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DEPARTMENT OF
ANIMAL SERVICES
221 N. Figueroa Street
6TH Floor, Suite #600
Los Angeles, CA 90012

(888) 452-7381
FAX (213) 482-9511

BRENDA F. BARNETTE
GENERAL MANAGER

TAMMY WATSON
ASSISTANT GENERAL MANAGER
Administration

VACANT
ASSISTANT GENERAL MANAGER
Lifesaving

DR. JEREMY PRUPAS
CHIEF VETERINARIAN

September 15, 2020

The Honorable Eric Garcetti
Mayor, City of Los Angeles
200 N. Spring Street, Room 303
Los Angeles, CA 90012

The Honorable City Council
% City Clerk
Room 395, City Hall
200 N. Spring Street
Los Angeles, CA 90012

Attention: Ms. Heleen Ramirez, Office of the Mayor

RE: REQUEST TO NEGOTIATE AND ENTER INTO CONTRACT AGREEMENT WITH THE GLUE, LLC FOR MARKETING, FUNDRAISING, PUBLIC RELATIONS, AND WEBSITE DEVELOPMENT AND MANAGEMENT SERVICES

Recommendation for Council Action, subject to the approval of the Mayor:

1. **AUTHORIZE** the General Manager of the Department of Animal Services, or designee, to negotiate a contract Agreement with The Glue, LLC for marketing, fundraising, public relations, and website development and management services to general terms described in this Board Report.

2. **TRANSMIT** the approved Agreement to the Office of the Mayor and subsequently to the City Council, and authorize the General Manager of the Department of Animal Services to execute the subject Agreement upon receipt of necessary approvals.

BACKGROUND:

Department of Animal Services (Department) released the Request for Proposal (RFP) on March 18, 2019, held a mandatory pre-conference meeting on April 2, 2019, with proposals due on April 25, 2019. The Department received proposals from the following eight (8) companies:

- Dailey Advertising
- Stellar Agency, LLC
- The Glue, LLC
- Macy + Associates, Inc.
- Fenton Communications, Inc.
- Coleman, Inc.
- JacobsEye Marketing Agency, LLC
- Nemoi Advertising and Design

Upon receiving the proposals, staff reviewed all required documents and concluded that all proposals included all required documents and met the RFP's minimum qualifications.

An evaluation team comprised of three raters from other City departments reviewed the proposals and scored them using the scoring system as instructed in the RFP. This scoring system is the method established for this RFP to rank one proposal against another.

Although each proposer presented excellent qualifications, the evaluation panel's overall score ranked The Glue, LLC with the highest qualifications and the lowest cost. Based on the score rankings, it was recommended that The Glue, LLC be awarded the agreement, based on the value of the proposal to the Department, and how well the proposer demonstrated its ability to accomplish the Department's goals. Furthermore, The Glue, LLC has sufficient qualifications to perform the scope of services.

Experience and Qualifications

According to its proposal, The Glue, LLC was founded in 2013 and is a women-owned, full-service agency with a core mission to create value for users, achieve the objectives of their clients and communicate to customers with authenticity and joy. The Glue, LLC works with Good Ways as their fundraising partner and Stratus360 as the customer relationship management partner. Recently, The Glue, LLC successfully completed the Los Angeles Department of Transportation's Digital Strategy project.

Proposed Services

The Glue proposes to provide services in four components: A) Marketing Services, B) Fundraising and Recruitment Services, C) Website and Social Media Services, D) Component Integration and optional Photography and Videography components.

Conclusion

On numerous occasions, both City Council and the Office of the Mayor have made requests to the Department for increased public educational programs and a new website. The requested contract outcomes will include the development of a new website designed to be user and mobile-friendly with multi-language translations. Also, improved marketing and branding and increased public outreach for educational programs such as Pet Laws, Licensing, and Spay Neuter. The Department will also have a sustainable donor development and stewardship program.

With approval, contract negotiations will incorporate rules and regulations for evaluating, documenting and reporting performance of the contractor in accordance with the Los Angeles Administrative Code (LAAC) evaluation of City Personal Services Contractors. These rules and regulations will include designated benchmarks throughout the project.

SUBJECT: REQUEST TO NEGOTIATE AND ENTER INTO CONTRACT AGREEMENT WITH THE GLUE, LLC FOR MARKETING, FUNDRAISING, PUBLIC RELATIONS, AND WEBSITE DEVELOPMENT AND MANAGEMENT SERVICES

The Department requested that the Board of Animal Services Commissioners authorize the General Manager to negotiate and enter into a contract for service with The Glue, LLC for an amount not to exceed $1,545,000 (including a 15% contingency) over three years.

SUMMARY:

On February 26, 2019, the Board of Animal Services Commissioners authorized the Department to release a Request for Proposals (RFP) for the development and coordination of LAAS's marketing outreach related to high-level donor fundraising, public relations, and rebranding, including the development and management of a new website.

On March 10, 2020, the Board of Animal Services Commissioners authorized the Department to enter into Contract Agreement with The Glue, LLC for Marketing, Fundraising, Public Relations, and Website Development and Management Services subject to the approval of the City Council.

FISCAL IMPACT:

There is no impact to the General Fund as all contract costs will be funded by the Animal Welfare Trust Fund (AWTF). The total funding for this project is not-to-exceed $1,545,000. The costs for this contract will be paid from AWTF's unrestricted funds received after May 1, 2018 which are eligible for new programs.

Respectfully submitted,

Brenda F. Barnette

Brenda F. Barnette
General Manager

Attachments: Board of Animal Services adopted Board Report – 03/10/2020
Proposed The Glue, LLC Contract with Attachments

cc: Soozy Rios Bellenot, City Administrative Officer
Catherine Chico, Los Angeles Animal Services
Steve Houchin, Deputy City Attorney

City of Los Angeles

CALIFORNIA

ERIC GARCETTI
MAYOR

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Lifesaving

DR. JEREMY PRUPAS
CHIEF VETERINARIAN

Report to the Board of Animal Services Commissioners

MEETING DATE: March 10, 2020 **PREPARED BY:** Tammy Watson

REPORT DATE: March 4, 2020 **TITLE:** Assistant General Manager

SUBJECT: **REQUEST TO NEGOTIATE AND ENTER INTO CONTRACT AGREEMENT WITH THE GLUE, LLC FOR MARKETING, FUNDRAISING, PUBLIC RELATIONS, AND WEBSITE DEVELOPMENT AND MANAGEMENT SERVICES**

BOARD ACTION RECOMMENDED:

1. **AUTHORIZE** the General Manager of the Department of Animal Services, or designee, to negotiate a contract Agreement with The Glue, LLC for marketing, fundraising, public relations, and website development and management services to general terms described in this Board Report.

2. **DIRECT** staff to transmit the approved Agreement to the Office of the Mayor and subsequently to the City Council, and authorize the General Manager of the Department of Animal Services to execute the subject Agreement upon receipt of necessary approvals.

SUMMARY:

On February 26, 2019, the Board of Animal Services Commissioners authorized the Department to release a Request for Proposals (RFP) for the development and coordination of LAAS's marketing outreach related to high-level donor fundraising, public relations, and rebranding, including the development and management of a new website.

BACKGROUND:

Staff released the RFP on March 18, 2019, held a mandatory pre-conference meeting on April 2, 2019, with proposals due on April 25, 2019. The Department received eight proposals:

- Dailey Advertising
- Stellar Agency, LLC
- The Glue, LLC
- Macy + Associates, Inc.
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- Coleman, Inc.
- JacobsEye Marketing Agency, LLC
- Nemoi Advertising and Design

Upon receiving the proposals, Staff reviewed all required documents and concluded that all proposals included all required documents and met the RFP's minimum qualifications.

An evaluation team comprised of three raters from other City departments reviewed the proposals and scored them using the scoring system as instructed in the RFP. This scoring system is the method established for this RFP to rank one proposal against another.

Although each proposer presented excellent qualifications, the evaluation panel's overall score ranks The Glue, LLC with the highest qualifications and the lowest cost. Based on the score rankings, it is recommended that The Glue, LLC be awarded the agreement, based on the value of the proposal to the Department, and how well the proposer demonstrated its ability to accomplish the Department's goals. Furthermore, The Glue, LLC has sufficient qualifications to perform the scope of services.

Experience and Qualifications
The Glue, LLC was founded in 2013 and is a women-owned full-service agency with a core mission to create value for users, achieve the objectives of their clients and communicate to customers with authenticity and joy. The Glue, LLC works with Good Ways as their fundraising partner and Stratus360 as the customer relationship management partner. Recently, The Glue, LLC successfully completed the LADOT Digital Strategy project with the Los Angeles Department of Transportation, Vision Zero Division.

Proposed Services
The Glue proposes to provide services in four components: A) Marketing Services, B) Fundraising and Recruitment Services, C) Website and Social Media Services, D) Component Integration and optional Photography and Videography components.

Conclusion
On numerous occasions, both City Council and the Office of the Mayor made requests for increased public educational programs and a new website. The requested contract outcomes will include the development of a new website designed to be user and mobile-friendly with multi-language translations. Also, improved marketing and branding and increased public outreach for educational programs such as Pet Laws, Licensing and Spay Neuter. The Department will also have a sustainable donor development and stewardship program.

With approval, contract negotiations will incorporate rules and regulations for evaluating, documenting and reporting performance of the contractor in accordance with the Los Angeles Administrative Code (LAAC) evaluation of City Personal Services Contractors. These rules and regulations will include designated benchmarks throughout the project.

The Department request that the Board of Animal Services Commissioners authorizes the General Manager to negotiate and enter into a contract for service with The Glue, LLC for an amount not to exceed $1,545,000 (including contingency) over three years.

FISCAL IMPACT:

There is no impact to the General Fund. The contract cost will be established and will be funded by the Animal Welfare Trust Fund. The total funding for this project is not-to-exceed $1,545,000. Funding for year one in the amount of $893,000 is available in the AWTF in unrestricted funds received after May 1, 2018 and eligible for new programs. Funding for years two and three are significantly less at $207,000 and $244,000, respectively not including the overall contingency of $201,000. Appropriations for years two and three are anticipated from future unrestricted AWTF deposits.

Approved:

Brenda F. Barnette

Brenda F. Barnette, General Manager

BOARD ACTION:

✓	Passed	Disapproved	____
____	Passed with noted modifications	Continued	____
____	Tabled	New Date	____

	City of Los Angeles **Department of Animal Services**

PERSONAL SERVICES AGREEMENT

The Glue, LLC

Marketing, Fundraising, Public Relations, and Website Development and Management Services

City Agreement Number _____________

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PERSONAL SERVICES AGREEMENT
BETWEEN THE CITY OF LOS ANGELES
AND THE GLUE, LLC

FOR MARKETING, FUNDRAISING, PUBLIC RELATIONS, AND WEBSITE DEVELOPMENT AND MANAGEMENT SERVICES

THIS PERSONAL SERVICES AGREEMENT ("Agreement") is entered into as of ____________________________, 2020 by and between the City of Los Angeles ("City"), a municipal corporation, acting by and through the Department of Animal Services ("Department"), and The Glue, LLC ("Contractor") which is authorized to do business in the State of California (collectively the "Parties," or individually, a "Party") with regard to the following:

<u>RECITALS</u>

WHEREAS, the Department desires to utilize a qualified contractor to provide marketing, fundraising, public relations, and website development and management services; and

WHEREAS, on or about March 18, 2019 the Department issued Request for Proposals No. 36125, attached hereto as Exhibit 4 ("RFP"), seeking a qualified contractor to perform the above-referenced services; and

WHEREAS, the Contractor submitted a proposal, attached hereto as Exhibit 5 ("RFP Proposal"), in response to the RFP, was selected as having the experience and qualifications to provide the type and level of services as specified in the RFP, and was awarded this Agreement by the Animal Services Board of Commissioners ("Board") on March 10, 2020; and

WHEREAS, the Contractor has represented that it has the necessary equipment and staff possessing sufficient knowledge, expertise, and experience required to provide the necessary services and is available and willing to perform the services required by City; and

WHEREAS, in accordance with Charter Section 1022, the Department does not have sufficient personnel available in its employ with expertise to undertake these specialized tasks and it is more economical and feasible to secure these services by contract; and

WHEREAS, the Parties wish to enter into an agreement pursuant to which the Contractor agrees, for consideration and upon the terms and conditions provided within this Agreement, to perform the above-referenced services; and

NOW THEREFORE, in consideration of the above premises and of the covenants and representations set forth herein, the Parties agree as follows:

Section I. Representatives of the Parties and Service of Notices

A. The representatives of the Parties authorized to administer this Agreement, and to whom formal notices, demands, and communications shall be given are as follows:

1. **The representative of the City shall be the General Manager of the Department, or that person's authorized representative:**

   Brenda F. Barnette, General Manager
   Department of Animal Services

221 North Figueroa Street, Suite 600
Los Angeles, California 90012
Email: Brenda.Barnette@lacity.org
Phone: (213) 482-9558

With copies to:

Tammy Watson, Assistant General Manager
Department of Animal Services
221 North Figueroa Street, Suite 600
Los Angeles, California 90012
Email: Tammy.Watson@lacity.org
Phone: (213) 482-9558

Contract Administrator
Email: ani.contracts@lacity.org

2. **The representative of the Contractor shall be:**

Neille Ilel, Founder & UX Director
The Glue, LLC
306 W. Avenue 45
Los Angeles, CA 90065
Email: Neille@getsomeglue.com
Phone: (646) 552-7532

B. Formal notices, demands, and communications required hereunder by any Party shall be made in writing and communicated by registered or certified mail, return receipt requested, or email, and shall be deemed communicated on the date of mailing.

C. If the name of the person designated to receive the notices, demands, or communications, or the address of such person is changed, written notice shall be given to the other Parties within five (5) business days of said change.

Section II. Term of the Agreement

1. Term

Unless terminated earlier pursuant to this Agreement or pursuant to termination provisions within the Exhibits incorporated herein, the term of this Agreement shall be for three (3) years with an option to renew for one (1) additional year at the sole discretion of the Department.

The term of this Agreement will commence on ______________________, 2020.

2. Work Commencement Conditions

Performance under this Agreement will not begin until the Contractor receives a Notice to Proceed ("NTP") from the Department to commence work, as set forth in Section VI of this Agreement.

3. Contract Modifications

This Agreement fully expresses all understanding of the Parties concerning all matters covered and constitutes the total agreement. Except as may otherwise be provided herein, no addition or alternation hereto shall be valid unless made in the form of a Contract Amendment, which must be approved by the Board, Mayor and/or City Council, and executed by the Parties.

Section III. Maximum Payment

Payment to the Contractor by the City shall not exceed $1,544,789.25 for the duration of the Agreement and includes contract extensions allowed by the initial Agreement term. Of this amount, $201,494.25 has been set aside as contingency money ("Contingency Cost") to pay for unforeseen costs (price changes, unplanned expenses, etc.). The Contingency Cost is not part of the base price of the work and services described herein.

This provision shall not mean that the City is required to reach or approach this amount or is obligated or required to use any of Contractor's services, and payment for any services is subject to the availability of funds in the Animal Welfare Trust Fund of the City of Los Angeles, and to the Contractor's demonstrated capacity to provide the contracted services as detailed in this Agreement and the Statement of Work for Marketing, Fundraising, Public Relations, and Website Development and Management Services, attached hereto as Exhibit 2 (the "Statement of Work").

Section IV. Scope of Services

The Contractor shall perform the work and services as specified in the attached Statement of Work, which is attached hereto as Exhibit 2 and incorporated herein by reference.

Upon execution of this Agreement, the Department, if it so chooses, will issue the first NTP for work, as set forth in Section VI of this Agreement. Work may only be performed under a NTP issued by the Department's General Manager with payments made as specified in the NTP and in accordance with the Pricing and Payment Schedule, attached hereto as Exhibit 3 ("Pricing and Payment Schedule") so long as there is budget authority and the total cost does not exceed the limit set forth in Section III of the Agreement.

Section V. Contractor Responsibilities and Duties

A. Professional Services

Contractor will perform professional services to accomplish the work required to be performed under this Agreement. Contractor shall perform such work with a degree of skill and diligence normally employed by a contractor performing the same or similar services.

B. Professional Licenses and Certifications

Contractor is required to maintain all professional licenses and/or certifications throughout the duration of this Agreement if such professional license and/or certifications are required to perform any work pertaining to the Agreement.

C. Documentation

Contractor will be required to maintain all records pertaining to work performed under the Agreement as requested by the Department. For the purpose of audit and investigation, Department, or any of its duly authorized representatives, shall have access to any and all Contractor's original books, documents, papers, and records that pertain to the Agreement.

Contractor must retain said original books, documents, papers, and records within Southern California for five (5) years following final payment under the Agreement. All invoices and related records are subject to audit by City. All records prepared by Contractor will be owned by City and will be made available to City at no charge.

D. Monitoring and Reporting

Contractor must meet with Department staff whenever requested by Department to discuss issues that may arise with regard to work pertaining to the Agreement and will work closely with Department staff to resolve issues.

E. Independent Contractor Status

Contractor's services are being performed as an independent contractor and not as an agent or employee of the City; therefore, the Contractor is not entitled to any vacation, sick leave, workers' compensation, pension, or any other City benefits. In addition, it is expressly understood and acknowledged by the Parties hereto that any amount payable hereunder shall be paid in gross amount, without reduction of any federal and state withholding or other payroll taxes, estimated taxes, social security payments, unemployment compensation payments, or any other fees or expenses to the appropriate authority. Contractor is responsible for assuming and remitting any applicable taxes, payments, fees, or expenses to the appropriate authority.

F. Non-Legal Representation of the City

Contractor is not and will not be a legal representative or agent of the City and must refrain from any action that would create or tend to create obligations, expressed or implied, on behalf of the City. Contractor is not authorized to make any promise, warranty, or representation except as specifically provided for in this Agreement or as otherwise agreed to in writing between parties. Contractor shall not hold itself out as an agent or representative of City.

G. Negligent Performance Damages

Except as specified in this Agreement, Contractor is and will remain liable, in accordance with applicable law, for all damages to City caused by Contractor's negligent performance of any of the services furnished under this Agreement, except for errors, omissions, or other deficiencies to the extent attributable to the City, City furnished data, or any third party.

H. Press Releases, Artwork, Reports, and Other Services

Contractor is responsible for the professional quality, technical accuracy, timely completion, and the coordination of all press releases, artwork, reports, and other services furnished by Contractor under this Agreement. All press releases and other material must first be approved by the Department before release. Contractor must, at no additional cost to the City, correct or revise any errors, omissions, or other deficiencies in the press release, artwork, reports, and other services.

I. Personnel Wages and Benefits

Contractor is solely responsible to pay all Contractor's employee wages and benefits. Without any additional expense to the Department, Contractor must comply with the requirements of liability, workers' compensation, employment insurance, and social security. Contractor will hold City harmless from any liability, damages, claims, costs, and expenses of any nature arising from alleged violation of personal and personnel practices.

J. Sub-contractor Fees

Contractor is solely responsible to pay for work performed for Contractor by any sub-contractor pursuant to the conduct of service under this Agreement. City will not have any liability to any sub-contractor for payment. Nothing herein is intended to create a third party beneficiary in any subcontractor.

Section VI. Notice to Proceed Process and Procedures

The Department will issue a written NTP signed by the Department's General Manager for each component of marketing, fundraising, public relations, and website development and management services to be provided by Contractor under this Agreement. Contractor shall not commence with the performance of any work under the Agreement until the Department issues a NTP authorizing the specific work to be performed and maximum payment for the specific work. The NTP may include the start date of the work, end date of the work, specific tasks or directives, product delivery schedule, not to exceed amount, and payment schedule. The Department reserves the right to determine the information to include in the NTP. Contractor shall only perform work as specified in a NTP.

Section VII. Compensation and Invoicing

1. Compensation

Contractor agrees to perform the work as described in this Agreement and the Statement of Work. The Department shall compensate the Contractor as set forth in this Agreement and the Pricing and Payment Schedule, and as specified in the NTP authorizing the specific work performed.

Department does not guarantee a minimum amount of business or compensation. The Department will pay Contractor an amount for task(s) and/or deliverable(s) in accordance with the NTP for specific work completed to the satisfaction of the Department.

Contractor shall inform Department of any additional costs due to unforeseen delays and unexpected changes to the scope or work. The Department will, at its discretion, acknowledge unexpected changes via a NTP Change Order according to Section VIII of this Agreement. Additional costs must be itemized by Contractor and approved by Department before payment is made.

2. Conditions for Payment

Payment to Contractor will be authorized after review and approval of the task(s) and/or deliverable(s) set forth in a NTP and upon receipt of a properly completed invoice (in that order).

Contractor shall deliver products and invoices to the City upon completion of tasks as described in each NTP. City shall pay Contractor for the approved product and in the amount specified in the NTP. The amount will include payment for all services performed. Payments will be due and payable upon the completion of the City's review and approval of the work product.

For services provided under this Agreement, the Contractor will be paid by the City for the approved task(s) and/or deliverable as outlined in the terms of this Agreement and in the NTP for each individual task within thirty (30) calendar days after receipt, review and approval of the Contractor's invoices by the City. Notwithstanding the foregoing, City shall not be responsible for, and Contractor waives the right to seek, any late fees, late charges, penalties, or interest.

3. Invoice Requirements

To ensure timely payment, the Contractor must follow the procedures below:

a. Contractor must submit invoices to:

Department of Animal Services
Attention: Contract Section
221 N. Figueroa Street, Suite 600
Los Angeles, CA 90012

b. Invoice packages are to be preceded with an electronic submission of the complete package via email to ani.contracts@lacity.org.

c. Invoices must include:

- Contractor's logo/letterhead with company name and address
- Invoice date
- Agreement number
- Project title/description
- Remittance address
- Remittance contact name, title, email, and phone number
- Description of the task(s) performed and/or deliverable(s) performed during the billing period and its associated NTP Number and NTP Line Item Number
- Line Item Total
- Invoice Amount
- Authorized Invoice Approver's Signature
- A Progress Report attached to the invoice detailing work performed during the billing period, which includes the following:
  - Task(s) and/or deliverable(s) and the percentage of completion or summary of employees, by classification, working on the project (billing hours) by task.
  - Time spent in completing the task(s) and/or deliverable(s)
  - Percentage of total project completed to date
  - Total budgeted project amount
  - Percentage of total amount billed to date
  - Summary of work performed during the billing period
  - Any other relevant documentation and/or information
  - Other additional information as requested by the Department

d. Notification of 80% of Not to Exceed Amount

Contractor shall notify the Department within 10 days of the date on which it has reached 80% of the not-to-exceed amount set forth in Section III of this Agreement.

e. Payments

- Department will make all reasonable efforts to pay Contractor each month for services rendered in the previous month as long as original invoices and supporting documentation are received on time as indicated herein.
- All payments are subject to the review and approval of Contractor's full documentation and acceptance of the work performance and/or completion of task(s) by the Department.

Section VIII. Change Orders, Deletions, or Additions

1. **Suggested Changes**

   Contractor may suggest changes be made to work specified in a NTP. Suggested changes will be considered by the Department. If Department is agreeable to changes, Department will effect suggested changes via a NTP Change Order and in accordance with the applicable provisions of Section VIII of this Agreement. No changes to a NTP will be made without prior written approval of Department.

2. **Request for Change**

   In the event Department identifies a change or changes needed to an issued NTP, Department will submit a written request to Contractor for such changes, deletions, or additions via a NTP Change Order, specifying the following:

   a. The nature of the change, deletion, or addition requested including a brief description of any new or altered requirements, a description of the requested work to be changed, deleted, or added, and to the extent possible reference to the portions of this Agreement, including Exhibits or other documents that will be affected.

   b. The proposed change to the Pricing and Payment Schedule, if any.

   c. Whether or not Department is willing to alter any requirement(s) to accommodate the change, deletion, or addition.

3. **Contractor Response to Change Order**

   Within ten (10) business days following the Contractor's receipt of Department's written request for a change, deletion, or addition via a NTP Change Order, Contractor must prepare and deliver to Department a written statement, which must include the following information:

   a. The impact of the change on existing requirements.

   b. The cost of the change or addition and recommendation for appropriate offsets in the NTP, if possible.

   c. The estimated time schedule to incorporate the change, deletion, or addition.

   d. Impact of the change on Contractor's ability to perform its obligations.

   e. Any proposed changes to Department's description of work or schedule of performance.

f. The period of time for which statement is valid.

4. NTP Revision

Upon acceptance by Department of Contractor's written statement for a proposed change, Department will deliver to Contractor a NTP Change Order. The Parties must sign and execute the revised NTP to effect the change(s).

Section IX. Non-Exclusive

The Department and the Contractor understand and agree this is a non-exclusive Agreement to provide services to the Department and that the Department reserves the right to enter into agreements with other contractors/consultants to provide similar services during the term of this Agreement.

Section X. Ownership of Documents and Displays

Unless otherwise provided for herein, all work products originated and prepared by the Contractor or its sub-contractors of any tier under this Agreement will remain the exclusive property of the City for its use in any manner it deems appropriate.

Work products are all works, tangible or not, created under this Agreement including, without limitation, documents, material, data, reports, manuals, specifications, artwork, drawings, sketches, computer programs and databases, schematics, photographs, video and audiovisual recordings, sound recordings, marks, logos, graphic designs, notes, websites, domain names, inventions, processes, formulas matters and combinations thereof, and all forms of intellectual property. Contractor hereby assigns, and agrees to assign, all goodwill, copyright, trademark, patent, trade secret, and all other intellectual property rights worldwide in any work products originated and prepared by Contractor or its sub-contractors of any tier under this Agreement. Contractor further agrees to execute any documents necessary for the City perfect, memorialize, or record the City's ownership or rights provided herein.

For all work products delivered to City that are not originated or prepared by the Contractor or its sub-contractors of any tier under this Agreement, the Contractor hereby grants a non-exclusive perpetual license to use such work products for any City purpose. Contractor shall not provide or disclose any work product to any third party without prior written consent of City.

Any sub-contracting entered into by Contractor relating to this Agreement, to the extent allowed hereunder, will include a like provision for work to be performed under this Agreement to contractually bind or otherwise oblige its sub-contractors performing work under this Agreement such that City's ownership and license rights of all work products are preserved and protected as intended herein. Failure of Contractor to comply with this requirement or to obtain the compliance of its sub-contractors with such obligations will subject Contractor to the imposition of any and all sanctions allowed by law, including but not limited to termination of Contractor's Agreement with City.

Any reports, documents, drawings, and data files provide by Contractor in an electronic format, on computer disk or other electronic media, in accordance with the service covered by this Agreement or as a courtesy to City do not constitute the complete delivery of Contractor's professional work product. Because the electronic media may be damaged or altered during transfer, original paper prints must be submitted and will control where there are any differences between the paper prints and electronic media. The electronic format provided by Contractor must be compatible with City's computer equipment or software, and must contain no defects and be virus free.

The provisions of this Section will survive expiration or termination of this Agreement.

1. **Backup License**

   To the extent this Section and its Subsections does not provide City with full ownership, right, title, and interest in and to any derivative works, Contractor hereby grants City a perpetual, irrevocable, fully paid, royalty-free, worldwide license to reproduce, create derivative works from, distribute, publicly display, publicly perform, and use the derivative work, with the right to sublicense each and every such right.

Section XI. Confidential Information

Contractor shall hold in confidence and not disclose or disseminate the deliverables and all other materials utilized or produced by Contractor pursuant to this Agreement, unless expressly authorized herein. Contractor may disclose the deliverables or other materials utilized or produced by Contractor under this Agreement, under the following circumstances only: (1) where at the time of disclosure, the aforementioned deliverables and materials have already become available to the public through no fault of Contractor, or (2) where Contractor is expressly authorized in writing by City. In addition, Contractor may disclose the aforementioned deliverable and materials to the extent that such disclosure is (a) necessary for Contractor to enforce its rights under this Agreement or (b) required by law or by the order of a court or similar judicial or administrative body, provided that (to the extent legally permissible) Contractor promptly notifies City in writing of such required disclosure, Contractor cooperates with City if City seeks appropriate protective order, and Contractor discloses no more information than is legally required.

Section XII. Standard Provisions for City Contracts

Contractor shall comply with all provisions of the City of Los Angeles' Standard Provisions for City Contracts, (Revised 10/17 [v.3]), ("Standard Provisions"), attached hereto as Exhibit 1, incorporated and made part of this Agreement.

Section XIII. Insurance Requirements

All required insurance will be maintained in full force for the duration of Contractor's business with the City. Failure to maintain adequate insurance as approved by the City's Risk Manager shall be a breach of the Agreement and failure by the Contractor to reinstate the required insurance may be grounds to terminate the Agreement upon 15 days written notice to Contractor.

Contractor shall provide at least thirty (30) days' prior written notice directly to the City if it anticipates or receives notice that any required insurance policy will be cancelled or materially reduced, for any reason including the impairment of an aggregate limit due to prior claims.

Section XIV. Entire Agreement

A. Complete Agreement

This Agreement constitutes a full and complete understanding between the Parties. No verbal agreements(s) or conversations(s) with any officer or employee of either party will affect or modify the terms and conditions of this Agreement.

B. Incorporation of Attachments and Exhibits

The following Exhibits are hereby incorporated into and made a part of this Agreement:

- Exhibit 1 – Standard Provisions for City Contracts (Revised 10/17 [v.3])
- Exhibit 2 – Statement of Work for Marketing, Fundraising, Public Relations, and Website Development and Management Services
- Exhibit 3 – Pricing and Payment Schedule – August 18, 2020
- Exhibit 4 – RFP No. 36125
- Exhibit 5 – The Glue, LLC Proposal Submission to RFP No. 36125

Section XV. Order of Precedence

In the event of any inconsistency between the provisions of this Agreement and/or the Exhibits, the inconsistency shall be resolved by giving precedence in the following order:

- This Agreement between the City of Los Angeles and The Glue, LLC.
- Exhibit 1 – Standard Provisions for City Contracts (Revised 10/17 [v.3])
- Exhibit 2 – Statement of Work for Marketing, Fundraising, Public Relations, and Website Development and Management Services
- Exhibit 3 – Pricing and Payment Schedule – August 18, 2020
- Exhibit 4 – RFP No. 36125
- Exhibit 5 – The Glue, LLC Proposal Submission to RFP #36125
- Any other exhibits in the order in which they are attached.

[Signature page follows]

This Agreement may be executed in one or more counterparts, and by the Parties in separate counterparts, each of which when executed shall be deemed to be an original but all of which taken together shall constitute one and the same agreement. The Parties further agree that facsimile signatures or signatures scanned into .pdf (or signatures in another electronic format designated by City) and sent by e-mail shall be deemed original signatures.

IN WITNESS THEREOF, the parties hereto have caused this Agreement to be executed by their respective duly authorized representatives.

The City of Los Angeles, **Department of Animal Services** By ________________________ Brenda F. Barnette, General Manager Date ______________________	**The Glue, LLC** By _______________________ Neille Ilel, Founder & UX Director Date _____________________
APPROVED AS TO FORM: **MICHAEL N. FEUER, City Attorney** By ________________________ Steve R. Houchin, Deputy City Attorney Date _______________________	
ATTEST: **HOLLY WOLCOTT, City Clerk** By __________________________ Deputy City Clerk Date ________________________	

Los Angeles City Business Tax License Number _0002787180-0001-05__________

IRS Taxpayer Identification Number ____46-2089483____________

Council File Number __________________

ATTACHMENT 1

WEBSITE DEVELOPMENT AND MANAGEMENT SERVICES GUIDELINES

In-Scope Website Functions

System Functionality –
The Contractor's proposed content management system (CMS) should be a web- based application that provides the core of the entire development process, being both the platform for development and the tool by which system administrators and contributors can update the new website. The CMS may feature plug-in applications or modules that enhance the functionality of the website, though core features should center around ease-of-use, flexibility and, for ongoing stability, an established information architecture and hosting environment.

The CMS must allow non-technical content contributors the following abilities:

Administrative Dashboard – The administrative portion of the CMS shall be accessible for all content contributors and feature a customizable interface that displays critical shortcuts, on-site items that require attention, recent activity logs, and an internal messaging system that displays administrative messages and updated information.

Automatic Sitemap – The CMS should automatically create and update a sitemap and on-page breadcrumbs when content is added, edited, or removed from the site.

Content Expiration – Notification of expiration of site content shall be received by content owners through notifications available via the CMS, including a dashboard administrative display and e-mail notifications. The dashboard should also detail the dates for when specific content was last updated and allow for notifications when certain time periods are reached.

Content Management – A way to add, edit, and move content directly on an assigned webpage without the need to utilize or be trained on a back-end administrative system (i.e. HTML).

Content Preview – Content publishers must have the ability to preview changes prior to publishing on the site.

Content Scheduling – Content added to the site, whether as part of page content or additions to plug-in applications or modular elements shall feature delayed posting and automatic expiration abilities.

Hyperlinking – Users who wish to add simple links – either internal or external – should be provided with an option to do so through an automatic hyperlinking option.

Menu Updates – Content publishers should be able to add and update menu items, if assigned the appropriate permission level.

Online Help and Training Videos – 24/7 access to support materials including, but not limited to: online training manuals, support FAQs, customer support forums, instructional videos, informational newsletters, informational and support-driven webinars (live and archived), request forms, online education courses, and support- related updates through common social networking mediums.

Page Templates

Content publishers must have the option to use pre-created page templates to assist in the formatting and development of new content.

Content publishers should have the ability to place widgets or content blocks on page templates that serve specific purposes and streamline the template building process. Widgets can represent any key function such as calendars, directory, e-notification, FAQs, and function to meet specific needs.

Support Access – Trained content creators of the CMS shall have access to live support via e-mail or phone during vendor's normal business hours.

WYSIWYG Editor – The CMS must have an advanced WYSIWYG rich text editor for content additions and updates that, while allowing flexibility for higher-end content contributors, is simple and straightforward, giving basic content contributors a basic set of fewer options to alter established site styles.

The system shall also include the following features for use by administrative users:

Approval Workflow – The ability to manage administrative access to the site through a permission system that defines in-system rights and workflows including content approval for both general content and modular applications that are included as a part of the CMS. Administrators should be able to define the workflow, assign the workflow to content groups and content types, and assign users to workflow rules. The system should support three or more approval levels.

CMS Activity Reporting – A report detailing all changes and activity taking place on the website through content contributors and administrators, which can be filtered by start and end dates, times, by content type and by action taken, and exportable.

Content Categories – Administrators shall have the ability to create content categories within CMS applications and modules and edit the parameters for categories.

Graphics Administration – Administration of on-site banners and graphics, with the ability to add new banners and on-site graphical elements and assign those elements to specified areas of the site

Login History – A separate history report detailing user login history, including the user type, the date and time of the attempted login, the IP address of the user, and whether or not the login attempt was successful.

Menu Administration – Administrators shall have the ability to add, edit, update, and move menu items, affecting overall site structure and organization.

Permissions – The permission system shall be divisible into both user administration and group administration, allowing permission levels to be attributed to groups to which users can be added.

Site Search Statistics – Access to site search statistics, including the ability to filter searched terms by date and time, which can also be exported.

User-friendly URLS – System should allow for creation of user-friendly URLs

System Administration

Broken Link Review – An administrative center for reviewing quality assurance, including detailing broken links on the website and the referring page location so that links can be corrected.

Dynamic Menu Structure – A dynamic menu structure, with the ability to easily add, edit, move, and delete menu items in multiple structural areas of the site.

Infinite Page Structure – An infinite page structure system that allows the addition of an unlimited number of pages by LAAS systems staff.

SSL Certificate – If necessary, one or more SSL certificates to encrypt data contained in site transmissions.

Website Analytics – An administrative center for reviewing, filtering, and exporting overall website statistics, including the ability to view statistics by page or section and presenting the information in a graphical representation.

System Features

Accessibility Add-ons – Accessibility software embedded in the website that offers users access to larger fonts and audible content.

Advanced Site Search – Provide an internal site search that:

Users should be able to sort search results by date, content, title, or relevance; users should be able to filter by type of content and easily apply advanced search techniques, such as Boolean, if desired.

Administrators should be able to tune the search results by using synonyms for common words or terms, and promote pages through the use of keywords.

Is contained exclusively within LAAS systems staff's site and not outsourced to an external page hosted by a search provider such as Google.

Calendar – Users should have quick and easy access to add, import, export, and update calendar listings, with editing methods available through a direct, front-end interface or a robust back-end interface.

Contact Us Form – Capability for citizens to contact Department staff through the use of a "contact us" form on the site for each division and department organization will be citizen centric and function based.

Document Archive – A document archive for specified categories of documents with built-in filtering abilities and search capabilities.

Document Storage – An on-site document storage application with unlimited levels of folders, providing centralized storage of any type of file.

Emergency Alert – Solution should have an easily visible and changeable emergency alert notifications that link to critical on-site information.

Emergency Home Page – Solution should have ability to create and easily swap out home page for emergencies, voting results, or other short-term purposes.

Event Calendar – An event calendar application that allows an unlimited number of calendar categories or types to be added to the site, with an unlimited number of items allowed to be added within each individual category. The following features should also be available:

Capability to set up calendar events as single or recurring events, with options for daily, weekly, monthly, or annual recurrences.

Calendar events shall provide space for full descriptions including the ability to post images, tables, and video within the description.

Calendars shall be filterable by category, a start date, and an end date, with the ability to search for keywords.

FAQ Tool – Solution should have a FAQ application that allows an unlimited number of FAQ categories or types to be added to the site, with an unlimited number of items allowed to be added within each individual category.

Form Creator – Solution should have an online form development tool for the Department to develop interactive forms:

Ability to have unlimited categories of forms, with an unlimited number of forms in each category.

Ability for citizens to complete and submit forms electronically.

Method by which form data is stored in a database and can be exported in a usable format from the CMS.

Ability to customize forms to accept and process payments through integrated e-commerce functionality with or without the need to connect to a third-party software source.

HTML Code – The solution should have the capability to view the HTML code of any individual page and directly add or alter the code as necessary either via the code repository or on a component level basis via Drupal.

iFrame Functionality – The solution should have iFrame functionality to seamlessly embed other documents within any HTML page. Examples of embedded content include videos, third party applications, Slideshare documents, etc.

Mega Menus – The solution should provide capability for fully-customizable mega menus, including options to define the number of levels of navigation, columns, and the ability to place widgets (images, content, and calendars) on the menu. Mega Menus should be unique to each main navigation item.

Meetings Manager – The solution should have a module that allows staff to efficiently manage Council and Commission meeting processes including the ability to submit meeting agenda items, build agendas, and log minutes. Functionality should include the ability to create different types of meetings and items, customizable approval workflows, and an agenda builder with drag-and-drop feature to organize and finalize an agenda.

News Posting – The solution should have the ability for use to post press releases, features stories, and “what’s new” content on the site. News content should have an auto archiving functionality to archive posts after a certain time frame. The News should also have RSS feeds automatically available, if desired by website visitors.

One-Click Social Media – Provide the ability to cross-post content from the CMS to LAAS systems staff’s social networking accounts.

Photo Slideshows – Creation of slideshows using multiple images and common tools found in the image management portion of the website CMS. This includes the ability to alter the order, speed, transition type, duration, and layout of on- site slideshows.

Remote Login and Update – Secure access for employees to work remotely.

Social Media Integration – Integrate Twitter and Facebook feeds and other social tools, including the ability to comment on specific pages and/or events through social media.

Staff Directory – A staff directory with unlimited levels of divisions, departments, and groups, with options for expanded staff biographies and images; e-mail addresses associated with directory listings shall be automatically obscured from automated methods e-mail collection.

Tagging – Ability to tag any content and search, sort, or view based on those tags.

Third Party Integration – Ability to integrate with existing 3rd party applications as detailed in the section titled "Integration Assumptions." Other third party applications will be evaluated on a case-by-case basis.

User-centered Content – Organization of the site content will be functional and user-centered for ease of use by citizens and business.

Integration Assumptions

Contractor is providing detailed integration assumptions as part of the Agreement. Any deviations must be reviewed, documented, and approved as part of a formal Change Order process. Deviations from these integration assumptions, or any requirements not expressly outlined in the Statement of Work or the Agreement are not included in the fixed price estimate and would require a Notice to Proceed Change Order.

	DEPENDENCY/SPECIAL FEATURES	INTEGRATION ASSUMPTIONS
1.	Chameleon CMS by HLP: Information and photos for lost and adoptable animals, the online licensing and donation applications, and specialty views for our New Hope rescue partners are hosted by HLP	Current levels of integration are in scope. Extending integration may be possible within scope contingent on future investigation
2.	TBD - Volunteer Database	Not currently included in scope but may be possible within scope contingent on future investigation
3.	TBD - Donor Database	Not specifically included in scope but may be possible within scope contingent on future investigation

CITY OF LOS ANGELES
INFORMATION TECHNOLOGY POLICY COMMITTEE

Citywide Website Development and Publication Policy

Policy Number:	IT-007
Effective Date:	January 1, 2020
Description:	This policy covers minimum acceptable standards for the design and development of Internet and intranet websites for the City of Los Angeles.

1. Overview

The City of Los Angeles (hereafter, known as “the City”) creates and uses websites as a service to promptly and accurately provide information about City services, official events and other matters of importance to the City’s residents, businesses, visitors, and City employees. The City’s goal for these websites is to encourage increased participation in City government and to help create an information resource. Towards that end, the design and development of websites by the City shall be guided by this Website Design and Development Policy. References to website design and development in this policy include but may not be limited to the creation and presentation of photos, images, audio, video, pages, and other visual elements that appear on a City website.

2. Purpose

The purpose of this policy is to ensure that acceptable standards are adhered to in regards to websites designed and developed by the City. City Department Heads, Elected Officials, or personnel authorized by the Department Heads or Officials will be responsible for determining what websites will be developed and deployed based on this and the Web Content Policy, and to impose standards on the use of websites.

The underlying principle in setting forth these standards is to provide direction in designing and developing websites about the City and its services that is accurate, manageable, efficient and organized. It is the responsibility of the Department Heads and Elected Officials to ensure that departmental staff adheres to City website related policies.

3. Scope

This policy applies to all websites owned or operated by the City of Los Angeles, and all involved in the management, design, development, and maintenance of these websites. This includes, but is not limited to full-time staff, part-time staff, contractors, freelancers, and other agents who perform one or more of the following roles: website managers, usability specialists, content writers, information architects, graphic designers, developers/programmers, and subject matter specialists (as defined in Section 4.1 Staff Roles and Responsibilities).

3.1. Types of City Websites

This policy defines City websites by the website's intended audience, or site visitor group.

- Internet Website – Internet websites are published on the Internet for access by the General Public.
- Intranet Website – Intranet websites are published on the City's intranet for access by City Employees and other authorized staff within the City's Internal network, but not accessible by the General Public
- Employee/Group Website – Employee/Group websites are intranet sites published, for access restricted to an individual or group of City Employees and other staff within a City's Internal network, and not intended to be linked to by an Internet or intranet website.

4. Policy

The following rules provide direction on what the City's governing standards are with regards to the design and development of the three types of City Websites. See Citywide Web Content Policy for additional related policies. For a specific list of guidelines for the design and development of City websites, refer to section 5 of this Policy.

4.1 Staff Roles and Responsibilities
Various responsibilities are needed to ensure the usability of City websites and the accuracy and timeliness of information. These responsibilities are shared among staff roles based on definitions by Usability.gov on the Project Team page at http://usability.gov/methods/plan/assemble.html.

4.2. Design and Development of Official Websites
Websites should be designed and developed for official use only. The design and development of websites for disruptive, discriminatory, unethical or unprofessional activities, for personal gain, for any purpose that would jeopardize the legitimate Interests of the City, or violate any City, state or federal law is strictly prohibited. All activities related to the design and development of City websites must have approval from the appropriate authorities within a City Department or Elected Official Office.

4.3. Accessibility
All websites and documents such as Adobe PDFs shall be designed and developed to comply with the latest Technical Standards for Web-based intranet and Internet information and applications as stated in Section 508 of the Federal Rehabilitation Act found on http://www.section508.gov.

Section 508 uses the WCAG 2.0 standards and so websites should achieve compliance by having no errors in either WCAG 2.0 Level A and Level AA.

4.4. Multi-Browser Compatibility

All City websites shall be designed and developed to look and operate identically with the most commonly used Internet browsers in the United States. One website that can be accessed for statistical information on the most currently popular browsers is https://gs.statcounter.com/

4.5. Consistent Identity and Domain

In order for the public to easily identify a City of Los Angeles website, it is required that all City Internet sites include the City seal, the words “City of Los Angeles”, and their Department (or Office) Logo and/or name on each page.

City intranet websites are required to include the Department (or Office) Logo or name, while the City Seal and the words “City of Los Angeles” are optional.

Employee Group websites are required to display a title that identifies the project or subject matter of the site, and the name and contact info of the employee responsible for maintaining the site. It is recommended that a Department (or Office) logo and/or name also be displayed.

4.6. Inquiries and Feedback

City websites shall provide an easy way for users to give feedback and make inquiries regarding the website or information found on the website. All City websites are required to provide at least one of the following methods of contact on a consistent location on every page of the website:

- Email address
- Phone number including a telecommunications device for the deaf (TDD) number
- Online form for submitting feedback
- CityFone Directory

Each website inquiry and feedback function should be tested at regular intervals to verify that the functions are in good working order.

4.7. Privacy

The City, through authorized personnel, reserves the right to access and monitor all City websites without prior notification. Therefore, developers should not have the expectation of privacy with their websites even if it is intended for a small group.

4.8. California Public Records Act and Other Disclosures
Website files, including related log files, stored on City servers may be subject to release to the public upon request under the California Public Records Act (CPRA) (California Gov't Code §6250 et seq.). Employees should consult with the management of their employing agencies and departments, as well as the City Attorney's Office, to determine appropriate procedures to follow when such cases arise.

4.9. User Access and Security
Access to modify City websites is limited to personnel who have been determined to have an appropriate business reason for having access. All personnel who are granted security access will be identified by an Account ID. All actions performed with an Account ID will be the responsibility of the ID's registered owner, or those delegated responsible for the account. Those responsible for the Account ID should notify the appropriate authority immediately in the event an Account ID password is compromised. To protect against passwords from being compromised, it is suggested to follow the minimum password standards in the Citywide Password Policy.

The registered owner, or those delegated responsible for the account, are required to notify the Account ID administrators if there are any changes in personnel accessing City websites (e.g., an employee leaving the department). The City will not be responsible for any damages to City websites caused by the unauthorized use of an access account. The registered owner, or those delegated responsible for the account, are responsible for all activities that occur under their assigned account.

Please refer to the Information Security Policy Manual for more details.

4.10. Implement HTTPS Across All City Websites and Web Services
The public expects government websites to be secure and their interactions with those websites to be private. The strongest privacy and integrity protection currently available for public web connections is the Hypertext Transfer Protocol Secure (HTTPS). The unencrypted HTTP protocol does not protect data from interception or alteration, which can subject users to eavesdropping, tracking, and the modification of received data. Therefore all City websites and web services such as APIs should only be accessible through a secure HTTPS connection.

4.11. Protect Forms on All City Websites
Measures to secure websites from defacement or server attacks must also be taken. It is highly recommended that online forms on City websites use a spam guard technique such as a CAPTCHA (Completely Automated Public Turing test to tell Computers and Humans Apart). If the forms are submitting data to a database, safeguards shall be taken to protect against common hacking techniques such as SQL Injections.

4.12 File Maintenance

Hosting and backing up website files in the production, development, and test servers require a substantial amount of system resources. To help optimize the use of these resources, the following measures shall be followed:

- Production web servers will only host website files in the latest version
- Orphaned files (files of a website that are not linked to from the website) should be deleted from the production web servers at least every quarter. If an orphaned website file needs to be retained for a longer period, the file should be archived to an appropriate filing system.

4.13. Website Retention

Employees should be aware that certain website files may be retained according to Departments specific records retention plans. Employees involved in website design and development should be trained by their Department Heads, Elected Officials or personnel authorized by Department Heads or Officials in the appropriate record retention guidelines that apply to their Departments and/or particular assignments.

5. Guidelines

To produce professional and usable websites, it is important that along with this policy, a minimum set of standards are followed in any web design and development project. The federal government's Research-Based Web Design and Usability Guidelines can be found at https://www.usability.gov/.

6. Policy Enforcement

Enforcement of this Policy is the responsibility of those individuals designated by the Department Heads, Elected Officials or personnel authorized overseeing respective website and development projects.

7. Revision History

The Information Technology Policy Committee (ITPC) will periodically review and update this policy, and submit the updated policies for approval.

Appendix A. Important Links

https://www.usability.gov/
Usability.gov is the leading resource for user experience (UX) best practices and guidelines, serving practitioners and students in the government and private sectors. The site provides overviews of the user-centered design process and various UX disciplines. It also covers the related information on methodology and tools for making digital content more usable and useful.

https://www.section508.gov/
Section508.gov provides guidance to Federal agency staff who play a role in IT accessibility. The site addresses several key topics, including best practices on how to manage an effective IT Accessibility program and meet the responsibilities of Section 508 related laws and policies.

https://www.insidela.org/
InsideLA is the official Intranet site for the employees of the City of Los Angeles. Please visit InsideLA's Technology section to find the latest information regarding web development guidelines and resources.

CITY OF LOS ANGELES
INFORMATION TECHNOLOGY POLICY COMMITTEE

Citywide Website Content Policy

Policy Number:	IT-006
Effective Date:	January 1, 2020
Description:	This policy covers minimum acceptable standards for content published on websites by the City of Los Angeles.

1. Overview

The City of Los Angeles (hereafter, known as "the City") creates and uses websites as a method for making information and City services available to the City's residents, the public and private sectors, visitors, and City employees. The content published on websites by the City are guided by this Website Content Policy. References to website content in this policy includes but may not be limited to published text, video, audio, photos, images ,maps and documents.

2. Purpose

The purpose of this policy is to ensure that acceptable standards are adhered to for information designed and developed by the City on any website. City Departments, Elected Officials, as well as designated representatives will be responsible for determining those departmental bodies or individuals responsible for what information shall and shall not be placed on their respective websites based on this and the Internet Acceptable Usage Policy, and will be responsible for adhering to the City's website content standard. It is the responsibility of the Department Heads and Elected Officials to ensure that departmental staff adheres to City website related policies.

3. Scope

This policy addresses the issues related to content managed by the City on websites delivered using various methods. These methods include:

- Utilizing City resources to create and host websites (City websites)
- Utilizing City resources to create websites, but non-City services to host websites (City websites)
- Utilizing non-City websites to publish content managed by the City (non-City websites hosting City-managed content)

All City employees and personnel authorized by the City to provide and publish content for websites in any of the methods above are required to follow this policy. Specific departments may have unique requirements not covered by this policy and are encouraged to develop additional policies to cover them.

4. Policy

City Department Heads and Elected Officials as well as designated representatives shall direct and govern the creation and publication of content for websites as detailed in this policy.

4.1. Advisory Responsibility

The City Attorney's Office is responsible for advising the City regarding legal questions that arise with regard to the content of their respective websites, including but not limited to privacy, copyright, and other intellectual property issues, helping City Departments comply with this Website Content Policy and assisting with any additional requirements or policies specific to a department.

4.2. Copyright-Protected and Trademark-Protected Material

Under U.S. Copyright law, copyright-protected materials may not be reproduced, distributed, transmitted, displayed, or otherwise published without the prior written permission of the owners of these materials. This also applies to trademarks, which can be a word, phrase, symbol or design, or a combination thereof, that identifies and distinguishes the source of the goods of one party from those of others. Those responsible for publishing content on City websites shall protect City materials and comply with laws in the use of third-party materials on City websites.

4.2.1. City Materials

To protect City materials, all pages of City websites and Non- City websites hosting City-managed content shall display a City of Los Angeles copyright statement and give proper trademark notice using either of the following:

Copyright 20__ City of Los Angeles, unless otherwise noted. All logos, names, insignias, etc. of City Departments, Elected Official Offices, and Commissions are trademarks of the City of Los Angeles. Unauthorized use prohibited.

Copyright 20__ City of Los Angeles, unless otherwise noted. All rights reserved. For licenses to use these materials or to report infringement, please contact the Los Angeles City Attorney's Office, Intellectual Property Council, 200 North Main Street, City Hall East, Los Angeles, CA 90012, (213) 978-8100. All logos, names, insignias, etc. of City Departments, Elected Official Offices, and Commissions are trademarks of the City of Los Angeles. Unauthorized use prohibited.

4.2.2. Third-Party Materials

Those responsible for creating or publishing content on City websites must ensure proper clearance is obtained before using any third-party material on City websites. These include, but are not limited to, photos, videos, writings, maps, brand names, logos, and slogans.

4.3. Avoidance of Preferential Treatment

To preserve the public nature of the City's websites and to avoid any perception that the City endorses or provides favorable treatment to any private person or business enterprise (hereinafter collectively referred to as "vendor"), City websites or non-City websites hosting City-managed content shall not display vendor logos or names. For exceptions to this, Departments and Elected Official Offices must consult the City Attorney's Office. Furthermore, when a City website or non-City website hosting City-managed content provides a link to a non-City website or embeds a non-CIty service, then the disclaimer process referenced in part 4.8 shall be used as part of the link process.

4.4. Publication of Official Information

The City websites and non-City websites hosting City-managed content are for official use only. The development and use of City websites and non-City websites hosting City-managed content for personal gain and use is strictly prohibited. All information disseminated through these websites must be related to the official duties and responsibilities of employees and City departments.

4.5. Publication of Accurate Information

City websites and non-City websites hosting City- managed content shall contain content that is current and correct. To ensure this, effective content review processes shall be conducted by departments and elected offices for new and existing content on these websites.

4.6. Prohibition of Confidential Information

Private, confidential, or sensitive information shall not be posted on any City website or non-City website hosting City-managed content. Guidelines for the protection of private confidential information can be found in the City Privacy Policy at http://disclaimer.lacity.org/privacy.htm.

4.7. Prohibition of Campaign Information

Except as provided below, no City website or non-City website hosting City-managed content may be used for campaign-related purposes. Campaign-related purposes include but are not limited to, the following:

- Statements in support or opposition to any candidate or ballot measures;
- Requests for campaign funds or references to any solicitations of campaign funds
- References to the campaign schedule or activities of any candidate

The City Clerk's website may contain election related material including election and candidate information and election programming authorized pursuant to municipal access policy board guidelines. For general election information, the City websites and non-City websites hosting City- managed content may link directly to the website of the City Clerk at https://clerk.lacity.org/.

The City Ethics Commission's website at https://ethics.lacity.org/ may contain election and campaign related materials. City websites and non-City websites hosting City-managed content may link to the City Ethics Commission's website, unless doing so constitutes a misuse of city position or resources under Los Angeles Municipal Code section 49.5.5. The City Ethics Commission is available to provide guidance and assistance to City employees and officials in complying with Los Angeles Municipal Code section 49.5.5.

4.8. Non-City-Managed Content

The City shall link to non-City websites such as social networking sites or or embed non-City services such as maps and video, for the purpose of official City business only as defined in Section 4.4. This may be done on City websites or non-City websites hosting City-managed content. This however may present non-City-managed content to users.

4.8.2. Non-City Website Link Priority

To encourage use and access of City resources and information, a priority should be set for linking to information published by the City. This shall be done by listing City websites or non-City websites hosting City-managed content above the related websites containing non-City-managed content.

4.8.3. City Website Priority

City websites are the primary and predominant source of City information online. Non-City websites hosting City-managed content shall, wherever possible, link and direct site visitors back to City websites.

The City also reserves the right to reject or remove any content on City-managed or Non-City websites hosting City-managed content websites that violates this policy.

4.9. Ensure All Content Follows ADA Guidelines

All websites and documents such as Adobe PDFs shall be designed and developed to comply with the latest Technical Standards for Web-based intranet and Internet information and applications as stated in Section 508 of the Federal Rehabilitation Act found on http://www.section508.gov.

Section 508 uses the WCAG 2.0 standards and so websites should achieve compliance by having no errors in either WCAG 2.0 Level A and Level AA

4.10. Add the Global Navigation Bar to All City Websites

The global navigation bar is part of the Mayor's Office's initiative to establish the City's brand and establish a sense of uniformity for the public as they visit the City's various websites. As such, the bar should be included on all official City websites and should maintain a consistent appearance and height throughout. In order to add the navigation bar to your website, please visit https://navbar.lacity.org/.

4.11. Website Disclaimer

Every page of a City website shall provide a link titled "Site Disclaimer" located in the footer area that should link to https://disclaimer.lacity.org/disclaimer.htm.

5. Policy Enforcement

It is the responsibility of City Department Heads, Elected Officials and their designated representatives to verify City-managed content on their department's City websites to ensure compliance to this policy. They are also responsible to remove any sites from publication that violate this policy.

Guide to Web Accessibility

According to Section 508 Standards

NOTE: This document is intended as guidance according to the minimum standards in web accessibility. Departments should create individual Department Standard Operating Procedures and incorporate this document, or sections of this document where appropriate.

Last Updated: November 17, 2017

Table of Contents

Introduction

The Americans with Disabilities Act (ADA) and the Rehabilitation Act require Federal government agencies to provide qualified individuals with disabilities equal access to their programs, services, or activities, unless doing so would fundamentally alter the nature of their programs, services, or activities or would impose an undue burden. Section D of the California Government Code 11135 requires that all electronic and information technology developed or purchased by the State of California Government is accessible to people with disabilities (http://www.ca.gov/accessibility.html). Local government agencies who receive Federal funding are often subject to meet state as well as federal standards in all accessibility components when state standards are higher than federal mandates. Such is the case where in February 2011, the Court stated that the City of Los Angeles' emergency preparedness programs had violated (1) Title II of the Americans with Disability Act; (2) Section 504; (3) the California Disabled Person's Act (CDPA), California Civil Code § 54, *et seq.*; and (4) California Government Code § 11153 (Council File #12-1338 Report from Emergency Management Commission dated August 15, 2012).

Included in the City's emergency preparedness programs is the creation of City websites to provide online communications. To help bring the City into compliance with web accessibility laws for emergency preparedness programs and beyond, the Information Technology Agency's E-Government and Web Services group has been tasked to regularly audit City websites and provide reports. These reports are to advise Departments on what areas of their website(s) require remediation to be in compliant with Section 508 of the Rehabilitation Act. Section 508 contains a set of rules for "Web-based intranet and internet information and applications" that is discussed in more detail in this document.

Purpose of this Document

This document is intended to provide explanation of the Section 508 rules on Web-based intranet and internet information and applications. It also provides a guide on what the Information Technology Agency's E-Government and Web Services will look for to determine if a website provides the mechanics of a Section 508 compliant website.

This document is not a policy or procedure document. It provides only a minimum set of web accessibility standards; though Departments are encouraged to learn about the different levels of web accessibility standards. Departments should, with the aid of this document:

- Develop standard operating procedures for planning, developing, and maintaining accessible websites and web content;

- Ensure that staff and contractors responsible for web page and content development are properly trained;

Who Should Read this Document

Those involved in the planning, design, development, and maintenance of websites should understand the importance of web accessibility and the standards that need to be met according to law. However, there are two roles that are involved in the regular maintenance of websites that help keep websites up to standard and can fix accessibility issues when discovered, especially when audits are performed. These roles are Web Developer (Coder) and Content Provider.

Web Developer (Coder). A web developer (coder) is a programmer who specializes in, or is specifically engaged in the development of World Wide Web applications, or distributed network applications that are run over HTTP from a web server to a web browser. Website coders are responsible for Web Pages and Web Applications.

Content Provider. An individual who supplies text, graphics, and other media that can be used to make a website more attractive and useful to its readers or visitors. Specific examples of content they are responsible for include: audio and video; documents and forms; maps, graphs, and charts; and social media.

The Section 508 rules on Web-based intranet and internet information and applications appear to be technical. However, there are rules that can only be met with properly prepared content. In addition, more websites are being implemented in content management systems that allow content providers direct access to update websites. Therefore, this document contains guidance that should be understood by both web developer and content provider.

To give an idea, below is a list of the Section 508 rules on Web-based intranet and internet information and applications, and who each rule applies to. The Section 508 rules themselves will be explained in further detail in subsequent sections of this document.

Web-based intranet and internet information and applications rule	Who the Rule Applies To
(a)A text equivalent for every non-text element shall be provided (e.g., via "alt", "longdesc", or in element content).	Coder & Content Provider
(b)Equivalent alternatives for any multimedia presentation shall be synchronized with the presentation.	Content Provider
(c)Web pages shall be designed so that all information conveyed with color is also available without color, for example from context or markup.	Coder & Content Provider
(d)Documents shall be organized so they are readable without requiring an associated style sheet.	Coder
(e)Redundant text links shall be provided for each active region of a server-side image map.	Coder
(f)Client-side image maps shall be provided instead of server-side image maps except where the regions cannot be defined with an available geometric shape.	Coder
(g)Row and column headers shall be identified for data tables.	Coder & Content Provider
(h)Markup shall be used to associate data cells and header cells for data tables that have two or more logical levels of row or column headers.	Coder
(i)Frames shall be titled with text that facilitates frame identification and navigation.	Coder
(j)Pages shall be designed to avoid causing the screen to flicker with a frequency greater than 2 Hz and lower than 55 Hz.	Coder & Content Provider
(k)A text-only page, with equivalent information or functionality, shall be provided to make a web site comply with the provisions of this part, when compliance cannot be accomplished in any other way. The content of the text-only page shall be updated whenever the primary page changes.	Coder
(l)When pages utilize scripting languages to display content, or to create interface elements, the information provided by the script shall be identified with functional text that can be read by assistive technology.	Coder
(m) When a web page requires that an applet, plug-in or other application be present on the client system to interpret page content, the page must provide a link to a plug-in or applet that complies with §1194.21(a) through (l).	Coder
(n) When electronic forms are designed to be completed on-line, the form shall allow people using assistive technology to access the information, field elements, and functionality required for completion and submission of the form, including all directions and cues.	Coder
(o) A method shall be provided that permits users to skip repetitive navigation links.	Coder
(p) When a timed response is required, the user shall be alerted and given sufficient time to indicate more time is required.	Coder

What is Web Accessibility

Web accessibility means that people with disabilities can use the Web. More specifically, Web accessibility means that people with disabilities can perceive, understand, navigate, and interact with the Web, and that they can contribute to the Web. Web accessibility also benefits others, including older people with changing abilities due to aging (http://www.w3.org/WAI/intro/accessibility.php).

Web accessibility encompasses all disabilities that affect access to the Web, including visual, auditory, physical, speech, cognitive, and neurological disabilities. To learn how different disabilities affect Web use and the scenarios of people with disabilities using the Web read "How People with Disabilities Use the Web" (Shadi Abou-Zahra, ed. Copyright © 2012 W3C® (MIT, ERCIM, Keio). Status: Draft Updated 1 August 2012. http://www.w3.org/WAI/intro/people-use-web/Overview).

Millions of people have disabilities that affect their use of the Web. Currently most Web sites and Web software have accessibility barriers that make it difficult or impossible for many people with disabilities to use the Web. As more accessible Web sites and software become available, people with disabilities are able to use and contribute to the Web more effectively.

Web accessibility also benefits people without disabilities. For example, a key principle of Web accessibility is designing Web sites and software that are flexible to meet different user needs, preferences, and situations. This flexibility also benefits people without disabilities in certain situations, such as people using a slow Internet connection, people with "temporary disabilities" such as a broken arm, and people with changing abilities due to aging. Learn about the many different benefits of Web accessibility, including benefits for organization by reading "Developing a Web Accessibility Business Case for Your Organization” (Shawn Lawton Henry and Andrew Arch, eds. Copyright © 2012 W3C® (MIT, ERCIM, Keio). Status: Updated 7 September 2012. http://www.w3.org/WAI/bcase/).

Section508 of the Rehabilitation Act

In 1998, Congress amended the Rehabilitation Act to require Federal agencies to make their electronic and information technology (EIT) accessible to people with disabilities. Inaccessible technology interferes with an ability to obtain and use information quickly and easily. Section 508 was enacted to eliminate barriers in information technology, open new opportunities for people with disabilities, and encourage development of technologies that will help achieve these goals (http://www.section508.gov/section508-laws). Though the law applies to all Federal agencies when they develop, procure, maintain, or use electronic and information technology, local government agencies who receive Federal funding are often subject to the same laws. Under Section 508 (29 U.S.C. ‘794 d), agencies must give employees and members of the public with disabilities access to information that is comparable to access available to others. It is recommended that you review the laws and regulations to further your understanding about Section 508 and how you can support implementation.

Section 508's Rules for Web-based Intranet and Internet Information and Applications (1194.22)

Within Section 508, there are sets of technical standards grouped by technology. For websites and web applications, the 16 rules for Web-based Intranet and Internet Information and Applications (1194.22) apply (http://www.section508.gov/summary-section508-standards):

(a) A text equivalent for every non-text element shall be provided (e.g., via "alt", "longdesc", or in element content).

(b) Equivalent alternatives for any multimedia presentation shall be synchronized with the presentation.

(c) Web pages shall be designed so that all information conveyed with color is also available without color, for example from context or markup.

(d) Documents shall be organized so they are readable without requiring an associated style sheet.

(e) Redundant text links shall be provided for each active region of a server-side image map.

(f) Client-side image maps shall be provided instead of server-side image maps except where the regions cannot be defined with an available geometric shape.

(g) Row and column headers shall be identified for data tables.

(h) Markup shall be used to associate data cells and header cells for data tables that have two or more logical levels of row or column headers.

(i) Frames shall be titled with text that facilitates frame identification and navigation.

(j) Pages shall be designed to avoid causing the screen to flicker with a frequency greater than 2 Hz and lower than 55 Hz.

(k) A text-only page, with equivalent information or functionality, shall be provided to make a web site comply with the provisions of this part, when compliance cannot be accomplished in any other way. The content of the text-only page shall be updated whenever the primary page changes.

(l) When pages utilize scripting languages to display content, or to create interface elements, the information provided by the script shall be identified with functional text that can be read by assistive technology.

(m) When a web page requires that an applet, plug-in or other application be present on the client system to interpret page content, the page must provide a link to a plug-in or applet that complies with §1194.21(a) through (l).

(n) When electronic forms are designed to be completed on-line, the form shall allow people using assistive technology to access the information, field elements, and functionality required for completion and submission of the form, including all directions and cues.

(o) A method shall be provided that permits users to skip repetitive navigation links.

(p) When a timed response is required, the user shall be alerted and given sufficient time to indicate more time is required.

Web Content Accessibility Guidelines (WCAG)

Aside from Section 508, there are other web accessibility guidelines, such as the Web Content Accessibility Guidelines (WCAG).The WCAG is developed through a process by the World Wide Web Consortium (W3C)in cooperation with individuals and organizations around the world, with a goal of providing a single shared standard for web content accessibility that meets the needs of individuals, organizations, and governments internationally. The WCAG technical documents are developed by the Web Content Accessibility Guidelines Working Group (WCAG WG), which is part of the W3C Web Accessibility Initiative (WAI).

Compared to Section 508's Rules for Web-based Intranet and Internet Information and Applications that give general statements, WCAG 2.0 is a stable, reference able technical standard. It has 12 guidelines that are organized under 4 principles: perceivable, operable, understandable, and robust. To learn more about these principles go to http://www.w3.org/WAI/intro/people-use-web/principles. The WCAG 2.0 Guidelines are:

Principle 1 Perceivable: Information and user interface components must be presentable to users in ways they can perceive. This means that users must be able to perceive the information being presented (it can't be invisible to all of their senses).

Guideline 1.1 Text Alternatives: Provide text alternatives for any non-text content so that it can be changed into other forms people need, such as large print, braille, speech, symbols or simpler language.

Guideline 1.2 Time-based Media: Provide alternatives for time-based media.

Guideline 1.3 Adaptable: Create content that can be presented in different ways (for example simpler layout) without losing information or structure.

Guideline 1.4 Distinguishable: Make it easier for users to see and hear content including separating foreground from background.

Principle 2Operable: User interface components and navigation must be operable. This means that users must be able to operate the interface (the interface cannot require interaction that a user cannot perform).

Guideline 2.1 Keyboard Accessible: Make all functionality available from a keyboard.

Guideline 2.2 Enough Time: Provide users enough time to read and use content.

Guideline 2.3 Seizures: Do not design content in a way that is known to cause seizures.

Guideline 2.4 Navigable: Provide ways to help users navigate, find content, and determine where they are.

Principle 3Understandable: Information and the operation of user interface must be understandable. This means that users must be able to understand the information as well as the operation of the user interface (the content or operation cannot be beyond their understanding).

Guideline 3.1 Readable: Make text content readable and understandable.

Guideline 3.2 Predictable: Make Web pages appear and operate in predictable ways.

Guideline 3.3 Input Assistance: Help users avoid and correct mistakes.

Principle 4 Robust: Content must be robust enough that it can be interpreted reliably by a wide variety of user agents, including assistive technologies. This means that users must be able to access the content as technologies advance (as technologies and user agents evolve, the content should remain accessible).

Guideline 4.1 Compatible: Maximize compatibility with current and future user agents, including assistive technologies.

For each guideline, there are testable success criteria, which are at three levels: A, AA, and AAA. Most standards only have one level of conformance, but WCAG 2.0 accommodates different situations that may require or allow greater levels of accessibility than others, and so have three levels of conformance, and therefore, three levels of success criteria.

Here is a quick explanation of the WCAG 2.0 Conformance Levels:

Level A. For Level A conformance (the minimum level of conformance), the Web page satisfies all the Level A Success Criteria, or a conforming alternate version is provided.

Level AA. For Level AA conformance, the Web page satisfies all the Level A and Level AA Success Criteria, or a Level AA conforming alternate version is provided.

Level AAA. For Level AAA conformance, the Web page satisfies all the Level A, Level AA and Level AAA Success Criteria, or a Level AAA conforming alternate version is provided.

Because WCAG 2.0 provides testable success criteria, it is used by web accessibility checking tools. The criteria allow these tools to provide detailed reports to show what may need to be addressed to bring a website into compliance with web accessibility guidelines.

Section 508's Rules for Web-based Intranet and Internet Information and Applications in Relation to WCAG 2.0

Section 508'sRules for Web-based Intranet and Internet Information and Applications **conform to** almost all of **WCAG 2.0** Conformance **Level A**, **and part of Level AA.** It is acknowledged that it is more work to meet all the success criteria of levels A and AA, than just the criteria that satisfy Section 508 rules. However, because WCAG 2.0 provide testable criteria and good reports, it is used by the best accessibility checker tools, which the Information Technology Agency uses for citywide auditing. It would also be additional effort to filter out, from WCAG 2.0 based reports, the remediation necessary for only Section 508.

Therefore, the Information Technology Agency will check that success criteria for WCAG 2.0 Conformance Levels A and AA are met in order to validate that the site's mechanics are Section 508 compliant. The complete list of success criteria for WCAG 2.0 Conformance Levels A and AA are discussed in the next section, while the limitations in web accessibility using automated methods are discussed in "Limitations to Automated Web Accessibility Checking."

The following list each of Section 508's rules for Web-based Intranet and Internet Information and Applications, and the corresponding WCAG 2.0 Guidelines:

Section 508 Rule	WCAG 2.0 Guideline
(a) A text equivalent for every non-text element shall be provided (for example via alt or longdesc attributes, or in element content)	1.1 Text Alternatives: Provide text alternatives for any non-text content so that it can be changed into other forms people need, such as large print, braille, speech, symbols or simpler language.
(b) Equivalent alternatives for any multimedia presentation shall be synchronized with the presentation.	1.2 Time-based Media: Provide alternatives for time-based media.
(c) Web pages shall be designed so that all information conveyed with color is also available without color, for example from context or markup.	1.4 Distinguishable: Make it easier for users to see and hear content including separating foreground from background.
(d) Documents shall be organized so they are readable without requiring an associated style sheet.	1.3 Adaptable: Create content that can be presented in different ways (for example simpler layout) without losing information or structure.
(e) Redundant text links shall be provided for each active region of a server-side image map.	2.1 Keyboard Accessible: Make all functionality available from a keyboard.
(f) Client-side image maps shall be provided instead of server-side image maps except where the regions cannot be defined with an available geometric shape.	1.1 Text Alternatives: Provide text alternatives for any non-text content so that it can be changed into other forms people need, such as large print, braille, speech, symbols or simpler language.
(g) Row and column headers shall be identified for data tables.	1.3 Adaptable: Create content that can be presented in different ways (for example simpler layout) without losing information or structure.
(h) Markup shall be used to associate data cells and header cells for data tables that have two or more logical levels of row or column headers.	1.3 Adaptable: Create content that can be presented in different ways (for example simpler layout) without losing information or structure.
(i) Frames shall be titled with text that facilitates frame identification and navigation.	2.4 Navigable: Provide ways to help users navigate, find content, and determine where they are.
(j) Pages shall be designed to avoid causing the screen to flicker with a frequency greater than 2 Hz and lower than 55 Hz.	2.3 Seizures: Do not design content in a way that is known to cause seizures.
(k) A text-only page, with equivalent information or functionality, shall be provided to make a web site comply with the provisions of this part, when compliance cannot be accomplished in any other way. The content of the text-only page shall be updated whenever the primary page changes.	1.3 Adaptable: Create content that can be presented in different ways (for example simpler layout) without losing information or structure.
(l) When pages utilize scripting languages to display content, or to create interface elements, the information provided by the script shall be identified with functional text that can be read by assistive technology.	4.1 Compatible: Maximize compatibility with current and future user agents, including assistive technologies.

(m) When a web page requires that an applet, plug-in or other application be present on the client system to interpret page content, the page must provide a link to a plug-in or applet that complies with §1194.21(a) through (l).	Varies with the specific applet or plug-in.
(n) When electronic forms are designed to be completed on-line, the form shall allow people using assistive technology to access the information, field elements, and functionality required for completion and submission of the form, including all directions and cues.	1.3 Adaptable: Create content that can be presented in different ways (for example simpler layout) without losing information or structure.
(o) A method shall be provided that permits users to skip repetitive navigation links.	2.4 Navigable: Provide ways to help users navigate, find content, and determine where they are.
(p) When a timed response is required, the user shall be alerted and given sufficient time to indicate more time is required.	2.2 Enough Time: Provide users enough time to read and use content.

WCAG 2.0 Success Criteria for Conformance Levels A and AA

The Information Technology Agency will check that success criteria for WCAG 2.0 Conformance Levels A and AA are met in order to validate that a site's mechanics are Section 508 compliant. The complete list of these success criteria under the WCAG 2.0 12 guidelines and 4 principles are listed below, along with simple lists presenting WebAIM's recommendations for implementing HTML-related principles and techniques for those seeking WCAG 2.0 conformance (http://webaim.org/standards/wcag/checklist).

The WebAIM lists were provided to help give an idea of how to conform with WCAG 2.0, however it is important to note that they:

- cannot be used to verify conformance with WCAG 2.0
- should not be referenced in policies or in policy adoption
- have been targeted primarily for evaluation of HTML content and is therefore fairly limited and subject to technology changes

For access more information to gain a thorough understanding of all the WCAG 2.0 guidelines and success criteria, see "How to Meet WCAG 2.0 - A customizable quick reference to Web Content Accessibility Guidelines 2.0 requirements (success criteria) and techniques" at http://www.w3.org/WAI/WCAG20/quickref/Overview.php.

Guideline 1.1 Text Alternatives: Provide text alternatives for any non-

text content so that it can be changed into other forms people need, such as large print, braille, speech, symbols or simpler language.

1.1.1 Non-text Content (Level A)

All non-text content that is presented to the user has a text alternative that serves the equivalent purpose, except for the situations listed below.

- **Controls, Input:** If non-text content is a control or accepts user input, then it has a name that describes its purpose. (Refer to Guideline 4.1 for additional requirements for controls and content that accepts user input.)
- **Time-Based Media:** If non-text content is time-based media, then text alternatives at least provide descriptive identification of the non-text content. (Refer to Guideline 1.2 for additional requirements for media.)
- **Test:** If non-text content is a test or exercise that would be invalid if presented in text, then text alternatives at least provide descriptive identification of the non-text content.
- **Sensory:** If non-text content is primarily intended to create a specific sensory experience, then text alternatives at least provide descriptive identification of the non-text content.
- **CAPTCHA:** If the purpose of non-text content is to confirm that content is being accessed by a person rather than a computer, then text alternatives that identify and describe the purpose of the non-text content are provided, and alternative forms of CAPTCHA using output modes for different types of sensory perception are provided to accommodate different disabilities.
- **Decoration, Formatting, Invisible:** If non-text content is pure decoration, is used only for visual formatting, or is not presented to users, then it is implemented in a way that it can be ignored by assistive technology.

WebAIM Recommendations

- All images, form image buttons, and image map hot spots have appropriate, equivalent alternative text.
- Images that do not convey content, are decorative, or contain content that is already conveyed in text are given null alt text (alt="") or implemented as CSS backgrounds. All linked images have descriptive alternative text.
- Equivalent alternatives to complex images are provided in context or on a separate (linked and/or referenced via longdesc) page.
- Form buttons have a descriptive value.
- Form inputs have associated text labels.
- Embedded multimedia is identified via accessible text.
- Frames are appropriately titled.

Guideline 1.2 Time-based Media: Provide alternatives for time-based media.

1.2.1 Audio-only and Video-only (Prerecorded) (Level A)

For prerecorded audio-only and prerecorded video-only media, the following are true, except when the audio or video is a media alternative for text and is clearly labeled as such:

- **Prerecorded Audio-only:** An alternative for time-based media is provided that presents equivalent information for prerecorded audio-only content.

- **Prerecorded Video-only:** Either an alternative for time-based media or an audio track is provided that presents equivalent information for prerecorded video-only content.

  WebAIM Recommendations

  - A descriptive text transcript (including all relevant visual and auditory clues and indicators) is provided for non-live, web-based audio (audio podcasts, MP3 files, etc.).
  - A text or audio description is provided for non-live, web-based video-only (e.g., video that has no audio track).

1.2.2 Captions (Prerecorded) (Level A)

Captions are provided for all prerecorded audio content in synchronized media, except when the media is a media alternative for text and is clearly labeled as such.

WebAIM Recommendations

- Synchronized captions are provided for non-live, web-based video (YouTube videos, etc.)

1.2.3 Audio Description or Media Alternative (Prerecorded) (Level A)

An alternative for time-based media or audio description of the prerecorded video content is provided for synchronized media, except when the media is a media alternative for text and is clearly labeled as such.

WebAIM Recommendations

- A descriptive text transcript OR audio description audio track is provided for non-live, web-based video

1.2.4 Captions (Live) (Level AA)

Captions are provided for all live audio content in synchronized media.

WebAIM Recommendations

- Synchronized captions are provided for all live multimedia that contains audio (audio-only broadcasts, web casts, video conferences, Flash animations, etc.)

1.2.5 Audio Description (Prerecorded) (Level AA)

Audio description is provided for all prerecorded video content in synchronized media.

WebAIM Recommendations

- Audio descriptions are provided for all video content
  NOTE: Only required if the video conveys content visually that is not available in the default audio track.

Guideline 1.3 Adaptable: Create content that can be presented in different ways (for example simpler layout) without losing information or structure.

1.3.1 Info and Relationships (Level A)

Information, structure, and relationships conveyed through presentation can be programmatically determined or are available in text.

WebAIM Recommendations

- Semantic markup is used to designate headings (<h1>), lists (<ul>, <ol>, and <dl>), emphasized or special text (<strong>, <code>, <abbr>, <blockquote>, for example), etc. Semantic markup is used appropriately.
- Tables are used for tabular data. Where necessary, data cells are associated with their headers. Data table captions and summaries are used where appropriate.
- Text labels are associated with form input elements. Related form elements are grouped with fieldset/legend.

1.3.2 Meaningful Sequence (Level A)

When the sequence in which content is presented affects its meaning, a correct reading sequence can be programmatically determined.

WebAIM Recommendations

- The reading and navigation order (determined by code order) is logical and intuitive.

1.3.3 Sensory Characteristics (Level A)

Instructions provided for understanding and operating content do not rely solely on sensory characteristics of components such as shape, size, visual location, orientation, or sound.

Note: For requirements related to color, refer to Guideline 1.4.

WebAIM Recommendations

- Instructions do not rely upon shape, size, or visual location (e.g., "Click the square icon to continue" or "Instructions are in the right-hand column").
- Instructions do not rely upon sound (e.g., "A beeping sound indicates you may continue.").

Guideline 1.4 Distinguishable: Make it easier for users to see and hear content including separating foreground from background.

1.4.1 Use of Color (Level A)

Color is not used as the only visual means of conveying information, indicating an action, prompting a response, or distinguishing a visual element.

Note: This success criterion addresses color perception specifically. Other forms of perception are covered in Guideline 1.3 including programmatic access to color and other visual presentation coding.

WebAIM Recommendations

- Color is not used as the sole method of conveying content or distinguishing visual elements.
- Color alone is not used to distinguish links from surrounding text unless the luminance contrast between the link and the surrounding text is at least 3:1 and an additional differentiation (e.g., it becomes underlined) is provided when the link is hovered over or receives focus.

1.4.2 Audio Control (Level A)

If any audio on a Web page plays automatically for more than 3 seconds, either a mechanism is available to pause or stop the audio, or a mechanism is available to control audio volume independently from the overall system volume level.

Note: Since any content that does not meet this success criterion can interfere with a user's ability to use the whole page, all content on the Web page (whether or not it is used to meet other success criteria) must meet this success criterion. See Conformance Requirement 5: Non-Interference.

WebAIM Recommendations

- A mechanism is provided to stop, pause, mute, or adjust volume for audio that automatically plays on a page for more than 3 seconds.

1.4.3 Contrast (Minimum) (Level AA)

The visual presentation of text and images of text has a contrast ratio of at least 4.5:1, except for the following:

- **Large Text:** Large-scale text and images of large-scale text have a contrast ratio of at least 3:1;
- **Incidental:** Text or images of text that are part of an inactive user interface component, that are pure decoration, that are not visible to anyone, or that are part of a picture that contains significant other visual content, have no contrast requirement.
- **Logotypes:** Text that is part of a logo or brand name has no minimum contrast requirement.

WebAIM Recommendations

- Text and images of text have a contrast ratio of at least 4.5:1.
- Large text (over 18 point or 14 point bold) has a contrast ratio of at least 3:1

1.4.4 Resize text (Level AA)

Except for captions and images of text, text can be resized without assistive technology up to 200 percent without loss of content or functionality.

WebAIM Recommendations

- The page is readable and functional when the text size is doubled.

1.4.5 Images of Text (Level AA)

If the technologies being used can achieve the visual presentation, text is used to convey information rather than images of text except for the following:

- **Customizable:** The image of text can be visually customized to the user's requirements;
- **Essential:** A particular presentation of text is essential to the information being conveyed.

Note: Logotypes (text that is part of a logo or brand name) are considered essential.

WebAIM Recommendations

- If the same visual presentation can be made using text alone, an image is not used to present that text.

Guideline 2.1 Keyboard Accessible: Make all functionality available from a keyboard.

2.1.1 Keyboard: All functionality of the content is operable through a keyboard interface without requiring specific timings for individual keystrokes, except where the underlying function requires input that depends on the path of the user's movement and not just the endpoints. (Level A)

Note 1: This exception relates to the underlying function, not the input technique. For example, if using handwriting to enter text, the input technique (handwriting) requires path-dependent input but the underlying function (text input) does not.

Note 2: This does not forbid and should not discourage providing mouse input or other input methods in addition to keyboard operation.

WebAIM Recommendations

- All page functionality is available using the keyboard, unless the functionality cannot be accomplished in any known way using a keyboard (e.g., free hand drawing).
- Page-specified shortcut keys and accesskeys (accesskey should typically be avoided) do not conflict with existing browser and screen reader shortcuts.

2.1.2 No Keyboard Trap (Level A)

If keyboard focus can be moved to a component of the page using a keyboard interface, then focus can be moved away from that component using only a keyboard interface, and, if it requires more than unmodified arrow or tab keys or other standard exit methods, the user is advised of the method for moving focus away.

Note: Since any content that does not meet this success criterion can interfere with a user's ability to use the whole page, all content on the Web page (whether it is used to meet other success criteria or not) must meet this success criterion. See Conformance Requirement 5: Non-Interference.

WebAIM Recommendations

- Keyboard focus is never locked or trapped at one particular page element. The user can navigate to and from all navigable page elements using only a keyboard.

Guideline 2.2 Enough Time: Provide users enough time to read and use content.

2.2.1 Timing Adjustable (Level A)

For each time limit that is set by the content, at least one of the following is true:

- **Turn off:** The user is allowed to turn off the time limit before encountering it; or
- **Adjust:** The user is allowed to adjust the time limit before encountering it over a wide range that is at least ten times the length of the default setting; or
- **Extend:** The user is warned before time expires and given at least 20 seconds to extend the time limit with a simple action (for example, "press the space bar"), and the user is allowed to extend the time limit at least ten times; or
- **Real-time Exception:** The time limit is a required part of a real-time event (for example, an auction), and no alternative to the time limit is possible; or
- **Essential Exception:** The time limit is essential and extending it would invalidate the activity; or
- **20 Hour Exception:** The time limit is longer than 20 hours.

Note: This success criterion helps ensure that users can complete tasks without unexpected changes in content or context that are a result of a time limit. This success criterion should be considered in conjunction with Success Criterion 3.2.1, which puts limits on changes of content or context as a result of user action.

WebAIM Recommendations

- If a page or application has a time limit, the user is given options to turn off, adjust, or extend that time limit. This is not a requirement for real-time events (e.g., an auction), where the time limit is absolutely required, or if the time limit is longer than 20 hours.

2.2.2 Pause, Stop, Hide (Level A)

For moving, blinking, scrolling, or auto-updating information, all of the following are true:

- **Moving, blinking, scrolling:** For any moving, blinking or scrolling information that (1) starts automatically, (2) lasts more than five seconds, and (3) is presented in parallel with other content, there is a mechanism for the user to pause, stop, or hide it unless the movement, blinking, or scrolling is part of an activity where it is essential; and
- **Auto-updating:** For any auto-updating information that (1) starts automatically and (2) is presented in parallel with other content, there is a mechanism for the user to pause, stop, or hide it or to control the frequency of the update unless the auto-updating is part of an activity where it is essential.

Note 1: For requirements related to flickering or flashing content, refer to Guideline 2.3.

Note 2: Since any content that does not meet this success criterion can interfere with a user's ability to use the whole page, all content on the Web page (whether it is used to meet other success criteria or not) must meet this success criterion. See Conformance Requirement 5: Non-Interference.

Note 3: Content that is updated periodically by software or that is streamed to the user agent is not required to preserve or present information that is generated or received between the initiation of the pause and resuming presentation, as this may not be technically possible, and in many situations could be misleading to do so.

Note 4: An animation that occurs as part of a preload phase or similar situation can be considered essential if interaction cannot occur during that phase for all users and if not indicating progress could confuse users or cause them to think that content was frozen or broken.

WebAIM Recommendations

- Automatically moving, blinking, or scrolling content that lasts longer than 5 seconds can be paused, stopped, or hidden by the user. Moving, blinking, or scrolling can be used to draw attention to or highlight content as long as it lasts less than 5 seconds.
- Automatically updating content (e.g., automatically redirecting or refreshing a page, a news ticker, AJAX updated field, a notification alert, etc.) can be paused, stopped, or hidden by the user or the user can manually control the timing of the updates.

Guideline 2.3 Seizures: Do not design content in a way that is known to cause seizures.

2.3.1 Three Flashes or Below Threshold (Level A)

Web pages do not contain anything that flashes more than three times in any one second period, or the flash is below the general flash and red flash thresholds.

Note: Since any content that does not meet this success criterion can interfere with a user's ability to use the whole page, all content on the Web page (whether it is used to meet other success criteria or not) must meet this success criterion. See Conformance Requirement 5: Non-Interference.

WebAIM Recommendations

- No page content flashes more than 3 times per second unless that flashing content is sufficiently small and the flashes are of low contrast and do not contain too much red.

Guideline 2.4 Navigable: Provide ways to help users navigate, find content, and determine where they are.

2.4.1 Bypass Blocks (Level A)

A mechanism is available to bypass blocks of content that are repeated on multiple Web pages.

WebAIM Recommendations

- A link is provided to skip navigation and other page elements that are repeated across web pages.
- If a page has a proper heading structure, this may be considered a sufficient technique instead of a "Skip to main content" link. Note that navigating by headings is not yet supported in all browsers.
- If a page uses frames and the frames are appropriately titled, this is a sufficient technique for bypassing individual frames.

2.4.2 Page Titled (Level A)

Web pages have titles that describe topic or purpose.

WebAIM Recommendations

- The web page has a descriptive and informative page title.

2.4.3 Focus Order (Level A)

If a Web page can be navigated sequentially and the navigation sequences affect meaning or operation, focusable components receive focus in an order that preserves meaning and operability.

WebAIM Recommendations

- The navigation order of links, form elements, etc. is logical and intuitive.

2.4.4 Link Purpose (In Context) (Level A)

The purpose of each link can be determined from the link text alone or from the link text together with its programmatically determined link context, except where the purpose of the link would be ambiguous to users in general.

WebAIM Recommendations

- The purpose of each link (or form image button or image map hotspot) can be determined from the link text alone, or from the link text and its context (e.g., surrounding paragraph, list item, table cell, or table headers).
- Links (or form image buttons) with the same text that go to different locations are readily distinguishable.

2.4.5 Multiple Ways (Level AA)

More than one way is available to locate a Web page within a set of Web pages except where the Web Page is the result of, or a step in, a process.

WebAIM Recommendations

- Multiple ways are available to find other web pages on the site - at least two of: a list of related pages, table of contents, site map, site search, or list of all available web pages.

2.4.6 Headings and Labels (Level AA)

Headings and labels describe topic or purpose.

WebAIM Recommendations

- Page headings and labels for form and interactive controls are informative. Avoid duplicating heading (e.g., "More Details") or label text (e.g., "First Name") unless the structure provides adequate differentiation between them.

2.4.7 Focus Visible (Level AA)

Any keyboard operable user interface has a mode of operation where the keyboard focus indicator is visible.

WebAIM Recommendations

- It is visually apparent which page element has the current keyboard focus (i.e., as you tab through the page, you can see where you are).

Guideline 3.1 Readable: Make text content readable and understandable.

3.1.1 Language of Page (Level A)

The default human language of each Web page can be programmatically determined.

WebAIM Recommendations

- The language of the page is identified using the HTML lang attribute (<html lang="en">, for example).

3.1.2 Language of Parts (Level AA)

The human language of each passage or phrase in the content can be programmatically determined except for proper names, technical terms, words of indeterminate language, and words or phrases that have become part of the vernacular of the immediately surrounding text.

WebAIM Recommendations

- The language of page content that is in a different language is identified using the lang attribute (e.g., <blockquote lang="es">).

Guideline 3.2 Predictable: Make Web pages appear and operate in predictable ways.

3.2.1 On Focus (Level A)

When any component receives focus, it does not initiate a change of context.

WebAIM Recommendations

- When a page element receives focus, it does not result in a substantial change to the page, the spawning of a pop-up window, an additional change of keyboard focus, or any other change that could confuse or disorient the user.

3.2.2 On Input (Level A)

Changing the setting of any user interface component does not automatically cause a change of context unless the user has been advised of the behavior before using the component.

WebAIM Recommendations

- When a user inputs information or interacts with a control, it does not result in a substantial change to the page, the spawning of a pop-up window, an additional change of keyboard focus, or any other change that could confuse or disorient the user unless the user is informed of the change ahead of time.

3.2.3 Consistent Navigation (Level AA)

Navigational mechanisms that are repeated on multiple Web pages within a set of Web pages occur in the same relative order each time they are repeated, unless a change is initiated by the user.

WebAIM Recommendations

- Navigation links that are repeated on web pages do not change order when navigating through the site.

3.2.4 Consistent Identification (Level AA)

Components that have the same functionality within a set of Web pages are identified consistently.

WebAIM Recommendations

- Elements that have the same functionality across multiple web pages are consistently identified. For example, a search box at the top of the site should always be labeled the same way.

Guideline 3.3 Input Assistance: Help users avoid and correct mistakes.

3.3.1 Error Identification (Level A)

If an input error is automatically detected, the item that is in error is identified and the error is described to the user in text.

WebAIM Recommendations

- Required form elements or form elements that require a specific format, value, or length provide this information within the element's label.
- If utilized, form validatonerrors are presented in an efficient, intuitive, and accessible manner. The error is clearly identified, quick access to the problematic element is provided, and user is allowed to easily fix the error and resubmit the form.

3.3.2 Labels or Instructions (Level A)

Labels or instructions are provided when content requires user input.

WebAIM Recommendations

- Sufficient labels, cues, and instructions for required interactive elements are provided via instructions, examples, properly positioned form labels, and/or fieldsets/legends.

3.3.3 Error Suggestion (Level AA)

If an input error is automatically detected and suggestions for correction are known, then the suggestions are provided to the user, unless it would jeopardize the security or purpose of the content.

WebAIM Recommendations

- If an input error is detected (via client-side or server-side validation), provide suggestions for fixing the input in a timely and accessible manner.

3.3.4 Error Prevention (Legal, Financial, Data) (Level AA)

For Web pages that cause legal commitments or financial transactions for the user to occur, that modify or delete user-controllable data in data storage systems, or that submit user test responses, at least one of the following is true:

- **Reversible:** Submissions are reversible.
- **Checked:** Data entered by the user is checked for input errors and the user is provided an opportunity to correct them.
- **Confirmed:** A mechanism is available for reviewing, confirming, and correcting information before finalizing the submission.

WebAIM Recommendations

- If the user can change or delete legal, financial, or test data, the changes/deletions can be reversed, verified, or confirmed.

Guideline 4.1 Compatible: Maximize compatibility with current and future user agents, including assistive technologies.

4.1.1 Parsing (Level A)

In content implemented using markup languages, elements have complete start and end tags, elements are nested according to their specifications, elements do not contain duplicate attributes, and any IDs are unique, except where the specifications allow these features.

Note: Start and end tags that are missing a critical character in their formation, such as a closing angle bracket or a mismatched attribute value quotation mark are not complete.

WebAIM Recommendations

- Significant HTML/XHTML validation/parsing errors are avoided. Check at http://validator.w3.org/

4.1.2 Name, Role, Value (Level A)

For all user interface components (including but not limited to: form elements, links and components generated by scripts), the name and role can be programmatically determined; states, properties, and values that can be set by the user can be programmatically set; and notification of changes to these items is available to user agents, including assistive technologies.

Note: This success criterion is primarily for Web authors who develop or script their own user interface components. For example, standard HTML controls already meet this success criterion when used according to specification.

WebAIM Recommendations

- Markup is used in a way that facilitates accessibility. This includes following the HTML/XHTML specifications and using forms, form labels, frame titles, etc. appropriately.

Limitations to Automated Web Accessibility Checking

The Information Technology Agency will rely on automated tools to check that success criteria for WCAG 2.0 Conformance Levels A and AA are met. However, this only validates that the site's mechanics are Section 508 compliant. For some Section 508 rules, verifying the meaning of the content, or semantics, are the only way to determine full compliance. This type of verification cannot be automated and require human analysis. Examples of these include, but are not limited to verifying:

- If ALT text provides an appropriate or sufficient description
- If video provides synchronized captioning
- If the correct transcript is available with audio
- If the tab order of forms is logical

When time and resources permit, auditing of these will be conducted by the Information Technology Agency as random "spot checks," but it should normally be the responsibility of the Department to do thorough accessibility verification for every update made on a website. Tools that can be used to aid in this are discussed in the following section.

Tools for Developing Accessible Websites

Assistive Technologies

Assistive technology products are designed to provide additional accessibility to individuals who have physical or cognitive difficulties, impairments, and disabilities. Those involved in testing web accessibility can really get a sense of how some of their users navigate through and access content on websites by using one or more assistive technologies.

Below describe only some of the various types of assistive technology products that are available on the market today (http://www.microsoft.com/enable/at/types.aspx).

Alternative input devices—allow individuals to control their computers through means other than a standard keyboard or pointing device. Examples include:

- **Alternative keyboards**—featuring larger- or smaller-than-standard keys or keyboards, alternative key configurations, and keyboards for use with one hand.
- **Electronic pointing devices**—used to control the cursor on the screen without use of hands. Devices used include ultrasound, infrared beams, eye movements, nerve signals, or brain waves.
- **Joysticks**—manipulated by hand, feet, chin, etc. and used to control the cursor on screen.

Touch screens—allow direct selection or activation of the computer by touching the screen, making it easier to select an option directly rather than through a mouse movement or keyboard.

Refreshable Braille displays—provide tactile output of information represented on the computer screen. A Braille "cell" is composed of a series of dots. The pattern of the dots and various combinations of the cells are used in place of letters. Refreshable Braille displays mechanically lift small rounded plastic or metal pins as needed to form Braille characters.

Screen enlargers—or screen magnifiers, work like a magnifying glass for the computer by enlarging a portion of the screen, which can increase legibility and make it easier to see items on the computer. Some screen enlargers allow a person to zoom in and out on a particular area of the screen.

Screen readers—are used to verbalize, or "speak," everything on the screen including text, graphics, control buttons, and menus into a computerized voice that is spoken aloud. In essence, a screen reader transforms a graphic user interface (GUI) into an audio interface. Screen readers are essential for computer users who are blind.

Web Browser Tools and Add-ons

There are an increasing number of free browser add-ons useful in checking code for web accessibility. Availability varies on the browser, so it may be necessary to install different browsers to use these tools. Some of add-ons used by the Information Technology Agency's E-Government and Web Services section include:

- Web Developer Toolbar
- Accessibility Toolbar

Notable features these toolbars provide are the ability to check:

- a web page's document structure (headings)
- if meaningful titles were used for all links
- if meaningful descriptions were provided for alt-text
- color contrast is appropriate

Code Editors

Due to the increased need to code websites with accessibility in mind, code editors are also providing features that aid the web developer in creating accessible websites. The following lists some accessibility features in Dreamweaver, one of the most popular code editors available (http://webaim.org/techniques/dreamweaver/#features):

Accessibility Prompts (if enabled)

Dreamweaver allows developers to be prompted when inserting certain web elements that may need accessibility attributes added to them. Unfortunately, these options are disabled in the preferences by default.

Accessibility Reporting

Dreamweaver can validate against common accessibility standards and give feedback regarding the accessibility of web content.

Accessibility Reference

Among the other reference materials included in Dreamweaver, there is an Accessibility Reference. Please note that the reference is quite technical in nature and not very helpful unless you are already familiar with HTML and accessibility techniques in general.

Alternative Text for Images

With the accessibility options enabled in the preferences, Dreamweaver prompts the user for alternative text when an image is inserted into a document.

Form Labels

With the accessibility options enabled, Dreamweaver will prompt for appropriate labeling information when form elements are added to your web page.

Data Table Accessibility

There are three principles involved in making data tables accessible to screen reader users:

- Designate table headers
- Assign a scope to row and/or column header
- For complex tables, assign headers and id attributes to header and data table cells.

Dreamweaver's visual interface supports option 1 (designating headers), partially supports option 2 (assigning scope), and does not support option 3.

The Table accessibility dialog box also allows the addition of Caption and Summary, both of which provide additional information about the contents of the table. In most cases, these should both be provided

Install an Accessibility Validator Extension

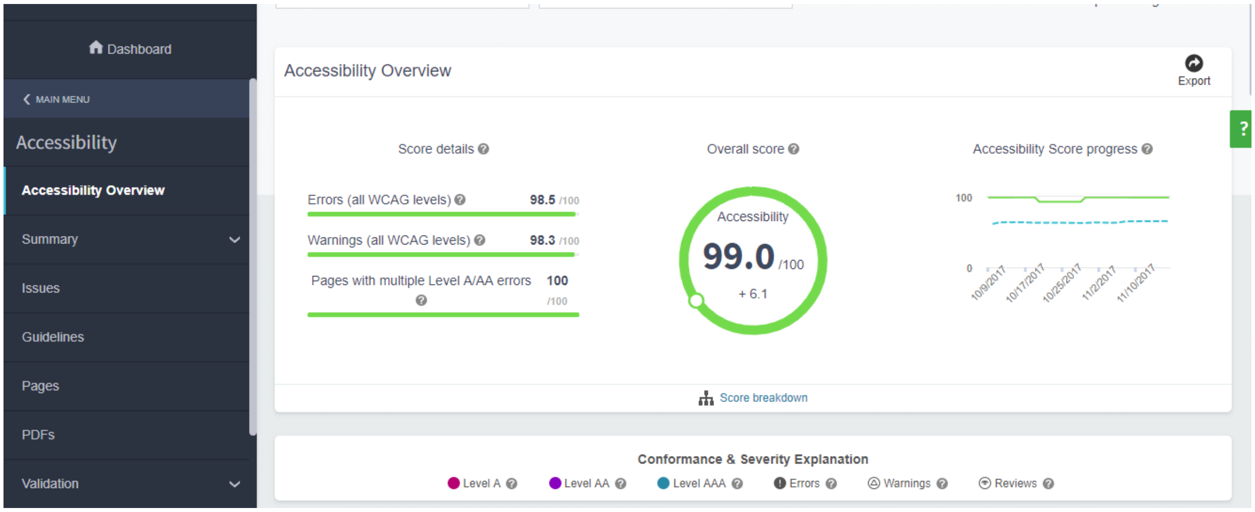
There are two accessibility extensions for Dreamweaver to choose from. Macromedia made one themselves, and UsableNet made another one. Overall, UsableNet's is better and more customizable. Neither one is perfect. The Dreamweaver extensions below can evaluate pages that are on your hard drive.

Tools for Auditing City Websites

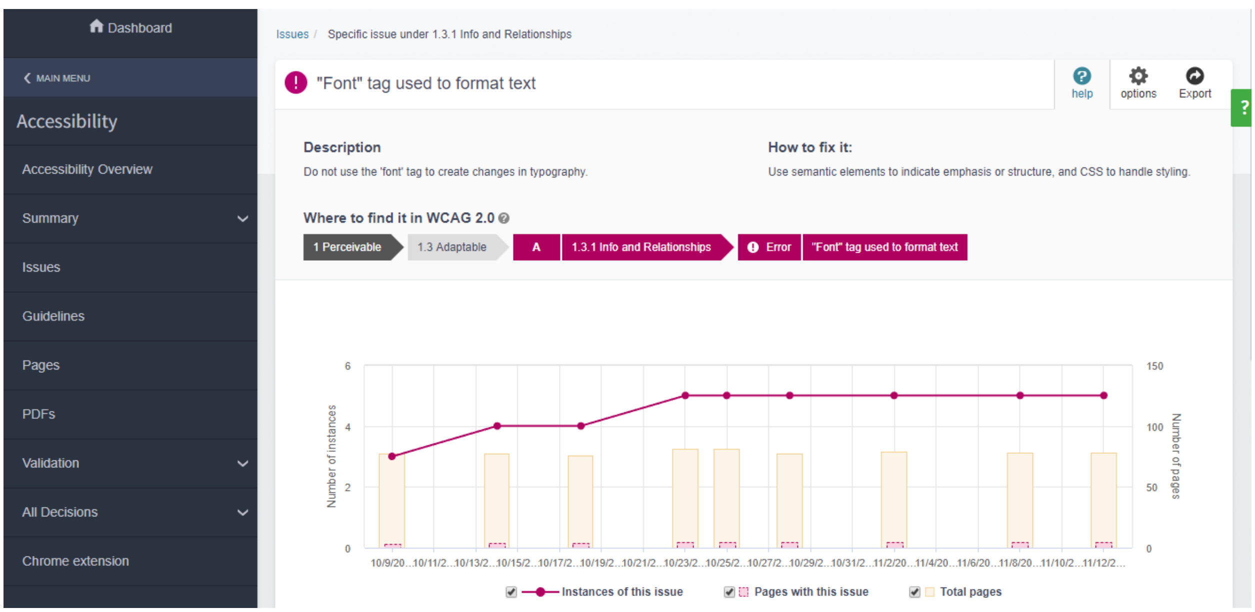
The Information Technology Agency with use one product to generate reports that will be distributed to Departments for the purposes of determining Section 508 compliance of websites and linked PDF documents.

Siteimprove

Siteimprove will generate a report that details all of the issues and errors relating to website compliance. The scores provide overall progress in the resolution of WCAG 2.0 Levels: A, AA, and AAA issues and errors.



All participating Departments will be given a log in to the Siteimprove service in order to get detailed descriptions of any issues found and the locations of the problems. Reports will be run on a weekly basis to monitor progress.



A department's website will be validated as Section 508 compliant when a score of one hundred, 100, is achieved in both Level A and Level AA of the Siteimprove report.

Resources

Resources Used In this Document

- State of California Accessibility/Help Page
  http://www.ca.gov/accessibility.html
- Council File #12-1338 Report from Emergency Management Commission dated August 15, 2012
- Introduction to Web Accessibility
  http://www.w3.org/WAI/intro/accessibility.php
- How People with Disabilities Use the Web
  http://www.w3.org/WAI/intro/people-use-web/Overview
- Developing a Web Accessibility Business Case for Your Organization
  http://www.w3.org/WAI/bcase/
- Section508 Laws
  http://www.section508.gov/section508-laws
- Summary of Section508 Standards
  http://www.section508.gov/summary-section508-standards
- [Draft] How People with Disabilities Use the Web
  http://www.w3.org/WAI/intro/people-use-web/principles
- WebAIM's WCAG 2.0 Checklist for HTML documents
  http://webaim.org/standards/wcag/checklist
- How to Meet WCAG 2.0 - A customizable quick reference to Web Content Accessibility Guidelines 2.0 requirements (success criteria) and techniques
  http://www.w3.org/WAI/WCAG20/quickref/
- Types of Assistive Technology Products
  http://www.microsoft.com/enable/at/types.aspx
- Accessibility Features of Dreamweaver
  http://webaim.org/techniques/dreamweaver/#features

Other Useful Resources

- Introduction to Web Accessibility
  http://webaim.org/intro/
- Web Accessibility Tutorial
  http://jimthatcher.com/webcourse1.htm

STANDARD PROVISIONS FOR CITY CONTRACTS

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STANDARD PROVISIONS FOR CITY CONTRACTS

PSC-1. Construction of Provisions and Titles Herein

All titles, subtitles, or headings in this Contract have been inserted for convenience, and shall not be deemed to affect the meaning or construction of any of the terms or provisions of this Contract. The language of this Contract shall be construed according to its fair meaning and not strictly for or against **CITY** or **CONTRACTOR**. The word "**CONTRACTOR**" includes the party or parties identified in this Contract. The singular shall include the plural and if there is more than one **CONTRACTOR**, unless expressly stated otherwise, their obligations and liabilities shall be joint and several. Use of the feminine, masculine, or neuter genders shall be deemed to include the genders not used.

PSC-2. Applicable Law, Interpretation and Enforcement

Each party's performance shall comply with all applicable laws of the United States of America, the State of California, and **CITY**, including but not limited to, laws regarding health and safety, labor and employment, wage and hours and licensing. This Contract shall be enforced and interpreted under the laws of the State of California without regard to conflict of law principles. **CONTRACTOR** shall comply with new, amended, or revised laws, regulations, or procedures that apply to the performance of this Contract with no additional compensation paid to **CONTRACTOR**.

In any action arising out of this Contract, **CONTRACTOR** consents to personal jurisdiction, and agrees to bring all such actions, exclusively in state or federal courts located in Los Angeles County, California.

If any part, term or provision of this Contract is held void, illegal, unenforceable, or in conflict with any federal, state or local law or regulation, the validity of the remaining parts, terms or provisions of this Contract shall not be affected.

PSC-3. Time of Effectiveness

Unless otherwise provided, this Contract shall take effect when all of the following events have occurred:

A. This Contract has been signed on behalf of **CONTRACTOR** by the person or persons authorized to bind **CONTRACTOR**;

B. This Contract has been approved by the City Council or by the board, officer or employee authorized to give such approval;

C. The Office of the City Attorney has indicated in writing its approval of this Contract as to form; and

D. This Contract has been signed on behalf of **CITY** by the person designated by the City Council, or by the board, officer or employee authorized to enter into this Contract.

PSC-4. Integrated Contract

This Contract sets forth all of the rights and duties of the parties with respect to the subject matter of this Contract, and replaces any and all previous Contracts or understandings, whether written or oral, relating thereto. This Contract may be amended only as provided for in the provisions of PSC-5 hereof.

PSC-5. Amendment

All amendments to this Contract shall be in writing and signed and approved pursuant to the provisions of PSC-3.

PSC-6. Excusable Delays

Neither party shall be liable for its delay or failure to perform any obligation under and in accordance with this Contract, if the delay or failure arises out of fires, floods, earthquakes, epidemics, quarantine restrictions, other natural occurrences, strikes, lockouts (other than a lockout by the party or any of the party's Subcontractors), freight embargoes, terrorist acts, insurrections or other civil disturbances, or other similar events to those described above, but in each case the delay or failure to perform must be beyond the control and without any fault or negligence of the party delayed or failing to perform (these events are referred to in this provision as "Force Majeure Events").

Notwithstanding the foregoing, a delay or failure to perform by a Subcontractor of **CONTRACTOR** shall not constitute a Force Majeure Event, unless the delay or failure arises out of causes beyond the control of both **CONTRACTOR** and Subcontractor, and without any fault or negligence of either of them. In such case, **CONTRACTOR** shall not be liable for the delay or failure to perform, unless the goods or services to be furnished by the Subcontractor were obtainable from other sources in sufficient time to permit **CONTRACTOR** to perform timely. As used in this Contract, the term "Subcontractor" means a subcontractor at any tier.

In the event **CONTRACTOR'S** delay or failure to perform arises out of a Force Majeure Event, **CONTRACTOR** agrees to use commercially reasonable best efforts to obtain the goods or services from other sources, and to otherwise mitigate the damages and reduce the delay caused by the Force Majeure Event.

PSC-7. Waiver

A waiver of a default of any part, term or provision of this Contract shall not be construed as a waiver of any succeeding default or as a waiver of the part, term or provision itself. A party's performance after the other party's default shall not be construed as a waiver of that default.

PSC-8. <u>Suspension</u>

At **CITY'S** sole discretion, **CITY** may suspend any or all services provided under this Contract by providing **CONTRACTOR** with written notice of suspension. Upon receipt of the notice of suspension, **CONTRACTOR** shall immediately cease the services suspended and shall not incur any additional obligations, costs or expenses to **CITY** until **CITY** gives written notice to recommence the services.

PSC-9. <u>Termination</u>

A. Termination for Convenience

CITY may terminate this Contract for **CITY'S** convenience at any time by providing **CONTRACTOR** thirty days written notice. Upon receipt of the notice of termination, **CONTRACTOR** shall immediately take action not to incur any additional obligations, costs or expenses, except as may be necessary to terminate its activities. **CITY** shall pay **CONTRACTOR** its reasonable and allowable costs through the effective date of termination and those reasonable and necessary costs incurred by **CONTRACTOR** to effect the termination. Thereafter, **CONTRACTOR** shall have no further claims against **CITY** under this Contract. All finished and unfinished documents and materials procured for or produced under this Contract, including all intellectual property rights **CITY** is entitled to, shall become **CITY** property upon the date of the termination. **CONTRACTOR** agrees to execute any documents necessary for **CITY** to perfect, memorialize, or record **CITY'S** ownership of rights provided herein.

B. Termination for Breach of Contract

1. Except as provided in PSC-6, if **CONTRACTOR** fails to perform any of the provisions of this Contract or so fails to make progress as to endanger timely performance of this Contract, **CITY** may give **CONTRACTOR** written notice of the default. **CITY'S** default notice will indicate whether the default may be cured and the time period to cure the default to the sole satisfaction of **CITY**. Additionally, **CITY'S** default notice may offer **CONTRACTOR** an opportunity to provide **CITY** with a plan to cure the default, which shall be submitted to **CITY** within the time period allowed by **CITY**. At **CITY'S** sole discretion, **CITY** may accept or reject **CONTRACTOR'S** plan. If the default cannot be cured or if **CONTRACTOR** fails to cure within the period allowed by **CITY**, then **CITY** may terminate this Contract due to **CONTRACTOR'S** breach of this Contract.

2. If the default under this Contract is due to **CONTRACTOR'S** failure to maintain the insurance required under this Contract, **CONTRACTOR** shall immediately: (1) suspend performance of any services under this Contract for which insurance was required; and (2) notify its employees and Subcontractors of the loss of insurance coverage and Contractor's obligation to suspend performance of

services. **CONTRACTOR** shall not recommence performance until **CONTRACTOR** is fully insured and in compliance with **CITY'S** requirements.

3. If a federal or state proceeding for relief of debtors is undertaken by or against **CONTRACTOR**, or if **CONTRACTOR** makes an assignment for the benefit of creditors, then **CITY** may immediately terminate this Contract.

4. If **CONTRACTOR** engages in any dishonest conduct related to the performance or administration of this Contract or violates **CITY'S** laws, regulations or policies relating to lobbying, then **CITY** may immediately terminate this Contract.

5. Acts of Moral Turpitude

   a. **CONTRACTOR** shall immediately notify **CITY** if **CONTRACTOR** or any Key Person, as defined below, is charged with, indicted for, convicted of, pleads nolo contendere to, or forfeits bail or fails to appear in court for a hearing related to, any act which constitutes an offense involving moral turpitude under federal, state, or local laws ("Act of Moral Turpitude").

   b. If **CONTRACTOR** or a Key Person is convicted of, pleads nolo contendere to, or forfeits bail or fails to appear in court for a hearing related to, an Act of Moral Turpitude, **CITY** may immediately terminate this Contract.

   c. If **CONTRACTOR** or a Key Person is charged with or indicted for an Act of Moral Turpitude, **CITY** may terminate this Contract after providing **CONTRACTOR** an opportunity to present evidence of **CONTRACTOR'S** ability to perform under the terms of this Contract.

   d. Acts of Moral Turpitude include, but are not limited to: violent felonies as defined by Penal Code Section 667.5, crimes involving weapons, crimes resulting in serious bodily injury or death, serious felonies as defined by Penal Code Section 1192.7, and those crimes referenced in the Penal Code and articulated in California Public Resources Code Section 5164(a)(2); in addition to and including acts of murder, rape, sexual assault, robbery, kidnapping, human trafficking, pimping, voluntary manslaughter, aggravated assault, assault on a peace officer, mayhem, fraud, domestic abuse, elderly abuse, and child abuse, regardless of whether such acts are punishable by felony or misdemeanor conviction.

e. For the purposes of this provision, a Key Person is a principal, officer, or employee assigned to this Contract, or owner (directly or indirectly, through one or more intermediaries) of ten percent or more of the voting power or equity interests of **CONTRACTOR**.

6. In the event **CITY** terminates this Contract as provided in this section, **CITY** may procure, upon such terms and in the manner as **CITY** may deem appropriate, services similar in scope and level of effort to those so terminated, and **CONTRACTOR** shall be liable to **CITY** for all of its costs and damages, including, but not limited to, any excess costs for such services.

7. If, after notice of termination of this Contract under the provisions of this section, it is determined for any reason that **CONTRACTOR** was not in default under the provisions of this section, or that the default was excusable under the terms of this Contract, the rights and obligations of the parties shall be the same as if the notice of termination had been issued pursuant to PSC-9(A) Termination for Convenience.

8. The rights and remedies of **CITY** provided in this section shall not be exclusive and are in addition to any other rights and remedies provided by law or under this Contract.

C. In the event that this Contract is terminated, **CONTRACTOR** shall immediately notify all employees and Subcontractors, and shall notify in writing all other parties contracted with under the terms of this Contract within five working days of the termination.

PSC-10. Independent Contractor

CONTRACTOR is an independent contractor and not an agent or employee of **CITY**. **CONTRACTOR** shall not represent or otherwise hold out itself or any of its directors, officers, partners, employees, or agents to be an agent or employee of **CITY**.

PSC-11. Contractor's Personnel

Unless otherwise approved by **CITY**, **CONTRACTOR** shall use its own employees to perform the services described in this Contract. **CITY** has the right to review and approve any personnel who are assigned to work under this Contract. **CONTRACTOR** shall remove personnel from performing work under this Contract if requested to do so by **CITY**.

CONTRACTOR shall not use Subcontractors to assist in performance of this Contract without the prior written approval of **CITY**. If **CITY** permits the use of Subcontractors, **CONTRACTOR** shall remain responsible for performing all aspects of this Contract and paying all Subcontractors. **CITY** has the right to approve **CONTRACTOR'S** Subcontractors, and **CITY** reserves the right to request replacement of any

Subcontractor. **CITY** does not have any obligation to pay **CONTRACTOR'S** Subcontractors, and nothing herein creates any privity of contract between **CITY** and any Subcontractor.

PSC-12. Assignment and Delegation

CONTRACTOR may not, unless it has first obtained the written permission of **CITY**:

A. Assign or otherwise alienate any of its rights under this Contract, including the right to payment; or

B. Delegate, subcontract, or otherwise transfer any of its duties under this Contract.

PSC-13. Permits

CONTRACTOR and its directors, officers, partners, agents, employees, and Subcontractors, shall obtain and maintain all licenses, permits, certifications and other documents necessary for **CONTRACTOR'S** performance of this Contract. **CONTRACTOR** shall immediately notify **CITY** of any suspension, termination, lapses, non-renewals, or restrictions of licenses, permits, certificates, or other documents that relate to **CONTRACTOR'S** performance of this Contract.

PSC-14. Claims for Labor and Materials

CONTRACTOR shall promptly pay when due all amounts owed for labor and materials furnished in the performance of this Contract so as to prevent any lien or other claim under any provision of law from arising against any **CITY** property (including reports, documents, and other tangible or intangible matter produced by **CONTRACTOR** hereunder), and shall pay all amounts due under the Unemployment Insurance Act or any other applicable law with respect to labor used to perform under this Contract.

PSC-15. Current Los Angeles City Business Tax Registration Certificate Required

For the duration of this Contract, **CONTRACTOR** shall maintain valid Business Tax Registration Certificate(s) as required by **CITY'S** Business Tax Ordinance, Section 21.00 *et seq*. of the Los Angeles Municipal Code ("LAMC"), and shall not allow the Certificate to lapse or be revoked or suspended.

PSC-16. Retention of Records, Audit and Reports

CONTRACTOR shall maintain all records, including records of financial transactions, pertaining to the performance of this Contract, in their original form or as otherwise approved by **CITY**. These records shall be retained for a period of no less than three years from the later of the following: (1) final payment made by **CITY**, (2) the expiration of this Contract or (3) termination of this Contract. The records will be subject to examination and audit by authorized **CITY** personnel or **CITY'S** representatives at any time. **CONTRACTOR** shall provide any reports requested by **CITY** regarding performance of this Contract. Any subcontract entered into by **CONTRACTOR** for work to be performed under this Contract must include an identical provision.

In lieu of retaining the records for the term as prescribed in this provision, **CONTRACTOR** may, upon **CITY'S** written approval, submit the required information to **CITY** in an electronic format, e.g. USB flash drive, at the expiration or termination of this Contract.

PSC-17. Bonds

All bonds required by **CITY** shall be filed with the Office of the City Administrative Officer, Risk Management for its review and acceptance in accordance with Los Angeles Administrative Code ("LAAC") Sections 11.47 *et seq*., as amended from to time.

PSC-18. Indemnification

Except for the active negligence or willful misconduct of **CITY**, or any of its boards, officers, agents, employees, assigns and successors in interest, **CONTRACTOR** shall defend, indemnify and hold harmless **CITY** and any of its boards, officers, agents, employees, assigns, and successors in interest from and against all lawsuits and causes of action, claims, losses, demands and expenses, including, but not limited to, attorney's fees (both in house and outside counsel) and cost of litigation (including all actual litigation costs incurred by **CITY**, including but not limited to, costs of experts and consultants), damages or liability of any nature whatsoever, for death or injury to any person, including **CONTRACTOR'S** employees and agents, or damage or destruction of any property of either party hereto or of third parties, arising in any manner by reason of an act, error, or omission by **CONTRACTOR,** Subcontractors, or their boards, officers, agents, employees, assigns, and successors in interest. The rights and remedies of **CITY** provided in this section shall not be exclusive and are in addition to any other rights and remedies provided by law or under this Contract. This provision will survive expiration or termination of this Contract.

PSC-19. Intellectual Property Indemnification

CONTRACTOR, at its own expense, shall defend, indemnify, and hold harmless the **CITY**, and any of its boards, officers, agents, employees, assigns, and successors in interest from and against all lawsuits and causes of action, claims, losses, demands and expenses, including, but not limited to, attorney's fees (both in house and outside counsel) and cost of litigation (including all actual litigation costs incurred by **CITY**, including but not limited to, costs of experts and consultants), damages or liability of any nature arising out of the infringement, actual or alleged, direct or contributory, of any intellectual property rights, including, without limitation, patent, copyright, trademark, trade secret, right of publicity, and proprietary information: (1) on or in any design, medium, matter, article, process, method, application, equipment, device, instrumentation, software, hardware, or firmware used by **CONTRACTOR**, or its Subcontractors, in performing the work under this Contract; or (2) as a result of **CITY'S** actual or intended use of any Work Product (as defined in PSC-21) furnished by **CONTRACTOR**, or its Subcontractors, under this Contract. The rights and remedies of **CITY** provided in this section shall not be exclusive and are in addition to any other rights and remedies provided by law or under this Contract. This provision will survive expiration or termination of this Contract.

PSC-20. Intellectual Property Warranty

CONTRACTOR represents and warrants that its performance of all obligations under this Contract does not infringe in any way, directly or contributorily, upon any third party's intellectual property rights, including, without limitation, patent, copyright, trademark, trade secret, right of publicity and proprietary information.

PSC-21. Ownership and License

Unless otherwise provided for herein, all finished and unfinished works, tangible or not, created under this Contract including, without limitation, documents, materials, data, reports, manuals, specifications, artwork, drawings, sketches, blueprints, studies, memoranda, computation sheets, computer programs and databases, schematics, photographs, video and audiovisual recordings, sound recordings, marks, logos, graphic designs, notes, websites, domain names, inventions, processes, formulas, matters and combinations thereof, and all forms of intellectual property originated and prepared by **CONTRACTOR** or its Subcontractors under this Contract (each a "Work Product"; collectively "Work Products") shall be and remain the exclusive property of **CITY** for its use in any manner **CITY** deems appropriate. **CONTRACTOR** hereby assigns to **CITY** all goodwill, copyright, trademark, patent, trade secret and all other intellectual property rights worldwide in any Work Products originated and prepared under this Contract. **CONTRACTOR** further agrees to execute any documents necessary for **CITY** to perfect, memorialize, or record **CITY'S** ownership of rights provided herein.

CONTRACTOR agrees that a monetary remedy for breach of this Contract may be inadequate, impracticable, or difficult to prove and that a breach may cause **CITY** irreparable harm. **CITY** may therefore enforce this requirement by seeking injunctive relief and specific performance, without any necessity of showing actual damage or irreparable harm. Seeking injunctive relief or specific performance does not preclude **CITY** from seeking or obtaining any other relief to which **CITY** may be entitled.

For all Work Products delivered to **CITY** that are not originated or prepared by **CONTRACTOR** or its Subcontractors under this Contract, **CONTRACTOR** shall secure a grant, at no cost to **CITY**, for a non-exclusive perpetual license to use such Work Products for any **CITY** purposes.

CONTRACTOR shall not provide or disclose any Work Product to any third party without prior written consent of **CITY**.

Any subcontract entered into by **CONTRACTOR** relating to this Contract shall include this provision to contractually bind its Subcontractors performing work under this Contract such that **CITY'S** ownership and license rights of all Work Products are preserved and protected as intended herein.

PSC-22. Data Protection

A. **CONTRACTOR** shall protect, using the most secure means and technology that is commercially available, **CITY**-provided data or consumer-provided data acquired in the course and scope of this Contract, including but not limited to customer lists and customer credit card or consumer data, (collectively, the "City Data"). **CONTRACTOR** shall notify **CITY** in writing as soon as reasonably feasible, and in any event within twenty-four hours, of **CONTRACTOR'S** discovery or reasonable belief of any unauthorized access of City Data (a "Data Breach"), or of any incident affecting, or potentially affecting City Data related to cyber security (a "Security Incident"), including, but not limited to, denial of service attack, and system outage, instability or degradation due to computer malware or virus. **CONTRACTOR** shall begin remediation immediately. **CONTRACTOR** shall provide daily updates, or more frequently if required by **CITY**, regarding findings and actions performed by **CONTRACTOR** until the Data Breach or Security Incident has been effectively resolved to **CITY'S** satisfaction. **CONTRACTOR** shall conduct an investigation of the Data Breach or Security Incident and shall share the report of the investigation with **CITY**. At **CITY'S** sole discretion, **CITY** and its authorized agents shall have the right to lead or participate in the investigation. **CONTRACTOR** shall cooperate fully with **CITY**, its agents and law enforcement.

B. If **CITY** is subject to liability for any Data Breach or Security Incident, then **CONTRACTOR** shall fully indemnify and hold harmless **CITY** and defend against any resulting actions.

PSC-23. Insurance

During the term of this Contract and without limiting **CONTRACTOR'S** obligation to indemnify, hold harmless and defend **CITY**, **CONTRACTOR** shall provide and maintain at its own expense a program of insurance having the coverages and limits not less than the required amounts and types as determined by the Office of the City Administrative Officer of Los Angeles, Risk Management (template Form General 146 in Exhibit 1 hereto). The insurance must: (1) conform to **CITY'S** requirements; (2) comply with the Insurance Contractual Requirements (Form General 133 in Exhibit 1 hereto); and (3) otherwise be in a form acceptable to the Office of the City Administrative Officer, Risk Management. **CONTRACTOR** shall comply with all Insurance Contractual Requirements shown on Exhibit 1 hereto. Exhibit 1 is hereby incorporated by reference and made a part of this Contract.

PSC-24. Best Terms

Throughout the term of this Contract, **CONTRACTOR**, shall offer **CITY** the best terms, prices, and discounts that are offered to any of **CONTRACTOR'S** customers for similar goods and services provided under this Contract.

PSC-25. Warranty and Responsibility of Contractor

CONTRACTOR warrants that the work performed hereunder shall be completed in a manner consistent with professional standards practiced among those firms within **CONTRACTOR'S** profession, doing the same or similar work under the same or similar circumstances.

PSC-26. Mandatory Provisions Pertaining to Non-Discrimination in Employment

Unless otherwise exempt, this Contract is subject to the applicable non-discrimination, equal benefits, equal employment practices, and affirmative action program provisions in LAAC Section 10.8 et seq., as amended from time to time.

A. **CONTRACTOR** shall comply with the applicable non-discrimination and affirmative action provisions of the laws of the United States of America, the State of California, and **CITY**. In performing this Contract, **CONTRACTOR** shall not discriminate in any of its hiring or employment practices against any employee or applicant for employment because of such person's race, color, religion, national origin, ancestry, sex, sexual orientation, gender, gender identity, age, disability, domestic partner status, marital status or medical condition.

B. The requirements of Section 10.8.2.1 of the LAAC, the Equal Benefits Ordinance, and the provisions of Section 10.8.2.1(f) are incorporated and made a part of this Contract by reference.

C. The provisions of Section 10.8.3 of the LAAC are incorporated and made a part of this Contract by reference and will be known as the "Equal Employment Practices" provisions of this Contract.

D. The provisions of Section 10.8.4 of the LAAC are incorporated and made a part of this Contract by reference and will be known as the "Affirmative Action Program" provisions of this Contract.

Any subcontract entered into by **CONTRACTOR** for work to be performed under this Contract must include an identical provision.

PSC-27. Child Support Assignment Orders

CONTRACTOR shall comply with the Child Support Assignment Orders Ordinance, Section 10.10 of the LAAC, as amended from time to time. Pursuant to Section 10.10(b) of the LAAC, **CONTRACTOR** shall fully comply with all applicable State and Federal employment reporting requirements. Failure of **CONTRACTOR** to comply with all applicable reporting requirements or to implement lawfully served Wage and Earnings Assignment or Notices of Assignment, or the failure of any principal owner(s) of **CONTRACTOR** to comply with any Wage and Earnings Assignment or Notices of Assignment applicable to them personally, shall constitute a default by the **CONTRACTOR** under this Contract. Failure of **CONTRACTOR** or principal owner to cure the default within 90 days of the notice of default will subject this Contract to termination for breach. Any subcontract entered into by **CONTRACTOR** for work to be performed under this Contract must include an identical provision.

PSC-28. Living Wage Ordinance

CONTRACTOR shall comply with the Living Wage Ordinance, LAAC Section 10.37 *et seq.*, as amended from time to time. **CONTRACTOR** further agrees that it shall comply with federal law proscribing retaliation for union organizing. Any subcontract entered into by **CONTRACTOR** for work to be performed under this Contract must include an identical provision.

PSC-29. Service Contractor Worker Retention Ordinance

CONTRACTOR shall comply with the Service Contractor Worker Retention Ordinance, LAAC Section 10.36 *et seq.*, as amended from time to time. Any subcontract entered into by **CONTRACTOR** for work to be performed under this Contract must include an identical provision.

PSC-30. Access and Accommodations

CONTRACTOR represents and certifies that:

A. **CONTRACTOR** shall comply with the Americans with Disabilities Act, as amended, 42 U.S.C. Section 12101 et seq., the Rehabilitation Act of 1973, as amended, 29 U.S.C. Section 701 et seq., the Fair Housing Act, and its implementing regulations and any subsequent amendments, and California Government Code Section 11135;

B. **CONTRACTOR** shall not discriminate on the basis of disability or on the basis of a person's relationship to, or association with, a person who has a disability;

C. **CONTRACTOR** shall provide reasonable accommodation upon request to ensure equal access to **CITY**-funded programs, services and activities;

D. Construction will be performed in accordance with the Uniform Federal Accessibility Standards (UFAS), 24 C.F.R. Part 40; and

E. The buildings and facilities used to provide services under this Contract are in compliance with the federal and state standards for accessibility as set forth in the 2010 ADA Standards, California Title 24, Chapter 11, or other applicable federal and state law.

CONTRACTOR understands that **CITY** is relying upon these certifications and representations as a condition to funding this Contract. Any subcontract entered into by **CONTRACTOR** for work to be performed under this Contract must include an identical provision.

PSC-31. Contractor Responsibility Ordinance

CONTRACTOR shall comply with the Contractor Responsibility Ordinance, LAAC Section 10.40 *et seq*., as amended from time to time.

PSC-32. Business Inclusion Program

Unless otherwise exempted prior to bid submission, **CONTRACTOR** shall comply with all aspects of the Business Inclusion Program as described in the Request for Proposal/Qualification process, throughout the duration of this Contract. **CONTRACTOR** shall utilize the Business Assistance Virtual Network ("BAVN") at https://www.labavn.org/, to perform and document outreach to Minority, Women, and Other Business Enterprises. **CONTRACTOR** shall perform subcontractor outreach activities through BAVN. **CONTRACTOR** shall not change any of its designated Subcontractors or pledged specific items of work to be performed by these Subcontractors, nor shall **CONTRACTOR** reduce their level of effort, without prior written approval of **CITY**.

PSC-33. Slavery Disclosure Ordinance

CONTRACTOR shall comply with the Slavery Disclosure Ordinance, LAAC Section 10.41 *et seq.*, as amended from time to time. Any subcontract entered into by **CONTRACTOR** for work to be performed under this Contract must include an identical provision.

PSC-34. First Source Hiring Ordinance

CONTRACTOR shall comply with the First Source Hiring Ordinance, LAAC Section 10.44 *et seq.*, as amended from time to time. Any subcontract entered into by **CONTRACTOR** for work to be performed under this Contract must include an identical provision.

PSC-35. Local Business Preference Ordinance

CONTRACTOR shall comply with the Local Business Preference Ordinance, LAAC Section 10.47 *et seq.*, as amended from time to time. Any subcontract entered into by **CONTRACTOR** for work to be performed under this Contract must include an identical provision.

PSC-36. Iran Contracting Act

In accordance with California Public Contract Code Sections 2200-2208, all contractors entering into, or renewing contracts with **CITY** for goods and services estimated at $1,000,000 or more are required to complete, sign, and submit the "Iran Contracting Act of 2010 Compliance Affidavit."

PSC-37. Restrictions on Campaign Contributions and Fundraising in City Elections

Unless otherwise exempt, if this Contract is valued at $100,000 or more and requires approval by an elected **CITY** office, **CONTRACTOR**, **CONTRACTOR'S** principals, and **CONTRACTOR'S** Subcontractors expected to receive at least $100,000 for performance under the Contract, and the principals of those Subcontractors (the "Restricted Persons") shall comply with Charter Section 470(c)(12) and LAMC Section 49.7.35. Failure to comply entitles **CITY** to terminate this Contract and to pursue all available legal remedies. Charter Section 470(c)(12) and LAMC Section 49.7.35 limit the ability of the Restricted Persons to make campaign contributions to and engage in fundraising for certain elected **CITY** officials or candidates for elected **CITY** office for twelve months after this Contract is signed. Additionally, a **CONTRACTOR** subject to Charter Section 470(c)(12) is required to comply with disclosure requirements by submitting a completed and signed Ethics Commission Form 55 and to amend the information in that form as specified by law. Any **CONTRACTOR** subject to Charter Section 470(c)(12) shall include the following notice in any contract with any Subcontractor expected to receive at least $100,000 for performance under this Contract:

> "Notice Regarding Restrictions on Campaign Contributions and Fundraising in City Elections
>
> You are a subcontractor on City of Los Angeles Contract #_________________. Pursuant to the City of Los Angeles Charter Section 470(c)(12) and related ordinances, you and your principals are prohibited from making campaign contributions to and fundraising for certain elected City of Los Angeles ("**CITY**") officials and candidates for elected **CITY** office for twelve months after the **CITY** contract is signed. You are required to provide the names and contact information of your principals to the **CONTRACTOR** and to amend that information within ten business days if it changes during the twelve month time period. Failure to comply may result in termination of this Contract and any other available legal remedies. Information about the restrictions may be found online at ethics.lacity.org or by calling the Los Angeles City Ethics Commission at (213) 978-1960."

PSC-38. <u>Contractors' Use of Criminal History for Consideration of Employment Applications</u>

CONTRACTOR shall comply with the City Contractors' Use of Criminal History for Consideration of Employment Applications Ordinance, LAAC Section 10.48 *et seq*., as amended from time to time. Any subcontract entered into by **CONTRACTOR** for work to be performed under this Contract must include an identical provision.

PSC-39. <u>Limitation of City's Obligation to Make Payment to Contractor</u>

Notwithstanding any other provision of this Contract, including any exhibits or attachments incorporated therein, and in order for **CITY** to comply with its governing legal requirements, **CITY** shall have no obligation to make any payments to **CONTRACTOR** unless **CITY** shall have first made an appropriation of funds equal to or in excess of its obligation to make any payments as provided in this Contract. **CONTRACTOR** agrees that any services provided by **CONTRACTOR**, purchases made by **CONTRACTOR** or expenses incurred by **CONTRACTOR** in excess of the appropriation(s) shall be free and without charge to **CITY** and **CITY** shall have no obligation to pay for the services, purchases or expenses. **CONTRACTOR** shall have no obligation to provide any services, provide any equipment or incur any expenses in excess of the appropriated amount(s) until **CITY** appropriates additional funds for this Contract.

PSC-40. Compliance with Identity Theft Laws and Payment Card Data Security Standards

CONTRACTOR shall comply with all identity theft laws including without limitation, laws related to: (1) payment devices; (2) credit and debit card fraud; and (3) the Fair and Accurate Credit Transactions Act ("FACTA"), including its requirement relating to the content of transaction receipts provided to Customers. **CONTRACTOR** also shall comply with all requirements related to maintaining compliance with Payment Card Industry Data Security Standards ("PCI DSS"). During the performance of any service to install, program or update payment devices equipped to conduct credit or debit card transactions, including PCI DSS services, **CONTRACTOR** shall verify proper truncation of receipts in compliance with FACTA.

PSC-41. Compliance with California Public Resources Code Section 5164

California Public Resources Code Section 5164 prohibits a public agency from hiring a person for employment or as a volunteer to perform services at any park, playground, or community center used for recreational purposes in a position that has supervisory or disciplinary authority over any minor, if the person has been convicted of certain crimes as referenced in the Penal Code, and articulated in California Public Resources Code Section 5164(a)(2).

If applicable, **CONTRACTOR** shall comply with California Public Resources Code Section 5164, and shall additionally adhere to all rules and regulations that have been adopted or that may be adopted by **CITY**. **CONTRACTOR** is required to have all employees, volunteers and Subcontractors (including all employees and volunteers of any Subcontractor) of **CONTRACTOR** working on premises to pass a fingerprint and background check through the California Department of Justice at **CONTRACTOR'S** sole expense, indicating that such individuals have never been convicted of certain crimes as referenced in the Penal Code and articulated in California Public Resources Code Section 5164(a)(2), if the individual will have supervisory or disciplinary authority over any minor.

PSC-42. Possessory Interests Tax

Rights granted to **CONTRACTOR** by **CITY** may create a possessory interest. **CONTRACTOR** agrees that any possessory interest created may be subject to California Revenue and Taxation Code Section 107.6 and a property tax may be levied on that possessory interest. If applicable, **CONTRACTOR** shall pay the property tax. **CONTRACTOR** acknowledges that the notice required under California Revenue and Taxation Code Section 107.6 has been provided.

PSC-43. Confidentiality

All documents, information and materials provided to **CONTRACTOR** by **CITY** or developed by **CONTRACTOR** pursuant to this Contract (collectively "Confidential Information") are confidential. **CONTRACTOR** shall not provide or disclose any Confidential Information or their contents or any information therein, either orally or in writing, to any person or entity, except as authorized by **CITY** or as required by law. **CONTRACTOR** shall immediately notify **CITY** of any attempt by a third party to obtain access to any Confidential Information. This provision will survive expiration or termination of this Contract.

EXHIBIT 1

INSURANCE CONTRACTUAL REQUIREMENTS

CONTACT For additional information about compliance with City Insurance and Bond requirements, contact the Office of the City Administrative Officer, Risk Management at (213) 978-RISK (7475) or go online at www.lacity.org/cao/risk. The City approved Bond Assistance Program is available for those contractors who are unable to obtain the City-required performance bonds. A City approved insurance program may be available as a low cost alternative for contractors who are unable to obtain City-required insurance.

CONTRACTUAL REQUIREMENTS

CONTRACTOR AGREES THAT:

1. Additional Insured/Loss Payee. The CITY must be included as an Additional Insured in applicable liability policies to cover the CITY'S liability arising out of the acts or omissions of the named insured. The CITY is to be named as an Additional Named Insured and a Loss Payee As Its Interests May Appear in property insurance in which the CITY has an interest, e.g., as a lien holder.

2. Notice of Cancellation. All required insurance will be maintained in full force for the duration of its business with the CITY. By ordinance, all required insurance must provide at least thirty (30) days' prior written notice (ten (10) days for non-payment of premium) directly to the CITY if your insurance company elects to cancel or materially reduce coverage or limits prior to the policy expiration date, for any reason except impairment of an aggregate limit due to prior claims.

3. Primary Coverage. CONTRACTOR will provide coverage that is primary with respect to any insurance or self-insurance of the CITY. The CITY'S program shall be excess of this insurance and non-contributing.

4. Modification of Coverage. The CITY reserves the right at any time during the term of this Contract to change the amounts and types of insurance required hereunder by giving CONTRACTOR ninety (90) days' advance written notice of such change. If such change should result in substantial additional cost to CONTRACTOR, the CITY agrees to negotiate additional compensation proportional to the increased benefit to the CITY.

5. Failure to Procure Insurance. All required insurance must be submitted and approved by the Office of the City Administrative Officer, Risk Management prior to the inception of any operations by CONTRACTOR.

CONTRACTOR'S failure to procure or maintain required insurance or a self-insurance program during the entire term of this Contract shall constitute a material breach of this Contract under which the CITY may immediately suspend or terminate this Contract or, at its discretion, procure or renew such insurance to protect the CITY'S interests and pay any and all premiums in connection therewith and recover all monies so paid from CONTRACTOR.

6. Workers' Compensation. By signing this Contract, CONTRACTOR hereby certifies that it is aware of the provisions of Section 3700 *et seq.*, of the California Labor Code which require every employer to be insured against liability for Workers' Compensation or to undertake self-insurance in accordance with the provisions of that Code, and that it will comply with such provisions at all time during the performance of the work pursuant to this Contract.

7. California Licensee. All insurance must be provided by an insurer admitted to do business in California or written through a California-licensed surplus lines broker or through an insurer otherwise acceptable to the CITY. Non-admitted coverage must contain a **Service of Suit** clause in which the underwriters agree to submit as necessary to the jurisdiction of a California court in the event of a coverage dispute. Service of process for this purpose must be allowed upon an agent in California designated by the insurer or upon the California Insurance Commissioner.

8. Aggregate Limits/Impairment. If any of the required insurance coverages contain annual aggregate limits, CONTRACTOR must give the CITY written notice of any pending claim or lawsuit which will materially diminish the aggregate within thirty (30) days of knowledge of same. You must take appropriate steps to restore the impaired aggregates or provide replacement insurance protection within thirty (30) days of knowledge of same. The CITY has the option to specify the minimum acceptable aggregate limit for each line of coverage required. No substantial reductions in scope of coverage which may affect the CITY'S protection are allowed without the CITY'S prior written consent.

9. Commencement of Work. For purposes of insurance coverage only, this Contract will be deemed to have been executed immediately upon any party hereto taking any steps that can be considered to be in furtherance of or towards performance of this Contract. The requirements in this Section supersede all other sections and provisions of this Contract, including, but not limited to, PSC-3, to the extent that any other section or provision conflicts with or impairs the provisions of this Section.

Form Gen. 146 (Rev. 6/12)

Clear Form

Required Insurance and Minimum Limits

Name: The Glue, LLC Date: 8/3/2020

Agreement/Reference: Marketing, Fundraising, Public Relations, Website Development, and Management Services

Evidence of coverages checked below, with the specified minimum limits, must be submitted and approved prior to occupancy/start of operations. Amounts shown are Combined Single Limits ("CSLs"). For Automobile Liability, split limits may be substituted for a CSL if the total per occurrence equals or exceeds the CSL amount.

Limits

✔ **Workers' Compensation (WC) and Employer's Liability (EL)**

WC *Statutory*

EL 1,000,000

☐ Waiver of Subrogation in favor of City

☐ Longshore & Harbor Workers

☐ Jones Act

✔ **General Liability** 1,000,000

☐ Products/Completed Operations

☐ Fire Legal Liability

☐ Sexual Misconduct

☐

✔ **Automobile Liability** (for any and all vehicles used for this contract, other than commuting to/from work) 1,000,000

☐ **Professional Liability** (Errors and Omissions)

Discovery Period

☐ **Property Insurance** (to cover replacement cost of building - as determined by insurance company)

☐ All Risk Coverage

☐ Flood

☐ Earthquake

☐ Boiler and Machinery

☐ Builder's Risk

☐

☐

☐

☐ **Surety Bonds -** Performance and Payment (Labor and Materials) Bonds

☐ **Crime Insurance**

Other: Provided to: Christina Gomez, Animal Services 213-482-9574
If a contractor has no employees and decides to not cover herself/himself for workers' compensation, please complete the form entitled "Request for Waiver of Workers' Compensation Insurance Requirement" located at: http://cao.lacity.org/risk/InsuranceForms.htm
In the absence of imposed auto liability requirements, all contractors using vehicles during the course of their contract must adhere to the financial responsibility laws of the State of California.

ANIMAL SERVICES	**City of Los Angeles** **Department of Animal Services**

EXHIBIT 2

Statement of Work
Marketing, Fundraising, Public Relations, and
Website Development and Management Services

STATEMENT OF WORK

MARKETING, FUNDRAISING, PUBLIC RELATIONS, AND WEBSITE DEVELOPMENT AND MANAGEMENT SERVICES

This Statement of Work ("SOW") describes the specific work and services to be furnished by The Glue, LLC ("Contractor") to the City of Los Angeles ("City"), acting by and through the Department of Animal Services ("Department" or "LAAS"), under Contract No. C-XXXX (Agreement).

Background:

LAAS has selected The Glue's services to develop an ongoing marketing and strategic fundraising program, which includes the development and management of a new website. The resulting marketing and fundraising programs and website management are expected to be transitioned to Department for management at the conclusion of the Agreement. The ultimate goal of the contracted services is to significantly and consistently increase high-level donor acquisition, adoptions, fostering participation, and volunteer numbers to better service the City of Los Angeles' animals and the public.

Project Description:

Department has engaged Contractor to develop and implement a comprehensive marketing strategy and program to establish an LA Animal Services fundraising program to increase funds in the Animal Welfare Trust Fund (AWTF). The overall marketing and fundraising activities will include branding and development of LAAS through digital communications. The services will also entail the development, and management of a new LA Animal Services Website that promotes the digital communications, public relations, and fundraising services developed through the Contractor's marketing program. Contractor will implement a schedule to transition management of the website to the Department through a series of meetings and training schedules with the ultimate intent that website management will be fully transitioned to the Department for management.

The ultimate goals of these efforts are for the betterment of animals in LA Animal Services' care and to better serve the City of Los Angeles' human and animal community by attracting recurrent high-level donors through a continuous fundraising program, which increases donor contributions in a consistent upward trend, annually. Additionally, the marketing, digital communications, and public relations services must also increase the public's awareness and image perception of LA Animal Services resulting in consistently increasing animal adoption numbers, fostering participation, and volunteer participation, annually. Contractor will provide training to Department staff on how to manage its developed fundraising programs and how to interact with donors to develop and maintain outreach efforts and donor contributions.

Work and Services To Be Performed:

Contractor shall provide the following work and services related to marketing, fundraising, public relations, and website development and management services including but not limited to the following.

1. Marketing, Digital Communications, and Public Relations Program Services

Contractor will provide marketing, digital communications, and public relations program services including: discovery, research, and analytics, which will inform their branding recommendations and fundraising strategy development. Contractor will develop management reports with Key Performance Indicators (KPIs) and goals for fundraising activities, website performance, and marketing communications strategies. Contractor will provide management recommendations for fundraising, volunteer, and adoption programs that are developed. This will include: Discovery Services; Branding Services; and Management and Analytics as detailed below.

A. Discovery Services

1. Description of Services
    - In-depth kick-off meeting with LAAS Management and Contractor's core project team members to discuss goals, scope, milestones, deliverables, reporting protocols, stakeholders, key decision makers, strategic plans, research to date, current fundraising activities, sharing of analytics information and donor reports, and future research plans.
    - Stakeholder meeting to introduce Contractor's team to LAAS's stakeholders to obtain understanding and document objectives and needs of stakeholders and their audiences to ascertain what is working and what problems need to be solved.
    - Meet with LAAS staff to strategize best approaches for donor management program, data reporting, KPI's, and goals.
    - User research will be conducted through surveys and in-depth interviews to understand LAAS's diverse and segmented audiences – volunteers, donors, and adopters. Interviews will include both current donors and institutional donors to understand public perceptions and opinions about programs, brands, or concepts.
    - Fundraising research will be conducted to seek information on donors' motivations on both past and future donations.
    - Research will compile both qualitative and quantitative data to obtain a clear understanding of users and their behavior through the following means:

Quantitative Methods	**Qualitative Methods**
Online Survey Design and Analysis	Stakeholder Interviews

Google Analytics Analysis	In-Depth User Interviews
LAAS' own demographic data	Existing + Potential Interviews

- Information from stakeholder interviews, survey data, and existing market research will be used to compile fictional personas profiles and user journeys to create proxies of LAAS's real audience population in order to clarify audience needs, values, and goals.
- Perform comparative analysis to obtain donation strategies, implementations, and best-in-breed animal services approaches, including the collection of fundraising campaign approaches.

2. Delivery Period
    - Twelve (12) weeks as reflected in the Pricing and Payment Schedule, attached as Exhibit 3 to the Agreement.

3. Contractor Team Members
    - Project Manager
    - UX Designer
    - UX Researcher
    - Project Director
    - Art Director
    - Developer
    - Technical Director
    - Lead Consultant
    - Research Manager

4. Deliverables
    - Deliver a strategic roadmap compiled with the following:
        - Survey Findings with Executive Report
        - High Level Requirements Documents
        - Persona & User Journeys
        - Comparative Analysis Findings
        - Creative Brief
        - Information on what space LAAS currently occupies in the mind of donors, challenges, and opportunities.

B. Branding

1. Description of Services
    - Identify LAAS's target demographics, unique selling points and value.
    - Identify LAAS's purpose, audience, perception goals, and value to our customers.
    - Deliver 3-5 initial concepts to LAAS for selection of direction.
    - Refine and revise marks, logos, copywriting, and standard concepts in two rounds.

- Create a set of standards that will establish who LAAS is at every touch point of their customer's journey.
- Create a "Case for Support, which will lay out 1-2 designed pages describing what and how LAAS will communicate its value proposition to each intended audience.

2. Delivery Period
   - Seven (7) weeks as reflected in the Pricing and Payment Schedule, attached as Exhibit 3 to the Agreement.

3. Contractor Team Members
   - Project Manager
   - Creative Director
   - Art Director
   - Lead Consultant

4. Deliverables
   - New brand, logos, marks, copywriting and set of standards.
   - "Case for Support" example content:
     - A concise statement of need that inspires the audience to get involved.
     - A description of LAAS's track record that communicates how an investment of time or money is well spent with the organization.
     - Language that sums up LAAS's future vision, creating a sense of urgency to get involved.
     - Tangible ways to be involved – donate, volunteer, and adopt.

C. <u>Management and Analytics</u>

1. Description of Services
   - Analysis of past metrics for online fundraising using email and transaction data.
   - Analysis of direct mail fundraising results through document review of past direct mail efforts.
   - Analysis of donor process through interviews with LAAS staff about donor retention, management, acknowledgment, and reporting processes.
   - Review of other communication channels.
   - Analysis of existing donor data to obtain overall organization fundraising statistics.

2. Delivery Period
   - Four (4) weeks as reflected in the Pricing and Payment Schedule, attached as Exhibit 3 to the Agreement.

3. Contractor Team Members
   - Project Manager

- Digital Marketing Manager

4. Deliverables
   - Create management reports containing KPIs and goals for:
     - Fundraising activities - including direct mail fundraising
     - Website performance
     - Marketing and communication strategies

2. Strategic Fundraising and Recruitment Services

Contractor will provide a customized fundraising plan to raise capital and supporters using online and offline fundraising tools through strategic fundraising plans that will rely upon LAAS's current strengths and assets. Recruitment services will test, refine, and improve results and build a plan to unite marketing efforts for volunteers, fosters, and donors. This will include: Strategic Fundraising Services; Recruitment Year 1 Services; Recruitment Year 2 Services; and Recruitment Year 3 Services as detailed below.

A. Strategic Fundraising

1. Description of Services
   - Identify gaps in fundraising revenue.
   - Research prospect lists and donor segments to target customers.
   - Create donor stewardship process.
   - Create first time donor/volunteer/foster acquisition campaigns.
   - Convert volunteers and fosters into donors.
   - Create a fundraising calendar.
   - Create fundraising reports and metrics.

2. Delivery Period
   - Fourteen (14) weeks as reflected in the Pricing and Payment Schedule, attached as Exhibit 3 to the Agreement.

3. Contractor Team Members
   - Project Manager
   - Lead Consultant
   - Research Manager
   - Donor Communication Manager
   - Digital Marketing Manager

4. Deliverables
   - Establish fundraising goals and milestones to reach the designated goals.
   - Test fundraising assumptions for feasibility against donor giving data and the local market.
   - Create a target customer list of both existing and potential donors to be used for the structuring of future campaigns.

- Create a donor retention “toolkit” containing automated emails, a thank you letter template, possible events, and other ways to show donors the impact of their gift.
- Identify opportunities to reach new donors and inspire their first gift through online campaigns, list building campaigns, and awareness building events or campaigns. A key component will focus on converting volunteers and fosters into donors.
- Create a consistent, coordinating calendar of donor communication, fundraising campaigns – including email, social media, and direct mail.
- Monthly reports and dashboards containing website metrics to identifying progress towards key performance metrics.

B. Recruitment Year 1

1. Description of Services
    - Conduct bi-weekly fundraising/recruitment meeting.
    - Implement the use of best practices fundraising and communication tools containing donor database, wealth screening options, and data security.
    - Support current planned recruitment campaigns and donor communications.
    - Train staff to support fundraising efforts in terms of outreach, customer service, acknowledgment, retention, tracking, and logging touchpoints.
    - Evaluate Year 1 fundraising activities and adjust plan, as needed.

2. Delivery Period
    - Twelve (12) months as reflected in the Pricing and Payment Schedule, attached as Exhibit 3 to the Agreement.

3. Contractor Team Members
    - Project Manager
    - Art Director
    - Lead Consultant
    - Research Manager
    - Donor Communication Manager

4. Deliverables
    - Monthly fundraising reports, documents, and KPIs for non-fundraising communication.
    - Ongoing execution of fundraising plan including tweaks and enhancements, as needed.
    - Create editorial/email content template and calendar for campaigns and e-newsletter.
    - Test effectiveness of paid online ads, adjust messaging and test different channels.
    - Upon completion of fundraising strategic plan, expand to include:

    - Donor and volunteer communications – create templates and process for newsletters, a donor and volunteer welcome series, donor collateral, and guidelines for social media editorial.
    - Establish year-end giving campaign through email and direct mail.
  - Provide ongoing support and training for LAAS staff.
  - Create fundraising plan for donor programs such as gifts “in honor of,” wedding registry, etc.
  - Potential for corporate and foundation partnerships.
  - Report on the evaluation and alignment of Recruitment Year 1 activities and campaigns.
  - Update strategic plan for Recruitment Year 2, as needed.

C. Recruitment Year 2

1. Description of Services
    - Support Development Manager and LAAS staff with project management of fundraising and recruitment plans in bi-weekly meetings.
    - Continue donor/volunteer/foster communication and messaging.
    - Conduct three fundraising campaigns through email and direct mail.
    - Expand the major gift pool through outreach and relationship building efforts with Development Manager.
    - Provide support for donor stewardship events.
    - Provide management assistance to fundraising advisory committee dedicated to making personal asks and connections that benefit the organization.
    - Support Development Manager and LAAS staff in outreach and relationship building with major donors.
    - Report on the evaluation and alignment of Recruitment Year 2 activities and campaigns.
    - Evaluate Year 2 fundraising activities and update strategic plan for Year 3 fundraising activities, as needed.

2. Delivery Period
    - Twelve (12) months as reflected in the Pricing and Payment Schedule, attached as Exhibit 3 to the Agreement.

3. Contractor Team Members
    - Project Manager
    - Art Director
    - Lead Consultant

4. Deliverables
    - Monthly fundraising reports, documents, and KPIs for non-fundraising communication.

- Ongoing execution of fundraising plan including tweaks and enhancements, as needed.
- Create editorial/email content template and calendar for campaigns and e-newsletter.
- Provide project management of fundraising and recruitment plan to take advantage of new opportunities as they arise, while supporting LAAS's staff.
- Create monthly communications to ensure donors/volunteers/fosters feel part of the LAAS community, offer opportunities to deepen their engagement, and thank them for their support.
- Execute three fundraising campaigns (i.e., spring/summer, year-end, and engagement effort to increase list) through email, direct mail, and online paid advertisements designed to renew existing donors, acquire new donors, and increase gift sizes.
- Provide one-on-one staff support for donor outreach through prospect research and meeting preparation. Test options for donor stewardship events to understand the response from LAAS donors.
- Develop corporate giving opportunities.
- Increase individual major gifts, corporate sponsorship, and foundation grants.
- Assist in creating and managing the fundraising advisory board.
- Report on the evaluation and alignment of Recruitment Year 2 activities and campaigns.
- Update strategic plan for Recruitment Year 3, as needed.

D. Recruitment Year 3

1. Description of Services
    - Support Development Manager and LAAS staff with project management of fundraising and recruitment plans in bi-weekly meetings.
    - Continue donor/volunteer/foster communication and messaging.
    - Conduct three fundraising campaigns through email and direct mail to and include copywriting, campaign planning, email schedule, and landing pages.
    - Provide support for donor stewardship events, increasing in-person interactions with donors via events with the goal of moving existing donors from small gifts to large gifts.
    - Assist with management of the fundraising advisory committee dedicated to making personal asks and connections that benefit the organization.
    - Provide research on the establishment of a 501c3 to support fundraising efforts.
    - Support Development Manager and LAAS staff in outreach and relationship building with major donors to expand the gift pool through research and meeting preparation.

- Evaluate Year 3 fundraising activities and update strategic plan for Year 4 fundraising activities, as needed.

2. Delivery Period
    - Twelve (12) months, one (1) week and four (4) days as reflected in the Pricing and Payment Schedule, attached as Exhibit 3 to the Agreement.

3. Contractor Team Members
    - Project Manager
    - Art Director
    - Lead Consultant

4. Deliverables
    - Monthly fundraising reports, documents and KPIs for non-fundraising communication.
    - Ongoing execution of fundraising plan including tweaks and enhancements, as needed.
    - Create editorial/email content template and calendar for campaigns and e-newsletter.
    - Provide project management of fundraising and recruitment plans to take advantage of new opportunities as they arise, while supporting LAAS's staff.
    - Create monthly communications to ensure donors/volunteers/fosters feel part of the LAAS community, offer opportunities to deepen their engagement, and thank them for their support.
    - Execute three fundraising campaigns (i.e., spring/summer, year-end, and engagement effort to increase list) through email, direct mail, and online paid advertisements designed to renew existing donors, acquire new donors, and increase gift sizes.
    - Provide one-on-one staff support for donor outreach through prospect research and meeting preparation.
    - Test options for donor stewardship events to understand the response from LAAS donors.
    - Assist with managing the fundraising advisory board.
    - Report on the evaluation and alignment of Recruitment Year 3 activities and campaigns.
    - Update strategic plan for Recruitment Year 4, as needed.

3. Website Design and Development

Contractor will provide a customized customer-facing website, conforming to the requirements and specifications set forth below, and designed through user and market research using LAAS personalized personas and user journeys as their guide in creating a dynamic website experience. This will include: Website Development, Implementation, and Management; Digital Marketing Metrics; and Training as detailed below.

A. <u>Website Development, Implementation, and Management</u>

1. Description of Services
    - Website development, design, maintenance, training, and other expert services associated with social media platforms and data management.
    - Website will be built and maintained in Drupal 9, or the most current version, and hosted in the City's environment.
    - Website shall contain the in-scope website functions, templates, features, and integration assumptions as set forth in the Website Development and Management Services Guidelines, attached hereto as Attachment 1 and incorporated into this SOW.
    - Website shall comply with the City's Citywide Website Development and Publication Policy, attached hereto as Attachment 2 and incorporated into this SOW.
    - Website shall company with the City's Citywide Web Content Policy, attached hereto as Attachment 3 and incorporated into this SOW.
    - The content on the website must comply with Section 508 of the federal Rehabilitation Act of 1973 and meet the success criteria levels A and AA of the Web Content Accessibility Guidelines 2.0, published by the Web Accessibility Initiative of the World Wide Web Consortium. Contractor will review the City's Guide to Web Accessibility According to Section 508 Standards, attached hereto as Attachment 4 and incorporated into this SOW. Webpages must include the City navbar at the top and any other required Citywide content.
    - Website set up and design using a CMS
    - Website security, includes but is not limited to:
        - Ensuring all code is written in an efficient and secure manner and that any plugins are secure.
        - Website will use SSL encryption and the contractor will take immediate action if the site is flagged as a security issue by the City's website monitoring system.
    - Convert legacy platforms to newer technologies
    - Sitemap/Information Architecture & User Experience Concept
        - Create the Information Architecture (IA) for the website which includes global navigation, labeling, categorization, and group of content.
        - Design user experience concept, including home page in both mobile and desktop format
    - Full User Experience/Wireframes
        - Create Sitemap and UX concept, detailing each template with one mobile and one desktop breakpoint.
        - Create User Experience Wireframes with hierarchy, functionality specs and layouts.
        - Wireframes will define all functional and content elements on the website, including interface elements, widgets, navigational systems and their relationships and hierarchies.

    - Create approximately nine (9) templates which may be comprised of the following: Home Page, Shelter Pages, Animal Pages, Search/List Animal Pages, Donation Flows, Content Detail Pages (About, News, FAQ, etc.), Form Builder, Event Calendar; and Content Landing Pages (News Feed, Product Families, etc.).
- Visual Design
    - Moodboard exercise used to develop visual ideas through the exploration of color palettes, typography, photography, user interface patters and overall look and feel.
- Copywriting & Search Engine Optimization (SEO)
    - Headlines, button titles, and captions to match with the new tone and structure of the design.
    - SEO through keywords with the help of word trackers
- Development
    - Convert and/or transition any Contractor designed website to a format suitable for the City to transfer to another website server, when requested.
    - Initial website development will take place on the Glue's web server
    - Project will use HTML, CSS, Drupal 9, or the latest technology available and images optimized for internet use.
    - All Drupal plugins used within the site will be stable and secure and have been tested against the most stable release of Drupal upon delivery.
- Contractor may facilitate, maintain, and assist the Department with the purchase and delivery of all applicable domain names, links, identification codes, hosting sites, e-mail acquisition, and passwords associated with the design and maintenance of all websites, including hosting sites and e-mail address accounts the Contractor has designed or is maintaining prior to payment being issued.
- CMS and Administrative training will be provided to Department employees with the intent to transition website management to Department prior to user Acceptance Testing.
- Half-day workshop training at LAAS offices
- Animal Database Integration – current implementation
- Content Entry
- Quality Assurance & Bug Fixing
- DevOps, Architecture and Hosting Support
- Usability Testing when website is in alpha with 12 participants plus 4 floaters
- ADA compliant website
- Deployment
- Maintenance
    - Provide website training on an as-needed basis to relevant Department staff through life of the Agreement.

        - Provide technical/CMS/Drupal Maintenance + Minor Design Support consisting of the following monthly staff assignments and time allotments: Tech Director (4 hours); Art Director (8 hours); Project Director (2 hours); Developer (16 hours).
        - Provide: CMS browser updates; CMS and related plug-in updates; Review of site analytics (audience, behavior, and conversion) and provide recommendations on where to increase or improve content and functions; Feature backlog based on a prioritized backlog of needs and hours used.
    - Digital Marketing Metrics

2. Delivery Period
    - Twenty-seven (27) weeks as reflected in the Pricing and Payment Schedule, attached as Exhibit 3 to the Agreement.

3. Contractor Team Members
    - Project Manager
    - UX Designer
    - UX Researcher
    - Project Director
    - Art Director
    - Creative Director
    - Developer
    - Technical Director
    - Quality Assurance

4. Deliverables
    - Drupal website with (approximately 9 templates)
        - Animal Database Integration (current implementation)
        - Content Entry
    - Full featured working beta website for the Department to review and test to confirm it meets the design specifications.
        - Any items that are not up to design specifications will be noted in writing by the Department for Contractor to make needed changes or fixes accordingly prior to payment being issued.
    - Website shall contain the In-scope Website Functions, Page Templates features/functions, System Administration features/functions, and System Features as contained in Attachment No. 1 to this SOW.
    - Website shall be fully functional in both desktop and mobile devices, in multiple browsers and the most current browser versions, which may involve creating multiple versions of codes/pages, including:
        - Microsoft Edge
        - Mozilla Firefox
        - Google Chrome
        - Safari (MAC)
    - Two (2) rounds of revision for Sitemap & UX Concept

- 3-4 moodboards for LAAS stakeholders to choose from, no revisions after selection
- Creation of approximately nine (9) templates of User Experience Wireframes based upon selected moodboard design – each with one mobile and one desktop breakpoint.
- Digital style guide based on chosen moodboard.
- Approximately 9 Visual Design Mock templates – delivered in batches of three (3).
- Migration of development and QA environment to City's environment.
- Twelve (12) sessions of usability testing with select group of representative users, performing everyday tasks.
    - Findings from usability tests will be used to improve existing design ideas and identify gaps in knowledge through an analysis with recommendations for improvements or iterations
- Two (2) days of market research.
- After establishment of a benchmark and goals, a detailed review of site and app analytics (audience, behavior, and conversion) will be performed.
- Analytics measures of fundraising potential (i.e., social media growth and engagement, email list growth, email open and click through rate, and sources of content that are yielding the best results) along with other types of testing.
- Training will be comprised of:
    - Half-day workshops
    - User manual
    - Technical process slides
    - Other technical documentation
    - Fundraising beck practices
    - Integration points with third-party tools (i.e., CRM, email manager, adoption database, etc.)
- Fix any bugs and issues not up to specifications for up to ninety (90) days at no additional charge unless the problem is due to new browser, computer or operations systems that were not available and, therefore, unable to be designed for when the website was built. In such cases, Contractor will provide website maintenance at an agreed upon fee.
- City shall be the exclusive registered owner of all domain names, URL's, content, and websites of all kinds (including but not limited to Internet and Intranet). The Contractor shall deliver to the Department all documents showing the City being the exclusive owner of all websites, URL's and domain names.
- Website shall comply with the City's Citywide Website Development and Publication Policy, attached hereto as Attachment 2 and Citywide Web Content Policy, attached hereto as Attachment 3. The content on the website must comply with Section 508 of the federal Rehabilitation Act of 1973 and meet the success criteria levels A and AA of the Web Content Accessibility Guidelines 2.0, published by the Web Accessibility Initiative of the World Wide Web Consortium. Contractor will review the

City’s Guide to Web Accessibility According to Section 508 Standards, attached hereto as Attachment 4. Webpages must include the City navbar at the top and any other required Citywide content.

- All images, icons, and videos used within the website have been properly licensed for use within the website.
- Digital Marketing Metrics that evaluate effectiveness of fundraising activities by channel including awareness, asks, and stewardship content; reviewing past success in building email list by source and campaign; recommending tools and processes that meet email list building goals; and incorporating fundraising best practices into training.
- Monthly strategic analysis and recommendations.

B. Maintenance

1. Description of Services
    - Website Maintenance
    - Implementation of upgrades and enhancements
    - Troubleshooting

2. Delivery Period
    - Twenty-nine (29) months as reflected in the Pricing and Payment Schedule, attached as Exhibit 3 to the Agreement.

3. Contractor Team Members
    - Project Director
    - Art Director
    - Developer
    - Technical Director

4. Deliverables
    - Forty (40) hours design and development hours per month to keep up to date with browser updates, CMS and related plug-in updates as well as routine service and hosting maintenance.
    - Feature backlogs used to release upgrades and enhancements based on a prioritized backlog of needs.
    - Project manager will be available to LAAS from 9 AM to 6 PM PST to route any development maintenance requests – responsive plans to solve critical problems will occur within 12 hours.

C. Content Development

1. Description of Services
    - Photography
    - Video Concepting
    - Video Pre-Production
    - Video Shooting
    - Video Editing Post-Production

2. Delivery Period

- Ongoing based as reflected in the Pricing and Payment Schedule, attached as Exhibit 3 to the Agreement.

3. Contractor Team Members
    - Project Manager
    - Art Director
    - Creative Director
    - Senior Copywriter
    - Photographer
    - Production Artist

4. Deliverables
    - Photography
        - Half day shooting images at six (6) LAAS Animal Services Centers with video B-Roll (includes all equipment)
        - Retouching and color correction included
    - Videography
        - Two (2) weeks live action shooting at six (6) LAAS Animal Services Centers
        - Eight (8) concepts presented – LAAS to select four (4) for production
        - Scripts and pre-production
        - Live action shooting
        - Post-production editing, music, voice over, and motion graphics, as needed

<u>Hourly Rates</u>:

The following hourly rates will be used to calculate all services performed under the Agreement and through authorized Change Orders under the Agreement.

Staff Title	Rate ($ per Hour)
User Experience Researcher	$185.00
User Experience Designer	$125.00
Project Director	$200.00
Art Director	$125.00
Creative Director	$200.00
Senior Copywriter	$135.00
Developer	$130.00
Project Manager	$100.00
Photographer	$200.00
Technical Director	$200.00
Production Assistance	$60.00

Quality Assurance	$30.00
Lead Consultant - Fundraising	$150.00
Research Manager - Fundraising	$150.00
Donor Communication Manager	$150.00
Digital Marketing Manager	$150.00

Statement of Work Attachments:

The following Attachments are hereby incorporated into and made a part of this SOW:

Attachment 1 – Website Development and Management Services Guidelines
Attachment 2 – Citywide Website Development and Publication Policy – Policy # IT-007
Attachment 3 – Citywide Web Content Policy – Policy # IT-006
Attachment 4 – Guide to Web Accessibility According to Section 508 Standards

EXHIBIT 3 Marketing, Fundraising, Public Relations, and Website Development and Management Services

LA Animal Services - Pricing and Payment Schedule - August 18, 2020

TASK	THE GLUE														GOOD WAYS						TOTAL COST	DURATION	DELIVERABLES
Role	UER	UX	PD	AD	CD	Sr Copy	Dev	PM	Phot	TD	PA	QA	Total Hours	The Glue Total	LC	RM	DCM	DMM	Total Hours	Goodways Total	Task Total	Duration	
Rate	185	125	200	125	200	135	130	100	200	200	60	30			150	150	150	150					
Discovery													**685**	**$102,145.00**					**99**	**$14,850.00**	**$116,995.00**	**12 weeks**	**Research Findings:** Strategic Roadmap - Survey Findings with Executive Report - High Level Requirements Document - Personas & User Journeys - Comparative Analysis Findings - Creative Brief Fundraising Market Research: - Online donor survey (current donors and lapsed donors)- - One on one interviews with current donors (aim for 10) - One on one interviews with institutional donors that do not yet have a relationship with the organization - Determine: what space does LAAS occupy in the mind of the donor, challenges, opportunities - Report back on donor insights and opportunities with potential donors - PM support for tasks related to deliverables
Preparation and Onboarding		32	32	32			32	80		32			240	$32,960.00		60			60	$9,000.00		2w	
Kickoff and Stakeholder Meetings		40	16	16			16	60		16			164	$21,480.00	39				39	$5,850.00		2w	
Online Survey and Analysis	46		18										64	$12,110.00						$0.00		3w	
User Interviews	75							50					125	$18,875.00						$0.00		2w	
Interview and Survey Incentives														$2,300.00						$0.00			
Personas & User Journeys	52		4	16				20					92	$14,420.00						$0.00		2w	
Branding													**124**	**$16,200.00**						**$12,750.00**	**$28,950.00**	**7 weeks**	**Define Brand, Identity and Case for Support:** - 3 to 5 identity concepts + 2 rounds of revision on selection - Final logos and brand guide "Case for Support" including: - Statement of need - Public facing description of LAAS's track record - Language that sums up LAAS's future vision - Tangible ways to be involved (donate, volunteer, adopt) - PM support for tasks related to deliverables
Brand Identity and Logos				88	16			20					124	$16,200.00			85		85	$12,750.00		7w	
Management & Analytics													**20**	**$2,000.00**						**$7,500.00**	**$9,500.00**	**4 weeks**	**Understand Metrics & Analytics:** - Analysis of past metrics for online fundraising: open rate, CTR, traffic patterns, website conversion - Interviews with LAAS staff and board about process for managing donors, producing stories of impact, and donor acknowledgment - Outline ideal reports, KPIs, and set goals - Templates for monthly fundraising metrics and progress to goals **- PM support for tasks related to deliverables**
Management & Analytics								20					20	$2,000.00				50	50	$7,500.00		4w	
Strategic Fundraising								40.8					**40.8**	**$4,080.00**					**204**	**$30,600.00**	**$34,680.00**	**14 weeks**	**Define Strategy:** Stage 1: Review past approaches and results Document review of collateral and approaches Set Y1 and Y2 fundraising goals Create donor segments (ie at what level is someone a major donor?) Implement database recommendation with wealth screening option Stage 2: Build case for support for different level donors Build process for thanking, stewarding, and renewing and upgrading donors (At this point can test fundraising campaigns) Major donor prospect research Build major donor prospect list Outline plan for monthly donors and donor acqusition Stage 3: Test renewal campaigns and hard-to-reach donor campaigns Align campaigns to organization and donor needs- ideally finding three opportunities per year for campaigns Train staff on process for donor stewardship - Minimal PM support for tasks related to deliverables
Setting fundraising goals, supporting documentation, and identify gaps in revenue								6					6	$600.00			30		30	$4,500.00		2w	
Prospect research and donor segments								13					13	$1,300.00		65			65	$9,750.00		2w	
Donor stewardship process								4					4	$400.00	20				20	$3,000.00		2w	
Planning for donor acquisition campaigns								9					9	$900.00	45				45	$6,750.00		6w	
Creating a fundraising calendar								4					4	$400.00	20				20	$3,000.00		2w	
Monthly report and dashboard (incl website metrics)								4.8					4.8	$480.00				24	24	$3,600.00		ongoing	
Recruitment Year 1				248	0			280					**528**	**$86,000.00**						**$57,000.00**	**$143,000.00**	**12 months**	**Implement Year 1 Fundraising (incl social media):** - Ongoing execution of fundraising plan with tweaks and enhancements - Stewardship plan for major donors - Create editorial/email content template and calendar that helps steward donors and prime list for campaigns and asks (sometimes called an e-newsletter) - Create reporting documents and KPIs for non-fundraising communication
Bi-weekly fundraising meetings with team and creating monthly fundraising reports								40					40	$4,000.00	78				78	$11,700.00		ongoing	
Implementing fundraising and communications tools. Support on implementing donor database, wealth screening options, and communication tools								40					40	$4,000.00		54			54	$8,100.00		ongoing	

EXHIBIT 3 Marketing, Fundraising, Public Relations, and Website Development and Management Services

TASK	THE GLUE														GOOD WAYS						TOTAL COST	DURATION	DELIVERABLES
Supporting current fundraising campaigns and donor communication. On going testing and improving current fundraising campaigns and process								40					40	$4,000.00	50				50	$7,500.00		ongoing	Design & Content Support - Email / digital design & dev - Monthly digital newsletter for 3 segments (+landing page) - 2-3 email campaigns (+landing page) - Direct mail design - 3 print communication/newsletter per year - 2-3 direct mail campaign - Social collateral - canva subscription - coschedule for wordpress Use Photogtraphy and Videography - Apx 5 hours per week of PM for 1 year
Ongoing donor communication (ie newsletter and social media guidelines)				248				40					288	$35,000.00			55		55	$8,250.00		ongoing	
Create year-end fundraising campaign (email and direct mail)								40					40	$4,000.00	37				37	$5,550.00		ongoing	
Support and train staff on donor customer service, asks, interaction with potential donors								40					40	$4,000.00	62				62	$9,300.00		4w	
Evaluation of year 1 fundraising activities and adjusting plan as needed								40					40	$4,000.00	20				20	$3,000.00		1w	
Mailing Services														$27,000.00	24				24	$3,600.00			
Recruitment Year 2				372	0			320					**692**	**$78,500.00**						**$76,270.00**	**$154,770.00**	**12 months**	**Implement Year 2 Fundraising (incl social media):**
Prep for and support Development Manager in bi-weekly team fundraising meetings and create monthly fundraising report								40					40	$4,000.00	74.47				74.47	$11,170.00		ongoing	- Ongoing execution of fundraising plan with tweaks and enhancements - Stewardship plan for major donors - Create editorial/email content template and calendar that helps steward donors and prime list for campaigns and asks (sometimes called an e-newsletter) - Create reporting documents and KPIs for non-fundraising communication Design & Content Support - Email / digital design & dev - Monthly digital newsletter for 3 segments (+landing page) - 2-3 email campaigns (+landing page) - Direct mail design - 3 print communication/newsletter per year - 2-3 direct mail campaign - Social collateral - canva subscription - coschedule for wordpress Use Photogtraphy and Videography
Donor communication and messaging								40					40	$4,000.00	80				80	$12,000.00		ongoing	
Three fundraising campaigns (email and direct mail)				372				40					412	$50,500.00	120				120	$18,000.00		ongoing	
Donor stewardship event support								40					40	$4,000.00	50				50	$7,500.00		ongoing	
Create and help manage fundraising advisory board								40					40	$4,000.00	80				80	$12,000.00		ongoing	
Support staff on one-on-one donor outreach and meetings								40					40	$4,000.00	60				60	$9,000.00		ongoing	
Evaluation of year 2 fundraising activities and adjusting plan as needed								40					40	$4,000.00	20				20	$3,000.00		1w	
Online paid advertisements to support three campaigns								40					40	$4,000.00	24				24	$3,600.00			
Recruitment Year 3				372	0			320					**692**	**$105,500.00**						**$86,770.00**	**$192,270.00**	**12 mos 1w 4d**	**Implement Year 3 Fundraising (incl social media):**
Prep for and support Development Manager in bi-weekly team fundraising meetings and create monthly fundraising report								40					40	$4,000.00	74.47				74.47	$11,170.00		ongoing	- Strategy and execution for three campaigns throughout the year - direct mail and email: efforts that will attract monthly subscribers, new donors, volunteers, and increase the pool of potential major donors - Creating advertisements to support campaigns - Additional materials and communication for donor stewardshipCreate yearly plan to reach new major donors and prospects - Support on events - making an ask, coordinating efforts - Support staff with materials and strategy for one-on-one meetings - Create structure and materials for advisory board - Support staff in recruiting members to advisory board - Report on year three results with amendments to use moving forward Design & Content Support - Email / digital design & dev - Monthly digital newsletter for 3 segments (+landing page) - 2-3 email campaigns (+landing page) - Direct mail design - 3 print communication/newsletter per year - 2-3 direct mail campaign - Social collateral - canva subscription - coschedule for wordpress Use Photogtraphy and Videography - Apx 5 hours per week of PM for 1 year
Donor communication and messaging								40					40	$4,000.00	80				80	$12,000.00		ongoing	
Three fundraising campaigns (email and direct mail, includes copywriting, campaign planning, email schedule, landing pages)				372				40					412	$50,500.00	120				120	$18,000.00		ongoing	
Donor events support								40					40	$4,000.00	100				100	$15,000.00		ongoing	
Help managing fundraising advisory board and research into 501c3								40					40	$4,000.00	100				100	$15,000.00		ongoing	
Support staff on one-on-one donor outreach and meetings								40					40	$4,000.00	60				60	$9,000.00		ongoing	
Evaluation of year 3 fundraising activities and adjusting plan as needed								40					40	$4,000.00	20				20	$3,000.00		1w	
Online paid advertisements to support three campaigns								40					40	$4,000.00	24				24	$3,600.00		ongoing	
Mailing Services														$27,000.00									
Website Design & Development	75	386	118	521	24	0	740	330	0	272	0	160	**2626**	**$357,250.00**							**$357,250.00**	**27 weeks**	**Design, Develop and Deliver New Website**
Sitemap & UX Concept		50	10					10					70	$9,250.00								3w	Apx 9 templates - Moodboards - IA / Sitemap - UX / Wireframes - Visual Design - Content & Copy - WP Development - CRM Integration * - Donation Integration * - Adoption Database Integration - Newsletter Design & Dev - Social media assets - Google Analytics / GTM / Metrics - CMS and Admin Training Digital Marketing Metrics
User Experience Wireframes		320	40					70					430	$55,000.00								10w	
Moodboards			6	105	24			10					145	$20,125.00								3w	
Visual Design (apx 9 templates in 3 batches)			24	320				64					408	$51,200.00								12w	
Site templates - WP Theme Development				64			400	80		100			644	$88,000.00								10w	
Animal Database Integration (current implementation)							120	24		25			169	$23,000.00								3w	
Content Entry								0					0	$0.00								ongoing	
Quality Assurance & Bug Fixing							160	32		25		160	377	$33,800.00								4w	
DevOps, Architectire & Hosting Support							60			122			182	$32,200.00								ongoing	
Training							0	40					40	$4,000.00								2w	
Usability Testing	75	16	38	32									161	$27,475.00								4w	

EXHIBIT 3 Marketing, Fundraising, Public Relations, and Website Development and Management Services

TASK	THE GLUE														GOOD WAYS						TOTAL COST	DURATION	DELIVERABLES
Recruiting - 12 participants plus 4 floaters														$4,000.00									- Create social media fundraising plan that includes awareness, asks, and stewardship content - Review past success in building email list by source and campaign
Incentives for usability sessions, estimated at $100/session for 12 sessions plus $250/floater														$2,200.00									- Recommend tools and process that meet email list building goals - Incorporate fundraising best practices into training
Market research facility and tech - 2 days @ estimated $3500/day														$7,000.00									* Validated upon understanding of Chameleon CMS
																							- PM support for tasks related to deliverables. No content entry
Content Development													**1156**	**$181,760.00**							**$181,760.00**	**ongoing**	**Create Original Assets for Website and Social Medi Campaigns**
Photography								120	336		240		696	$93,600.00								6 loc.s - 1 w/each	Photography - 6 locations, half day shooting images with video B-Roll (includes all equipment)
Video Concepting						40		4					44	$5,800.00								1w	- Retouching, color correction
Video PreProd						32		24					56	$6,720.00								1w	
Video Shooting						40		40					80	$9,400.00								2w	Videography - 8 concepts presented
Production Team														$28,000.00								2w	- LAAS to select 4 for production - Scripts, pre-production
Video Editing / Post				160	40	64		16					280	$38,240.00								4w	- Live action shooting - Post-production editing, musiv, VO, motion graphics as needed
Maintenance													**870**	**$124,120.00**							**$124,120.00**	**29 months**	**Minimal Development and Design Support post launch for life of contract (29 months estimated)**
Technical/CMS/WordPress Maintenence + Minor Design Support			58	232			464			116			870	$124,120.00									Each month: - 4 hours Tech Director
																							- 8 hours Art Director - 2 hours Project Director - 16 hours Developer
Total + ALL OPTIONS over 3 years														**$1,057,555.00**						**$285,740.00**	**$1,343,295.00**	**3 Years**	**Marketing, Fundraising, Public Relations, and Website Development and Management Services**
																				15% Contingency	**$201,494.25**		
																				Total with Contingency	**$1,544,789.25**		

City of Los Angeles
Department of Animal Services

REQUEST FOR PROPOSALS
(RFP)

For the Selection of a Contractor to Provide

Marketing, Fundraising, Public Relations, and Website Development and Management Services

RFP Release Date:	March 18, 2019
BIP Outreach Deadline:	April 10, 2019 - 11:59 p.m. (PST)
Deadline to Submit Proposals:	April 25, 2019 - 4:00 p.m. (PST)
BIP Summary Sheet Deadline:	April 26, 2019 - 4:30 p.m. (PST)

Deliver to: LA Animal Services
Attention: Contract Administrator
221 North Figueroa Street, Suite 600
Los Angeles, California 90012

RFP and Contract Administrator: ani.contracts@lacity.org

RFP OVERVIEW

DATE ISSUED:	**Monday, March 18, 2019**
RFP NUMBER:	36125
TITLE:	Marketing, Fundraising, Public Relations, and Website Development and Management Services
DESCRIPTION:	The City of Los Angeles, Department of Animal Services (LAAS) is seeking proposals from qualified firms to develop, design, coordinate, implement and manage its marketing strategy, fundraising program, public relations outreach, and website.
MANDATORY PRE-PROPOSAL CONFERENCE:	**Tuesday, April 2, 2019** Downtown Los Angeles Figueroa Plaza Los Angeles, California 90012 Address and Room Number will be posted on www.labavn.com three business days before the conference date. **RSVP by Monday, March 25, 2019** via email to: ani.contracts@lacity.org
BIP OUTREACH DEADLINE:	**Wednesday, April 10, 2019** No later than 11:59 p.m. (PST) Business Inclusion Program (BIP) Outreach must be completed fifteen (15) days before the Proposal Deadline. See **Attachment 2, Section 20** and **Exhibit D-1** for outreach instructions. Failure to complete the BIP Outreach process will result in proposals being deemed non-responsive.
PROPOSAL DEADLINE:	**Thursday, April, 25, 2019** Hand or Courier Delivery - No later than 4:00 p.m. (PST) U.S. Certified Mail Postmark - No later than 11:59 p.m. (PST)
PROPOSAL DELIVERY ADDRESS:	Los Angeles Animal Services Attention: Contract Administrator 221 North Figueroa Street, Suite 600 Los Angeles, California 90012
QUESTIONS DEADLINE:	**Friday, April 12, 2019** Proposers may submit questions regarding this RFP via email to the Contract Administrator at ani.contracts@lacity.org. All questions and answers will be made available on the LABAVN website at: www.labavn.org. No individual answers will be given.

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1. The Opportunity

1.1 Introduction

The City of Los Angeles ("City"), Department of Animal Services ("LAAS") is releasing this Request for Proposals ("RFP") to seek qualified individuals or firms ("Proposers") to provide branding, marketing, public relations, strategic fundraising, and web development services.

LAAS is seeking Proposers to develop and implement a high-level fundraising program aimed at increasing donations to the Department so that LAAS can improve its constituent and animal services. The Department is seeking a Contractor who will develop a comprehensive ongoing fundraising campaign aimed at attracting major donors. Some approaches the Contractor will be expected to implement include, but are not limited to, networking strategies aimed at screening, vetting, and acquiring major donors through outreach; implementing a matching gifts program; promoting and coordinating major donor fundraising events; and providing consistent outreach and etiquette communication services with donors and potential donors. Services may include, but not be limited to, direct marketing, donor acknowledgment services, donor engagement through volunteering, etiquette-driven correspondence, such as, personalized appreciation communications, private tours, and presentations to donors highlighting their investment returns.

In order to achieve a successful marketing and major donor fundraising campaign program, the Contractor will first need to evaluate the Department's current donor outreach and public relations services and website to develop, propose, and implement the best approach for re-branding and promoting the Department. As part of the rebranding strategy, the Contractor will design, develop, and manage a new Department website. The new website will incorporate aspects of the current website that appeal to established, dedicated participants, while incorporating new features that appeal to a modern and social-media driven audience. The website and associated social media platforms should serve to inform, peak public interest in the Department's services, and encourage increased donations and public engagement through increased adoptions, fundraising activities, fostering, and volunteering. A significant increase in public, major donor, and corporate support will assist the Department's efforts to service its constituents and animal placement efforts, bringing LAAS closer to achieving a "no-kill" status.

The services provided to obtain the above goals shall include, but not be limited to, the development, implementation, and management of a marketing and branding strategy, website, and major donor fundraising program. Our goal is for LAAS to be the Proposer's exclusive animal welfare client in Southern California.

1.2 Background

The Department of Animal Services

<u>General</u>

LAAS was established approximately 153 years ago. Its major areas of responsibilities are saving the lives of animals that enter all six of its shelters, public safety, and the enforcement of the Los Angeles Municipal Code (Chapter V, Article 3). LAAS services the City of Los Angeles, which is comprised of fifteen Council Districts, has an approximate population of 4 million, and covers an area of approximately 469 square miles. LAAS is one of the largest municipal shelter systems in the United States. It serves approximately 60,000 animals annually and responds to approximately 20,000 emergency calls each year.

Animal Shelter Services

LAAS offers a wide range of programs and services, including wildlife management, companion animal field services, pet adoption, licensing, low-cost spay/neuter, microchipping, foster programs, volunteer programs, permits, animal cruelty prevention, and community outreach programs, among others. Many of LAAS's services and programs are offered through its animal shelters located throughout Los Angeles where staff receive community and surrendered animals. After initial check-ups, LAAS holds the animals for the legally required time period before making them available for adoption. The centers' veterinary staff oversee the health of the centers' animals and treat those needing special care.

New and Expanded Animal Shelters

LAAS features new, expanded, and modern facilities for animal care and human interaction. Seven new or expanded facilities now provide community-oriented animal care and a safer environment for animals in its care. The shelters establish community relationships to enhance responsible pet ownership and increase the number of pets reclaimed by owners or adopted to new homes. Each new or expanded shelter features a comfortable and safely designed public area, state-of-the-art veterinary care, examination, and observation spaces. All include a major expansion of dog kennel space and large kitchens for preparing animal meals. They feature "get-acquainted" rooms for cats and outdoor yards for the adopter to get to know dogs and other animals. The enhanced outdoor kennels keep animals comfortable with built-in radiant heating for winter and misting systems for hot days. Human visitors can enjoy the kennel garden setting areas. Large community rooms are used for everything from staff training to community events.

Additional information is available online at: www.laanimalservices.com.

1.3 Anticipated Term of Contract

LAAS intends to award a three-year contract with two, 1-year options to extend, at the Department's discretion, to the Proposer who demonstrates it is the most qualified to provide the required services at the best overall value to the City. Prior to Contract execution and start of services, the Contract will be subject to review by the City Attorney and the Mayor's Office. The Contract is subject to approval by the Board of Animal Services Commissioners (Board) and the Los Angeles City Council (Council). The Contract extension will be contingent upon the availability of funds, Contractor's continuing compliance with applicable Federal, State, and local government legislation, and an evaluation of the Contractor's performance.

1.4 Minimum Qualifications

Proposals will be accepted from individuals, companies and firms that meet the following criteria:

- Be qualified to conduct business in the State of California as evidenced by the organization's business registration with the California Secretary of State;

- Be in good standing with the California Secretary of State, if a corporation or limited liability company;

- Has not been determined to be non-responsible or been debarred by the City pursuant to the Contractor Responsibility Ordinance;

- Has not been debarred by the federal government, State of California, or a local government;

- Not have an outstanding debt which has not been repaid or for which a repayment agreement plan has not been implemented, if the respondent has previously contracted with the City of Los Angeles. If Proposer has contracted with LAAS, it must not have any outstanding disallowed costs or other liability to the City;

- Has direct and/or related experience and/or have the ability to subcontract services to provide all of the services solicited; and

- Provide operating or service level standards that will become a condition of the Contract awarded to the successful Proposer of this RFP.

2. Statement of Work

This RFP seeks a qualified individual, company or firm to provide LAAS with annual branding, marketing, advertising, fundraising coordination and website development management services. Proposers will be allowed to subcontract services to meet all contract requirements. However, Subcontractors must be listed in the Proposal and must comply with all City rules and regulations.

The marketing services being sought through this RFP are intended to implement a comprehensive major donor fundraising program to increase resources for shelter animals, increase successful pet adoption numbers, increase volunteer and fostering numbers, and re-brand the Department with an image consistent with its goals to promote community involvement and animal rescue with compassion. The expectation of the resulting Contract will be to measurably increase the Department's resources to further its goals towards caring and compassionate animal rescue and placement. To achieve these goals, the successful Contractor will be expected to supplement and enhance existing public relations efforts by providing the following services:

- Develop, present, coordinate, and implement a comprehensive marketing program using research, data tabulation, analysis, timelines with milestones, reports, and metrics that measure increases in various types of donations, fundraising activities, volunteers, foster families, and adoptions;

- Provide market research and analysis to develop and implement techniques that increase public awareness of LAAS, and directly result in increased adoptions, volunteer numbers, foster volunteer participation, while contributing to an increase in donor funds;

- Develop, implement, and manage fundraising events and techniques aimed at measurably increasing major donor benefactor funds to improve LAAS's ability to provide quality of care for shelter animals;

- Re-brand LAAS for a modern audience and mass market appeal;

- Develop LAAS branding and marketing strategies to maintain traditional public outreach, while appealing to and bringing in new participation from a modern, technology-driven public;

- Create and implement an annual media schedule to advertise and market LAAS, its events, and services; and

- Develop, implement, and manage a new LAAS website within the first year of the Contract, which encompasses the RFP's marketing goals and room for digital media content expansion; Proposer must include a timeline with milestones and a training component for transfer of duties to LAAS for eventual website management.

2.1 Description of Services to Be Provided

Contractor will be expected to perform market research and analysis to present and apply a branding strategy that promotes LAAS and its services. Proposer should incorporate innovative and traditional strategies in promoting the Department and soliciting major donors. The goal is to design and implement a marketing campaign and fundraising program with the intent to improve the quality of life for animals in LAAS's care. LAAS is interested in improving its services, facilities and programs through a major donor fundraising program that will enhance public perception, encourage philanthropic participation from major donors, and expand public outreach through the new website and digital content management. The ultimate goal is to increase high-profile donor contributions, to improve quality of life for animals in LAAS's care and increase community involvement through volunteering, fostering, and adoptions.

A. Marketing Services

1. Research

Provide market research and analysis to develop and refine communications and provide a strategy that will have a measurable impact on the Department's key stakeholders and target audiences. Use market research results to provide recommendations to LAAS Executive Team on next steps for website design and development, major donor fundraising strategies, and program implementation. Research and analytic techniques to be used must be approved by LAAS staff. Proposers must provide their researching strategies, techniques, and applications as relevant to LAAS's needs for re-branding and website development as an animal rescue organization.

2. Branding

Research and present options to the LAAS Executive Team for re-branding LAAS to strengthen its connection with its traditional audience while appealing to a new and modern audience. Contractor will provide a presentation, report, and outline with a timeline and strategy for achieving LAAS's re-branding and its application. Proposers' outlines must explain, in detail, their methods, approach, and timelines.

3. Management and Analytics

Develop a data-driven approach to inform strategies, engage target audiences, and increase campaign results. Proposer should outline and present its approach to provide full-service data management and analytics that will allow LAAS to be more efficient in engaging and motivating its target audiences. In addition, Contractor will be expected to:

- Capture and process all data received and provide secure lockbox services;
- Assess and report on fundraising results; and
- Identify concerns, challenges, solutions, and opportunities to improve fundraising, volunteering, and adoption numbers.

B. Fundraising and Recruitment Services

1. Strategic Fundraising

Develop outreach techniques to connect with and encourage prospective major and loyal donors to engage in additional fundraising activities. Coordinate and execute campaigns, including, but not limited to, mail, social media and digital-based services to achieve LAAS's specific financial goals of increasing donations and fundraising participation. Provide LAAS with a full-service and comprehensive marketing program that speaks to both middle and high-profile donors to recruit major donors and thereby significantly increase gift amounts. Proposer's must present a plan that incorporates, but is not limited to, the following:

- Develop, design, and execute major donor fundraising campaigns;
- Design and execute direct mail and digital campaigns;
- Build a proprietary database;
- Design, present, and execute plans to acquire new major donor supporters and fundraising strategy implementation;
- Incorporate and execute a donor acknowledgement / appreciation component that includes outreach, thank you correspondence, and donor engagement services;
- Set fundraising financial goals and achievement paths with monthly, quarterly, and annual progress reports; and
- Demonstrate a consistent and measurable upward trend in financial donations during and beyond the Contract as a result of the Department's marketing investment.

2. **Recruitment**
   Proposers' recruitment strategies should work in parallel with the other components of the Proposal with the expected results being an increase in shelter volunteers, foster family participation, and animal adoptions. Proposer's must present a plan that incorporates, but is not limited to, the following:

   - Develop, design, and execute recruitment campaigns and events that incorporate the LAAS brand and programs;
   - Design and execute direct mail and digital campaigns;
   - Build a proprietary database;
   - Design, present, and execute recruitment acquisition programs;
   - Incorporate and execute a volunteer acknowledgement / appreciation program;
   - Set recruitment goals and achievement paths with monthly, quarterly, and annual progress reports; and
   - Demonstrate a consistent and measurable upward trend in volunteer and foster family participation and adoptions during and beyond the Contract as a result of the Department's marketing investment.

C. Digital Component – Website and Media Services

1. **Website Development, Implementation, and Management**
   With the approval of LAAS Executive Management, Contractor will design, develop, implement, and manage a new website incorporating marketing research and re-branding techniques. The new website should incorporate elements from the current website (www.laanimalservices.com), but be presented in a new and innovative user-friendly interface. The Contractor will incorporate their fundraising program element into the new

website in addition to other digital program enhancements to engage audience participation, which leads to increased adoption and volunteer numbers. It is expected the new website will launch within the first year of the contract. The Proposer will provide a training program outline for eventual website management and hosting transfer to LAAS Systems Division staff.

The Contractor's website development, implementation, and maintenance must be technically compatible with the City's and LAAS's information technology systems and capabilities. See **Attachment 1** to this RFP for more details on general website guidelines.

2. **Digital Marketing Metrics**

Strategize and expand LAAS's fundraising and marketing efforts on digital platforms to increase engagement with donors and achieve financial goals. Proposers should outline plans to provide LAAS with integrated web, email, and social media planning, design, development, and monitoring, including, but not limited to:

- Utilizing the Department's current mechanisms for online payments and other licensed software to develop a website to be completed within the first year of the contract;
- Digital analytics, analysis and recommendations;
- Social media integration and implementation;
- Email campaign creation, testing and tracking;
- Email list-building, acquisition, and management; and
- Providing monthly, quarterly, and annual metric reports showing LAAS marketing program statistics and trends.

Proposer should factor in and offer tracking methods for determining both web and media services popularity and trending numbers to demonstrate mass market appeal.

To ensure confidentiality and data protection, Proposer must abide by all stipulations as listed in the RFP's General Terms and Conditions (**Attachment 5**), Submission Terms (**Attachment 2**) and Standard Provisions for City Contracts (**Attachment 3**). Proposers must include their precautions and procedures to ensure secure data gathering, record keeping, and web design and hosting to prevent misuse and data breaches by unauthorized internal and external sources.

3. **Training**

Contractor will train City staff on the use and management of the website deliverable. The eventual goal will be to transition all website and digital media content management to LAAS Systems Division. Additional Contractor expectations include, but are not limited, to the following:

- Outline the objectives of the training program;
- Identify appropriate anticipated training staff; and

- Provide a transfer of duties training schedule and timeline.

D. Cost Reasonableness and Budgeting

Proposals must include a cost breakdown and fee schedule for all deliverables and services. A clear listing for all billable line items should be broken down by service component. Each year of the contract should have its own anticipated costs outlined to reflect the implementation and progress goals for the Contract. It is the Department's expectation that the Contract's first year of services will result in higher costs, as it entails program development. As the Contract progresses, the intent is to transition website management responsibilities to LAAS. The other deliverables, although evolving, will eventually follow a management pattern approach rather than a groundwork start up service approach. For these reasons, the Department expects the subsequent contract years' costs to decrease while fundraising and adoptions increase. The Department's expectation is that the return on its marketing investment will eventually recoup and exceed its total marketing services costs to better serve its constituents and facilitate LAAS's quality of care for the animals it services. Proposer should make every effort to approach its marketing strategy and program implementation with these budgeting goals in mind.

E. Staff Capacity and Assigned Personnel

The appropriate team assigned to the Contract as a result of this RFP will be comprised of personnel with a strong marketing background. Such background must include a combination of marketing and web design experience and education. Team members must have combined knowledge, experience, and education in research, planning, brand development, and marketing strategy. They must have experience and education in communications technology, web design, and graphic design. Proposer must have sufficient staff to gather and analyze data, develop marketing and fundraising strategies, implement and manage marketing and fundraising programs, and generate monthly, quarterly, and annual reports. Support personnel should be utilized to perform general office work, routine, and clerical duties.

Proposer should identify assigned staff by name and title in addition to providing details regarding who will provide direct service, presentations, and contact to City staff including, but not limited to:

- Description of specific work each primary staff person will perform;
- Amount of time personnel will be assigned to work on each project;
- A brief biography of relevant work experience, level of responsibility, and/or academic achievements;
- Number of support staff to be assigned to Contract; and
- Names, contact information and assignment descriptions for all subcontractors to be utilized.

This portion may be submitted in a spreadsheet format to conserve on the number of pages utilized.

F. Special Requirements

Contractor will coordinate with City accounting staff to establish an acceptable invoice format with supporting documentation. Such items may include, but not be limited to:

- Employee time logs;
- Expense statements; and
- Detailed breakdowns/reports of invoice line items.

2.2 Technical Specifications

All reports, communication, and correspondence will be in a format compatible and easily accessible to LAAS employees. Although PDF documents may be acceptable in some instances, all materials must be available to LAAS staff in Microsoft Office (Word, Excel, and PowerPoint) upon request.

2.3 Vendor Performance Management

For additional information about how the Contractor's performance will be tracked and evaluated, please see **Attachment 4** on www.labavn.com in the "Additional Documents" Section for this RFP.

3. Proposal Content and Submission

3.1 Proposal Format

Proposals shall be based only on the material contained in the RFP, Mandatory Pre-Proposal Conference, amendments, addenda, and other material published by the City relating to the RFP. Proposals must meet the requirements outlined in this RFP. It is requested that proposals be concise and avoid the use of unnecessary promotional materials.

Proposals should include detailed responses to each Proposal Component. If selected, Contractor must be willing and able to commit to the Proposal submitted, all provisions in the Attachments and Exhibits posted in www.labavn.org, including, but not limited to the Standard Provisions for City Contracts (**Attachment 3**). The contents of the winning Proposal will be deemed as a binding commitment and included as an attachment to the Contract.

Proposers must respond to each of the following items in their written proposal. Each response in the proposal must be numbered to correspond with each of the numbered items below.

1. **Cover Letter (1 page limit):** Each proposal must include a cover letter limited to one (1) page that: references the title of this RFP and the RFP Number, contains a general statement of the purpose for submission, and includes the following detailed company information:

    - Full legal name of the Proposer;

    - Legal business status (individual, partnership, corporation, etc.), address, website (if applicable), email, and telephone number of the Proposer;

    - If the Proposer is a corporation, partnership, LLP, LLC, etc., identify the state under whose laws Proposer is organized. Otherwise, if Proposer is an individual, identify the state where Proposer is domiciled;

    - Name, title, address, email, and telephone number of the person or persons authorized to represent the Proposer to enter into negotiations with the City for the RFP and any subsequently awarded contract;

    - Identify all authority limitations for all persons named; and

    - **Authorized Signatures:** Proposals must be signed by a duly authorized officer eligible to sign contract documents and authorized to bind the company to all commitments made in the proposal. Consortiums, joint ventures, or teams submitting proposals will not be considered responsive unless all contractual responsibility rests solely with one Proposer or one legal entity. The proposal must identify the responsible entity.

2. **Technical Proposal:** This section of the proposal should establish the ability of Proposer to satisfactorily perform the required work by reasons of experience performing work of a similar nature; demonstrated competence in the services to be provided; strength and stability of the firm; staffing capability; workload; and record of meeting schedules on

similar projects. The applicable experience of the Proposer should be described in detail, including projects of a similar nature.

The Technical Proposal is broken up into four (4) components. Proposers must submit their Proposals according to the following format:

A. **Component A – Marketing Services** (6 page limit)
   Proposer's outline must explain, with details, its methods, approach, timelines, and include the following:

   1. **Qualifications and Experience –** Provide a brief introduction about the Proposer's qualifications related to the RFP needs.

   2. **Completed Work Samples –** Provide examples of relevant projects completed to demonstrate applicability to LAAS's needs.

   3. **References –** Proposer must include three business references. For each reference, please list the name, his/her position, organization, address, phone number, and email address. For each reference, describe the nature of the project, the timeline to complete the project, and if the project was completed within the original agreed upon timeline.

   4. **Staffing Plan and Project Organization –** This section of the proposal should identify, by name and title, primary personnel staff and subcontractors who will be assigned to the Contract Team. The following items should be included, but not be limited to:

      - A list of who will provide direct services, presentations, and contact to City staff;

      - A brief biography for each person of relevant work experience, level of responsibility, and academic achievements;

      - A description of specific work each primary staff person will perform;

      - The amount of time personnel will be assigned to work on each project;

      - The number of support staff to be assigned to contract; and

      - The names, contact information, and assignment descriptions for all subcontractors to be utilized.

      This portion may be submitted in a spreadsheet format to conserve on the number of pages utilized.

   5. **Services Approach and Work Plan –** Proposer should provide a narrative, which addresses the Statement of Work and demonstrates the Proposer's understanding of the City's needs and requirements. This section must include work product samples (e.g. - reports, graphs, etc.), proposed timelines for program implementation, and quality control measures and practices.

6. **Budgeting, Cost, and Price Proposal –** Proposals must include a cost breakdown and fee schedule for all deliverables and services. A clear listing for all billable line items should be broken down by service component. As part of the cost and price proposal, the Proposer shall submit proposed pricing to provide the services described in Section 2. All prices quoted must include all applicable fees and taxes. Proposer shall outline:

   - The total cost to the City, broken down in salaries, expenses, and equipment, in hours, and the total dollar amount by deliverable task;
   - Salary, wage, or hourly rate, project-based rate, or combination Proposer will charge for services; and
   - Full list and amount of non-salary expenses required to perform the services described (e.g., mileage, office supplies, and operating expenses). The costs associated with any proposed deliverables that are optional shall be clearly separated in the budget.

B. **Component B – Fundraising and Recruitment Services** (6 page limit)

1. **Qualifications and Experience –** Provide a brief introduction about the Proposer's qualifications related to the RFP needs.

2. **Completed Work Samples –** Provide examples of relevant projects completed to demonstrate applicability to LAAS's needs.

3. **References –** Proposer must include three business references. For each reference, please list the name, his/her position, organization, address, phone number, and email address. For each reference, describe the nature of the project, the timeline to complete the project, and if the project was completed within the original agreed upon timeline.

4. **Staffing Plan and Project Organization –** This section of the proposal should identify, by name and title, primary personnel staff and subcontractors who will be assigned to the Contract Team. The following items should be included, but not be limited to:

   - A list of who will provide direct services, presentations, and contact to City staff;
   - A brief biography for each person of relevant work experience, level of responsibility, and academic achievements;
   - A description of specific work each primary staff person will perform;
   - The amount of time personnel will be assigned to work on each project;
   - The number of support staff to be assigned to contract; and
   - The names, contact information, and assignment descriptions for all subcontractors to be utilized.

This portion may be submitted in a spreadsheet format to conserve on the number of pages utilized.

5. **Services Approach and Work Plan –** Proposer should provide a narrative, which addresses the Statement of Work and demonstrates the Proposer's understanding of the City's needs and requirements. This section must include work product samples (e.g. - reports, graphs, etc.), proposed timelines for program implementation, and quality control measures and practices.

6. **Budgeting, Cost, and Price Proposal –** Proposals must include a cost breakdown and fee schedule for all deliverables and services. A clear listing for all billable line items should be broken down by service component. As part of the cost and price proposal, the Proposer shall submit proposed pricing to provide the services described in Section 2. All prices quoted myst include all applicable fees and taxes. Proposer shall outline:

   - The total cost to the City, broken down in salaries, expenses, and equipment, in hours, and the total dollar amount by deliverable task;

   - Salary, wage, or hourly rate, project-based rate, or combination Proposer will charge for services; and

   - Full list and amount of non-salary expenses required to perform the services described (e.g., mileage, office supplies, and operating expenses). The costs associated with any proposed deliverables that are optional shall be clearly separated in the budget.

C. **Component C – Website and Social Media Services** (6 page limit)

1. **Qualifications and Experience –** Provide a brief introduction about the Proposer's qualifications related to the RFP needs.

2. **Completed Work Samples –** Provide examples of relevant projects completed to demonstrate applicability to LAAS's needs.

3. **References –** Proposer must include three business references. For each reference, please list the name, his/her position, organization, address, phone number, and email address. For each reference, describe the nature of the project, the timeline to complete the project, and if the project was completed within the original agreed upon timeline.

4. **Staffing Plan and Project Organization –** This section of the proposal should identify, by name and title, primary personnel staff and subcontractors who will be assigned to the Contract Team. The following items should be included, but not be limited to:

   - A list of who will provide direct services, presentations, and contact to City staff;

   - A brief biography for each person of relevant work experience, level of responsibility, and academic achievements;

- A description of specific work each primary staff person will perform;
- The amount of time personnel will be assigned to work on each project;
- The number of support staff to be assigned to contract; and
- The names, contact information, and assignment descriptions for all subcontractors to be utilized.

This portion may be submitted in a spreadsheet format to conserve on the number of pages utilized.

5. **Services Approach and Work Plan –** Proposer should provide a narrative, which addresses the Statement of Work and demonstrates the Proposer's understanding of the City's needs and requirements. This section must include work product samples (e.g. - reports, graphs, etc.), proposed timelines for program implementation, and quality control measures and practices.

6. **Budgeting, Cost, and Price Proposal –** Proposals must include a cost breakdown and fee schedule for all deliverables and services. A clear listing for all billable line items should be broken down by service component. As part of the cost and price proposal, the Proposer shall submit proposed pricing to provide the services described in Section 2. All prices quoted must include all applicable fees and taxes. Proposer shall outline:

   - The total cost to the City, broken down in salaries, expenses, and equipment, in hours, and the total dollar amount by deliverable task;
   - Salary, wage, or hourly rate, project-based rate, or combination Proposer will charge for services; and
   - Full list and amount of non-salary expenses required to perform the services described (e.g., mileage, office supplies, and operating expenses). The costs associated with any proposed deliverables that are optional shall be clearly separated in the budget.

D. **Component D – Component Integration** (2 page limit)

1. **Services Approach and Work Plan –** Provide a narrative explaining how the Proposer will integrate all the above requested services into a comprehensive and fluid marketing and fundraising program designed to attract major donors while re-branding the Department and providing an innovative digital interface

2. **Budgeting, Cost, and Price Proposal –** Proposer must provide a consolidated fee schedule that reflects the total costs for services incorporating the fee schedules provided for the above components. All prices must include all applicable fees and taxes.

3. **Compliance Documents:** Proposer must provide signed copies of all compliance documents. See **Exhibit A** for the full list of required compliance.

3.2 Tips for a Successful Proposal

Proposers shall consider the following guidelines in preparing their proposals:

- Ensure the Proposal is well-organized in its response to the defined objectives.
- Verify that the proposal is complete and thoroughly responds to all Proposal requirements and Compliance Documents described in the RFP and Checklist in **Exhibit A**.
- Formulate responses precisely and with detail. Avoid vague, general, or open-ended responses. Explain how your response furthers the stated objectives and how you will be able to quantitatively demonstrate your success during the contract term if you are selected.
- Make sure the Proposal demonstrates that your cost estimates are realistic and sustainable.
- If there are significant risks in your strategy, flag these and include plans to mitigate those risks, addressing any contingencies that may arise.
- If there are supports or resources the City could provide that would maximize your success as a Contractor or lower the cost of the Proposal, please estimate the cost of these supports, which could include introductions, coordination, resources or services.

Your written submittal in this RFP process will be the primary basis on which the City will consider its award; therefore, Proposers should be as thorough and as detailed as possible, while being concise and direct when responding to each Proposal Component. Proposers will not be able to add to or change their Proposals after the submission deadline. The City may deem a Proposer non-responsive if the Proposer fails to provide all required documentation and copies.

3.3 Preliminary Schedule

This schedule indicates estimated dates for the RFP process. The City may adjust this schedule as needed. Adjustments to dates prior to the RFP submittal deadline will be posted to the RFP listing on www.labavn.org.

PHASE 1	**RFP SUBMISSIONS**
Date	**Event**
03/18/2019	Release RFP
03/26/2019	Deadline for submitting written questions for Mandatory Pre-Proposal Conference
04/02/2019	Mandatory Pre-Proposal Conference
04/10/2019	BIP Outreach Deadline No later than 11:59 p.m. (PST) (See **Attachment 2, Section 20** and **Exhibit D-1** for outreach instructions.)

04/12/2019	Deadline for submitting written questions
04/25/2019	**DEADLINE FOR RFP SUBMISSIONS AT 4:00 P.M. (PST)**
04/26/2019	BIP Summary Sheet Deadline No later than 4:30 p.m. (PST) (See **Attachment 2, Section 20** and **Exhibit D-1** for outreach instructions.)
TBD	Level One – Disqualified Proposer(s) notified
TBD	Appeal Submission Deadline for Disqualified Proposals Hand Delivery or By Courier No later than 4:00 p.m. (PST) (See RFP Page 26 for instructions)
TBD	Level One – Proposer(s) are notified of final appeal determination.

PHASE 2	**NOTIFICATIONS AND APPEALS**
Date	**Event**
TBD	Level 2 Review – RFP evaluations
TBD	Proposer “Short List” Interviews (Optional Step)
TBD	Level 2 Review Completed
TBD	Level Two – Proposer(s) notified of evaluation results

PHASE 3	**CONTRACT AUTHORITIES AND APPROVALS**
Date	**Event**
TBD	Board, Mayor, and Council Approval Process Contract award contingent on Board, Mayor, and Council Approvals
TBD	Execute Contract
TBD	Post award information
TBD	Begin service delivery

Note: The above “To Be Determined” (TBD) dates will be determined by the number of submissions received and scheduling availability for interview panel(s) if needed. Board, Mayor, and City Council scheduling and agenda procedures will determine the dates for Phase 4 of the schedule. As dates become definitive, LAAS will communicate with and schedule interviews. The selected Contractor will be notified of Phase 4 dates as they become available.

3.4 Mandatory Pre-Proposal Conference

A Mandatory Pre-Proposal Conference will be held to review the RFP document, respond to questions regarding the requirements of the RFP, and to share City needs. The conference is scheduled for Tuesday, April 2, 2019, 1:00 p.m. - 3:00 p.m. at:

Downtown Los Angeles
Figueroa Plaza
Los Angeles, California, 90012

Address and Room Number will be posted on www.labavn.org three business days before the conference date.

Attendance is mandatory for anyone interested in submitting a Proposal in response to the RFP. Please plan to arrive on time as credit may not be given if Proposer's representative arrives late. If you are not able to attend, you may send a representative.

The Department requests that, to the extent possible, Proposers provide questions in writing before the Conference, which will enable staff to prepare responses in advance. City staff will not assist in a Proposer's individual program design.

Bring a copy of the RFP. No copies will be provided at the Mandatory Pre-Proposal Conference.

As covered under Title II of the Americans With Disabilities Act, the City of Los Angeles does not discriminate on the basis of disability and, upon request, will provide reasonable accommodation to ensure equal access to its programs, services, and activities. If an individual with a disability requires accommodations to attend a Mandatory Pre-Proposal Conference, please contact the Contracts Administrator at (213) 482-9574 or ani.contracts@laciyt.org at least five business days prior to the scheduled event.

3.5 Technical Assistance Questions

Except for in-person questions at the Mandatory Pre-Proposal Conference, all questions must be submitted by email to ani.contracts@lacity.org.

Please identify the RFP title and number on the email subject line.

Email Question Submission Deadlines:

Tuesday, March 26, 2019
Deadline to submit written questions in advance of the Mandatory Pre-Proposal Conference

Friday, April 12, 2019
Deadline to submit all questions

To ensure a fair and consistent distribution of information, all questions will be answered in a Q&A document available in the RFP listing at www.labavn.org. No individual answers will be given.

3.6 Deadline for Submission of Proposals

Proposals must be hand or courier delivered in a sealed package by Thursday, April 25, 2019, 4:00 p.m. (PST) or delivered via U.S. Certified Mail postmarked no later than 11:59 p.m. (PST) on the submission date. Sealed proposals are to be delivered to:

Los Angeles Animal Services
Attention: Contracts Administrator
221 North Figueroa Street, Suite 600
Los Angeles, California 90012

Persons who hand-deliver proposals will be issued a "Notice of Receipt of Proposal" in addition to the submitted proposal being date and time stamped.

Proposers must submit:

- One (1) original proposal;
- Four (4) complete copies of the proposal; and
- A complete electronic version on a labeled disk or USB memory stick.

The proposal designated as the original must be marked "ORIGINAL" on the cover letter and must bear the "wet" signature of the representative or officer of the firm authorized to bind the Proposer to all provisions of the proposal, the RFP, any subsequent changes, and to the contract if an award is made.

Proposers shall complete and return all applicable documents, including forms, attachments, appendices, and exhibits to this RFP. The City may deem a Proposer non-responsive if the Proposer fails to provide all required documentation and copies. Submission of a proposal shall constitute acknowledgment and acceptance of all terms and conditions contained in the RFP.

Proposals submitted after the Proposal Submission Deadline shall be considered late and will not be reviewed. Timely submission of Proposals is the sole responsibility of the Proposer. Proposers are encouraged to submit their Proposal packages well in advance of the submission deadline. Please allow sufficient time for traffic and parking.

Proposers using U.S. Certified Mail are required to obtain a "Proof of Mailing Certificate" stamped by the U.S. Postal Service as evidence that the proposals were mailed before 11:59 p.m. (PST) on the Proposal Submission Deadline date.

4. Evaluation and Selection Process

4.1 Evaluation Criteria

The Department will review and score each complete and fully responsive Proposal. Proposals shall be determined eligible for review and scoring based on the responsiveness, completeness, and factuality or verifiability of the proposal documentation and information.

Proposals shall be evaluated based on the following categories and may include consideration of any or all of the listed factors at the City's sole discretion. These same criteria will be applied to evaluating Contractor performance during and after the contract period. <u>The lowest cost Proposer may not be determined to be the best Proposer when all evaluation factors have been considered.</u>

<u>EVALUATION CRITERIA</u>

	Maximum Points Possible
Evaluation Criteria for Proposed Marketing Services	
<u>Demonstrated Ability and Experience</u> ● Demonstrates strong overall qualifications and experience related to RFP needs; applicable successful experience with animal rescue organizations is a plus. ● Provides completed work samples applicable to services requested. ● Provides three (3) positive supporting references/recommendations for similar marketing services.	15
<u>Staffing Plan and Project Organization</u> ● Demonstrates availability of adequate qualified staff members, employees, and/or subcontractor(s) with the experience and expertise to complete RFP requirements ● Provides strong Contract Team bios and assignments. ● Provides a strong Contract Team Organizational Chart.	15
<u>Services Approach and Work Plan</u> ● Demonstrates an effective planned approach to providing requested marketing, analytics, reports, and branding services. ● Provides strong work product samples LAAS can expect to receive (e.g. – reports, graphs, timelines, etc.)	15

● Demonstrates strong approaches to ensure quality control and successfully meeting deadlines.	
<u>Budgeting and Cost Reasonableness</u> ● Provides accurate and complete proposed budget, with supporting budget narrative and Fee Schedule. ● Demonstrates a successful system or process for managing costs and budget. ● Provides evidence of successful budget management for a similar project.	15
Evaluation Criteria for Proposed Fundraising and Recruitment (e.g. – volunteers, fosters, and adoption) Services	
<u>Demonstrated Ability and Experience</u> ● Demonstrates overall qualifications and experience relate to RFP needs; applicable successful experience with animal rescue organizations is a plus. ● Provides completed work samples applicable to services requested. ● Provides three (3) positive supporting references/recommendations for similar fundraising and recruitment services.	15
<u>Staffing Plan and Project Organization</u> ● Demonstrates availability of adequate qualified staff members, employees, and/or subcontractor(s) with the experience and expertise to complete RFP requirements. ● Provides strong Contract Team bios and assignments. ● Provides a strong Contract Team Organizational Chart.	15
<u>Services Approach and Work Plan</u> ● Demonstrates an effective planned approach to providing requested major donor fundraising and recruitment services. ● Provides strong work product samples LAAS can expect to receive (e.g. – reports, graphs, timelines, etc.) ● Demonstrates strong approaches to ensure quality control and successfully meeting deadlines.	15

<u>Budgeting and Cost Reasonableness</u> ● Provides accurate and complete proposed budget, with supporting budget narrative and Fee Schedule. ● Demonstrates a successful system or process for managing costs and budget. ● Provides evidence of successful budget management for a similar project.	15
Evaluation Criteria for Website and Social Media Services	
<u>Demonstrated Ability and Experience</u> ● Demonstrates overall qualifications and experience relate to RFP needs; applicable successful experience with animal rescue organizations is a plus. ● Provides completed work samples applicable to services requested. ● Provides three (3) positive supporting references/recommendations for similar website and social media services.	15
<u>Staffing Plan and Project Organization</u> ● Demonstrates availability of adequate qualified staff members, employees, and/or subcontractor(s) with the experience and expertise to complete RFP requirements. ● Provides strong Contract Team bios and assignments. ● Provides a strong Contract Team Organizational Chart.	15
<u>Services Approach and Work Plan</u> ● Demonstrates an effective planned approach to providing requested website and social media services. ● Provides strong work product samples LAAS can expect to receive (e.g. – reports, graphs, timelines, etc.) ● Demonstrates strong approaches to ensure quality control and successfully meeting deadlines.	15
<u>Budgeting and Cost Reasonableness</u> ● Provides accurate and complete proposed budget, with supporting budget narrative and Fee Schedule. ● Demonstrates a successful system or process for managing costs and budget.	15

• Provides evidence of successful budget management for a similar project.	
Effective Approach to Integrating all Components (Marketing, Fundraising & Recruitment, and Website & Social Media Services)	
• **Services Approach and Work Plan:** Proposer provides an effective Component integration plan for all the RFP's requested services into a comprehensive and fluid marketing and fundraising program. • **Budgeting, Cost and Price Proposal:** Proposer provides a competitive consolidated fee schedule that reflects the total costs for services incorporating the fee schedules provided for the above components.	20
Maximum Points - Total	**200**

4.2 Proposal Review Process

Proposals received by the Proposal Submission Deadline as specified in this RFP will be evaluated as outlined below.

Preliminary Review – Level One

Proposals will be reviewed to determine the completeness of required documentation (including compliance documents), whether minimum eligibility requirements have been met, and compliance with the City's Administrative and General Contracting Requirements.

Proposers that fail to submit or complete the required documentation and satisfactorily comply with the City's requirements will be deemed as non-responsive, eliminated from further consideration and will not proceed to the proposal evaluation process.

Proposers will be notified in writing or email regarding the results of the Level One review.

Proposal Evaluation – Level Two

A Review Committee will be designated to evaluate/score the proposals. All eligible proposals shall be reviewed, scored, and ranked on the evaluation criteria outlined above.

The City reserves the right to verify information contained in the proposal. If the information cannot be verified, and if the errors are not willful, the City reserves the right to reduce the rating points. Additionally, LAAS reserves the right to consult with other City departments during the evaluation process and require Proposer interviews and/or telephone conference calls with respondents.

Based upon the evaluations, a determination shall be made as to the most qualified Proposer. The selected Proposer will be recommended to the Board of Animal Services Commissioners (Board) for authorization. Following the Board's authorization, the award of the Contract is subject to successful negotiation of the terms and conditions of the Contact. Prior to Contract execution and start of services, the Contract will be subject to review and approval by the City Attorney, the City Council, and the Mayor's Office.

Proposers shall be notified in writing about funding recommendations and evaluation results.

4.3 Proposal Appeal Process

The City will notify all Proposers of the results of the Preliminary Review (Level One) and of their right to file an appeal. Proposers may make an appeal of procedural issues regarding non-responsiveness. A protest based on non-selection alone or disagreement with the award of the contract is not sufficient grounds for a protest.

Appeals shall be hand or courier delivered to LAAS no later than within five (5) business days from the date that the notification was emailed. Applicants may file an appeal by submitting a written request and identifying the specific reason for the appeal to:

Los Angeles Animal Services
Attention: Contract Administrator
RFP Appeal – Marketing RFP 36125
221 North Figueroa Street, Suite 600
Los Angeles, California 90012

Written appeals may not be more than three (3) typewritten pages and shall request an appeals review be granted. Written appeals must include the following information: a) The name, address and telephone number of the Proposer; b) The name/title of RFP to which the organization responded; and c) Detailed statement of the grounds for appeal.

Written appeals may not include any new or additional information that was not submitted with the original proposal. Only one appeal per proposal will be permitted. All appeals and protests must be submitted within the time limits set forth in the above paragraphs.

A panel composed of selected staff will review all submitted written appeal(s) for this RFP. After review, the panel shall make a determination for the appeal(s) which will serve as LAAS's final determination(s).

5. Submission Terms

For RFP “Submission Terms,” Proposer must review **Attachment 2** on www.labavn.com in the “Additional Documents” Section for this RFP.

6. General Terms and Conditions

For RFP “General Terms and Conditions,” Proposer must review **Attachment 5** on www.labavn.com in the “Additional Documents” Section for this RFP.

7. Proposer Checklist (Exhibit A)

All Proposers are required to review, complete, and submit the following proposal components and compliance documents. Previous compliance document submittals and/or waivers do not apply. New forms must be completed and processed.

Additional information regarding some compliance documents may be available at the Mandatory Pre-Proposal Conference, on a City website, and/or by phone with the administering City Department of a given ordinance or compliance document. Exemptions from certain ordinances may also apply. The Department reserves the right to request additional information and/or clarification regarding submitted compliance documents during the evaluation process.

Your proposal MUST include the following components and compliance documents listed on the standalone following pages:

EXHIBIT A

Proposer's Name: ____

PROPOSER CHECKLIST	
Follow the sequence below in presenting your proposal. Use this checklist as the proposal package Table of Contents. Proposals must be ordered as indicated on this form.	
TABLE OF CONTENTS	
PROPOSAL DOCUMENTS	**PAGE NUMBER(S)**
Cover Letter (on company letterhead) (1 page limit)	
Exhibit A: Table of Contents/Proposal Checklist	
TECHNICAL PROPOSAL	
<u>COMPONENT A - Marketing Services (6 page limit)</u>	
● Qualifications and Experience	
● Completed Work Samples	
● Three (3) Business References	
● Staffing Plan and Project Organization	
● Services Approach and Work Plan	
● Budgeting, Cost, and Price Proposal	
<u>COMPONENT B - Fundraising and Recruitment Services (6 page limit)</u>	
● Qualifications and Experience	
● Completed Work Samples	
● Three (3) Business References	
● Staffing Plan and Project Organization	
● Services Approach and Work Plan	
● Budgeting, Cost, and Price Proposal	
<u>COMPONENT C - Website and Social Media Services (6 page limit)</u>	
● Qualifications and Experience	

• Completed Work samples	
• Three (3) business references	
• Staffing Plan and Project Organization	
• Services Approach and Work Plan	
• Budgeting, Cost, and Price Proposal	
<u>COMPONENT D - Component Integration (2 pages limit)</u>	
• Services Approach and Work Plan	
• Budgeting, Cost, and Price Proposal	
REQUIRED RFP COMPLIANCE DOCUMENTS TO BE SUBMITTED WITH PROPOSAL	
Exhibit B: Bidder Certification: City Ethics Commission (CEC) Form 50	
Exhibit C: Prohibited Contributors (Bidders) Certification: City Ethics Commission (CEC) Form 55	
Online: Business Inclusion Program Outreach Summary Sheet (See **Attachment 2, Section 20** and **Exhibit D-1** for instructions.)	Submit on www.labavn.org
Exhibit D-2: Business Inclusion Program Schedule A MBE/WBE/SBE/EBE/DVBE/OBE Subcontractors Information Form	
Exhibit E: Non-Collusion Affidavit	
Exhibit G: Contractor Responsibility Ordinance Questionnaire	
Exhibit H: Proposer Workforce Information	
Exhibit I: Certification of Compliance with Child Support Obligations	
Exhibit K: Business Services Implementation Plan Collaborator Agreements	
Living Wage and Worker Retention Ordinances (LWO & WRO) Form(s) *(Submit ONLY if seeking exemption)* *(See **Attachment 7** for instructions.)*	
Online: Equal Benefits / First Source Hiring Compliance Affidavits (See **Attachment 2, Section 24(a)(b)** for instructions.)	Submit on www.labavn.org
Online: Disclosure Ordinances Affidavit (See **Attachment 2, Section 24(c)** for instructions.)	Submit on www.labavn.org
Online: Local Business Preference Program Affidavit (See **Attachment 6** for instructions.)	Submit on www.labavn.org
Online: Disclosure Ordinances Affidavit (See **Attachment 2, Section 24(c)** for instructions.)	Submit on www.labavn.org

ADDITIONAL DOCUMENTS REQUIRED PRIOR TO CONTRACT EXECUTION Note: These documents are not required at the proposal submission stage. If a Proposer wishes to supply them, they may do so. No extra points will be provided if Proposer chooses to submit these items with their proposal.	
Exhibit F: Contract Responsibility Ordinance Pledge of Compliance	
Exhibit J: Iran Contracting Act of 2010 Compliance Affidavit *(Note: This requirement is only applicable for contracts estimated at $1M or more.)*	
Insurance Certificates	
Secretary of State Documentation	
Corporate Documents	
City Business Lcense Number	
Request for Taxpayer Identification Number (Form W-9)	
Nonprofit Status Documentation	
Certifications (if applicable)	

APRIL 2019 . ORIGINAL

City of Los Angeles Department of Animal Services

Marketing, Fundraising, Public Relations, and Website Development and Management Services

LOCAL BUSINESS PRIME:

THE GLUE
EST 2013

PARTNER:

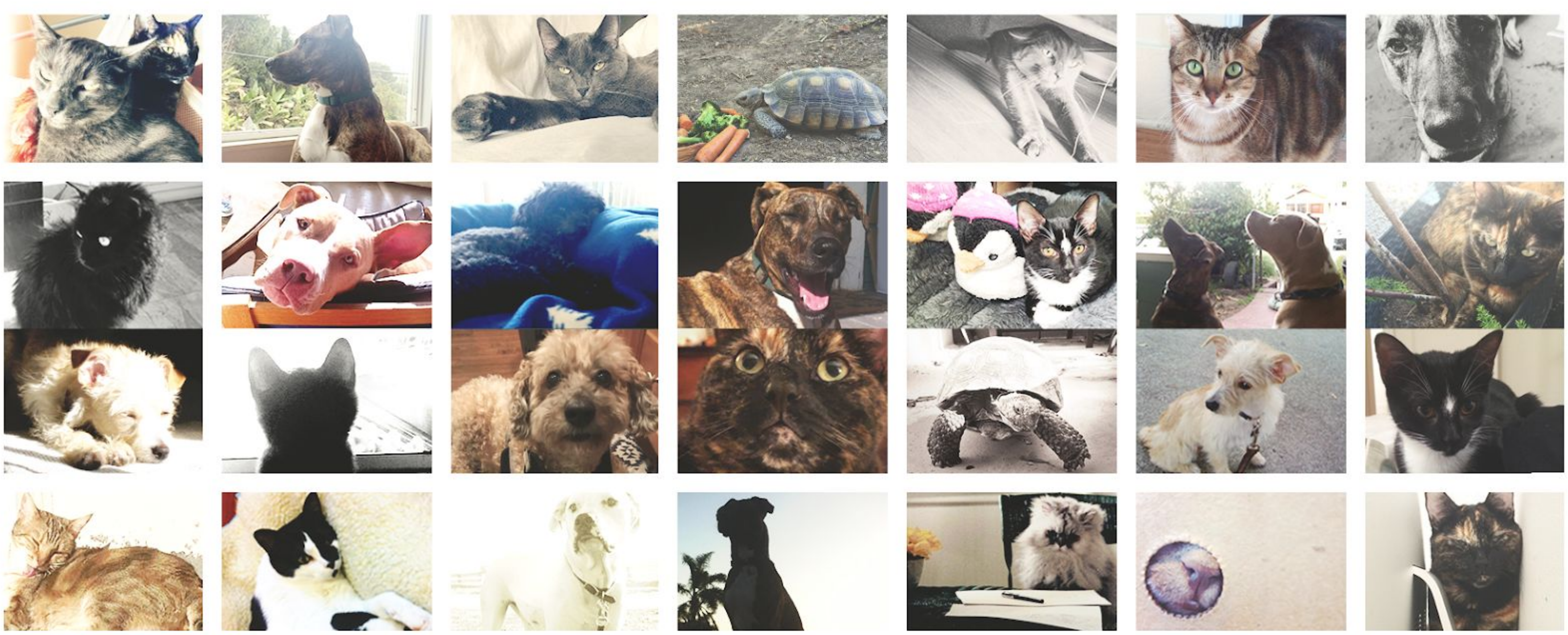
GOOD WAYS! INC

SBE CERTIFIED
SMALL BUSINESS ENTERPRISE

DBE

Certified
WBE
Women's Business Enterprise

LBE CERTIFIED
SMALL BUSINESS ENTERPRISE



April 25, 2019

Dear Los Angeles Department of Animal Services,

We are pleased to submit our proposal for RFP# 36125, Marketing, Fundraising, Public Relations, and Website Development and Management Services.

The Glue, LLC is a California Limited Liability Corporation and certified SBE, DBE, LBE and WBE. Our agency mission is building rich meaningful experiences that keep people and our planet healthy and connected. We take care and pride in partnering with clients who share these values.

Our experience covers a breadth of research, marketing and digital projects, from complete digital product design and development, responsive sites, iOS and Android applications with companion sites as well as branding, original video, photography and copy production. **One of our core areas of expertise is creating customer-facing websites for large public sector clients.**

As animal lovers and advocates we believe in Los Angeles Animal Services mission to promote and protect the health, safety and welfare of animals and people. We are inspired by the goal of making all Los Angeles shelters no-kill and to establish Los Angeles as the most humane city on the planet. We would be proud and honored to be your partner in telling that story.

We've prepared a partnership and approach that offers a ground-up solution with proven research, branding, fundraising development, design and technical expertise for organizations starting from scratch. We have delivered a broad variety of innovative solutions for clients in both the public and private sector. We have a passion for our work, a relentless attention to detail and a record of on-time and on-budget delivery.

Sincerely,

Neille Ilel
CoFounder & Partner, The Glue, LLC
1275 E. 6th Street, Suite 205. Los Angeles, CA. 90021
Tel. (323) 352-8239
neille@getsomeglue.com
www.getsomeglue.com

EXHIBIT A

Proposer's Name: The Glue, LLC

PROPOSER CHECKLIST	
Follow the sequence below in presenting your proposal. Use this checklist as the proposal package Table of Contents. Proposals must be ordered as indicated on this form.	
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TECHNICAL PROPOSAL	
COMPONENT A - Marketing Services (6 page limit)	6
• Qualifications and Experience	6
• Completed Work Samples	9
• Three (3) Business References	10
• Staffing Plan and Project Organization	10
• Services Approach and Work Plan	16
• Budgeting, Cost, and Price Proposal	11
COMPONENT B - Fundraising and Recruitment Services (6 page limit)	12
• Qualifications and Experience	12
• Completed Work Samples	14
• Three (3) Business References	15
• Staffing Plan and Project Organization	15
• Services Approach and Work Plan	12
• Budgeting, Cost, and Price Proposal	15
COMPONENT C - Website and Social Media Services (6 page limit)	16
• Qualifications and Experience	16

RFP #36125

ADDITIONAL DOCUMENTS REQUIRED PRIOR TO CONTRACT EXECUTION Note: These documents are not required at the proposal submission stage. If a Proposer wishes to supply them, they may do so. No extra points will be provided if Proposer chooses to submit these items with their proposal.	
Exhibit F: Contract Responsibility Ordinance Pledge of Compliance	
Exhibit J: Iran Contracting Act of 2010 Compliance Affidavit *(Note: This requirement is only applicable for contracts estimated at $1M or more.)*	
Insurance Certificates	
Secretary of State Documentation	
Corporate Documents	
City Business Lcense Number	
Request for Taxpayer Identification Number (Form W-9)	
Nonprofit Status Documentation	
Certifications (if applicable)	

Component A - Marketing Services

Founded in 2013, The Glue is a women-owned full-service agency specializing in rich meaningful experiences and simple, beautiful design.
Our core mission is to create value for users, achieve the objectives of our clients and communicate to your customers with authenticity and joy. **Our fundraising partner Good Ways** is a consulting firm that helps nonprofit organizations raise money, awareness, and support using digital tools and good old-fashioned strategy. **Our CRM partner, Stratus360**, is one of Salesforce's leading Platinum partners with significant experience implementing both Marketing Automation and Customer Relationship Management (CRM) tools to government agencies and fundraising organizations. **Go to The Glue Website and watch our Reel**

We are all experts at conducting deep dive research and then turning those findings into actionable guideposts that inform brand, tone, strategy, design and feature development. We have a methodology that combines quantitative and qualitative inquiry, considered the gold standard research. The Glue, Good Ways, and Stratus360 have completed robust research plans similar to what we are proposing for City of Los Angeles' Department of Transportation (LADOT), San Diego Metropolitan Transit System, the MLK Community Health Foundation, Friends in Deed, Disability Rights California, Providence Health Foundation, and the Institute for Non-Profit News.

Services Approach and Work Plan

The Glue, Good Ways, and Stratus360 approach each project as a unique opportunity to achieve something great. We have a tried and true process of understanding our client, their audience and then designing a solution that finds the sweet spot between organizational objectives and user value. Our methodology emphasizes research, or as we like to call it, listening. We listen to our clients and we listen to their constituents.

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1. Research

Kickoff and Stakeholder Meetings
We will hold two key meetings as part of our discovery. A project kickoff meeting followed by stakeholder interviews. The kickoff meeting will include the core project team from LAAS as well as The Glue, Good Ways Inc., and Stratus360 strategy, design and delivery teams. At the kickoff meeting we will agree on goals, scope, milestones, deliverables, reporting protocols, stakeholders and key decision makers. We will facilitate firming up the agency's strategic plan, any research that has been carried out, an overview of current fundraising activities, receive analytics information and donor reports, and plan further research.

The second meeting will introduce our team to the larger group of LAAS stakeholders to understand and document the objectives and needs of each stakeholder and the audiences they represent. We will probe around the content they are responsible for. We will ask what is currently working well, and what problems we can solve.

User Research: Survey & Interviews

For the LAAS project we recommend a robust discovery process to help best understand the diverse and segmented audiences—volunteers, donors, adopters—and further demographic and psychographic differences within those segments. For fundraising purposes we will seek information about donors' motivations to give in the past and intent to give in the future. The most effective user research combines qualitative and quantitative data to get a full picture of users and their behavior.

Our Quantitative include:

- Online Survey Design and Analysis
- Google Analytics Analysis
- LAAS' own demographic data

Our Qualitative methods include:

- Stakeholder Interviews
- In-Depth User Interviews
- Existing + Potential Donor Interviews

Our in depth user interviews will include both current donors and institutional donors that do not yet have a relationship with the organization. We will determine what space LAAS currently occupies in the mind of the donor, challenges and opportunities.

Personas & User Journeys

We will then put together a set of personas, fictional representative proxies of the real audience population. These profiles are built from information gathered through the user research above — primarily contextual inquiries and user observations — as well as interviews with stakeholders, survey data and existing market research.

We then create a user journey for each persona, exploring lived patterns, processes and paths, and then translate these into our touchpoints. These documents help us clarify audience needs, values and goals.

Comparative Analysis

Comparative analysis is an exploration of the organizations in a given industry sector or market niche. We will look at both nearby public agency donation strategies and implementations, as well as some best-in-breed animal services approaches from around the world, including collecting fundraising campaign approaches. We will analyze fundraising tactics, converting from browser to donor, gift levels, and more. We document best practices, innovative approaches and other noteworthy findings.
Deliverables from this task will be compiled into what we call Strategic Roadmap and include:

- Survey Findings with Executive Report
- High Level Requirements Document
- Personas & User Journeys
- Comparative Analysis Findings
- Creative Brief

2. Branding

You know your brand is more than just a logo. It tells your customer who you are, what you do and what your values are. It tells your story. Without a story that communicates your organization's unique value in the world, you become easily replaceable. **Creating a brand story is not simply about standing out and getting noticed, it's about creating a meaningful bond with your customers.** We will help you identify and build something that people care about and want to be a part of.

After pinpointing your target demographics, your unique selling points and the value that only you can offer to that audience, we help you establish yourself beyond the simple utility of products and services. Through several in depth stakeholder interviews described in the research task above, we help you identify your purpose, your audience, how you want to be perceived and finally what is the value that you can offer in exchange for their loyalty. This information will be captured in the creative brief and signed off by all the relevant stakeholders.

We will then deliver 3-5 concepts of which LAAS will select one as a direction. We will then refine and revise that concept in two rounds to finalize marks, logos, copywriting and a set of standards that will establish who you are at every touch point on your customer's journey. Additionally we will create a "Case for Support," which will lay out in 1-2 designed pages exactly what and how LAAS will communicate it's value proposition to each intended audience. Examples of the content we will include are:

- A **concise statement** of need that inspires the audience to get involved
- A **description of LAAS's track record** that communicates an investment of time or money is well spent with the organization
- **Language that sums up LAAS's future vision**, creating a sense of urgency to get involved
- Tangible **ways to be involved** (donate, volunteer, adopt)

The Glue has created brands and their collateral for LADOT, Metro's Off Peak Podcast, Denise Austin,Exotic Estates, Elite Pacific Properties, Naula and Food Safety Resources among others. **Good Ways has created strategic cases** for support for Friends in Deed, Disability Rights California, Action Civics California and others.

3. Management and Analytics

In order to determine fundraising approaches for the future, we will first look at the effectiveness of fundraising approaches in the past including:

- **Analysis of past metrics** for online fundraising: Using email data and transaction data we will look at fundraising appeals open rate, CTR, traffic patterns, website conversion, and summarize opportunities for improvement..
- **Analysis of direct mail fundraising results:** Starting with a document review we will look for key best practices in past direct mail efforts, analyze transaction data, and summarize opportunities for improvement.
- **Analysis of donor process:** Using interviews with LAAS staff and board about process for key areas of donor retention and management including donor acknowledgment and reporting process.
- **Review of other communication channels** including email newsletters, social media accounts, and any printed collateral for best practices in engagement and calls to action.
- Finally, we will **look at existing donor data** to find overall organization fundraising statistics such as donor acquisition costs, retention rate, and donor customer lifetime value.

With this information we will create management reports that include KPIs and goals for fundraising activities, website performance, and marketing and communication strategies.

Salesforce CRM

To facilitate managing the fundraising, volunteering, and adoption processes, we recommend Salesforce as the ideal Customer Relationship Management and Marketing Automation software. This can be set up and implemented as soon as the initial research is completed, ahead of the website redesign. Salesforce will help:

- Provide a **comprehensive view of your funding sources and supporters** in one place, including activity, donating history, programs and events attended and a complete picture of each donors sphere of influence in the community.
- Efficiently recruit, track and manage all the volunteers and volunteer programs.

- Salesforce’s powerful marketing tools allow you to build tailored messages to implement user journey’s with dynamic content and flexible scheduling. The content can be personalized based on the audience and information collected.
- Increase donor and volunteer engagement by using data to automate key lifecycle messages that reach each individual with the right message delivered at the right time.

Because of the audience segmentation and the possibility for truly breakthrough fundraising numbers, we recommend a **best-in-breed CRM**, Salesforce and its automated marketing system. **We realize Salesforce is costly so we can evaluate and adjust** to another option if pricing is a concern.

Completed Work Samples

Los Angeles Department of Transportation (LADOT) Robust User Research
With a disparate number of websites, brands and maps, the LADOT collection of active transportation websites proved a confusing ecosystem for both the internal staff and Angelenos. In order to conceptualize and deliver the best website implementation we engaged in a robust and thorough research process that included:

- Weighted Quantitative Online Survey of Angelenos
- Qualitative One-on-One Interviews representative of key demographics
- **Persona and User Journey Development**
- Comparative Analysis of Affinity Products and Heuristic Analysis of Current Offering
- Mapping Data Analysis
- Global CMS Recommendation

These documents became the guideposts for our comprehensive redesign and redevelopment work detailed later in the proposal.

LADOT Brand Development
We designed **two new brand identities** (Active Transportation and Safe Routes for Seniors), as well as four **logo types** to live under Vision Zero.

MLK Community Health Foundation
This hospital opened in 2015 and needed to connect with potential donors online. Good Ways worked with the team to identify assets and content, analyze current donor behavior, design a social media strategy to connect with donors, and create fundraising campaigns throughout the year. The plan has had an impact, providing the staff with two distinct fundraising seasons that have grown year over year, and a steady stream of recurring donors. Ongoing consulting and support focuses on using digital tools to thank, steward, and retain donors.

Friends In Deed
An organization working with people in poverty and experiencing homelessness in Pasadena needed a fundraising plan. Good Ways Inc. worked with the team and board to analyze three years of donor data finding that the organization could raise an additional 15% each year just by improving their donor retention rate. From there, Good Ways Inc. created a fundraising plan based on organization resources and activities with the highest ROI. Delivered comprehensive plan to Executive Staff and Board.

References

- **Lauren Ballard,** Transportation Planning Associate, Vision Zero Division, Los Angeles Department of Transportation, lauren.ballard@lacity.org | (213) 928-9696
  LADOT Digital Strategy: research, branding, video production, website design and build. 1 year with additional 1 year maintenance. Project is ongoing.
- **Gary Dexter,** Application Development and Support Manager, San Diego Metropolitan Transit System gary.dexter@sdmts.com | (619) 446-4040
  SDMT Intranet redesign: Robust user research, user experience and visual design. The Glue portion of the project was apx 4 months and was completed on time.
- **Nadine Lee, P.E.,** Deputy Chief Innovation Officer Office of Extraordinary Innovation, LA Metro, leen@metro.net | (213) 922-4656
  Off Peak Podcast: idea, creation, production, branding and marketing materials

Staffing Plan and Project Organization – Leadership Team

Detailed team Information and time allocation in the Appendix

Neille Ilel, The Glue, Project Director

Neille is an award-winning user experience designer and multimedia storyteller with over a decade of experience designing user-centered interfaces that find the nexus of user needs, business objectives and brand positioning. Neille's passion is creating experiences and emotional connections for people that are intuitive, fun and fulfilling – basically, creating the types of experiences that she likes to have in the world.

Some notable clients in her portfolio include Sony, Samsung, Adidas, Yahoo!, Rhino Records, Snapple, Ohio State University, Denise Austin and the National Hockey League. In her agency life she has worked for Organic, Zentropy Partners (MRM/McCann), Deutsch, Sapient, Level and Rosetta.

Neille's work has won awards at the Sundance Film Festival, Los Angeles Film Festival, SXSW Interactive, Communications Arts, One Show, Appy Awards, Horizon Interactive, Sabre and the American Public Health Association's HEDIR Award. She holds a BA in Philosophy and Economics from Columbia University. **She has a rescue dog named Cairo and a desert tortoise named Zacky.**

Paula Campos, The Glue, Creative Director

Paula is a true creative at heart with an eye for bleeding edge and pixel-perfect work. For over a decade she has translated her clients' vision and brand identity into beautiful designs, engaging experiences and meaningful messages. Her combination of holistic design sense with exacting attention to detail is a recipe for top-notch and relevant creative.

Paula has worked with industry-leading brands including VIZIO, Sony, BlackBerry, Activision, Universal, Fox Searchlight, Stand Up to Cancer, Ohio State University, National Hockey League, Denise Austin and Disney among others. In the past she has worked for DNA Studios, Whittmanhart, Level and Rosetta (Publicis).

Paula's work has won several awards: Appy Awards, WebAward, W3 Awards, Davey Awards, Interactive Media Awards Best in Class, Interactive Media Awards Outstanding Achievement, MSN Creative Award and Promax-Gold. She holds a BA in Industrial Design and Visual Communication from PUC-Rio de

Janeiro (Brazil) and a Certificate in Interactive and Graphic Design from UCLA. Paula is fluent in English, Portuguese and Spanish. **Paula has two rescue cats named Dolce & Gabbana.**

Hilary Bienstock, The Glue, User Experience Researcher
Hilary has been a part of UX teams in a wide variety of settings: from a governmental engineering laboratory (Sandia National Laboratories) to one of the world's most trafficked internet portals (Yahoo!) to a respected media company with a hundred-plus-year history (LA Times). Her specialty is providing insight into consumers' mindsets and motivations by conducting foundational and summative user research. User research may take the form of usability testing, participatory design, A/B testing, metrics analysis, ethnographic research, contextual inquiries, focus groups, surveys, card sorts, desirability studies, or a custom study designed to suit the client's unique needs. Hilary also teaches courses on foundational research and usability testing methodologies at California State University at Fullerton. Hilary Bienstock received her bachelor's degree in Symbolic Systems and master's degree in Communications and Human-Computer Interaction from Stanford University.

Hilary has conducted research and testing with The Glue for the Ohio State University and the Los Angeles Department of Transportation. **Hilary has a rescue dog named Maggie.**

Julie Lacouture, Good Ways Inc., Fundraising Consultant
Julie is the founder of Good Ways Inc, and has worked with organizations including MLK Community Health Foundation in South LA, Disability Rights California, and the California Community Foundation. She teaches Digital Fundraising at UCLA Extension.

Julie has worked in communications and fundraising at some great non-profits including DonorsChoose.org, the Massachusetts Coalition against Domestic Violence, and Peace Games. She started her career in corporate PR and Advertising where she drove a hotdog across the country for Oscar Mayer and was a copywriter for McDonald's, Coldwell Banker, and other brands.

She holds an MBA from UCLA and degrees in Psychology and Advertising from Syracuse University. Her rescue dog Dennis enjoys tennis balls and eating almost anything. **Julie has a rescue dog named Dennis.**

Steve Lewkowitz, Vice President/Executive Sponsor, Stratus360
Steve has extensive experience with helping organizations establish their marketing and sales visions and transitioning them into reality with the technology needed to facilitate the process. He has overseen over one hundred successful projects and has written many articles/provided many presentations on related subjects. He will be overseeing the CRM piece of the project. Steve holds an MBA from Rutgers.

Budgeting, Cost, and Price Proposal

Full pricing breakdown in Appendix

Research	$133,495
Branding	$39,450
Management and Analytics	$17,500
Salesforce CRM and Marketing Automation Set Up	$294,000
Salesforce CRM and Marketing Subscription (per year)	$54,842.58

Component B – Fundraising and Recruitment Services

Founded in 2016, Good Ways Inc. helps non-profit organizations raise money, awareness, and support using digital tools and good old-fashioned strategy. Fundraising specialties include building individual donor campaigns, donor acquisition, peer-to-peer fundraising, online fundraising, and corporate and foundation partnerships. Past and current Good Ways Inc. clients include MLK Community Health Foundation in South LA, Friends in Deed, CicLAvia, Disability Rights California, the Goldhirsh Foundation, and the California Community Foundation.

Services Approach and Work Plan

1. Strategic Fundraising

Good Ways Inc. creates custom fundraising plans that help organizations raise capital and supporters using online and offline fundraising tools. Rather than giving organizations a list of fundraising best practices, we create strategic fundraising plans that rely on an organization's current strengths and assets.

The fundraising plan is informed and guided by the data collected in donor surveys, branding discussions, and the analysis mentioned above. A strategic fundraising plan considers the potential donor and the resources and time allocated by the organization.

1. **Setting fundraising goals:** Working with the team we will identify fundraising goals, milestones along the road to reaching those goals, and test our assumptions for feasibility against your donor giving data and the local market.
2. **Researching prospect lists and donor segments:** To meet your fundraising goals you must have a target customer - both existing donors to the organization and potential donors. Creating prospect lists help prioritize your lists of donors and structure your campaigns to have precise targets.
3. **Create donor stewardship process**: Over 50% of donors do not give again to an organization because they feel their gift wasn't acknowledged or that it made an impact. For this reason, we emphasize creating a robust donor retention "toolkit" including automated emails, a thank you letter template, possibly events, and ways to show your donors the impact of their gift.
4. **Donor/volunteer/foster acquisition campaigns.** Most people don't give to an organization because they were never asked. In the strategic fundraising planning process we identify opportunities to reach new donors and inspire their first gift. This includes online campaigns, list building campaigns, and awareness building events or campaigns. A key part of LAAS's strategy should focus on convert volunteers and fosters into donors.
5. **Creating a fundraising calendar**: Donors are more likely to give again when they receive consistent communication across a few channels (email, direct mail, social media). Managing different segments requires a multi-channel approach and so a key part of the fundraising plan is creating a coordinating calendar of donor communication, fundraising campaigns, including email, social media, direct mail.
6. **Fundraising reports and metrics**: creating monthly reports that help the team understand and see progress towards key performance metrics.

2. Recruitment

Because recruitment is so important to the health and viability of your mission, Good Ways Inc. provides ongoing consulting and implementation starting immediately upon the engagement. This type of partnership allows us to test, refine, and improve results as we build a plan. Our recommendation is to unite marketing efforts for volunteers, fosters, and donors under one plan, rather than treating them as separate segments. Studies have shown that volunteers are organizations' top prospects for loyal donors, yet are rarely asked to be involved.

Year I – Our approach to recruitment

1. **Supporting bi-weekly fundraising/recruitment team meetings**: In bi-weekly meetings we will work on fundraising operations and process, implementing tools for donor/volunteer/foster recruitment, acknowledgement, and stewardship, and reviewing recruitment metrics on a monthly basis.
2. **Implement tools:** Working with the team we will help to implement best practices for using the database to collect the right information and keep constituent data safe. Additionally, we would recommend subscribing to donor screening software that screens your lists for donation potential. We can also implement communication and fundraising tools that work alongside your website while it is being built.
3. **Supporting currently planned recruitment campaigns**: We will offer improvements, and test tactics to inform future fundraising campaigns. Examples include testing the effectiveness of paid online ads, adjusting messaging, and testing different channels. As the fundraising strategic plan is completed, this work will expand to include:
    a. **Donor and volunteer communications** – creating templates and process for newsletters, a donor and volunteer welcome series, donor collateral, and guidelines for social media editorial
    b. **Year end giving campaign** – 30% of all charitable giving happens in December, so in year one we'll create a year-end fundraising campaign to take advantage of this giving season including email, direct mail, and optional online ads (budget line item 2.2.6).
4. **Ongoing support and training for staff:** Fundraising is everyone's job, so our approach includes training staff to support fundraising efforts in terms of outreach, customer service, thanking, retention, and tracking and logging touchpoints.
5. **Evaluation and alignment**: At the end of year one, we will evaluate the results of our fundraising activities and campaigns, making changes to the strategic plan to achieve more in year two.

Year II – Recruitment and strategic fundraising

In year two we will have communication tools in place and will focus on increasing the volume of recruitment/fundraising activity:

1. **Supporting development manager:** In bi-weekly fundraising/recruitment team meetings we will work on project management of fundraising and recruitment plan, taking advantage of new opportunities as they arise, and supporting the team.
2. **Donor/volunteer/foster communication and messaging**: Create monthly communications that ensure donors/volunteers/fosters receive communication each month that make them feel part of the LAAS community, offer opportunities to deepen their engagement, and thank them for their support.
3. **Three fundraising campaigns throughout the year:** Email and direct mail concept and execution designed to renew existing donors, acquire new donors, and increase gift size. This would likely include a spring/summer campaign, a year-end campaign, and a campaign designed to build your list and engagement efforts. Optional online ads (budget line item 2.2.6)
4. **Donor event:** To move existing donors from small gifts to large gifts, a donor stewardship event can deepen engagement and inspire higher level gifts. In year two we can test options for donor stewardship events to understand the response from LAAS donors.

5. **Coordinating a fundraising advisory committee**: To attract major donors, the organization will need the support of an advisory committee dedicated to making personal asks and connections that benefit the organization.
6. **Ongoing support for staff:** In year two, effort should be made to identify donors that are ready to be asked for major gifts. This effort requires outreach and relationship building efforts from a staff Development Manager. Our approach includes supporting these efforts through prospect research and meeting preparation. We are estimating 5-6 hours per month of this type of support.
7. **Evaluation and alignment**: At the end of year two, we will evaluate the results of our fundraising activities and campaigns, making changes to the strategic plan to achieve more in year three.

Year III – Recruitment and strategic fundraising

In year three we would expect to continue to support the team and to focus on refining and tailoring **donor services** to meet specific donor needs:

1. **Supporting development manager:** iIn bi-weeklyfundraising/recruitment team meetings we will work on project management of fundraising plan, taking advantage of new donor opportunities as they arise, and supporting the team.
2. **Donor communication and messaging**: Creating monthly communications that ensure donors receive communication each month that make them feel part of the LAAS community, offer opportunities to deepen their engagement, and thank them for their support.
3. **Three fundraising campaigns throughout the year:** Email and direct mail concept and execution designed to renew existing donors, acquire new donors, and increase gift size. This would likely include a spring/summer campaign, a year-end campaign, and a campaign designed to build your list and engagement efforts. Optional online ads (budget line item 2.2.6)
4. **Donor events**: Using best practices conceived in year two, increasing in-person interactions with donors via events. To move existing donors from small gifts to large gifts, a donor stewardship event can deepen engagement and inspire higher level gifts.
5. **Managing a fundraising advisory committee**: Along with managing the committee created in year two, at this point we would recommend the organization make research creating a 501c3 to support fundraising efforts.
6. **Ongoing support for staff**: In year three, effort should be made to expand the major gift pool through outreach and relationship building efforts from a staff Development Manager. Our approach includes supporting these efforts through prospect research and meeting preparation. We are estimating 5-6 hours per month of this type of support.
7. **Evaluation and alignment**: At the end of year two, we will evaluate the results of our fundraising activities and campaigns, making changes to the strategic plan to achieve more in year three.

Completed Work Samples

MLK Community Health Foundation

This hospital opened in 2015 and needed to connect with potential donors online. Good Ways Inc. worked with the team to identify assets and content, analyze current donor behavior, design a social media strategy to connect with donors, and create fundraising campaigns throughout the year. The plan has had an impact, providing the staff with two distinct fundraising seasons that have grown year over year, and a steady stream of recurring donors. Ongoing consulting and support focuses on using digital tools to thank, steward, and retain donors.

Friends In Deed

An organization working with people in poverty and experiencing homelessness in Pasadena needed a fundraising plan. Good Ways Inc. worked with the team and board to analyze three years of donor data finding that the organization could raise an additional 15% each year just by improving their donor retention rate. From there, Good Ways Inc. created a fundraising plan based on organization resources and activities with the highest ROI. Delivered comprehensive plan to Executive Staff and Board.

References

- **Penny Amescua, MLK Community Health Foundation (now at UCLA)**
  pennya19@yahoo.com | (310) 710-4298
  Built digital fundraising strategy from scratch and provided ongoing consulting to the organization to consistently improve fundraising results. Project timeline: ongoing monthly services provided from 2016 - 2018.
- **Richard Cheung, Chair of the Board Friends in Deed, Chair of the Board L.A.'s Best**
  rcheungdc@gmail.com | (626) 398-3838
  Consulted with Executive Staff and Board on a complete fundraising plan including creating fundraising systems, campaigns, and analysis of donor data. Project timeline: three months, completed on time.
- **Meisha Rainman, CicLAvia**
  meisha@ciclavia.org | (310) 339-5925
  Consulted with Board and strategic plan committee on a social media, communications, and digital fundraising pan designed to expand their pool of individual donors. Created social media strategy, trained and supported staff in execution, and created a simple email fundraising process for acquiring new donors. Project timeline: strategic planning eight months, ongoing coaching and support six months. Completed on time.

Staffing Plan and Project Organization

Julie Lacouture, Good Ways Inc., Fundraising Consultant
Neille Ilel, The Glue, Project Director
Paula Campos, The Glue, Creative Director
Steve Lewkowitz, Stratus360 Executive Sponsor

Budgeting, Cost, and Price Proposal

Full pricing breakdown in Appendix

Strategic Fundraising	$58,600
Recruitment – Year I	$270,950
Recruitment – Year II	$274,170
Recruitment – Year III	$284,670

Component C – Website and Social Media Services

The Glue's experience covers a breadth of digital projects, from complete digital product design and development, responsive sites, iOS and Android applications with companion sites as well as branding, original video, photography and copy production.

One of our core areas of expertise is creating customer-facing websites for large public sector clients. We are currently designing and building a robust responsive data driven site for Los Angeles Department of Transportation and just completed a software system for Metro to help underserved communities get trained and hired for upcoming jobs at the agency.

Services Approach and Work Plan

1. Website Development, Implementation, and Management

Using the findings from the user and market research, with the **Personas and User Journeys** as our guide, we envision and create all the pieces of the website experience.

Sitemap / Information Architecture & User Experience Concept
Our first task is creating the information architecture (IA) for the site. It includes the global navigation, the labeling, categorization and grouping of content. We will present it alongside the user experience concept, which includes the home page in both mobile and desktop format. This is the creative idea behind the site in wireframe form, both desktop and mobile. It will be the execution of the vision and requirements we defined in the discovery. There will be two rounds of review for this initial concept.

Full User Experience / Wireframes
After review and any necessary revisions of the sitemap and UX concept, we detail each template with one mobile and one desktop breakpoint. Wireframes include content hierarchy, functionality specs and layout. There are nine templates included in this scope, which roughly may comprise:

Home Page	Search / List Animal Pages	Form Builder
Shelter Pages	Donation Flow	Event Calendar
Animal Pages	Content Detail Pages (About, News, FAQ, etc)	Content Landing Pages (News Feed, Product Families, etc)

The wireframes define all functional and content elements on the website, including interface elements, widgets, navigational systems and their relationships and hierarchies.

Visual Design
We start the visual design with a moodboard exercise. Moodboards are an unstructured composition of design elements used to develop visual ideas. We explore color palettes, typography, photography, user interface patterns and overall look and feel. We deliver 3-4 directions and LAAS stakeholders will select one to guide the visual language and sensibility of the site. Thenwe will turn the wireframe templates into designs and a digital style guide based on the chosen moodboard.

We then develop comps for each template and all various page states. Each batch will be presented with one round of revision. All pages, widgets and visual styles will be accounted for within the design process. We will select the imagery and complete and color correction, sharpening, brightening, filtering to create a consistent look and feel, cropping/sizing as well optimization.

Copywriting & SEO

We will create headlines, button titles, captions, abbreviated program descriptions, as well as condense and rewrite body copy as needed. We know that online, users are less apt to read long blocks of text, and indeed mobile devices are suited towards short lists or and scannable chunks of text. Copy will match with the new tone and structure of the redesign, as well as be in line with best practices for website reading and writing.

As website administrators know, creating and managing copy and assets that need to be gathered and uploaded into a website can be daunting. In order to help facilitate LAAS' creation of content, we provide a content matrix that details existing, content that needs to be created and any content that will be deprecated. Additionally we can deliver a Copy Deck that will help LAAS write content for areas not managed by the CMS. We also provide copywriting services if needed.

In an effort to make the LAAS site optimized for search engines, keywords will be developed with the help of word trackers. A primary goal in SEO is the correct placement of keywords. To ensure a proper keyword density, we will make an effort to balance keywords among build URLs, meta tags, anchor text and body content. A 200 word minimum per page, strategic image placement and incoming or back links will further improve search results.

Development

After the functional requirements, user experience documents and visual design comps are established and approved, and a CMS is agreed upon, we will begin front- and back-end technical development.

Front-End HTML5/CSS

In building the front end design, our goal is to create the most immersive and streamlined experience possible. To do so, we start from the ground up with designs that leverage flexible cells that elegantly adjust to take advantage of each individual display—whether it's a large HD desktop monitor or a 5-inch mobile device. In developing fluid and responsive styles, we ensure that we can take full advantage of modern front end frameworks, as well as CSS template engines such as Bootstrap.

We ensure the designs translate properly to various screen aspects by creating mobile and desktop specific styles. Our development team breaks down these items into their intellectual basis on a number of fronts: common elements, differences between similar components and reusability of small parts within a component between other components of the project. While mapping these ideas out, code starts to form around these component ideas on a test page. As each is built and planned out, the common parts of the project become more refined. As these common parts are defined, we move onto combining them together to build out each page.

WordPress CMS

The Glue is expert at WordPress implementations, both from scratch and migrations from legacy CMS. We will approach the CMS integration as follows. Wordpress sites are built primarily in PHP. Bootstrap and jQuery packages will be used to speed up development and aid in our effort to build a clean, high quality codebase that is easily maintained in the future.

A few notable Wordpress plugins and integrations we often use are:

- **All-in-One WP Migration** and its extensions Multisite and Unlimited which will handle deploying and backing up the site.
- **Owl Carousel** is a powerful carousel plugin that will power our galleries. It works out of the box on both mobile and desktop and can be customized to fit the project's needs.
- **Toolset Types** expands on the basic properties of Wordpress posts and pages and will allow us to develop custom elements on these pages easily updated in the administration panel.
- **Elementor Pro** makes it easy to build or edit pages without writing code. With a preview window displaying the page in real time, you can drag and drop widgets and adjust their styling details as necessary for the layout.
- **Relevanassi**, a popular custom Wordpress search plugin, that features matches for partial words, results from mismatched phrases, and results of searches for custom tags and fields.
- **Proofreading** ensures your content is free of writing errors such as capitalization, grammar, punctuation or nonstandard phrases and can analyze many languages.
- **WPForms** is a form, survey and poll building plugin that is rated almost 5 full stars. It is a premium plugin that has a large number of addon options including Stripe payment processing, multi-page forms, saving form progress, and reporting.
- **Wordfence** covers misc. security tasks including malware scanning, login monitoring, spam, server state, file changes, password strength and other vulnerabilities.
- CoSchedule is a lifesaving media management tool that allows you to schedule content, assets and social media drops directly from WordPress.
- **Stripe** is a payment processor with an easy to use interface that can be integrated as a WPForms addon with the click of a button.

Initial development will take place on The Glue's web server. When we are ready to move into the QA phase, we will work with the City of Los Angeles' IT staff to migrate a development and QA environment to the city's environment.

Usability Testing

We recommend one round of usability testing once the website is in alpha. This allows us to get the most accurate results by putting a mostly functional product in front of users. We also save time by avoiding developing costly prototypes. **After decades of usability testing we find that most adjustments we find in testing are important but cosmetic and this approach is the least expensive and most effective in the log-run.** We select a group of representative users and ask them to perform everyday tasks. Findings from our usability tests help refine and improve existing design ideas as well as uncover gaps in knowledge we may not have considered. We will then analyse the results and make recommendations for any improvements or iterations.

Conforming to ADA

To conform to ADA, non-text elements are to be supplemented with descriptive text accessible to screen readers. Images, videos and audio will be accompanied by text descriptions, influenced by the complexity of and purpose of the objects. Decorative graphics are not described. Descriptions will be written below videos and audio files, and for each there will be available on the page a link to the video file and an additional link to the text transcript. Pages will be built to work with javascript and css disabled. Form fields will have instructions written within field labels and tabs work in a left to right top to bottom manner. All links will be specific ("Get XY content") vs generic ("Click Here"/"Read More") to accommodate screen readers that read links first.

Delivery & Capacity Building: How Deployment Works

In preparation for deployment we plan to backup the entire public site as is if needed. The popular plugin All-in-One WP Migration and its extension Multisite will be submitted to LAAS' web staff to be installed to the core Wordpress install on the network. This will allow our team to migrate the existing child LAAS site to a .wpress backup file. To restore these files the migration extension is used, importing the previously exported .wpress archive. When we are ready to deploy the new files, the same plugin will allow us to upload a “backup” of our staging server to LAAS server without having to become acquainted with their system. This plugin is designed to load in all relevant themes, plugins, custom files, media and post content with a minimum effort on our part and is built to work on large multi-site networks.

Maintenance

We provide a high level of continuous improvement to our clients. It is extremely important that the site evolves over time and doesn’t date – our approach to iterative design and backend architecture will ensure that our overall approach is flexible and adaptable. We include 40 hours design and development hours per month to keep up to date with browser updates, CMS and related plug-in updates as well as routine server and hosting maintenance. Additionally, we often work with clients on a feature backlog, where we use a specified amount of time each month to release feature upgrades and enhancements based on a prioritized backlog of needs. Our dedicated project manager will be available to LAAS from 9am to 6pm PST to route any development requests. We will respond with a plan to solve critical problems within 12 hours.

2. Digital Marketing Metrics

Monthly Strategic Analysis and Recommendation

We know building a website and an audience is not a one-shot attempt. It requires commitment and constant maintenance to understand what’s working, what needs to be corrected and how to provide the most value to our audience. After establishing a benchmark and goals, once a month we conduct a detailed review of site and app analytics (audience, behavior, conversion) and provide recommendations on where to increase or improve content and functions.

In addition to website analytics, we will include analytics that are good measures of fundraising potential such as social media growth and engagement, email list growth, email open and click through rate, and the sources of content that are yielding the best results. Additionally, we offer continued testing and iteration options such as A/B testing (also called bucket testing), where we release two pages or sets of pages to two randomized groups and test performance of competing images, messages, promotions, etc and then analyze the results.

3. Training

Getting staff up to speed with the functionality of the new website and how the CMS works is key to the ongoing success of the project. We can run a half-day workshop at LAAS offices to train staff members. The training will include a user manual, a set of technical process slides and any other technical documentation. Additionally, we incorporate fundraising best practices into training and any integration points with third-party tools such as the CRM, email manager, adoption database, etc.

We have previously administered training for many clients, so have excellent experience in this area. We would also look to use this visit to close off the project and agree to any future developments.

Completed Work Samples

Metro WIN-LA

After passing a landmark bond issue and with a record number of current Metro employees becoming eligible for retirement, Metro created an initiative targeting underserved local communities, such as foster youth and disabled veterans, and offer them pathways to secure and fulfilling jobs at the agency. In order to facilitate this training, Metro engaged The Glue to design and develop a custom web portal that connects each participant-candidate to a case manager at a partner organization or training and job search help. Additionally Metro administrators will have visibility, using the portal, into the success of each participant and their mentors at the partner organizations to continually improve the WIN-LA program.

The Glue undertook a lean design process, concepting key screens for both mobile and desktop. After approvals from our client, we engaged in a rapid prototyping exercise and conducted usability testing on-site with all three user groups: participants, partner case workers and metro administrators.

Using an Agile system of development, with our development partners, we built an open standard architecture with a wide developer base that is open source and platform independent using Java J2EE Stack. We are provided end-to-end security on all major components of the system.

Pasadena Water & Power

With an antiquated and hard-to-maintain Ektron website, Pasadena Water and Power had long outgrown their website infrastructure. They could not add information in a way that users could understand, and the look and feel was outdated and did not reflect Pasadena's progressive commitment to residents and energy conservation. With an organization-wide move to WordPress, PWP partnered with The Glue to re-imagine their website from the ground up.

Starting with a thorough market and comparative landscape review and a current site audit, we delivered a strategic roadmap, documenting best practices, feature recommendations and future state ideas. We recommended a completely new experience concept, and look and feel for the redesigned site.

We then architected a robust WordPress CMS to handle the varied types of content, forms and Google Map integrations required by the new design. We researched and integrated the best plug-ins to handle forms, social sharing and content migration among others, working closely with the City of Pasadena IT department to ensure our selected plugins worked seamlessly with their parent install. We modified the WordPress administrator interface to make it easy-to-use, so that those tasked with maintaining the site could do so seamlessly and without stress. Finally, we rewrote twenty of the top accessed pages to be clearer and more engaging.

References

- **Lauren Ballard,** Transportation Planning Associate, Vision Zero Division, Los Angeles Department of Transportation, **lauren.ballard@lacity.org** | (213) 928-9696
  LADOT Digital Strategy: research, branding, video production, website design and build. 1 year with additional 1 year maintenance. Project is ongoing.
- **Kyle Wagner**, Principal Diversity & Economic Opportunity Representative WIN-LA, LA Metro, **wagnerk@metro.net** | (213) 418-3336
  Metro WIN-LA Custom Responsive Web App design and build. Apx 1 year with additional 6 months maintenance. Project was completed on time.
- **Margie Otto**, Customer Relations Manager, The City of Pasadena Department of Water and Power, **motto@cityofpasadena.net** | (626) 744-7518
  PWP discovery website redesign and build. Apx 6 months with ongoing maintenance. Project was completed on time and is ongoing.

Staffing Plan and Project Organization

Neille Ilel, The Glue, Project Director
Paula Campos, The Glue, Creative Director

Chris Arendt, The Glue, Senior Developer
Chris is a programming expert and enthusiast who solves real world problems everyday. He is skilled and experienced in multiple platforms and languages and is continually on top of the latest programming industry trends direction. As a creator he sees in his purpose a pursuit of knowledge and means of impactful expression. Chris has led development at The Glue for Los Angeles Department of Transportation, Food Safety Resources, Pasadena Water and Power, Naula and The Irvine Company.

At The Glue Chris has extensive full-stack and front-end experience, delivering pixel-perfect work with seamless functionality. He is an expert in open source CMS development including WordPress, in addition to expert-level understanding of Ionic and other hybrid frameworks. Additionally he has experience developing and integrating custom CMS solutions. Before joining The Glue, Chris worked with a number of corporations including Sony, Henry Ford Health System, Dreamworks, Sundberg-Ferar and Carrier.

He holds an Associate Degree in Applied Science in Computer Programming from Macomb Community College Warren, MI. **Chris has a rescue cat named Kitty.**

Budgeting, Cost, and Price Proposal

Full pricing breakdown in Appendix

Website Development, Implementation, and Management & Training	$367,250
Website Ongoing Maintenance, Upgrades and Monthly Metrics	$124,120
Optional Photography (see Component C)	$93,600
Optional Videography (see Component C)	$88,160

Component D – Component Integration

Services Approach and Work Plan

Key to the success of all our projects is dedicated and thorough project management working closely with the client team, key stakeholders and delivery team throughout the project lifecycle to ensure a shared understanding of approach and objectives.

The Glue project manager (PM) will be 100% allocated to every aspect of the LAAS Marketing, Fundraising, Public Relations, and Website Development project. Working under the project director, the PM will be available to all members of the client and delivery team at any time to manage deliveries and timelines, as well as providing a single point of contact for the many aspects of the project. She will be completely read in and aware of all the details from the research, fundraising, CRM integration and more.

Having managed multiple projects that required careful coordination of disparate teams with immovable deadlines and strict feature requirements, we know the key to success is thinking two steps of each milestone, and this key role will make sure there are no gaps or missed opportunities.

We hold regular check in meetings with the core team members, preferably weekly, to update progress, maintain timelines and cover any gaps in knowledge as quickly as possible. We will also hold monthly and ad hoc meetings as needed with other stakeholders to keep all parties in the loop and moving forward. As we move closer to major milestones, such as CRM delivery and website launch, we hold daily 15-minute check-in meetings to make sure no team member is blocked or has unanswered questions.

We use an Agile approach to project delivery, with full online project and bug tracking using Jira.

Regular communication deliverables

- Weekly status meetings with core team members, onsite as needed
- Monthly or ad hoc status meetings with larger stakeholder team
- Weekly status reports to core team members
- Daily stand-up meetings in the weeks leading to launch

Results from Day One

Our approach rests on the belief that we can add value and provide Return on Investment immediately. While we are crafting a detailed strategic development plan and tactics, we will also be adjusting and testing messaging, adjusting email cadence, and implementing the CRM to boost donations and awareness immediately. Most organizations that are successful in growing their fundraising efforts find the highest return on efforts that can be executed simply and consistently over time. The key is finding the messaging and delivery that best works for LAAS and leverages your unique strengths.

Added Value

At The Glue **we provide a holistic approach to reaching your audience. We are not a “one-size-fits-all” agency.** We truly understand the unique needs of our clients and their customers and provide custom solutions to best serve their needs.

Our decades of experience married with our boutique size allows us to give our clients truly personal white-glove support, while being on the cutting edge of online marketing and technology.

Optional Photography: We take particular joy in creating original videos, podcasts and photos for our clients. We develop a style, location and story that adheres to the brand, communicates the unique value proposition and is always fun and engaging. We propose to spend a day at each shelter taking photos of the animals, staff, volunteers and facility for use on the site and marketing materials. Additionally we will train on-site staff using simple lighting and camera techniques to capture each animal’s best side for the adoption database and animal pages on an ongoing basis.

Optional Videos: As a final piece of content for the new site, we recommend creating short, punchy original videos that reveal the love behind LAAS. These could be a behind the scenes look at the care of each animal, meeting the people and creatures that make up every shelter; spotlight on foster parents; spotlight on donors, and how-to guides to caring for rescue animals of all stripes. We will present 8 concepts, for LAAS to select 4 to be produced. See Video Samples

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The Most Humane City in the World

We are inspired by LAAS’s vision for the future. It appears that the community of LA is behind you as well - without much formal strategy, LAAS inspired nearly $800K in gifts. This is an enviable starting point and one that gives the team the opportunity to hit the ground running, making small changes that yield huge results. It is for this reason that our proposal focuses on embedding ourselves with your team, implementing fundraising and recruitment tactics immediately, integrating a best-in-class CRM and finding the low hanging fruit tactics that allow you to be successful.

Budgeting, Cost, and Price Proposal

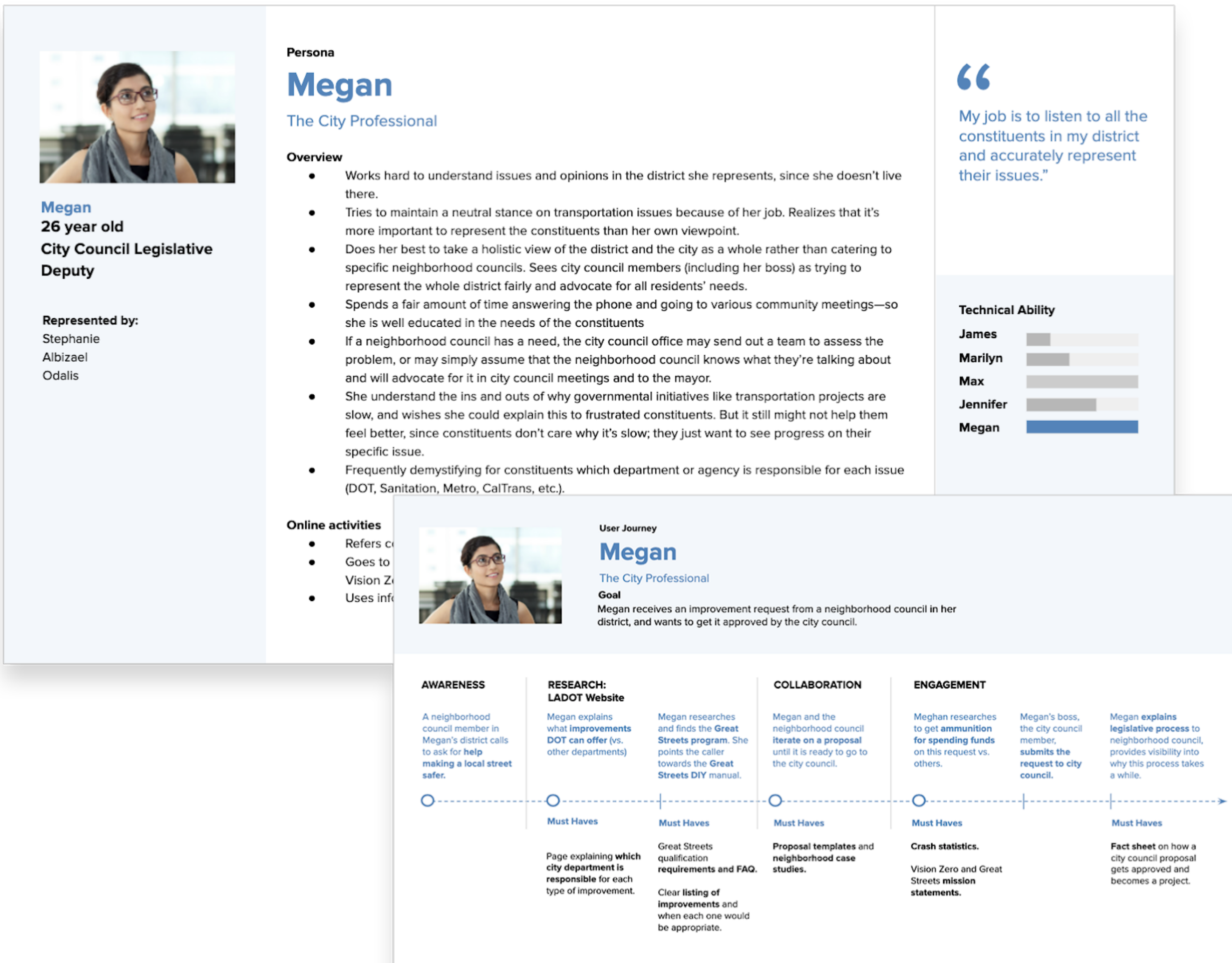
Full pricing breakdown in Appendix

Compliance Documents

Appendix

Los Angeles Department of Transportation (LADOT)

Personas and User Journey Work Sample



We Keep it Together. EST 2013.

Los Angeles Department of Transportation (LADOT)

Brand Development Work Sample

ACTIVE TRANSPORTATION

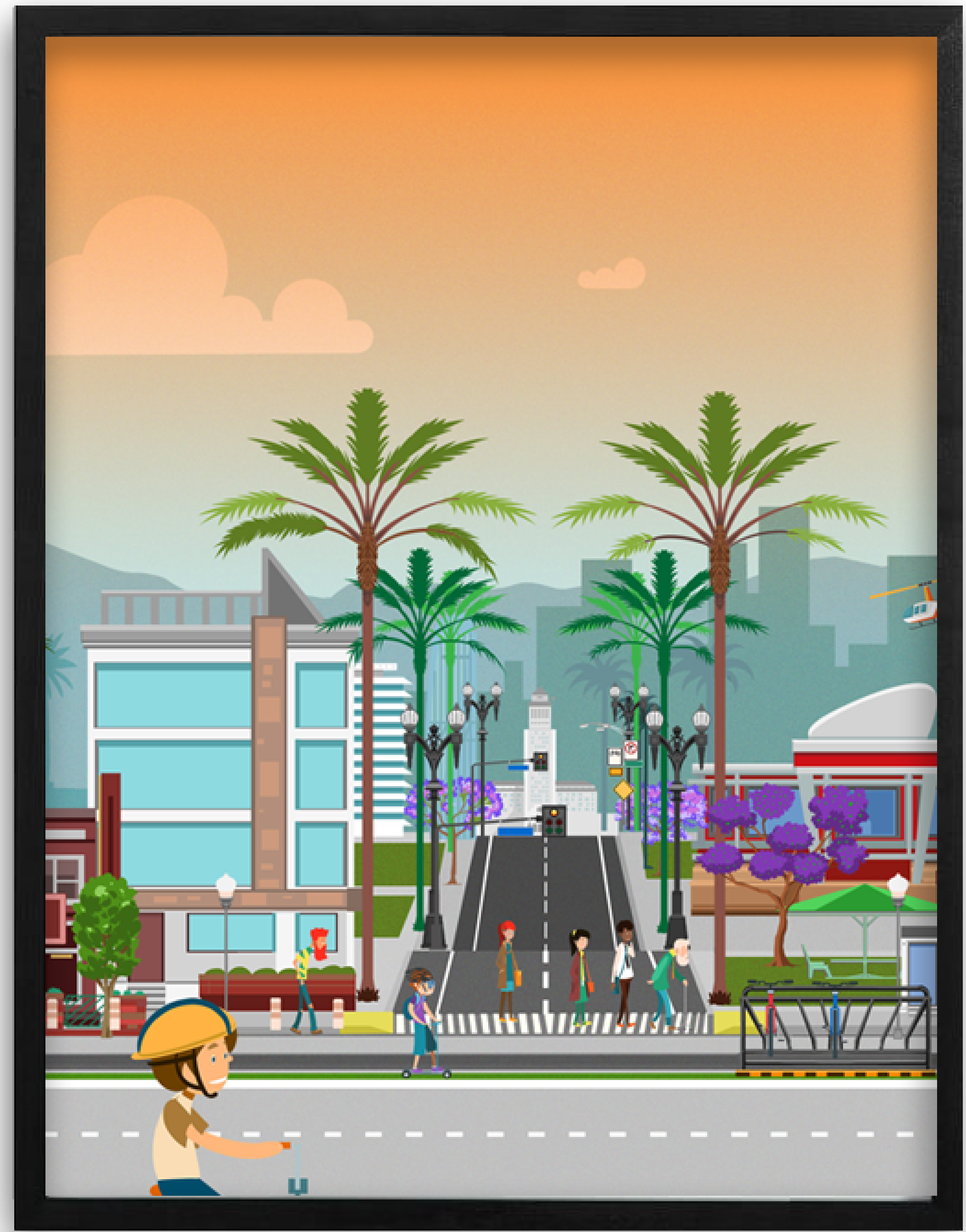
Los Angeles Department of Transportation (LADOT)

Responsive Website Design

Los Angeles Department of Transportation (LADOT)

Original Art

https://vimeo.com/304046907



Vision Zero

Corridor Logos

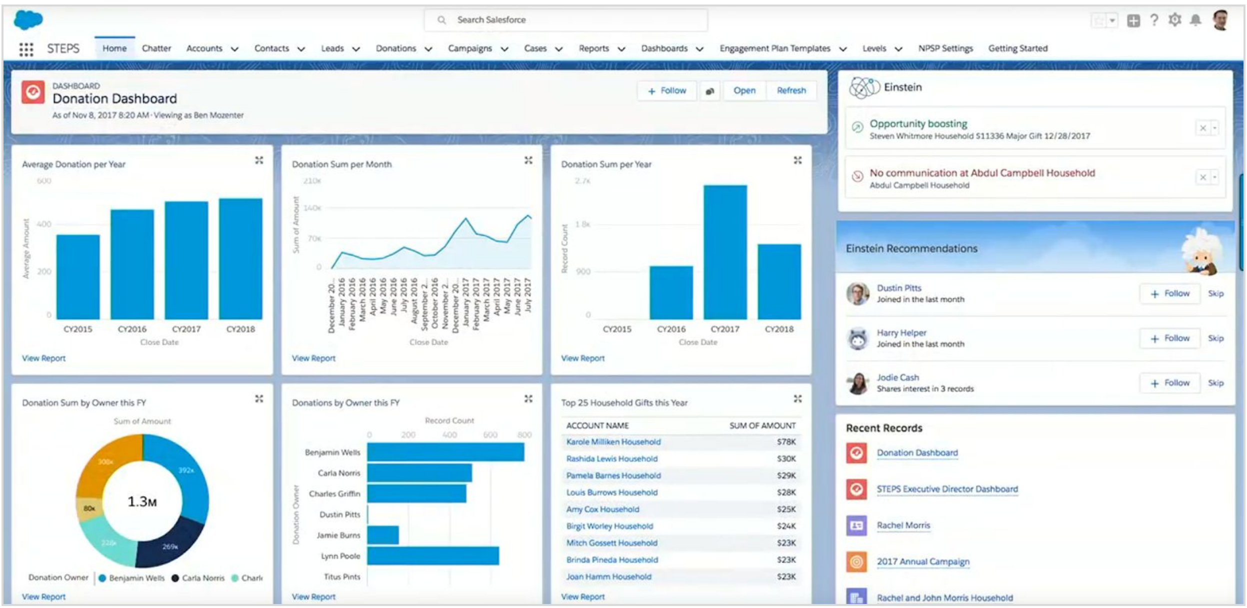
TEMPLE ST.

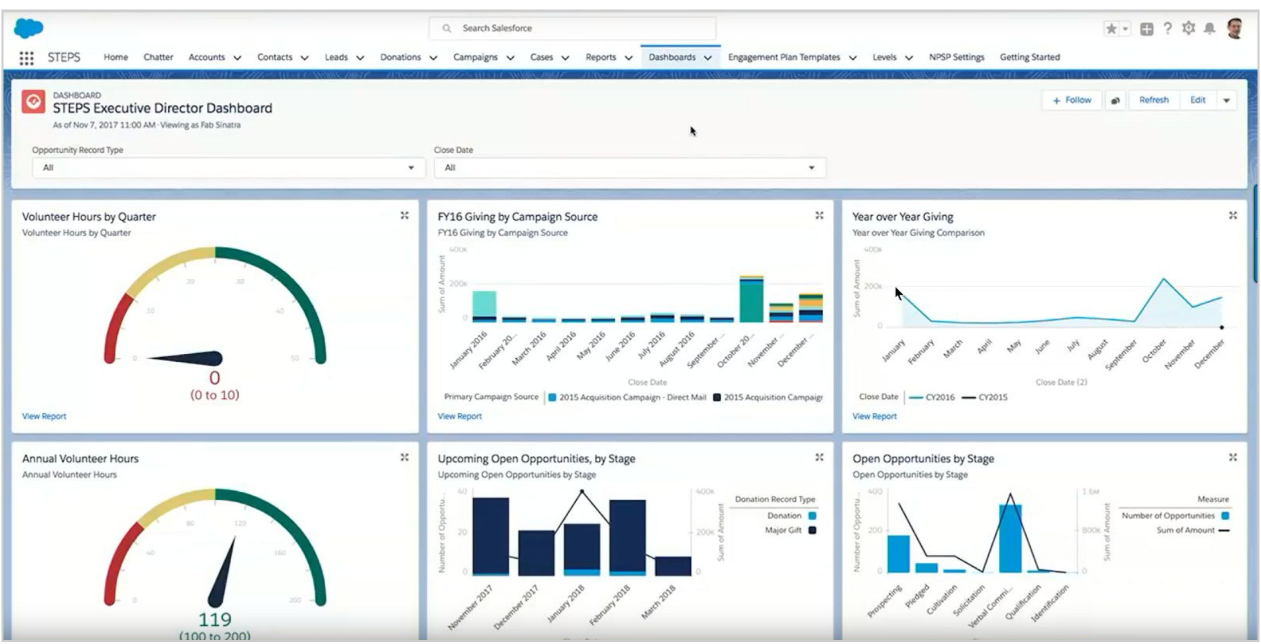
ADAMS

AVALON BLVD.

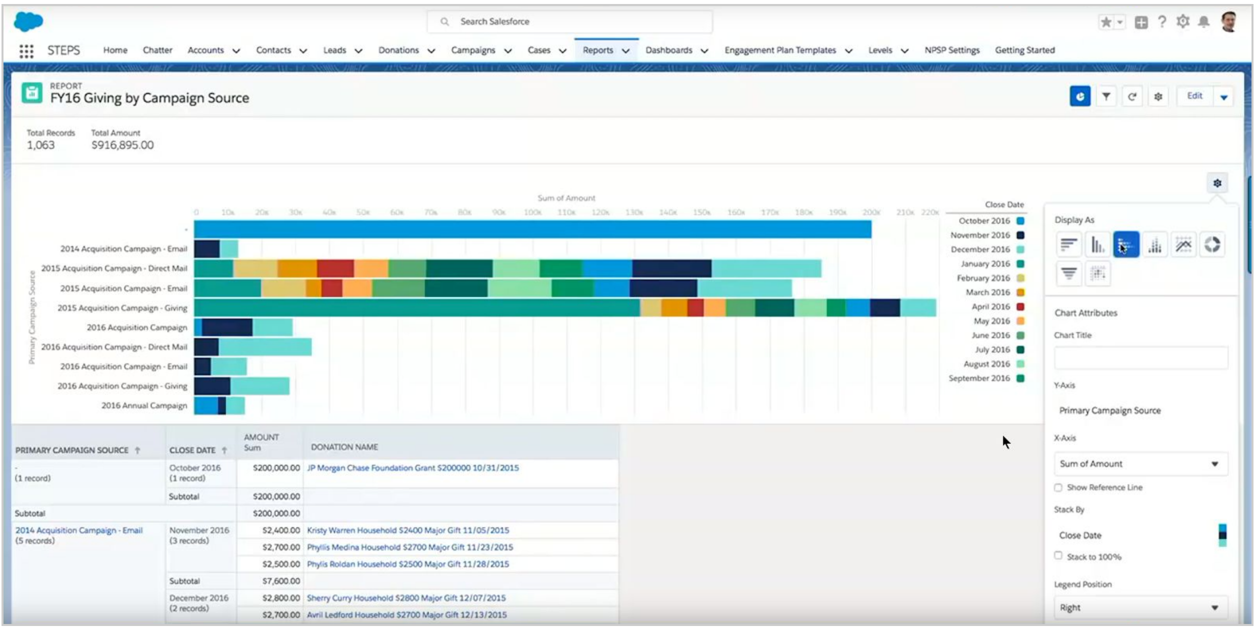
Sales Force

CRM Dashboard Samples



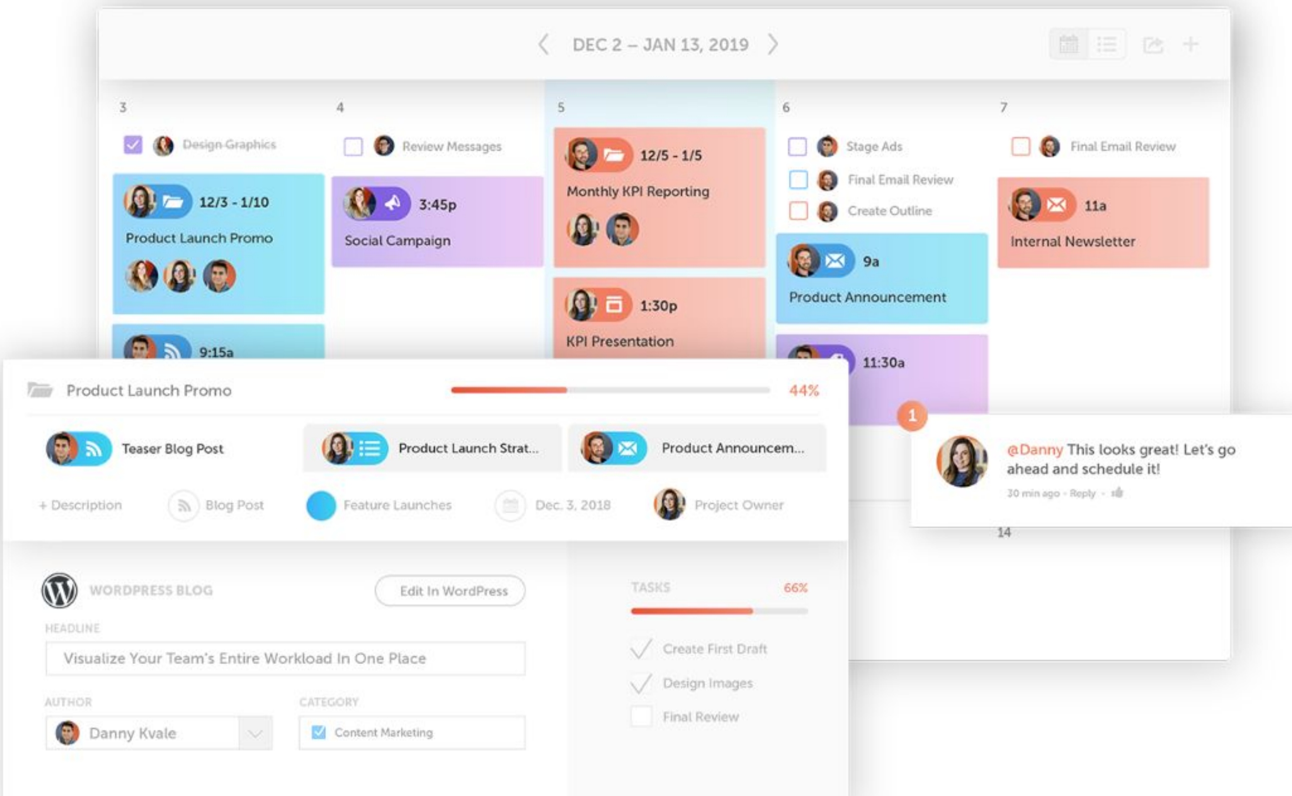


We Keep it Together. EST 2013.


STEPS
Home Chatter Accounts Contacts Leads Donations Campaigns Cases Reports Dashboards Engagement Plan Templates Levels NPSP Settings Getting Started
REPORT
FY16 Giving by Campaign Source
Total Records 1,063
Total Amount $916,895.00
Sum of Amount
Close Date
2014 Acquisition Campaign - Email
2015 Acquisition Campaign - Direct Mail
2015 Acquisition Campaign - Email
2015 Acquisition Campaign - Giving
2016 Acquisition Campaign
2016 Acquisition Campaign - Direct Mail
2016 Acquisition Campaign - Email
2016 Acquisition Campaign - Giving
2016 Annual Campaign
October 2016
November 2016
December 2016
January 2016
February 2016
March 2016
April 2016
May 2016
June 2016
July 2016
August 2016
September 2016
Display As
Chart Attributes
Chart Title
Y-Axis
Primary Campaign Source
X-Axis
Sum of Amount
Show Reference Line
Stack By
Close Date
Stack to 100%
Legend Position
Right
PRIMARY CAMPAIGN SOURCE
CLOSE DATE
AMOUNT Sum
DONATION NAME
$200,000.00 JP Morgan Chase Foundation Grant $200000 10/31/2015
Subtotal $200,000.00
$2,400.00 Kristy Warren Household $2400 Major Gift 11/05/2015
$2,700.00 Phyllis Medina Household $2700 Major Gift 11/23/2015
$2,500.00 Phylis Roldan Household $2500 Major Gift 11/28/2015
Subtotal $7,600.00
$2,800.00 Sherry Curry Household $2800 Major Gift 12/07/2015
$2,700.00 Avril Ledford Household $2700 Major Gift 12/13/2015


DASHBOARD
Fundraising Key Performance Indicators
As of Apr 20, 2017 11:26 AM·Viewing as NPSPv3 Household
Refresh
Edit
Average Donor Lifespan
1.1
Includes all gifts within current calendar year and fiv… | View Report
Average Annual Gift Amount
169
Includes all gifts within current calendar year and fiv… | View Report
Gross Lifetime Value
185
Includes all gifts within current calendar year and fiv… | View Report
Average Donor Lifespan by Donor Type
Average Consecutive Years Giving
Recurring Donor Status
Current Recurring Do…
Lapsed Recurring Do…
Reaquired Recurring …
Average Annual Gift Amount by Donor Type
Average Average Annual Giving
Gross Lifetime Value

CoSchedule
Integrated Content Posting Calendar Sample



Detailed Team Information

The Glue: Roles	Responsibilities	Hours
UX Designer	- Creates site maps, annotated wireframes (UX) and prototypes that meet industry best practices and The Glue's design quality	922
UX Researcher	- Quantitative survey instrument design - Qualitative discussion guide design - Moderation of qualitative research component - Qualitative and quantitative data analysis reporting - User Journeys - Personas	248
Production Artist	- Asset creation for a variety of media: websites, social media, collateral - Color corrects images and photography - Resizes images - Template creation based on an established design direction	240
Art Director	- Creates concepts and executes high level designs for websites, apps, presentations and works closely with the Creative Director and makes sure that the designs meet industry best practices and The Glue's design quality standards	2,349
Creative Director	- Overall creative vision and direction - Ensures all materials and collateral reflects clients brand requirements,goals and objectives - Leads and manages Visual and UX delivery team - Overall delivery quality	1,340
Quality Assurance	- Creates test cases for websites and apps on the most common browsers and several different mobile devices - Performs regression testing	160
Developer	- Builds custom responsive open source themes like WordPressfor a variety of sites, customizer features and admin panel widgets using vanilla JavaScript, HTML and CSS through the latest web technologies such as Gulp, Sass AngularJS or Firebase - Knowledge of Advanced JavaScript, HTML, CSS, Ajax, Less/Sass and PHP with tools like the Adobe Suite, Atom, Coda, Flinto, FontPrep, Git, Gulp, and Node, and services or frameworks such as AngularJS, jQuery, Ionic, Bootstrap, Bourbon, Firebase, Masonry, and Zapier.	1,716
Project Manager	- Daily project management - Facilitates team communication, with the client and internally - Creates agendas, meeting notes and all organizes project documentation - Ensures deliverables are on time and within budget - Organizes resources, events and logistics - Manages tasks across teams - Overall delivery quality - Weekly status meetings with core team members, onsite as needed - Monthly or ad hoc status meetings with larger stakeholder team	7,626

	- Weekly status reports to core team members - Daily stand-up meetings in the weeks leading to launch	
Project Director	- Overall project direction - Escalation point for other team members as well as client - Overall project scope and budget - Overall delivery quality	648
Sr Copywriter	Creates headlines, button titles, captions, abbreviated program descriptions, as well as condense and rewrite body copy as needed. Copy be in line with best practices for website reading and writing.	176

Good Ways: Roles	**Responsibilities**	**Hours - Year I**
Lead consultant	Oversees fundraising strategy, liaises with team and client. Leads fundraising meetings, priorities fundraising tasks and completes the analysis of fundraising campaigns. Oversees fundraising campaign design.	424
Research manager	- Conducts one on one interviews with donors, liaises with The Glue's main researcher on donor survey questions. - Prospect research on potential donors - Collects information and compiles data for case for support	150
Donor communication manager	- Writing and editing on fundraising materials - Writing services for case for support - Writing support for donor stewardship materials	150
Digital marketing manager	- Executes strategy for online ad buys	70

Stratus360: Roles	**Responsibilities**	**Hours**
Project Manager/Solution Consultant	- Liaison between the Stratus360's project team and the overall project team - Provide support during the strategy and requirements workshops and delivers the Requirements & Configuration document - Configure Salesforce Sales Cloud - Provide Train the Trainer Training - Support User Acceptance Testing - Send weekly project status & burn report - Ensures overall user experience direction - Ensures all materials reflect clients brand requirements, goals and objectives	700

Salesforce Developers	- Contribute to Requirements & Configuration document - Provide functional specification review - Contribute to Train the Trainer training - Prepare the Integration Requirements & Design Document - Provide Salesforce configuration - Support System Integration Test & User Acceptance - Provide Deployment Support to Production	560
Marketing Automation Developers	- Provide support during the strategy and requirements workshops and delivers the Requirements & Configuration document - Implementation of Salesforce Marketing Cloud - Installation of Connector between Salesforce Marketing Cloud and Sales Cloud - Development of 3 key marketing campaigns - Training support	700

The Glue Detailed Budget

	User Experience		Creative / Design			Copywriting	Technology		Project Management			
Roles	UX	UER	PA	AD	CD	Sr Copy	QA	Dev	PM	PD	Total Hours	Billable Amount
Bill Rate	**125**	**185**	**60**	**125**	**200**	**135**	**30**	**130**	**100**	**200**		
Component A	72	173	0	152	68	0	0	48	480	66	**1059**	**$143,345**
Task 1: Onboarding	32			32	32			32	100	32	260	$34,960
Task 2: Stakeholder Meetings	40			16	16			16	80	16	184	$23,480
Task 3: UER – Survey		46								18	64	$12,110
Task 4: UER – One-on-Ones		75							60		135	$19,875
Task 5: UER – Personas & UJs		52		16	4				60		132	$18,420
Task 6: Branding				88	16				100		204	$24,200
Task 7: Management & Analytics									80		80	$8,000
Interview & Survey Incentives												$2,300
Component B	0	0	0	992	272	0	0	0	3820	0	**5084**	**$560,400**
Task 8: Strategic fundraising									280		280	$28,000
Task 9: Recruitment – Year I				248	68				1460		1776	$190,600
Task 19: Recruitment – Year II				372	102				1040		1514	$170,900
Task 20: Recruitment – Year III				372	102				1040		1514	$170,900
Component C	386	75	0	753	276	0	160	1204	702	176	**3732**	**$466,546**
Task 11: Sitemap & UX Concept	50									10	60	$8,250
Task 12: Wireframes	320				40				120	40	520	$68,000
Task 13: Visual Design				425	120				132	30	707	$96,325
Task 16: Development				64			160	740	450		1414	$154,000
Task 17: Usability Testing	16	75		32						38	161	$27,475
Task 18: Monthly Maintenance				232	116			464		58	870	$99,296
Recruiting 12 participants plus 4 floaters												$4,000
Incentives for usability sessions												$2,200
Project Total												**$1,170,291**
Optional Photography	0	0	240	0	336	0	0	0	120	0	**696**	**$93,600**
Task 14: Photography & Set Up			240		336				120		696	$93,600
Optional Video Vignettes	0	0	0	160	40	176	0	0	84	0	**460**	**$88,160**
Task 15: Optional Video Vignettes				160	40	176			84		460	$60,160
Video Production Team												$28,000

Good Ways Inc. Detailed Budget

		Cost	Hours	Team members
1	**A. Marketing Services**			
1.1	Onboarding			
1.2	Stakeholder Meetings	$5,850	39	Lead consultant
1.3	Research	$9,000	60	Research manager
1.4	Branding	$12,750	85	Donor communications manager
1.5	Management and analytics	$7,500	50	Digital marketing manager
2	**B. Fundraising and Recruitment Services**			
2.1	Strategic fundraising			
2.1.1	Setting fundraising goals, supporting documentation, and identify gaps in revenue	$4,500	30	Donor communications manager
2.1.2	Prospect research and donor segments	$9,750	65	Research manager
2.1.3	Donor stewardship process	$3,000	20	Lead consultant
2.1.4	Planning for donor acquisition campaigns	$6,750	45	Lead consultant
2.1.5	Creating a fundraising calendar	$3,000	20	Lead consultant
2.1.6	Monthly report and dashboard (incl website metrics)	$3,600	24	Digital marketing manager
2.2	Recruitment – Year I			
2.2.1	Bi-weekly fundraising meetings with team and creating monthly fundraising reports	$11,700	78	Lead consultant
2.2.2	Implementing fundraising and communications tools. Support on implementing donor database, wealth screening options, and communication tools	$8,100	54	Research manager
2.2.3	Supporting current fundraising campaigns and donor communication. On going testing and improving current fundraising campaigns and process	$7,500	50	Lead consultant, Digital marketing
2.2.3.1	Ongoing donor communication (ie newsletter and social media guidelines)	$8,250	55	Donor communications manager
2.2.3.2	Create year-end fundraising campaign (email and direct mail)	$5,500	37	Lead consultant, Donor communications manager
2.2.4	Support and train staff on donor customer service, asks, interaction with potential donors	$9,300	62	Lead consultant
2.2.5	Evaluation of year 1 fundraising activities and adjusting plans as needed	$3,000	20	Lead consultant
	Total Year I	**$119,050**	**794**	
2.3	Recruitment – Year II			

2.3.1	Prep for and support Development Manager in bi-weekly team fundraising meetings and create monthly fundraising report	$11,170	74	
2.3.2	Donor communication and messaging	$12,000	80	
2.3.3	Three fundraising campaigns (email and direct mail)	$18,000	120	
2.3.4	Donor stewardship event support	$7,500	50	
2.3.5	Create and help manage fundraising advisory board	$12,000	80	
2.3.6	Support staff on one-on-one donor outreach and meetings	$9,000	60	
2.3.7	Evaluation of year 2 fundraising activities and adjusting plans as needed	$3,000	20	
2.3.8	Online paid advertisements to support three campaigns	$3,600	24	
	Total Year II	**$76,270**	**508**	
2.4	Recruitment – Year III			
2.4.1	Prep for and support Development Manager in bi-weekly team fundraising meetings and create monthly fundraising report	$11,170	74	
2.4.2	Donor communication and messaging	$12,000	80	
2.4.3	Three fundraising campaigns (email and direct mail, includes copywriting, campaign planning, email schedule, landing pages)	$18,000	120	
2.4.4	Donor events support	$15,000	100	
2.4.5	Help managing fundraising advisory board and research into 501c3	$15,000	100	
2.4.6	Support staff on one-on-one donor outreach and meetings	$9,000	60	
2.4.7	Evaluation of year 3 fundraising activities and adjusting plans as needed	$3,000	20	
2.4.8	Online paid advertisements to support three campaigns	$3,600	24	
	Total Year III	**$86,770**	**578**	

Total cost	**$282,090**
Total hours	**1881**

SalesForce Detailed Budget

	Project Management	Requirement Gathering & Analysis	Design and Build	Integration Testing	User Acceptance Testing & Training	Production Deployment	Post Go Live Support		
Role								**Total Hours**	**Billable Amount**
Project Manager/Solution Consultant	160	100	200	80	80	40	40	700	$105,000
Salesforce Developer			400	80	80			560	$84,000
Marketing Automation Consultant	160	100	240	40	40	40	80	700	$105,000
Totals	**320**	**200**	**840**	**200**	**200**	**80**	**120**	**1960**	**$294,000**

SalesForce Detailed License Budget

TERMS:	FTIN: 52-2189693 Shipping Point: FOB Destination Remit To: Same as Above Payment Terms: Net 30 (On Approved Credit) Cage Code: 1P3C5 DUNS No: 088365767 Credit Cards: VISA/MasterCard/AMEX Sales Tax May Apply	QUOTE NO: QUOTE DATE: QUOTE EXPIRES: RFQ NO: SHIPPING: TOTAL PRICE:	15439317 04/24/2019 05/24/2019 ESD $54,842.58
		TOTAL QUOTE:	$54,842.58

LINE NO.	PART NO.	DESCRIPTION	-	QUOTE PRICE		QTY	EXTENDED PRICE
1	205-0001	Lightning Sales Cloud Enterprise Edition Salesforce.com, Inc. - 205-0001 Start Date: 07/01/2019 End Date: 06/30/2020		$1,685.11	OM	10	$16,851.10
2	205-0160	Premier+ Success Plan 30% NET Price / $100 - Premier Success Plans: Premier Success Plans: % of Net price for Lightning Sales Cloud, Lightning Service Cloud and Lightning Force 100, Employee Apps and Community-only. % of NET price for Communities and Po Salesforce.com, Inc. - 205-0160 Start Date: 07/01/2019 End Date: 06/30/2020		$5,055.32	OM	1	$5,055.32
3	204-107001	ExactTarget Pro Edition Salesforce.com, Inc. Start Date: 07/01/2019 End Date: 06/30/2020		$7,978.72	OM	1	$7,978.72
4	204-620160	Journey Builder (Professional) Salesforce.com, Inc. - 204-620160 Start Date: 07/01/2019 End Date: 06/30/2020		$7,978.72	OM	1	$7,978.72
5	204-620161	Journey Builder Contacts (1,000) (price is per contact) Salesforce.com, Inc. - 204-620161 Start Date: 07/01/2019 End Date: 06/30/2020		$0.00	OM	15	$0.00
6	204-620166	Prmr Success Plan - ExactTarget 20% Net Price /$100 Salesforce.com, Inc. - 204-620166 Start Date: 07/01/2019 End Date: 06/30/2020		$3,191.49	OM	1	$3,191.49
7	205-01601	Prmr Success Plan - Social Salesforce.com, Inc. Start Date: 07/01/2019 End Date: 06/30/2020		$2,297.87	OM	1	$2,297.87
8	204-200004688	Social Studio (Publish, Listen & Engage) - Basic Salesforce.com, Inc. Start Date: 07/01/2019 End Date: 06/30/2020		$11,489.36	OM	1	$11,489.36

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LINE NO.	PART NO.	DESCRIPTION	-	QUOTE PRICE	QTY	EXTENDED PRICE
		SUBTOTAL:				$54,842.58
				TOTAL PRICE:		**$54,842.58**
				TOTAL QUOTE:		**$54,842.58**

LINE NO.	PART NO.	DESCRIPTION	-	QUOTE PRICE	QTY	EXTENDED PRICE

Lightning Sales Cloud: Customer's use of this product is subject to the following restrictions: http://www2.sfdcstatic.com/assets/pdf/misc/lightning-contractual-restrictions.pdf. Customer understands that the foregoing functionality restrictions are contractual in nature (i.e., these restrictions are not enforced in the Services as a technical matter) and therefore agrees it is responsible for monitoring its Users' use of such subscriptions and for enforcing such use restrictions. SFDC may review Customer's use of such subscriptions at any time through the Services.

NOTICE - Contacts:Contacts must be used before the End Date set forth in the Usage Details table herein – no rollover will be permitted. Usage fees do not include taxes or overage fees. Customer will be invoiced for any applicable taxes or overage fees as set forth in the Agreement and this Order Form. Usage will be calculated based on Central Standard Time. Additional units may be purchased at any time during the term of this Order Form; however, if Customer fails to order additional units prior to exhausting its then-current unit volume, the applicable overage rates for such units as set forth in this Order Form will apply. Overage fees will be billed monthly, in arrears, for each month that Customer exceeds its then-current volume.

NOTICE - Utilization: Utilization units must be used before the End Date set forth in the Usage Details table herein – no rollover will be permitted. Usage fees do not include taxes or overage fees. Customer will be invoiced for any applicable taxes or overage fees as set forth in the Agreement and this Order Form. Usage will be calculated based on Central Standard Time. Additional units may be purchased at any time during the term of this Order Form; however, if Customer fails to order additional units prior to exhausting its then-current unit volume, the applicable overage rates for such units as set forth in this Order Form will apply. Overage fees will be billed monthly, in arrears.

ExactTarget - Pro Edition: Includes the following ExactTarget Services: 2,500,000 Super Messages per annum, 15,000 Contacts, and up to 15 users. In addition, the following Predictive Intelligence Services are included in this Edition: Intelligent Email (Predictive Email Content), and Web & Mobile Analytics. Additional information on features included in Pro Edition can be found at: http://sfdc.co/ETMCpricing. The following "NOTICES" terms apply: Email Messaging, Predictive Intelligence, Contacts, and Utilization. The purchase of Professional Services is recommended for optimal implementation of Predictive Email Content. Implementation of Predictive Email Content is not required for use of other features within the Pro Edition.

Journey Builder: The purchase of Professional Services is recommended for optimal implementation of Journey Builder.

NOTICE – Email Messaging: The Marketing Cloud Trust and Compliance Documentation at https://help.Salesforce.com/articleView?id=Marketing-Cloud-Trust-and-Compliance Documentation&language=en_US&type=1 as applicable to ExactTarget applies with respect to use of these Services.

NOTICE – Predictive Intelligence Predictive Intelligence is provided using technology infrastructure different from that used by the ExactTarget Services comprising the Marketing Cloud Bundle. As a result, any representations, warranties and covenants regarding the service levels, support, privacy, security, or disaster recovery measures of other ExactTarget Services in the bundle are hereby disclaimed with respect to Predictive Intelligence. Predictive Intelligence is subject to the Marketing Cloud Trust and Compliance Documentation at https://help.Salesforce.com/articleView?id=Marketing-Cloud-Trust-and-Compliance-Documentation&language=en_US&type=1 as applicable to Predictive Intelligence.

Social Studio (Publish, Listen & Engage) - Basic:(a) 100 Topic Profiles within a single Tenant with an aggregate of 20,000 Mentions per month; (b) 1,000 Insights Credits per month; (c) 30 days of Historical Data per Topic Profile; (d) 1,000 Users; (e) Web Analytics; (f) 2 Social Accounts; and (g) API access. If required, additional Users and Topic Profiles may be purchased at no additional charge, upon receipt of an executed order form. Web Analytics and Historical Data (more than 30 days old) are available upon emailing marketing cloud support@Salesforce.com, with: Customer name, Tenant ID, email contact information, and for Historical Data, the applicable Topic Profile(s). Upon receipt of such required information, SFDC shall provision the specified products. Insights Credits are applied to Insights Services which are deemed to be Non-SFDC Applications, sometimes referred to as Third Party Services. SFDC shall provision specified Insights Services upon receipt of an email to credits@Salesforce.com with the following required information: Customer name, Tenant ID (as assigned by SFDC), Topic Profile(s) name(s), email contact information, Insights provider, and start and end dates. Insights Credits expire at the end of the month and do not roll over to subsequent months. Sufficient Insights Credits are required to cover the monthly Mentions in the respective Topic Profile. Further information on Insights Credits can be found at http://www.Salesforce.com/company/legal/insights-faq.jsp. Use for the benefit of third party agency clients and purchase by authorized resellers are permitted subject to the Order Form Supplement for Social Studio for Agencies and Resellers terms at: https://www.Salesforce.com/company/legal/agreements.jsp. Information collected through Social Accounts, whether publicly available or not, may be subject to deletion without notice to Customer to the extent required by the MSA, applicable law or third party platform providers from which such information is derived, and Customer hereby directs SFDC to so delete such information. Data may be exported from Social Studio to other Services purchased by Customer from SFDC, ("Other SFDC Services"), provided, notwithstanding anything to the contrary in the Customer's subscription agreement(s) for Social Studio Services or Other SFDC Services: (i) the foregoing deletion requirements apply to any such exported data; and (ii) any data derived from Twitter shall not be displayed, distributed or made available to any third party nor exported from the Other SFDC Services. Additional terms may apply as set forth in the Marketing Cloud Trust and Compliance Documentation available at: https://help.Salesforce.com/articleView?id=Marketing-Cloud-Trust-and-Compliance-Documentation&type=1&language=en_US as applicable to Social Studio. API access is subject to the Social Studio API terms in the Social Studio Trust and Compliance Documentation which includes the following: (i) the API may only be used for integration with Other SFDC Services or with systems owned and/or operated by Customer or a third party on behalf of Customer which are internal and not publicly available; (ii) use may be monitored by SFDC; and, (iii) uptime commitments or service level agreements do not apply to API access. To the extent Customer accesses any data

LINE NO.	PART NO.	DESCRIPTION	-	QUOTE PRICE	QTY	EXTENDED PRICE

derived from Twitter via the Services: (a) SFDC may collect, store, and report to Twitter, Inc., during the term of this Order Form and three (3) months thereafter, the Twitter usernames of Users receiving Tweet IDs and Account IDs from the API; (b) SFDC may disclose the Customer's identity and use case for the Services to Twitter, and such other information as provided in the Trust and Compliance Documentation, to the extent Customer is a public sector entity or such other entity as described in the Trust and Compliance Documentation; and (c) access to the Services may be immediately suspended upon notice that Customer has violated applicable Twitter terms as set forth in the Trust and Compliance Documentation, infringed Twitter's intellectual property rights or failed to comply with Twitter's privacy policy at http://Twitter.com/privacy.
Annual renewal increase will not exceed 7% YOY, provided the renewal is for a minimum of the above represented user subscription quantities/configuration and a minimum of one year renewal period.

Licensee agrees that any order for Salesforce.com will be governed by the terms and conditions of the Carahsoft Salesforce Service Terms copies of
which are found at http://www.carahsoft.com/sfdc-service-terms-om and all Schedules referenced by the Service Terms are made a part hereof. Licensee acknowledges it has had the opportunity to review the Agreement, prior to executing an order.
Should the licensee purchase Government Cloud Licenses with Government Cloud Premier + Support, the following terms shall apply to the support:
http://www.carahsoft.com/government-cloud-terms

Should the customer wish to issue a PO, to avoid tax fees include the following language on PO:

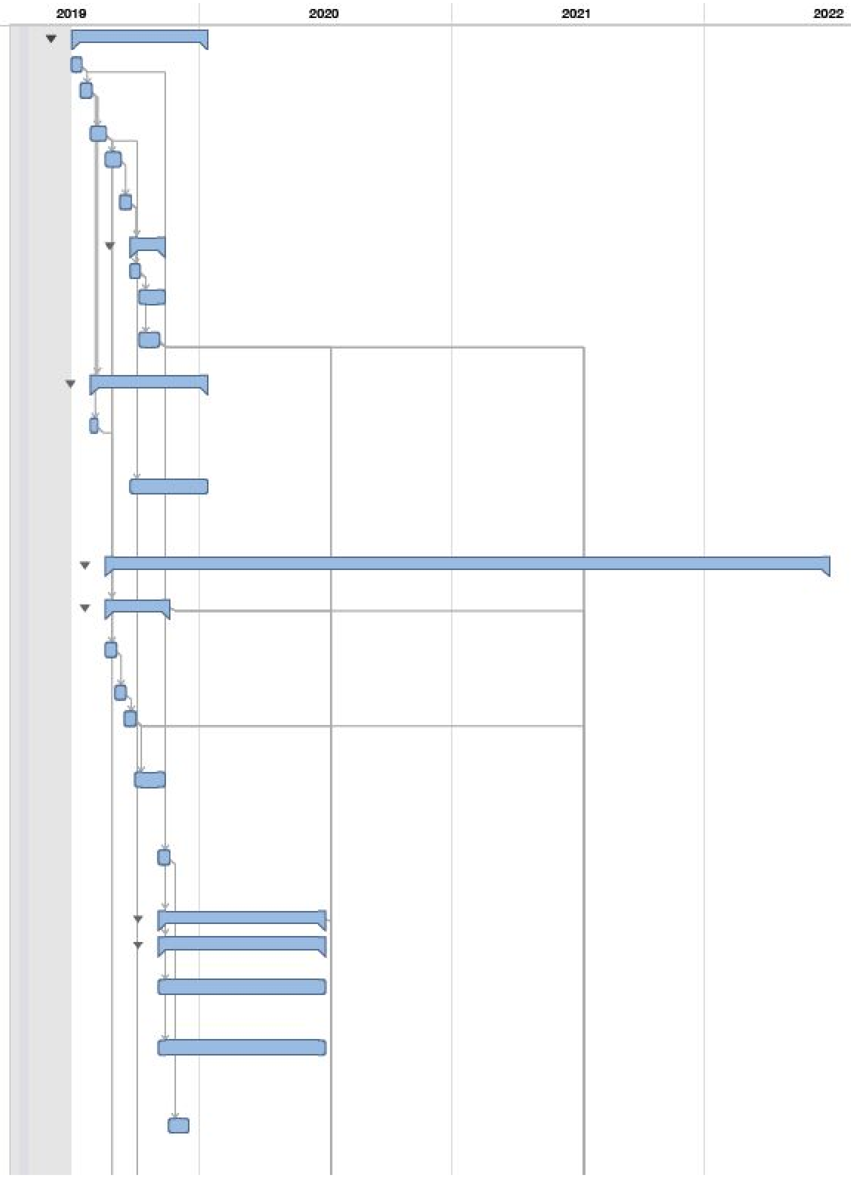
"All Products Purchased under this agreement are available via Electronic Distribution only. No tangible media or documentation will be available or shipped under this agreement. Access to the products purchased under this agreement is in no way dependent upon any tangible media that may have been received prior to, or separately from, this agreement.

To support the California sales and use tax exempt status of electronically downloaded software allowed under California regulation 1502 (F) (1) (D), vendor invoices for all purchases made under this agreement must accurately state that software distribution is solely via electronic download and that no tangible media or documentation will be shipped to or received by our agency."

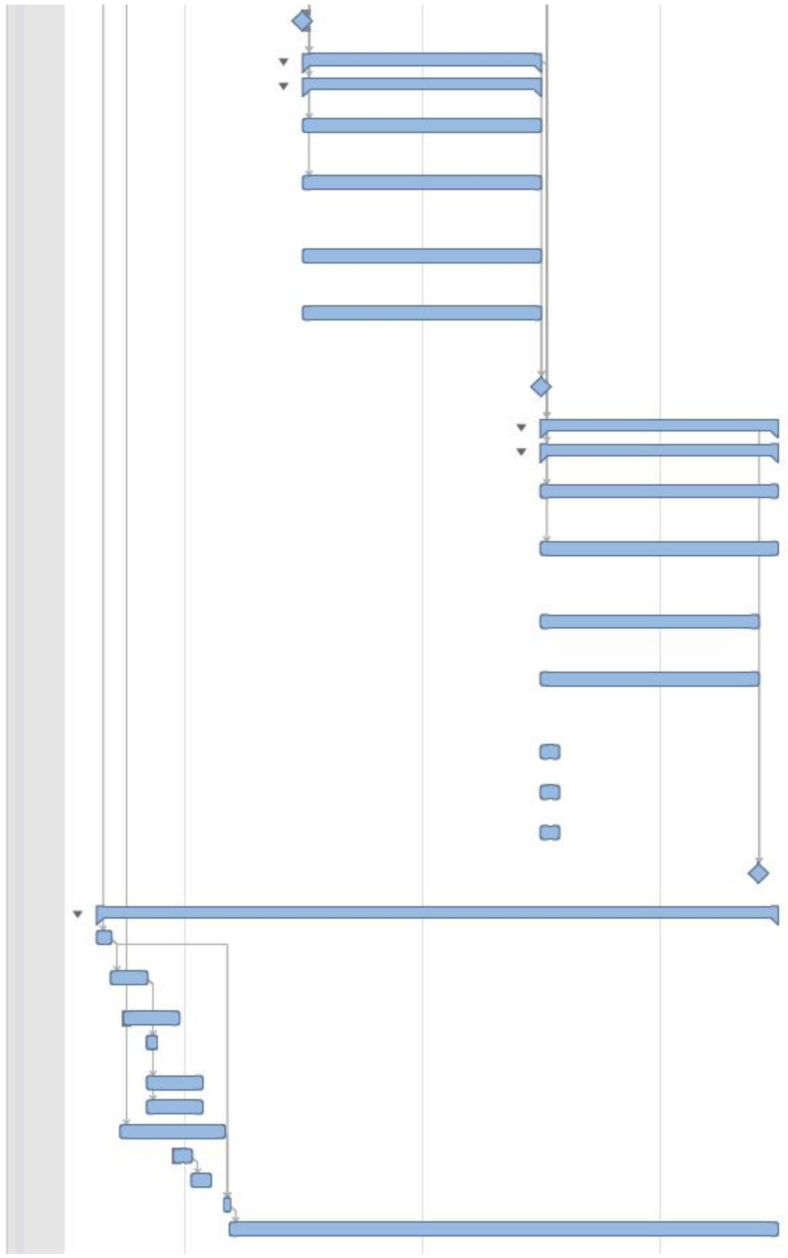
https://help.salesforce.com/articleView?id=salesforce_help_map.htm&type=0

Schedule

Title	Effort	Start	End
▼ 1) A. Marketing Services	40w 1h	7/1/19	1/13/20
• 1.1) Onboarding	2w	7/1/19	7/12/19
• 1.2) Stakeholder Meetings	2w 1h	7/15/19	7/29/19
• 1.3) Online Survey	3w	7/30/19	8/19/19
• 1.4) One-on-One Interviews	3w	8/20/19	9/9/19
• 1.5) Personas and User Journeys	2w	9/10/19	9/23/19
▼ 1.6) Branding	11w	9/24/19	11/11/19
• 1.6.1) Creative Brief	2w	9/24/19	10/7/19
• 1.6.2) Logo Concepts and Execution	5w	10/8/19	11/11/19
• 1.6.3) Create a Case for Support	4w	10/8/19	11/4/19
▼ 1.7) Management and analytics	17w	7/30/19	1/13/20
• 1.7.1) Analyze data and past results	1w	7/30/19	8/5/19
• 1.7.2) Implement CRM and automated processes	16w	9/24/19	1/13/20
▼ 2) B. Fundraising and Recruitment Services	507w 3d	8/20/19	6/30/22
▼ 2.1) Strategic fundraising	14w	8/20/19	11/18/19
• 2.1.1) Set fundraising goals	2w	8/20/19	9/2/19
• 2.1.2) Prospect lists	2w	9/3/19	9/16/19
• 2.1.3) Create donor stewardship process	2w	9/17/19	9/30/19
• 2.1.4) Create Donor/ volunteer/foster acquisition campaigns	6w	10/1/19	11/11/19
• 2.1.5) Creating a fundraising calendar	2w	11/5/19	11/18/19
▼ 2.2) Year 1 Recruitment	72w 2d	11/5/19	6/30/20
▼ 2.2.1) Execute plans and campaigns	68w 2d	11/5/19	6/30/20
• 2.2.1.1) Communications support	34w 1d	11/5/19	6/30/20
• 2.2.1.2) Adjusting and testing current campaigns	34w 1d	11/5/19	6/30/20
• 2.2.2) Staff fundraising training	4w	11/19/19	12/16/19



2.2.3) Year 1 evaluation	0h	6/30/20	6/30/20
2.3) Year 2 Recruitment	208w 4d	7/1/20	6/30/21
2.3.1) Execute plans and campaigns	104w 2d	7/1/20	6/30/21
2.3.1.1) Communications support	52w 1d	7/1/20	6/30/21
2.3.1.2) Adjusting and testing current campaigns	52w 1d	7/1/20	6/30/21
2.3.2) Supporting development manager	52w 1d	7/1/20	6/30/21
2.3.3) Donor/ volunteer/foster communication and messaging	52w 1d	7/1/20	6/30/21
2.3.4) Year 2 evaluation	0h	6/30/21	6/30/21
2.4) Recruitment (year 3)	212w 2d	7/1/21	6/30/22
2.4.1) Execute plans and campaigns	104w 2d	7/1/21	6/30/22
2.4.1.1) Communications support	52w 1d	7/1/21	6/30/22
2.4.1.2) Adjusting and testing current campaigns	52w 1d	7/1/21	6/30/22
2.4.2) Supporting development manager	48w	7/1/21	6/1/22
2.4.3) Donor/ volunteer/foster communication and messaging	48w	7/1/21	6/1/22
2.4.4) Fundraising campaign 1	4w	7/1/21	7/28/21
2.4.5) Fundraising campaign 2	4w	7/1/21	7/28/21
2.4.6) Fundraising campaign 3	4w	7/1/21	7/28/21
2.4.7) Year 2 evaluation	0h	6/1/22	6/1/22
3) C. Website Services	201w 3d	8/20/19	6/30/22
3.1) Sitemap and UX Concept	3w	8/20/19	9/9/19
3.2) UX and Wireframes	8w	9/10/19	11/4/19
3.3) Visual Design	12w	9/30/19	12/20/19
3.4) Copywriting and SEO	2w	11/5/19	11/18/19
3.5) Photography	12w	11/5/19	1/27/20
3.6) Videography	12w	11/5/19	1/27/20
3.7) Development	23w	9/24/19	3/2/20
3.8) Usability Testing	4w	12/16/19	1/10/20
3.9) QA	4w	1/13/20	2/7/20
3.10) Training	1w	3/3/20	3/9/20
3.11) Monthly Strategic Analysis and	120w 3d	3/10/20	6/30/22



Thank You

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