope should be explored in discovery and addressed in strategy development.

18. Question - The RFP references many sites hosted independently - can you provide a list of those sites so we can assess the LOE of consolidating on one platform?

Answer - We do not currently have the ability to provide a full list, but we recommend looking at the sites linked from the following page for a sampling of sites that are associated with the GC but NOT hosted on our primary CMS. <https://www.gc.cuny.edu/Degrees-Research/Centers-Institutes> (Again, this will NOT be a complete representation of all sites that exist independently.)

19. Question - Are the sites built on the Academic Commons and Website Services, and those totally outside of the College ecosystem, included in the estimation of 28,000 pages? If not, what is the estimation of sites across those?

Answer - They are not included in the page count – it is currently unknown how many sites on those systems will be included in the project scope.

20. Question - Is the creation of the College intranet considered part of this scope of work?

Answer - No

21. Question - What is CUNY's vision for the intranet mentioned in the RFP?

Answer - The intranet project will be addressed as a separate, internal project in parallel with the website redesign, and will be led by GC IT. The vision is to completely separate internal content from the public site in order to simplify the public site's structure/navigation and reduce content; we anticipate, however, that pathways from public pages to intranet pages may be required to allow the internal community to smoothly navigate between the two environments.

CURRENT SITE SPECS

22. Question - How many page views do you get per month?

Answer - Approximately 8600 average page views per month in 2018

23. Question - How much file system space does your existing Web site(s) use?

Answer - Approximately 70 GB of database storage and 21GB of storage on the file system. We would like to reduce these numbers.

24. Question – How is your site currently hosted? Are you looking to change this arrangement?

Answer - Currently hosted on internal servers. Our IT team is interested in cloud hosting for the new site and is seeking recommendations on service providers and configuration models. (See page 21 of RFP under “Design and Functionality Goals”)

25. Question - Does CUNY have any web protection technology in place today, such as a web application firewall (WAF) or Distributed Denial of Service (DDoS) mitigation systems?

Answer - CUNY uses two (2) levels of DoS/DDoS protection services:

1. Palo Alto Firewall Infrastructure

- Installed at most CUNY campuses
- Installed at the CUNY’s Internet Edge (where they connect to external Internet Service Providers)

2. A Third-Party Cloud-based DoS/DDoS Protection Service

- CUNY’s internet traffic is routed to this provider for processing

SITE USERS/CONTENT MANAGEMENT

26. Question - Can you share more about the breakdown of who is creating/managing content for the College website? (For example: is one department managing content for half of the 28,000 pages?)

Answer - The Office of Communications & Marketing likely maintains the largest portion of the GC website, though a percentage is difficult to estimate. The remainder of the site is managed by our approximately 500 users at varying levels of frequency and ranges of responsibility. Our goal is to simplify and streamline content management processes and establish strong

governance policies for the site, and we will be looking to our partner in this project to make strong recommendations in this area.

27. Question - How many different "groups" exist in current CMS. Do you expect that number to remain about the same?

Answer - The current CMS includes hundreds of custom roles to control access privileges based on page/site and the level of access granted (i.e. Edit, publish, etc.) - our goal is to simplify and streamline content management processes and establish strong governance policies for the site, and we will be looking to our partner in this project to make strong recommendations in this area.

28. Question - How many individuals at your institution will need to use the CMS?

Answer - This is TBD and part of what we are looking for guidance on – we currently have around 500 individual users across the GC but we want to reduce this number, but we are looking for input on a governance structure that would support a necessarily-decentralized content management process while cutting back on the number of users. (See page 9 of RFP under "Proposal Requirements" > "Strategy")

29. Question - How many authenticated (content writer) page views do you get per month?

Answer – Our CMS recorded an average of 400-500 edits (including new pages posted) per month in 2018.

Question - What is your plan for editing / creating content during redesign?

Answer - Site will need to be maintained as normal due to the length of the project – our internal team will continue to manage the current site, and we will need to establish migration timelines to ensure that site launch incorporates all changes made during the redesign process.

CMS

30. Question - Is there an organizational preference for license-free/open source vs. a licensed/commercial/proprietary CMS solution?

Answer - Preference for open source but we are open to other recommendations with strong justification.

31. Question - Has CUNY explored any new CMS solutions yet? Does CUNY have any preference for, or objection to, WordPress being the CMS of choice? Does CUNY have a preferred CMS(s) for this project?

Answer – We have not formally explored other CMS solutions. No objection to WordPress and we do have internal experience with it, but we are also open to other options.

TECHNICAL/FUNCTIONAL REQUIREMENTS

32. Question - Do you currently use a Content Delivery Network (CDN)?

Answer – No

33. Question - Do you require any specific networking rules, or customization?

Answer - We will require the ability to authenticate users against our Active Directory records for access privileges. We may also want/need to consider limiting the IP range for direct access privileges (ie. Limit users to access only from GC IPs) but believe that requires further discussion.

34. Question - Do you process any e-commerce transactions?

Answer - No

35. Question - Do you require a Service Level Agreement for uptime (99.95%)?

Answer - Yes - we are interested in pursuing cloud hosting (see page 21 - 22 of RFP) and reliability will be an important factor in selecting a service.

36. Question - Will this new website be static information only, or will it need to pull any data from external databases or API's?

Answer - Site should NOT be limited to static content only and should include functionality to utilize dynamic content. At minimum we will need to be able to connect to Active Directory, possibly other systems as well (TBD based on results of discovery work).

37. Question - On page 22 in 4. Anticipated Functionality Needs you mention custom forms. Do you currently have a forms tool? Please give examples of the intended use of forms.

Answer - Most web forms are made in Kentico, our current CMS, though there are isolated instances of forms provided by third-party vendors/services (for example, our online application). Forms are used primarily for event/workshop registrations (example – click “Register here” at the bottom of the page), service requests for administrative departments (example), and contact forms (example) but there may be other uses as well.

38. Question - Do any of the custom forms referenced in RFP integrate with 3rd party system? If yes, please elaborate.

Answer - No – forms are either fully hosted within the current CMS, or are fully hosted with a third party system.

39. Question - What is the current event registration solution in place, if any? If none - is something like Eventbrite in scope, or are you looking for a self contained custom event registration tool?

Answer - Our internal solution is the use of Workshops within Kentico for event registrations that do not require any payment. For paid events (and for users who chose to), we also use Eventbrite for registrations and expect to continue to do so, unless there is very strong justification for moving to a custom tool.

40. Question - Is there a chat solution currently in place? If so, are you willing to change chat solutions if needed for ease of integration into new website?

Answer - No solution currently in place – open to recommendations.

41. Question - What is the source of the data, and how much end-user customization of the display is expected?

Answer - Our current use of Custom Data Tables allows us to create custom tables in the database but access the data through our CMS. Data is either input on our end or through a form.

42. Question - Does search need to index the contents of Word or PDF files uploaded to the site?

Answer - Yes.

43. Question - Would you describe the content as structured, with consistent separation of content and code?

Answer - Mostly – some inline styling with CSS, some custom (per page/per content area) javascript is used.

44. Question - Do students have any reason to log in to the site?

Answer - No – authenticated services are hosted by other systems.

45. Question - Please describe all integrations with other sites or data sources more complex than an iFrame or embed code. (not including Active Directory as that is already identified)

Answer - Social media and RSS feeds, which currently use basic embed codes, but we would be open to new tools to manage them.

46. Question - Will one theme carry across entire site, or do you expect to need sub-themes for schools or departments? If the latter, please describe extent of sub-themes expected. (change out logo or header image / name vs. extensive customization for each sub-theme)

Answer - We expect some theme variance to be available at the sub-site level, but the exact extent of which is unknown. The entire site should include main GC branding, but we may need to support additional logos in subsites, custom menus, secondary color schemes, etc. We also expect that a level of customization for individual page layouts will be needed within each subsite. Detailed requirements should be explored in discovery and addressed in strategy development/design.

47. Question - Are there any third-party integrations that should be included in the scope of work not included in “anticipated functionality needs” on page 22 of the RFP?

Answer - Most existing third party tools and systems operate separately from the web site and we do not anticipate needing full integration beyond the ability to embed frames, RSS/social feeds, etc.

48. Question - Will there be any requirements for PCI-DSS compliant hosting environments?

Answer - No (we are PCI compliant through Raiser's Edge.)

OTHER TECHNOLOGIES & SYSTEMS

49. Question - Is CUNY currently leveraging a Digital Asset Management (DAM) system today? If so, how many GB (or TB) of assets are currently being maintained by the DAM?

Answer - We are not using DAM – shared files are collected on a network drive.

50. Question - Is CUNY using any web accessibility technologies to check sites for ADA compliance?

Answer - We use Wave for accessibility checks on individual pages. We are open to suggestions of new services.

51. Question - Can CUNY please describe their current marketing technology stack?

Answer - We do not currently have a formalized outline of our stack, but we use Mailchimp for external marketing emails; GC listserv for internal HTML emails; Hootsuite and Tweetdeck for social; Kentico for web CMS (note that we do NOT want to keep this); Google Analytics, Google AdWords, other elements of Google Suite for tracking, analytics & digital advertising.

MIGRATION

52. Question - Are you looking to migrate the existing content in an automated fashion, or are you planning to leave it behind and start with a clean site with new content populated by the various departments and schools?

Answer - Likely some hybrid of the two – some existing content will probably need to be migrated as-is (and whether that can or should be automated, or manually performed by internal staff, is TBD) but we also expect (and want) to create/update high-level content for the new site. We hope to identify these needs through the discovery process.

53. Question - Will the entire .edu domain need to be migrated?

Answer - That is a complicated question – the short answer is “Yes”. The long answer is that we may find that some properties which are currently not hosted within our primary CMS will stay on their existing platforms and may not need to be migrated, but this is a strategy decision to be made as part of the project.

54. Question - Are there parts of the site that will *not* be migrated?

Answer - We will be moving some content off of the .edu site and onto an Intranet site – details are TBD but I might expect anywhere from 25-40% of our current site content to be removed.

55. Question - Are there additional domains that need to be migrated?

Answer - We do have content hosted on additional domains, but it not currently have the ability to provide a full list, but it is TBD if the content on the domains will need to be migrated, whether in part or in full, along with the content on <http://www.gc.cuny.edu> . We recommend looking at the sites linked from the following page for a sampling of sites that are associated with the GC but NOT hosted on our primary CMS. <https://www.gc.cuny.edu/Degrees-Research/Centers-Institutes> (This will NOT be a complete representation of all sites that exist independently.)

56. Question - What percentage of the existing content would you estimate will migrate to the new site?

Answer - Unknown – expect to determine this through the discovery process and through the development of our intranet solution.

57. Question - How many PDF / Word files need to be migrated to the new site?

Answer - Unknown – we expect some current documents to move to an intranet solution, and some documents to be eliminated (old/outdated) but specifics will need to be determined through discovery and a comprehensive audit.

58. Question - In regards to migration, how many different page layouts do you have on your current site?

Answer - Our CMS has around a dozen custom page templates which are used in conjunction with a variety of modules/widgets to create a range of layouts. But in their most basic forms, all of our pages follow either a 1, 2 or 3-column layout.

59. Question - With regards to all CMSs being utilized by CUNY Graduate Center, what form of data exports are available from the CMSs?

Answer – WordPress-based systems export XML files; Kentico does not easily export data. This would need to be explored further with our IT team.

VENDOR/INTERNAL TEAM RESPONSIBILITIES & EXPECTATIONS

60. Question – Can you provide further details regarding your internal team? For example: team size, availability, specific design/technical capability and expertise? We can use these details to adjust balance of responsibility. Does any company hold a contract to maintain the current site or is that handled by the internal team?

Answer - The website is entirely maintained by internal staff and primarily managed by the Office of Communications and Marketing w/backend technical support from our IT office. The C&M team is:

- 1 full time director
- 2 full time web content managers,
- 1 full time designer (supporting both print and digital work)
- 1 part-time backend programmer.

Members of the C&M team have expertise in front- and back-end programming (HTML, CSS, PHP, Javascript, etc.), web design and web strategy, WordPress development and publishing, server administration and database management.

There are 2-3 individuals in IT who regularly support our work, mostly with expertise on our current CMS, though there is one dedicated staff member who supports current WordPress-based services at the GC. Note that IT staff are not solely dedicated to website support, however.

61. Question - What open source CMS' (if any) do your developers have experience with?

Answer - WordPress is only major open source CMS we have experience with; IT staff are primarily .net developers.

62. Question - Is the GC open to contractor engagement directly with the audiences listed in the 'Our Audiences' section to gain their input?

Answer - Yes! We would like to follow your lead in terms of community engagement during discovery.

63. Question - Please confirm that awarded vendor will primarily work remotely, after the initial round of onsite discovery workshops and meetings.

Answer - Yes, though periodic on-site meetings may also be required during the design and development phase – specifics TBD based on expectations of GC leadership.

64. Question - Will the CUNY team be responsible for any of the development, reduction, modification, and/or migration of content? Do you expect copywriting, content creation/modification/migration, language translation or editing services as part of engagement? If you're looking for content development, how much assistance (approx. how many pages) do you need from your partner?

Answer - We absolutely intent to allocate internal resources to all of these efforts, particularly in the content migration phase. We would like to know how much, if any, of these services might fit within the available budget, understanding that strategy development and actual site design & programming are our priorities for this partnership, more than content production/migration. (Note that we do not currently anticipate needing language translation services but may re-evaluate based on the results of discovery.)

65. Question - How do you envision the post site launch relationship with the developer? Do you need a support contract for ongoing updates and development?

Answer - We would like to know our options for ongoing consulting/support primarily for technical/performance issues and troubleshooting, likely for a period of one year.

OTHER

66. Question - Would the CUNY Graduate Center please identify any aspects of the sample competitor websites that you would like to emulate and any aspects you dislike?

Answer - We appreciate different aspects of each of the reference sites, but most like that the content and creative align with the institutional brands they represent. We hope that our site will be unique and align with our own image.

67. Question - Would the CUNY Graduate Center please describe in more detail how past performance is scored? If a projects is outside the two year mark, how would that impact the 20 point score?

Answer – See Section 4 (4.2.1)

68. Question – Will Section 3 (3.2.3) be revised?

Answer – Yes - The College will perform the Price Proposals scoring. The Proposer with the lowest proposed Price will receive the maximum Price Proposal Score of twenty (20) points; and higher proposed prices will receive proportionately lower Price Proposal Scores.

69. Question - Minimum Qualifications (page 7, section 1.3): My company intends to bid on this RFP as a Prime Contractor, utilizing 2 or 3 firms as Subcontractors to fill specific roles and to assist with Participation goals. Is it acceptable for the entire team as an entity to be viewed as the entity meeting the Minimum Requirements, or must the Prime Contractor meet the Minimum Requirements on its own irrespective of what the Subcontractors bring to the table?

Answer – See page 7, Section 1.3

THIS ADDENDUM #2 IS PART OF THE BID SUBMISSION DOCUMENT AND IS TO BE INCLUDED WITH YOUR PROPOSAL SUBMISSION. YOUR SIGNATURE BELOW WARRANTS THAT YOU UNDERSTAND THIS ADDENDUM AND THAT YOU HAVE MADE THE APPROPRIATE ADJUSTMENTS IN YOUR PROPOSAL SUBMISSION AND CALCULATIONS. THE UNIVERSITY RESERVES THE RIGHT TO REJECT BID SUBMISSIONS THAT ARE SUBMITTED WITHOUT ALL ADDENDA PROPERLY SIGNED.

Signature

Title

Company Name

Date