

Request for Proposal: Website Update 2013

Summary: Description and Purpose of Project

The International Association of Venue Managers (IAVM), located in Coppell, TX, seeks Proposals for a significant update to its VenueDataSource website. This update will make significant improvements to the organization, appearance, and usability of the site for IAVM members and non-members (most notably venue management professionals, municipalities, and students).

The project objective is to take the current VenueDataSource website (<http://www.iavm.org/venueds/home.asp>) to the next phase of development, or replace it entirely if necessary. Tasks shall include, but not be limited to: increasing the visual impact of the site; creating reasons for visitors to return to the site; and adding interactivity. IAVM also requires that the site be fully compliant with current Americans with Disabilities Act accessibility requirements, and that the site complement IAVM international marketing efforts.

IAVM anticipates that this project shall be staged in three phases:

- Phase I: Discovery, Requirements Planning and Site Definition (30 days)
- Phase II: Design Development (15 days)
- Phase III: Site Building, Testing, and Deployment (30 days)

Proposal and Project Timeline

- Proposals shall be received no later than: 3PM CST on March 1, 2013
- Proposals will be evaluated immediately thereafter. During this time we may require interviews at our office or via conference call with the IAVM project team. Offerors shall be notified if this is requested.
- The name of the Offeror who has been selected shall be decided on or about: March 15, 2013
- Negotiations will begin immediately with the successful Offeror and shall conclude no later than: March 31, 2013
- All other Offerors shall be notified on or about: March 31, 2013
- Phase I - Discovery and initial meetings: March 31 – April 30, 2013
- Phase II must be delivered by: May 15, 2013
- Phase III must be completed in beta by: June 30, 2013
- All site updates completed in beta by: July 15, 2013
- The site shall soft-launch not later than July 25, 2013. The Contractor shall send at least one Key Individual to IAVM's Annual Conference

Venue Connect in New Orleans, LA to demonstrate the soft launch July 28, 2013 and solicit user feedback for final updates. (Travel, meals and lodging is at contractors cost).

- All final updates shall be incorporated and go live not later than: August 15, 2013

Proposal Guidelines and Requirements

- This is an open and competitive process.
- The Proposal shall contain the signature of a duly authorized officer or agent of the company submitting the Proposal.
- Proposals will be evaluated according to the following criteria:
 - Technical Proposal, including proposed project timeline;
 - Qualifications of project team; and
 - Conformance to proposed project budget.
- We encourage creative solutions for the project requirements.
- The Proposal shall break out separate costs for Phase I, Phase II, Phase III and site hosting. Each price shall be inclusive. If the Offeror's proposed price excludes certain fees or charges, the Offeror shall provide a detailed list of excluded fees with a complete explanation of the nature of those fees.
- The Proposal shall include all items, materials, equipment and services that the Offeror expects IAVM to provide in support of the Offeror's Proposal. This shall include all hardware, software and servicing costs required to support the re-launched website.
- The Offeror shall clearly state its intention to use subcontractors to execute any phase of the work. The Offeror shall identify each proposed subcontractor and the work that the subcontractor will perform, by name, address and EIN. IAVM will not refuse a Proposal based upon the use of sub-contractors; but retains the right to reject the proposed sub-contractors. IAVM will give preference to Offerors proposing subcontractors whose key individuals successfully partnered with the Offeror on comparable projects.
- The Offeror shall identify the Key Individual(s) on the Offeror's project team. If the Offeror's project team includes subcontractors, the Offeror shall identify the Key Individual(s) for each subcontractor. IAVM requires that the identified Key Individual(s) be assigned to the project upon award, and that the Key Individual(s) may not be removed from the project without IAVM's prior written consent. The final contract will include a mitigated damages clause should a Key Individual be removed from the project without IAVM's prior written consent.
- Provisions of this RFP and the contents of the successful responses are considered available for inclusion in final contractual obligations.
- No Offeror shall discuss or disclose its Price Proposal with any other Offeror. Subcontractors participating in two or more Offeror teams shall

maintain the confidentiality of each team's Price Proposals. IAVM shall disqualify any Offeror who is found to have violated this requirement.

- Each Offeror shall disclose any relevant conflicts of interest with IAVM, its officers and key staff as identified on the attached Disclosure Statement.
- Each Offeror shall disclose any current or pending judgment that may affect its ability to perform the required services.
- Each Offeror shall disclose any current or pending judgment it has or may have with any North American arena, stadium, performing arts center, convention center, fairground or race track.

Contract Terms

IAVM will negotiate contract terms upon selection. All contracts are subject to review by IAVM legal counsel, and a contract will be awarded outlining the final terms, scope, budget, and other necessary items. The successful Proposal shall be included by reference in the contract. IAVM reserves the right to issue a Notice to Proceed to the successful Offeror once the terms, scope and budget have been agreed to by the Parties and pending execution of the final contract.

Budget

The Proposal shall include a detailed implementation plan, schedule and budget which will provide a roadmap to update the website. The Offeror shall include Cost Proposals to accomplish the scope outlined in this Proposal. The Cost Proposals shall encompass all design, production, and software acquisitions necessary for development and maintenance of the web site. The Offeror may include alternate Cost Proposals detailing recommended additional or expanded services that may enhance the base Proposal.

Site hosting will be procured separately. Costs for hosting shall not be included in the proposed base budget for this project.

The Offeror shall list separate pricing for:

- Phase I: Discovery, Requirements Planning and Site Definition
- Phase II: Design Development
- Phase III: Site Building, Testing, and Deployment
- Site Hosting

IAVM has Google Analytics on all current VenueDataSource pages. The Offeror shall include, as a line item in its proposed Phase III cost, the cost to set up targeted custom reports in Google Analytics for all new VenueDataSource pages.

IAVM has a Content Management System for its current website. The Offeror shall include as an option the price for a new Content Management System for

the proposed new site. The determination of CMS will be made during Phase I as part of the Discovery process.

Current Situation and Redesign Objectives

Current situation: Two years ago, the non-transactional pages of IAVM's VenueDataSource site were designed to give information and serve as a pass through portal to another hosted platform. In addition, the current site contains a few custom modules (e.g., the interface to the PeerFocus system.) Non-transactional pages are maintained by IAVM staff with occasional assistance from internal/freelance web developers. The IAVM VenueDataSource site is <http://www.iavm.org/venueds/home.asp>.

The transactional pages of the site are hosted and maintained by PeerFocus, who creates and maintains a client-branded Web site that delivers complex surveys and a range of data analysis tools for associations. The IAVM PeerFocus site is <https://venuedatasource.iavm.org/index.cfm>.

To be effective, IAVM requires that the site offer:

- Easy and intuitive navigation for IAVM members and web content manager
- Flexible mapping and content specifications
- Visually dynamic, appealing and engaging
- Safe and secure
- Quick loading and ease of operation for users
- Easily updated with new information, apps, functionality and links as required

About IAVM: Organizational History and Mission

The Auditorium Managers Association, which grew into the International Association of Venue Managers (IAVM) was officially organized in 1924. Representing public assembly venues from around the globe, IAVM active members include managers and senior executives from auditorium, arenas, convention centers, exhibit halls, stadiums, performing arts theaters, and amphitheaters. Member venues represent huge expenditures of public and private funds. They attract millions of patrons to an astonishing variety of events from football to basketball, from baseball to hockey, from rock concerts to conventions, conferences, ballets...the list is almost endless.

IAVM also counts more than 400 Allied companies among its members. These companies provide products and services used by managers. Through their IAVM membership, these Allied members are able to present their products to this vast market.

In this solicitation, the term “members” applies equally to IAVM’s active members and Allied members. IAVM desires that the new site be compelling and attractive for its active and Allied members.

IAVM Mission Statement

To educate, advocate for, and inspire public assembly venue professionals, worldwide.

IAVM Vision Statement

The International Association of Venue Managers, having significant influence in a global industry, is the acknowledged organization providing superlative leadership, cutting-edge innovation, advanced education, supportive advocacy, opportunities for networking, and connection to other venue professionals around the world. Committed to international membership growth and development, IAVM is the preeminent source for all public assembly related research, information, services, and life-safety issues worldwide. IAVM provides unprecedented member value and is endowed with unlimited opportunities to partner and embrace industry affiliations.

Project Scope and Guidelines

The scope of this project is to overhaul the existing VenuedSource website for both IAVM members and non-members. The required outcome is a compelling site experience that induces regular repeat visitation by members and demonstrates the value of membership to non-members. IAVM marketing staff will provide any new copy or images needed. IAVM requires a firm or project team that can handle all planning, design, and development.

Phase I: Discovery, Requirements Planning and Site Definition

The Contractor shall confirm objectives, graphic look and feel, navigation, site marketing, technology issues and assumptions, required functionality, phasing, and budgetary constraints, resulting in a creative brief.

Phase I Objectives:

- Testing of existing site’s navigation and usability
- Recommendations for improvement
- Meetings with key stakeholders including the Education, Research, and Marketing departments, to ensure that all relevant needs will be met with a cohesive solution

Phase I Deliverables:

- Overall design concept, including style guidelines
- Recommendation for CMS
- Final implementation plan, schedule and budget
- Proposed site map
- Technology diagram

Upon approval, the Contractor shall begin design development of the approved website.

Phase II: Site Development

The Contractor shall conceptually develop site pages with differing functionalities for IAVM members and non-members.

Phase II Objectives:

Public Landing Page for all users:

- Enhance the overall visual brand identity of the site. Propose adjustments to support the changes noted below. Identify opportunities for significantly increasing dynamic content wherever possible.
- Improve navigational structure to provide clear access to information about IAVM and VenueDataSource, as well as all other pages of the site.
 - The site shall be easy to navigate. Information shall be grouped and presented in a logical manner and require no more than three levels of “drill down” for the user to find the desired information.
- Respond to all mobile platforms.
- Improve Search Engine Optimization (SEO) of site.

Access to VenueDataSource shall be segmented into tiers:

- Non-IAVM members have access limited to the content available on the public landing page.
- IAVM members have full access to richer landing page content as well as database content.

The Public Landing Page must provide the following functionality for IAVM member users:

- Prominent login/link to register area to the VenueDataSource database provider, PeerFocus
 - Registration for VenueDataSource shall be automated
 - Authentications of membership from IAVM’s membership database (iMIS10)
 - Electronic assignment of password

Content on the public landing page may include but is not limited to:

- Basic venue profile information
- Media
- Sponsorship opportunities
- Social Media Feeds
- Testimonials: Benefits of IAVM membership
- Industry statistics
- IAVM membership statistics
- Sample VenueDataSource Report from previous year
- Content enticing International membership

Content on the richer member-only landing page shall include all of the content on the public landing page and may further include but is not limited to:

- Detailed venue profile information
- Reports produced by IAVM Staff
- Member created, industry relevant content (ex. PricewaterhouseCoopers Survey)
- Google Map with pre-plotted member venues – with scroll over for details

Site Specifications:

IAVM encourages creativity in the proposed solutions, however the design must account for all of the following requirements:

- The website shall be compatible with the most current version of Internet Explorer, Safari, Firefox, and Chrome.
- The website shall provide support for HTML5.
- The website shall not require plug-ins as a default.
- The website shall be developed to meet all Federally-mandated access requirements adopted by the Federal Access Board under section 508 sub-section 1194.22 of the Rehabilitation Act.
- The website shall be built in accordance with the Web Content Accessibility Guidelines 2.0, provided by the W3C and shall also be easily accessible to the novice as well as the experienced Internet user.
- The website shall be designed with a balance of text and graphics such that each page loads within a reasonable consumer expectation on the average computer.
- Once the website has been completed, the website design and all of its contents, software and architecture shall become property of IAVM. IAVM shall own, have full access to, and have the right to customize site code.
- IAVM will require the company to sign a non-disclosure agreement prior to commencement of the project.

Phase II Deliverables:

- Final design concept, including wireframes
- Final technology diagram

Phase III: Site Deployment and Testing

The Contractor shall develop, test and launch the redesigned website.

Phase III Objectives:

- Building: The Contractor shall develop the approved design on a secure website parallel with the existing VenueDataSource website, to allow easy cross-reference during the design development phase.
- Testing: The Contractor shall test the site on all applicable platforms to ensure website works as promised. The Contractor shall explain the testing plan through its development process (i.e. focus groups, etc.). The

Contractor shall include mid-stream usability testing as part of the deliverable.

Phase III Deliverables:

- The Contractor shall deliver and upload the site to the site host, as determined in the final contract.

Technology Resources and Integration Issues

- Content shall be identified through the discovery and design process. Existing content that is carried over to the new site shall be provided by IAVM staff.
- The updated site shall pull authentications from IAVM's membership database (iMIS10).
- The updated site shall link to existing IAVM transactional pages for donations and product purchases.

IAVM Project Team

A successful planning effort is driven by an interdisciplinary team of participants. Vendors should plan to work with non-technical members of the staff in implementing this project. Clear, jargon-free communication is a must.

The IAVM core team will be driven by three roles:

Executive Lead: Responsible for sign-off on key decisions, providing project steering and maintaining relationships with outside stakeholders (Trustees, Executive Leadership) – *Rodney Williams*

Project Manager: Responsible for keeping the project on schedule and within the budget. Maintains communication between other team members – (Committee, Internal Staff) - *Frank Ingoglia*

Committee Representative: Responsible for providing member-driven project deliverables and member feedback in coordination with Project Manager. *This member will be identified at the time of award.*

Other team members and content stakeholders shall be included as necessary: Marketing Department, IT Department, Research Committee, and the User Experience Sub-Committee.

The Contractor shall assign a Project Manager. The Project Manager shall be identified as a Key Individual who shall be dedicated to the project for the duration of the award, and shall be available to present information and

coordinate with IAVM staff during the life of the project, including a reasonable number of meetings to present design and development solutions.

Inspiration

IAVM admires the functionality and design of the following sites, which may serve as helpful inspiration points:

1. Center for Exhibition Industry Research <http://www.ceir.org/>
 - a. Admire use of public page and post log-in richer content page
2. International Congress and Convention Association
<http://www.iccaworld.com>
 - a. Admire richness of content on landing page

Instructions to Offeror

Evaluation Criteria

The following criteria shall form the basis upon which IAVM will evaluate Proposals. The mandatory criteria must be met and include:

- Suitability of the Proposal – the proposed solution meets the needs and criteria set forth in the RFP.
- Expertise in recommending and communicating appropriate technical and aesthetic solutions as evidenced by the Proposal and references.
- Aesthetic Capabilities – The Offeror's prior work demonstrates artistic and innovative, user-friendly interfaces that engage communities and viewers.
- Candidate Experience – The Offeror has successfully completed similar projects and has the qualifications necessary to undertake this project.
- Depth and Breadth of Staff – The Offeror has appropriate staff to develop the site in the time frame needed.
- Proposal Presentation – The information is presented in a clear, logical manner and is well organized.

Proposal Submission Criteria

Proposals shall be delivered in one of the following formats:

- Via email, to venuedshelp@iavm.org
- Three copies burned to USB flash drives, delivered to the address below.

All Proposals must be received no later than 3:00PM CST, Friday, March 1, 2013. Your Proposal must include a Cost Proposal as described above. All costs associated with the delivery of the project shall be presented in a flat rate, fee for service format.

If delivering USB flash drives with your Proposal, deliver it to the attention of:

IAVM
Attn: VenueDataSource
635 Fritz Drive
Suite 100
Coppell, TX 75019

Format for Proposals

Please use the following as a guideline to format your Proposal:

Length and Font Size: Please use fonts no smaller than 12 point. Maximum Proposal length including title page, cover letter, proposal, qualifications, and budget should not exceed 35 pages (not including Hosting Attachment information).

Cover Letter: Signed by a duly authorized officer or agent of the company submitting the Proposal (1 page).

Personnel: Identify the personnel who will be assigned to this project, including subcontractors, by role. Identify the Key Individuals. Briefly list relevant experience demonstrating each individual's expertise and expected contribution.

Proposal: Discuss your proposed solution, including the features, benefits, and uniqueness of your solution. You should also touch on your ability to deliver the project in the timeframe noted (3-10 pages).

Qualifications: The Offeror shall provide the following information (up to 20 pages):

- Relevant Previous Experience:
 - The Offeror shall list five current and live web sites for which the Offeror was the agency of record and that best reflect the Offeror's work and relevancy to this project. The Offeror shall briefly describe the creative brief, goals and objectives for each project. The Offeror shall provide the URL for each site. The Offeror shall provide the original contract award and the final project cost for each project, as well as the owner's representative current contact information.
 - The Offeror shall describe its experience in producing sites for non-profit and/or research related projects.
- Organizational Capacity:
 - The Offeror shall provide a company profile that includes its length of time in business, its length of time in producing websites, and its core competencies.
 - The Offeror shall briefly describe its organizational capacity to produce the IAVM website (e.g. staff, equipment, software, physical space, office location, etc.).
 - The Offeror shall provide its current organization chart.

- The Offeror shall provide this same information for each proposed subcontractor.
- Management Process
 - The Offeror shall discuss its reporting process, including lines of reporting and tools or processes used in reporting.
 - The Offeror shall describe its project management process.
 - The Offeror shall provide a project management chart for the IAVM project, showing all milestones and timelines
 - The Offeror shall describe the quality assurance process it will use for the IAVM project.
 - The Offeror shall describe its process for communicating with all stakeholders identified by the IAVM Project Team.
- Technology Partnerships
 - The Offeror shall identify and briefly discuss any hardware/software vendor partnerships that it proposes for the IAVM project.
- Usability Standards and Testing
 - The Offeror shall briefly describe any important technology information and specifications used in your solution (languages, platform, etc.)
 - The Offeror shall discuss its proposed testing and support plan.
- Business Terms and Conditions
 - The Offeror shall explain its service level agreement (SLA) structure.
 - The Offeror shall discuss any planned IPOs, mergers, or acquisitions that may affect the successful outcome of the IAVM project.
 - The Offeror shall identify any current or pending judgments that may affect its ability to successfully complete the IAVM project, the current status of these judgments, and the anticipated date of closure for each current or pending judgment.
 - The Offeror shall identify any other terms and conditions associated with its successful delivery of the IAVM project.
- Disclosure
 - The Offeror shall disclose any existing relationships or previous work done with IAVM; its staff, Officers, and Board members; the IAVM Foundation; and Committee members identified on Attachment 2.

Budget and Fees: The Offeror shall separately list its proposed budgets and fees as requested above. The Offeror's Cost Proposal shall identify staff assigned to the project to include subcontractor staff; the proposed number of staff hours billed to the project and itemized by position, to include subcontractor staff hours; and the proposed hourly rates. The Offeror shall group this information by each project Phase.

Attachment 1: Hosting options/information:

- Do you provide hosting? If so, please provide answers to the following questions.
 - What type of connection do you have to the Internet?
 - How much disk space do you offer?
 - What is your monthly data transfer limit?
 - Do you have an uptime guarantee? If yes, what is it?
 - What type of redundancy do you have in place?
 - What type of website management tools do you offer?
 - What application and database features do you offer?
 - Please describe your technical support?

ATTACHMENT 2: DISCLOSURE

Each principal (Offeror and each subcontractor) shall submit a signed and dated statement that discloses any past or present business, familial, or personal relationship with any of the following persons:

International Association of Venue Managers Board of Directors

Richard L. Anderson, CFE, Chair
John B. Bolton, CFE, First Vice Chair
Kim Bedier, CFE, Second Vice Chair
Randy L. Brown, CFE, Immediate Past Chair
Frederick J. Peterson, Jr., Regional Director
Jim W. Brown III, CFE, Regional Director
Gregg R. McManners, CFE, Regional Director
Lori Leyba Kramer, CFE, Regional Director
John S. Rhamstine, CFE, Regional Director
Kent W. Meredith, CFE, Regional Director
Paul E. Davis, CFE, Regional Director
Brian Morris, CFE, Regional Director
Christopher Lamberth, Sector Director
Michael Marion, CFE, Sector Director
Dave F. Anderson, Sector Director
Mark J. Mettes, Sector Director
Carl A. Adkins, Sector Director
Doug Booher, CFE, Sector Director
Kevin T. Duvall, Ex Officio
Craig W. Lovell, Ex Officio
Tony J. Pereira, CFE, Ex Officio

IAVM Staff

Vicki Hawarden, CMP, President & Chief Executive Officer
Steve Flamm, Chief Operating Officer
Rodney Williams, DBA, Vice President of Education
Margot Angles, Director of Knowledge & Meetings
Gina Brydson, Director of Membership
Rosanne Duke, Director of Governance
Harold Hansen, CFE, Director Life Safety & Security
Christy Jacobs, Director of Marketplace Sales
Jason Judy, Director of Creative Services
Sarah Rogers, Director of Development
Ramesh Vodoor, Director of IT/Operations
Frank Ingoglia, Research Manager

IAVM Foundation Board of Trustees

Allen Johnson, CPM, CFE, Chair
Jason M. Rittenberry, CFE, Vice Chair
Joe A. Floreano, CFE, Finance Chair
Bill W. Powell, Immediate Past Chair
Mark R. Duryea, Trustee
Steve Gregosky, Trustee
Tim Hemphill, Trustee
Robert J. Hunter, Trustee
Susette N. Hunter, Trustee
Kelly McCracken McDowell, Trustee
Paul A. Turner, Trustee
Krister Ungerboeck, Trustee
Robyn L. Williams, CFE, Trustee
Randy K. Ziegler, Trustee

IAVM Research and Knowledge Advancement Committee

Barry Strafacci, Chair
Frank Bradshaw, CFE
Mark A. Emch
Lawrence D. Henley, CFE
Christine Hunjas
Susan Jordan
Kathy Kramer, CHSP, CMP, CFE
David C. Lucier
Siroun Majarian
Scott Neal
Robert A. Rose, Jr., CFE
Philip C. Rothschild
Steve Schwartz
Johanna Storella
Justin Ungerboeck
Karen Windram
Scott Wysong, Ph.D.

If there are no relationships, a signed statement may be submitted, so long as it is signed by each principal to whom the statement relates.

If there are such relationships, the statement must include the following certification and be signed by each principal to whom the statement relates.

“This is to certify that to the best of my knowledge and belief, the above represents a full and accurate disclosure of any past or present business, familial, or personal relationships with any of the International Association of Venue Managers Board, Foundation and Staff members identified in Attachment 2 to RFP Website Update 2013.”

Name

Date

Title