

INDUSTRY WEBSITE DESIGN SERVICES RFP 2022 QUESTIONS & ANSWERS

OPERATIONS

- Q.** We would like to know the vendor selected for the consumer website re-design RFP for the required design and implementation services. Will this selected vendor be allowed to participate submitting their proposal for this RFP as well?
- A.** The Digital & Consumer Website Design RFP process is currently still underway. Our RFP processes are open to the public. As long as a potential bidder meets all of the published deadlines & submission requirements, their proposal will be considered.
- Q.** Who was the winning bidder of the re-design for the consumer website, visitcalifornia.com? Are they eligible to bid on this project?
- A.** See above response.
- Q.** How many responses are you expecting to this RFP and have you worked with any of the bidders previously?
- A.** To maintain an objective process, we do not disclose those details. Bids submitted in our RFP process are confidential.
- Q.** How many vendors have expressed intent to bid?
- A.** See above.
- Q.** How many firms have expressed their intent to bid on this project?
- A.** See above.
- Q.** Who designed, built, and/or supports the current industry website? Are they eligible to bid on this project?
- A.** We do not disclose who the incumbent is to create a blind bid environment. They are eligible to bid, but this is an objective and blind process for them as well.
- Q.** Will the incumbent be eligible to bid on this project?
- A.** Yes.

- Q.** Is there an incumbent vendor responding to this opportunity?
A. To maintain an objective process, we do not disclose those details. Bids submitted in our RFP process are confidential.
- Q.** Is there an incumbent agency bidding on this RFP?
A. See above response.
- Q.** Is there an incumbent agency bidding on this RFP?
A. See above response.
- Q.** Is there someone who could be considered an incumbent on this project? Is there another company that you've worked with before, or any other company that would receive preference for winning this project?
A. All proposals received in response to this RFP will be evaluated by the same rubric. No proposal will receive preference.
- Q.** How many vendors have submitted questions in response to this RFP?
A. To maintain an objective process, we do not disclose those details. Information submitted by proposers in our RFP process is confidential.
- Q.** Referring to section 8.1, how many current and past client lists do we need to provide?
A. Please provide all current clients and there is no maximum limit on the list of past clients.
- Q.** Referring to section 8.3, you mean all billable individuals assigned on the project?
A. Yes, all individuals who will conduct day-to-day work.
- Q.** Can agency submit exceptions to the terms and conditions along with the proposal?
A. We are open to negotiations on the terms and conditions, but we suggest those proposed changes come after the RFP has been awarded.
- Q.** Would you be providing your own MSA?
A. Yes. A copy of our standard MSA can be found at <https://industry.visitcalifornia.com/about/request-for-proposals> under the Contract Requirements section.

- Q.** The RFP states that details of subcontractor work that exceeds \$5,000 USD must be presented. How many years of experience should the resume for each subcontractor show?
- A.** We do not have a specific requirement for years of experience. More appropriately, please provide sufficient experience for the subcontractor that justifies use of the subcontractor with your team.
- Q.** For proposal submission, would Visit California consider waiving the additional hard copy requirement and accept secure responses electronically via email, given environmental considerations and ongoing shipping carrier delays and disruptions?
- A.** An electronic copy of proposals is required in addition to one hard copy, as outlined in the RFP document. To date, we have not experienced any issues with courier company delivery delays within the U.S. That said, for submissions coming from outside of the U.S., as long as your electronic submission is received and physical submission postmarked by the proposal submission deadline, your submission will be considered complete and timely.
- Q.** Could we request an electronic submission in light of the lifting of all delivery guarantees from all the courier companies and in keeping with our sustainability policies?
- A.** See above.
- Q.** Please confirm the due date, time, and preferred submission method of the proposal. Will you consider removing the hard copy requirement?
- A.** As stated in the RFP, electronic copies must be sent by 4:00 p.m. (PST) on Oct. 11, 2022 and hard copies postmarked by or before Oct. 11, 2022. See above.
- Q.** Will proposals be evaluated digitally, or will they be printed for evaluation?
- A.** See above.
- Q.** When does your organization's fiscal year start?
- A.** July 1.

- Q.** What is the makeup of the evaluation committee?
- A.** A committee of internal staff representing communications, consumer marketing, research, IT and operations departments.
- Q.** Can you please share the make-up of the selection committee?
- A.** See above.
- Q.** What roles/perspectives will be reviewing this RFP / who should we make sure we speak to and address their particular concerns? i.e. Marketing, In-house Developer, Admissions, etc.
- A.** See above.
- Q.** Who are the decision-makers for awarding this project?
- A.** See above.
- Q.** As privately held companies we do not disclose financial information to prospective clients, even with an executed NDA. Understanding that Visit California has deemed this as not optional, we recommend this requirement be lifted to increase the qualified vendor pool for the project. We expect other vendors will also not submit a response if this requirement is maintained. Is Visit California open to lifting this requirement?
- A.** No, and historically we have not had issue with this requirement.
- Q.** Would a CPA-certified statement that attests to our stability, growth, and solvency be a sufficient substitute for the financial statement requirement?
- A.** Yes, a CPA-certified statement that attests to the agency's stability, growth, and solvency would work in place of financial statements if financial statements absolutely are not allowed to be disclosed.
- Q.** Section 7.4 Financial Statements requires Financial Statement of GAAP/IAS compliant financial statements. Are Cash basis financials acceptable?
- A.** Yes, Cash Basis Financials would be acceptable if GAAP/IAS are not available.
- Q.** Could you confirm if it is the week of October 31 or the week of November 14 that you would require us to be there in person for

interviews? Also, can these interviews be done virtually over a videoconferencing tool or would you require us to travel in?

A. As outlined in the RFP document, the week of October 31 is slated for Finalist Pre-Calls. Pre-Calls are phone calls with finalists to allow for any final questions to be answered prior to oral presentations.

The week of November 14 is slated for in-person oral presentations. Key agency members responsible for the day-to-day account handling should appear in person for the oral presentation.

BUSINESS

Q. Who built your current site, and when was the last refresh?

A. We do not disclose who the incumbent of this process is to have an objective and blind bidding process. Development is ongoing.

Q. What firm(s) currently provide you with support?

A. We do not disclose who the incumbent of this process is to have an objective and blind bidding process.

Q. Does Visit California allow the hybrid onshore-offshore resource mode to work on this project?

A. Yes

Q. What are your preferences of working?

- Onsite / Onshore
- Blended (Global Delivery team with Onshore Technical-PM Team)
- Fully Global Delivery Team with an Onshore Client Success Partner

A. Firms responding to this RFP should propose appropriate resources and team structures and locations to best achieve the objectives outlined in the RFP. Proposals will be evaluated on how well they address the work to be done.

Q. Is there a preference for a local vendor or a vendor located in the State of California?

A. See above response.

- Q.** Does Visit California object to off-shore development?
A. See above response.
- Q.** Is there a preference for a California-headquartered company?
A. See above response.
- Q.** We have registered office in USA and have offshore development centers in India. We have sales and account managers in the USA to manage the offshore team & deliver the project. Please confirm can we bid for this RFP?
A. Yes.
- Q.** Are you open to non-US vendors completing this work, for example, a Canadian firm?
A. Yes.
- Q.** Will agencies outside of the United States be allowed to bid on this RFP?
A. See above response.
- Q.** Can you provide the third-party API currently used to provide exchange rate? We assume, any such third party or similar API that is already being used, Visit California will manage the cost for such API subscription apart from this RFP budget. Correct? If not, then please provide list of all such APIs that agency should be aware of to factor such cost in their proposal to be within the contract budget.
A. We base FX rates on xe.com, but the exchange rate is only required if there are direct, reimbursable out-of-pocket expenses that are not in USD. Per Section 9.3 of the RFP, we reimburse those direct expenses in the currency in which they were incurred. As a result, we incur the spot rate fees with our bank when we reimburse you in the foreign currency of those out-of-pocket expenses. Otherwise, all other standard service costs will be paid in USD. As a result, all bids should be submitted in USD. The budget for this RFP shall not be adjusted for the rate of currency exchange.
- Q.** What are the business goals and success KPIs of the Visit California's industry website? For example: registrations, engagement, time on site, content downloads, etc.

- A.** Our top priorities are focused on increasing industry engagement with the site. Internally, the top priority is focused on ease of use with the CMS. Full website analytics is proprietary information, but may be shared at a later stage.
- Q.** What are the end goals for each user type in the current website? Can you share metrics of current usage?
- A.** See above response.
- Q.** How do you measure success of the new website?
- A.** See above response.
- Q.** How do you plan to measure the success of the website? What metrics or KPIs will you be regularly reporting to the stakeholder team?
- A.** See above response.
- Q.** What is the current process for evaluating the success and health of the website?
- A.** See above response.
- Q.** What are the business-critical functionalities / features of the industry website?
- A.** The site must continue to deliver value for California tourism industry stakeholders by providing a platform for accessing information and resources, and engaging or getting involved with the organization, including submit content tool, five year calendar partnership/event planner and research resources. Recommendations are welcome for needed features to address the objectives outlined in the RFP.
- Q.** Please describe three major needs that this project will address. How is the old system not meeting these needs?
- A.** There are no major needs to fix but instead an opportunity to enhance. The site must continue to deliver value for California tourism industry stakeholders by providing a platform for accessing information and resources, and engaging or getting involved with the organization. Internally, the top priority is focused on ease of use with the CMS.

- Q.** What is the most important function of the site?
A. See above response.
- Q.** What are the top two calls to action on the site?
A. See above response.
- Q.** What is/are the main business goals?
A. See above response.
- Q.** What is your primary goal(s) for this project? And What has been the biggest obstacle for your company in achieving this goal?
A. See above response.
- Q.** What is the end objective of the data collected from your website and CRM tool?
A. In relation to this website, personalized communications.
- Q.** Are there any personalization tools you currently use? (Or) Do you have a preference for a personalization service provider?
A. We're open to recommendations.
- Q.** Based on our high-level research we see the site primarily caters to tourism businesses' media, tourism association audiences, etc. Can you confirm and do you foresee any additional audience groups we should keep in mind while designing?
A. Correct. The selected vendor will gather further insights during the discovery phase.
- Q.** Who are the people on your core team?
 - What are their roles and responsibilities?
 - What percentage of their time will be dedicated to this project?**A.** VP of Communications: overall strategy

Director of Corporate Communications: overall strategy and decision making

Digital Corporate Communications Manager: day-to-day contact, manages strategy, editorial content and project management

Director of IT: strategic support

IT Solution Architect: support for integrating with enterprise software

CRM Development Manager: support for integrating with CRM

Director of Research: support for research portal

- Q.** Once the project has been awarded and begins, what will the makeup of the decision-making committee be like? Will a large group, a small committee, or a single person make decisions? Will this include Executive Leadership, Marketing, IT? Will Visit California have a dedicated Project Manager tasked with working directly with your selected partner's Project Manager?
- A.** See above response.
- Q.** Is there an overall "web manager" of all the sites at Visit California or is it shared between departments?
- A.** Consumer-facing site (VisitCalifornia.com) is managed separately. Digital Corporate Communications Manager has visibility into all other sites.
- Q.** Who would be the primary contact and stakeholder for the selected agency?
- A.** Digital Corporate Communications Manager. See above response.
- Q.** Please tell us about the stakeholders at your organization.
- How large is the stakeholder group?
 - Is there a RACI chart or steering committee set up to manage them?
 - How do you envision the selected partner interacting with your stakeholders?
 - Is there a designated project champion and core team, and are they prepared to collaborate with us on a weekly basis?
- A.** The stakeholder interviews will be part of the exploration phase and we are open to process recommendations to achieve maximum efficiency. See above for Visit California day-to-day staff.

- Q.** How many staff and constituents are there to interview and if possible, can you share the roles to give more context?
A. See above response.
- Q.** How many stakeholders will be involved in deliverable approvals during the project's lifecycle?
A. It depends on the scale and scope of the deliverable being reviewed. Higher profile milestones will need approval from the VP of Communications, but in general it will require the approval of the Digital Corporate Communications Manager and the Director of Corporate Communications. Please factor in reasonable time.
- Q.** How many people edit the current sites?
 - All sites
 - Industry
 - Media
 - Trade
 - TravelMatters
 - OutlookForum
 - Vote
 - Mission microsites**A.** 20 or more individuals.
- Q.** How many staff members have access to manage content through the current CMS?
A. See above response.
- Q.** How many Back End users are anticipated to be in the network?
A. See above response.
- Q.** Do you have developers on your team? If so, will they be available to co-sprint with our developers during the build phases of this project?
A. No.
- Q.** Do you have any in-house developers who will be working on this project?
A. See above response.
- Q.** Please describe your technical / IT staff. How many members do you have and what is their level of experience, particularly with Drupal

and/or PHP. This helps us determine the level of support you may require.

A. This RFP is dependent on vendor technical support. Visit California's in-house IT department will be involved with decision making and critical access as needed.

Q. Do you have a development or technical team that would be involved in the project at all?

A. Yes. (1) Director of IT: strategic support; (2) IT Solution Architect: support for integrating with enterprise software; (3) CRM Development Manager: support for integrating with CRM.

Q. Does Visit California have subject-matter experts on staff within the organization who are responsible for integrations with Salesforce and Tableau, or does Visit California depend on vendor professional services?

A. Yes, but we also defer to vendor expertise and recommendations.

Q. Will any internal resources regularly access or work with the site's codebase or hosting?

A. No.

Q. Is there a preferred project management process that will work best for this project: waterfall, agile, a hybrid of those, or something different? Or are you open to the recommendations from your selected partner?

A. Open to recommendations to best achieve the objectives outlined in the RFP.

Q. *"Proposed sprint schedule, including all relevant meetings and proposed attendees."* This would imply a full agile approach to the project. Is the expectation that the Project / engagement is fully agile with agile ceremonies included?

A. There is not an expectation for fully agile. Open to recommendations to best achieve the objectives outlined in the RFP.

- Q.** Do you have a standard practice on how we should collaborate with your internal team?
- A.** Selected vendor and internal Visit California team will identify the best process for collaboration. We're open to recommendations to ensure maximum efficiency.
- Q.** As we map out the project timeline and milestone goals, how much time do you typically need to review and provide feedback?
- A.** It depends on the scale and scope of the deliverable being reviewed. Higher profile milestones will need approval from the VP of Communications, but in general it will require the approval of the Digital Corporate Communications Manager and the Director of Corporate Communications. Please factor in reasonable time.
- Q.** Do you have any internal voting or approval processes we need to be aware of to ensure we allow for enough time for approvals once the project has commenced?
- A.** See above response.
- Q.** What is your internal approval process for deliverables from an agency?
- A.** See above response.
- Q.** What is driving the timeline?
- A.** Collaboration between selected vendor and Visit California Digital Corporate Communications Manager.
- Q.** Are there any initiatives happening that this project is dependent on or related to? (i.e., are you also doing a rebrand exercise or some other initiative that this project might need to wait for?)
- A.** No.
- Q.** When should the project be complete? Is this a critical due date? What event is driving the due date?
- A.** As stated in the RFP, expected site launch data is 14 months after contract begins. This allows for a few months of polishing within the 18 month contract term.

- Q.** Are you aware of any major risks to this project or workflow? Are there any known risks a vendor partner should be mindful of?
- A.** No.
- Q.** Is there anything about your organization that might make this project difficult?
- A.** No.
- Q.** Is there anything about your organization that might provide challenges?
- A.** No.
- Q.** Do you know how customers describe their experience with your organization?
- A.** Stakeholder insights are expected to be gathered during the exploration phase of the project.
- Q.** Is it acceptable to share documents and attachments using Google?
- A.** Yes.
- Q.** Are we able to request a user account to log into the site to gain a better understanding of the existing features available to a credentialed user?
- A.** Yes, create an account at industry.VisitCalifornia.com.

SCOPE-RFP CLARIFICATION

- Q.** Are you considering this a full scale site redesign or a new CMS migration with existing design?
- A.** We are open to recommendations to meet the RFP objectives. We would like to understand the recommendation of each proposing vendor based on strategic rationale and industry standards.
- Q.** Are you looking for a total rebuild, or an interactive build-out / improvements to the current website?
- A.** See above response.
- Q.** Is a full Creative Redesign in scope?
- A.** See above response.

- Q.** What advanced functionality currently needs to be retained, reworked or removed?
- A.** See above response.
- Q.** “The project must also include developing measurable performance metrics – both qualitative and quantitative categories.”
- Can you quantify how many reports need to be developed?
 - What would be the complexity of these reports?
 - Should these new reports surface on to the new website?
- A.** There isn’t a standard reporting template or cadence. Please provide a recommendation for best analyzing site success and opportunities. Site performance is not reported publicly on the website.
- Q.** Is the vendor responsible to make any changes to Tableau visualization or is the scope of work just limited to website changes only?
- A.** We are open to recommendations on the best approach to meeting RFP objectives.
- Q.** Are the vendors expected to develop any new features on top of existing features?
- A.** Yes, as needed to meet the objectives outlined in the RFP.
- Q.** In Scope, Website maintenance expectations are not mentioned. Please share what all activities you are looking for in website maintenance.
- A.** Website maintenance is a separate contract.
- Q.** What is the budget for ongoing maintenance of the current industry website?
- A.** See above response.
- Q.** Would you be fine with email support, or are you looking at a full-fledged managed support model (with ticketing system) in your own time zone? Kindly confirm.
- A.** Open to support solutions as long as response time and knowledge is maintained through communications.
- Q.** We understand the current website has 2 sections. One for industry and another for Media. The content changes respectively from site to

site. Are you looking to consolidate them by grouping navigation and changing content architecture accordingly?

A. The industry website is the primary entity for this project. The additional properties listed in the RFP share a similar code base and CMS platform. Media.VisitCalifornia.com is a separate entity for a specific audience.

Q. We see there are redirects from Industry.VisitCalifornia.com to Media.VisitCalifornia.com, Trade.VisitCalifornia.com, TravelMattersCA.com, Missions microsites, OutlookForum.com and Vote.VisitCalifornia.com. However please confirm if the redirects should be part of the main industry website?

A. These are intentionally separate entities with distinct audiences. The industry website is the primary entity for this project. The additional properties listed in the RFP share a similar code base and CMS platform. The additional sites will ideally need to use the same CMS and recommendations can be made to align as part of a separate scope/contract.

Q. If all of the websites identified under the Current State of the Website are to be redesigned, developed and moved, are all of them on separate instances of Sitecore, or....?

A. The industry website is the primary entity for this project. The additional properties listed in the RFP share a similar code base and CMS platform. The websites are in separate instances. The additional sites will ideally need to use the same CMS and recommendations can be made to align as part of a separate scope/contract.

Q. How many sites are involved in this project – just the main site or are there intranets, sign in portals or sub-sites to include in our proposal?

A. The industry website is the primary entity for this project. The additional properties listed in the RFP share a similar code base and CMS platform. The additional sites will ideally need to use the same CMS and recommendations can be made to align as part of a separate scope/contract.

Q. Pages 14-15 of the RFP mention additional website properties (media, trade, Outlook Forum, etc.). Is a full migration, strategy, design and development of all these subdomains considered in scope?

A. See above response.

Q. Section 8.6, subsection “Current State of the Website” (pages 14-15), lists a variety of additional website properties. Can you clarify what, if any, services are being requested for these 7 additional websites / microsities?

A. See above response.

Q. Are any of the additional website properties / subdomains included in this scope, or is it strictly limited to industry.visitcalifornia.com?

A. See above response.

Q. Of the “Additional website properties” listed on page 14 of the RFP, which specifically are part of this project offer?

A. See above response.

Q. Are all of the “additional website properties” listed under current state included in scope, and expected to be re-designed and re-deployed?

A. See above response.

Q. As you have mentioned some of the state websites [<https://media.visitcalifornia.com>, <https://star.visitcalifornia.com>, <https://travelmattersca.com/>, <http://outlookforum.com/>, <https://vote.visitcalifornia.com/>], do these websites share the same web server resources that is used for <https://Industry.VisitCalifornia.com/>?

How are these websites interacting with the industry website?

What data flow in/out from them into the industry website?

A. See above response.

Q. In addition to the Visit California’s industry website (industry.visitcalifornia.com), does the scope also include websites like media websites translated for international markets (media.visitcalifornia.com), travel agency resource hub (trade.visitcalifornia.com redirected to star.visitcalifornia.com), public affairs site (travelMattersCA.com), missions microsities (3-6 per year short-term sites), annual conference event site (OutlookForum.com) and referendum / campaign site (vote.VisitCalifornia.com)?

A. See above response.

- Q.** Does the scope of the ask include other web properties to be redesigned or migrated to a new CMS (trade, media, vote, travelmattersCA, outlookforum and microsites)?
- A.** See above response.
- Q.** Are all industry website property sites in scope or just industry.visitcalifornia.com?
- A.** See above response.
- Q.** RFP lists several other related sites on pages 15-16. Would the project scope include any updates or changes to these websites?
- A.** See above response.
- Q.** Are all of the additional website properties listed on pages 14-15 of the RFP included in this scope? Or is it just the main VisitCalifornia.com website?
- A.** See above response.
- Q.** Can you explain a bit more about if/how the “additional website properties” listed in the RFP fall within project scope?
- A.** See above response.
- Q.** The introduction to the RFP outlines the scope as industry.visitcalifornia.com, but section 8.6 under Current State of the Website lists additional URLs: Media.VisitCalifornia.com, Trade.VisitCalifornia.com, TravelMatters.CA.com, Missions Microsites, OutlookForum.com, and Vote.VisitCalifornia.com. Are all of these additional sites in scope for redesign, or are they listed for demonstration purposes?
- A.** See above response.
- Q.** Is the idea that all the websites identified under the Current State of the Website will be part of the scope of work or is it just the industry.visitcalifornia.com site?
- A.** See above response.
- Q.** Confirming the additional sites listed in Section 8.6 (Current State of the Website) – Media, Trade, etc. – are not considered in this Scope of Work. It looks like Media & Trade may use the same templates based on the drop down in the header. Is there a desire for a multi-site infrastructure to accommodate the additional properties in the future?

- A.** See above response.
- Q.** If these subdomains are considered in-scope with this RFP, star.visitcalifornia.com is an authenticated experience meaning potential partners have zero visibility to the UX, functionality, etc. Would Visit California be able to provide a test user account or screenshot to provide visibility?
- A.** Star.VisitCalifornia.com is not included in this RFP scope but mentioned for reference.
- Q.** Are there any of the following UX deliverables that you have already completed, or would you like to exclude from the project scope?
- Goals & KPIs
 - Personas
 - Brand Identity Positioning (both visual & verbal guidelines)
 - Site Map
 - Audit of Content Types
 - Wireframes
 - Desired Publishing Workflow
- A.** Selected vendor will gather these insights during the discovery phase.
- Q.** Where is your website currently hosted? Do you require cloud hosting services as part of the scope?
- A.** For reference, Expedient is the hosting and infrastructure for all CM and production sites for industry.VisitCalifornia.com. We are open to all hosting arrangements, programming languages, and applications. Recurring costs will weigh on our decision-making process. However, hosting costs are maintained under a separate contract.
- Q.** Is hosting in scope? Who is your current hosting provider?
- A.** See above response.
- Q.** Please describe your current hosting setup. Are you interested in hosting services?
- A.** See above response.
- Q.** Is hosting in or out of scope for this project? What is the current hosting environment?
- A.** See above response.

- Q.** RFP makes no mention of hosting (but does mention current sites are Sitecore). Would you be hosting the application yourselves? Are you looking for the vendor to host? What is your environment like? (Azure, On prem, etc.)
- A.** See above response.
- Q.** If a prime vendor subcontracts with a hosting provider, what is the budget for hosting requirements?
- A.** See above response. A separate maintenance contract.
- Q.** Does Visit California anticipate they will be hosting and maintaining the provided CMS system, or will the awarded vendor be responsible for hosting, maintenance and updates?
- A.** Awarded during a separate maintenance contract.
- Q.** In the RFP document (Section 2.1) the new website will expand research offerings. Can we receive more insights on research offerings?
- Can you also clarify exactly what research offerings mean?
- A.** See industry.VisitCalifornia.com/research.
- Q.** From the listed requirements we see the website has to have a personal touch for the users, suggest sharing travel blogs, making the user experience friendly and have an interactive design, enhanced graphics on the website, and showcasing testimonials. However, we would like to understand the client's vision on this. Apart from the above mentioned points, if you have anything else in mind please elaborate.
- A.** The desired future state of the website is outlined in section 8.6 of the RFP.
- Q.** Would you like your chosen partner to develop user personas or will these be developed outside of this engagement?
- A.** Selected vendor will gather these insights during the exploration phase.
- Q.** Do you have target personas developed or will the agency be expected to assist with this?
- A.** See above response.

- Q.** Will Visit California license the recommended CMS directly or are you expecting your selected partner to secure this license?
- A.** We are open to recommendations but currently license directly with CMS platform Sitecore.
- Q.** How many unique content types or page layouts should be included in the scope? If you don't know for sure, even a ballpark guess would be helpful. A simple site will consist of 4-6 unique page layouts, a site of medium complexity will consist of 6-12 unique page layouts, a complex site will consist of 12-20+ unique page layouts.
- A.** We're open to recommendations to meet the objectives stated in the RFP.
- Q.** It is stated with the RFP "the new iteration of the website, must allow rapid creation and publication of content to multiple site areas and ideally to multiple platforms." Can you please share the multiple platforms?
- A.** We would like to consider content sharing across social media or other platforms.
- Q.** Please confirm the total number of URLs / Sites in the scope:
- Industry.visitcalifornia.com
 - Industry.visitcalifornia.com/research
 - Visitcalifornia.com ?
- A.** Industry.VisitCalifornia.com
- Q.** Please let us know if any other sub-sites / intranet sites are part of the scope. If any subsites are in scope, please list their URLs.
- A.** See above response.
- Q.** Is there any ticket booking system need to be developed for the purpose of booking event tickets? Do we need to integrate payment gateway for subscription or ticket / accommodation booking?
- A.** We would prefer to integrate with registration software for event participation/payment. This is not a consumer site for booking travel, tickets or accommodations.
- Q.** Can you confirm that by "integrating with....email software", you mean integration with outbound email messaging – for instance, to send customized email newsletters to site users?

- A.** It needs to continue to connect user data with MailChimp to allow for custom newsletters.
- Q.** Can you list the email newsletters that would be included in the scope of this RFP?
- A.** Newsletters are developed separately from Visit California internal team and are not part of this scope.
- Q.** Recently, Visit California released an RFP for design and implementation services for <http://www.visitcalifornia.com>, please confirm if new CMS is also planned to be implemented for <http://www.visitcalifornia.com> as part of “Digital and Website Design Strategy and Implementation Services” RFP? If yes, please provide the CMS name/tech stack.
- A.** No, a new CMS is not planned for VisitCalifornia.com - it currently uses Drupal 9.
- Q.** Will this project be completely independent from the project work that will be done by the partner selected for the Consumer Website Digital Web Design Services RFP that was released on June 1, 2022 for the Visit California consumer website, <http://www.visitcalifornia.com>?
- A.** Yes, this is a separate project.
- Q.** If there is overlap between the two projects, will any of the design work and implementation strategy of the [visitcalifornia.com](http://www.visitcalifornia.com) project be available to the partner awarded the [industry.visitcalifornia.com](http://www.industry.visitcalifornia.com) site work? If two different vendors are working on each site, is there a plan to have some cross-over and collaboration?
- A.** No overlap. One is industry facing, one is consumer facing. Content is unique to each site. Sites do not integrate.
- Q.** Does Visit California expect that this entire scope can be done in the initial \$500,000 budget, or is this aspirational over a 3-year contract?
- A.** Proposals should provide recommendations for meeting the scope and budget outlined in the RFP.
- Q.** Will proposals over \$500,000 be considered?
- A.** Recommendations beyond the scope are welcomed and can be considered as future phases.

- Q.** Does the contract value include the cost of the new CMS system, or will that be contracted separately?
- A.** CMS license is contracted separately.
- Q.** With the average budget for similar proposals being \$500,000, does that exclude licensing cost for a new CMS, which will be covered by Visit California?
- A.** See above response.
- Q.** Do you envision the proposed budget will also include hosting fees and/or license fees for the selection of a digital asset management system?
- A.** Hosting and license fees are maintained in a separate contract.
- Q.** How are user logins handled on the current site? Is Single Sign-on (SSO) integration included in the scope of this project?
- A.** Users have individual accounts that are tied between the industry website, media websites and mission microsites. A recommendation to achieve SSO and a single user account for all properties should be included in proposals.
- Q.** Do you have a single sign-on (SSO) feature on the current website? Do you need SSO as part of the new website?
- A.** See above response.
- Q.** Is the “unified user account system” being built with this project or are we integrating something else?
- A.** See above response.
- Q.** RFP states part of the scope would be a “unified user account system”. What do you mean by “unified” / what would the scope of this be? Are you looking for an SSO integration?
- A.** See above response.
- Q.** Does Visit California have staff to produce new content or edit existing content or is it expected that content transformation and creation will be the responsibility of the awarded vendor?
- A.** We are looking for the selected vendor to assist with a content audit and information architecture, including migration but Visit California staff will oversee the content development and

publishing moving forward. Content integration is included in the scope.

- Q.** Who is responsible for developing copy for the current website? Are there plans to change copy for the newest iteration?
- A.** See above response.

DESIGN AND USER EXPERIENCE

- Q.** Who are the key audience groups that will use the new system? What needs will they have that must be fulfilled?
- A.** The site must continue to deliver value for California tourism industry stakeholders. The selected vendor will gather further audience insights during the discovery phase.
- Q.** We understand you require the vendor to perform the web design. We also understand the full discovery (inclusive of User Experience Design – UX, Persona development, user surveys, journey mapping, wireframing, prototyping, visual mockups, etc.) is part of the project scope. Kindly confirm you want the final vendor to perform these services and that design services would not be done in-house?
- A.** Correct.
- Q.** Are there any new features to be implemented in the redesigned website?
- A.** Please provide recommendations to meet the objectives outlined in the RFP.
- Q.** What are the major pain points from the user experience standpoint that you think users are facing today?
- A.** There are no major pain points but instead an opportunity to enhance experience to meet the objectives outlined in the RFP.
- Q.** Are there any specific pain points that have been brought to your attention from your users or web admin?
- A.** See above response.
- Q.** Is there a possibility to collect feedback by rolling out a survey for improving experience?
- A.** Yes.

- Q.** Has any user research been done to inform this RFP and is the team open to engaging users to participate over the course of this project? This can range from as early as the discovery phase to explore and validate needs, to later in the design process to verify the team’s findings & assumptions prior to build. Scope can range from as minimal as a standardized user survey, to larger scale focus groups, usability testing, social media engagement, and public installations.
- A.** Stakeholder research and user insights are expected to be conducted with the selected vendor during the discovery phase.
- Q.** Do you have any user feedback you can share about the current site experience?
- A.** See above response.
- Q.** Have you conducted any recent research (perhaps as part of the brand work) that would help inform this redesign?
- A.** See above response.
- Q.** Have you conducted any user research? If so, please describe.
- A.** See above response.
- Q.** What existing user testing has been conducted or research conducted, if any?
- A.** See above response.
- Q.** To date, has any research been conducted? Including but not limited to competitor analysis, market research, surveys, interviews, customer journey maps, usability testing. If so, can you share with us the findings?
- A.** See above response.
- Q.** Any user research documentation (e.g., surveys, interviews, focus groups, user tests or field studies) that can be shared?
- A.** See above response.
- Q.** Has any market research already been completed for this website redesign?
- A.** See above response.

- Q.** Do you have baseline analytics and/or a customer journey analysis that can be shared?
- A.** Analytics and insights are proprietary information but can be shared at a later stage.
- Q.** With the understanding a thorough and full discovery is part of the deliverables for this project, is there any previous research that has been completed that may provide additional insight to your selected partner? For example, has any previous user or audience research been completed that can inform this project? Do you have documented usability testing, stakeholder interviews, audience surveys, or other research that will be helpful?
- A.** See above response.
- Q.** Can Visit California describe any research conducted within the past 12 months? This can include market research, segmentation studies, branding exercises, user studies, usability studies, etc.
- A.** See above response.
- Q.** Have you conducted any previous research related to your marketing goals?
- Target audiences, Competitive analysis, Qualitative feedback, Quantitative analytics
- A.** See above response.
- Q.** Have you conducted any customer segmentation or profiling? If not, how would/do you group your customer base, and based on what shared criteria (demographics, psychographics, purchasing decisions)?
- A.** See above response.
- Q.** Which customer segments/groups do you value most highly and why?
- A.** See above response.
- Q.** For the interviews, surveys, and focus groups, how many staff and constituents do you anticipate including? Will Visit California recruit the external stakeholders or is that something you would like your selected partner to do?
- A.** We would like a recommendation on approach but will facilitate selection and initial engagement with stakeholders along with the selected vendor.

- Q.** Since this is a public access URL, is there any chance the industry website caters to residents/visitors? If yes, please explain.
- A.** This audience is intended for industry. Visitor information is housed at VisitCalifornia.com and larger resident and public affairs information is housed on TravelMattersCA.com.
- Q.** Will you be expecting personal and journey maps for the identified user types as project requirement?
- A.** This isn't an explicit requirement but support and rationale will be needed to meet the objectives set in the RFP.
- Q.** What are the important pages / features you think of as the most important for the users today? Can you share metrics of current usage for these pages? (Or) Are you planning to provide access to these pages only during discovery sessions?
- A.** This is proprietary data and will be shared at a later stage.
- Q.** Can you provide current traffic data (web vs mobile users)? What is your vision for Web vs Mobile traffic?
- A.** This is proprietary data and will be shared at a later stage.
- Q.** We understand you require a responsive design. However, do you wish to have a separate design for web browser and mobile views?
- A.** We are open to recommendations.
- Q.** For personal touch we can also use Salesforce interactive studio where we can track the users data through cookies, etc. and provide personalized content as per the user's activity. Can you please let us know your thoughts on this?
- A.** We are open to recommendations.
- Q.** Can you share the personas that are used when thinking through the outcomes you want to achieve with this website?
- A.** The selected vendor will gather these insights during the discovery phase.
- Q.** Should we use the existing style guide, or do you have any plans to redo your style guide?
- A.** The style guide is current on <https://industry.visitcalifornia.com/about/request-for-proposals> and is not slated for any changes.

- Q.** We see you have a branding guide for colors and fonts, do you have any additional details you can provide for color usage, buttons, etc. outside of <https://industry.visitcalifornia.com/about/request-for-proposals>?
- A.** See above response.
- Q.** How do you currently manage your branding?
- Do you have brand guidelines instructing the creation of comms and advertising across print, digital, etc.
- A.** See above response.
- Q.** Do you have any existing design systems or component / pattern libraries?
- A.** See above response.
- Q.** Do you have an existing image library that would include images, graphics, icons, illustrations and other assets?
- A.** Yes, but depending on the recommendations made to meet the objectives, additional assets could be needed.
- Q.** What does personalization mean to you? How fine-tuned and tailored should personalized recommendations be, or will the user even be aware that content is being personalized to them?
- A.** We are looking for recommendations based on industry best practices.
- Q.** For personalization experience, are you considering a CDP solution to capture user data and leverage this for the personalized experience? Please provide expectations.
- A.** We are looking for recommendations based on industry best practices.
- Q.** Are there needs in the short term (as part of this project) to leverage user location information (through browser or device) to deliver them the most relevant location-based content?
- A.** This isn't an explicit requirement but we are looking for recommendations based on industry best practices.
- Q.** Will the design and interface be updated and completely redesigned, or is the intent to upgrade the underlying CMS platform and only make relatively small improvements to the user interface?

- A.** We would like to understand the recommendation of each proposing vendor based on strategic rationale and industry standards.
- Q.** Will current metrics – i.e., customer surveys, site questionnaires, analytics data, and other traffic reporting metrics – be shared as part of the Discovery process?
- A.** This is proprietary information and can be shared at a later stage.
- Q.** Similarly, will we be able to propose UX research initiatives that can fit within the project timeframe?
- A.** Yes, please provide recommendations.
- Q.** What, if any, discovery materials are available and would be provided to your agency partner?
- Current site functionality documentation
 - User personas or journey maps
 - Brand guidelines
 - Other
- A.** The selected vendor will gather these insights during the discovery phase.
- Q.** Do we have any updated user personas? Or user research insights to let us know the top ways people use this site?
- A.** The selected vendor will gather these insights during the discovery phase.
- Q.** Are there existing customer journeys that will inform this project?
- A.** The selected vendor will gather these insights during the discovery phase.
- Q.** Are there existing Audience personas or Jobs To Be Done that will inform this project?
- A.** The selected vendor will gather these insights during the discovery phase.
- Q.** What existing / prior design assets will be available as we explore an approach for redesign? (e.g. brand guidelines, user research, personas, journeys, etc.)

- A.** Brand guidelines can be found on the industry website under the Press Kit section of the RFP page. All other proprietary information can be shared at a later stage.
- Q.** Any customer or user personas, whether created for marketing or user experience purposes?
- A.** The selected vendor will gather these insights during the discovery phase.
- Q.** The Audience section describes a very broad audience. Can Visit California provide a breakdown of broad visitor Archetypes / User Personas / User Segmentation across Businesses, Tourism Boards, and Trade Associations?
- A.** The selected vendor will gather these insights during the discovery phase.
- Q.** Are there sub-optimal experiences on the current site that should not be replicated, that you are currently aware of?
- A.** No.
- Q.** Can you please specify the level (A, AA, ..) of ADA compliance to meet?
- A.** Please provide recommendations and options for reaching maximum accessibility with Level AA standards ideally met.
- Q.** What level of ADA compliance is deemed a requirement for this project?
- A.** See above response.
- Q.** Related to accessibility, is general adherence to WCAG and Section 508 guidelines acceptable, or do you need formal accessibility testing and/or a WCAG conformance certification (for example, WCAG 2.1 AA certification)?
- A.** See above response.
- Q.** Do you know what type and level of ADA compliance you require? (e.g., WCAG 2.1 A or AA?)
- A.** See above response.

- Q.** What is the level of accessibility conformance that the site needs to meet? Which criteria are the most difficult for your content team to meet?
- A.** See above response.
- Q.** Is your current experience templated? If so how many templates do you have?
- A.** A mix of templates and flexible module based.
- Q.** Are you open to leveraging an accelerator solution with best in class template layouts with light customization for key areas of the site?
- A.** We are open to recommendations.
- Q.** Do we need to integrate social media feeds?
- A.** This is not an explicit requirement but please provide recommendations.
- Q.** Does VisitCalifornia.com have any intercept testing software currently installed to rapidly execute simple surveys of end users?
- A.** Not on the industry website.

PLATFORM

- Q.** Who are the users (admin and end-users) of this system? Who edits the content today on the pages? Can you share any challenges and pain points of your current system?
- A.** More than 20 users leverage multiple user permission accounts to maintain the site.
- Q.** Are there any major technical and functional pain points you are looking to solve?
- A.** There are no major issues. Instead there is an opportunity to enhance and simplify.
- Q.** What are the pain points with your current website?
- A.** See above response.
- Q.** What on the current site is not working well?
- A.** See above response.

- Q.** We see the existing website is built using Sitecore CMS. Can you list out the pain points you encounter with Sitecore?
- A.** See above response.
- Q.** Can you tell us more about some of the challenges with the current sites as it relates to Visit California’s mission? Are there specific aspects – like a poor mobile experience, or higher than average bounce rates – that we should prioritize as we define a strategic approach to the project?
- A.** See above response.
- Q.** What issues do you have with the current sites? From an editorial, front-end, or technical perspective?
- A.** See above response.
- Q.** What are your biggest challenges and pain points with Sitecore 9?
- A.** See above response.
- Q.** What are the pain points with your current CMS (Sitecore)?
- A.** See above response.
- Q.** What are some of the main issues the editors are having with the current CMS?
- A.** See above response.
- Q.** What on the current site is working well?
- A.** All elements of the site are working well. There is an opportunity to enhance further.
- Q.** Do you have any personalization that is functioning at the moment?
- A.** There is limited ability to manually surface content once a user logs in.
- Q.** In what language or CMS is your website built?
- A.** English.
- Q.** As we understand, the current CMS for Industry.VisitCalifornia.com is Sitecore, please help us understand the reason behind moving away from a paid CMS. What are the top 5 challenges that Visit California faced in managing the listed website?

- A.** There isn't a need to move away from a paid CMS but instead we're looking to evaluate recommendations for simplifying.
- Q.** Why is Visit California looking for a new CMS? In other words, what challenges has Sitecore presented? What are you looking to improve with your next CMS?
- A.** See above response.
- Q.** Can you please help us understand what you meant by "Flexible Site Customization"? What is the expectation here with the new CMS and how the current CMS was not able to meet the expectations for Visit California?
- A.** The expectation is for a less technical user to navigate and operate a simple platform.
- Q.** What features in Sitecore 9 would you prefer to keep? What features would you desire to change?
- A.** See above response.
- Q.** Do you have a CMS preference? Does your team have experience with any other CMS solutions?
- A.** No preference.
- Q.** Do you have preference of CMS platform that vendor should consider?
- A.** See above response.
- Q.** Is there any preference about specific CMS that Visit California is looking between proprietary and opensource (with large community support and controlled update process) or open for any CMS solution?
- A.** See above response.
- Q.** Since other Visit California websites are currently using Drupal, would Drupal be considered a reasonable CMS choice for the industry website?
- A.** We will evaluate all recommendations to find the best solution.
- Q.** Do you have a preference for a highly secure, open-source CMS like Drupal?
- A.** See above response.
- Q.** Do you have a preference for either a proprietary or open-source CMS?

- A.** See above response.
- Q.** Are you open to leveraging headless CMS like – Contentful?
A. See above response.
- Q.** Are you open to using an Enterprise-Cass-Open-Source CMS such as Drupal 9 for your new website?
A. See above response.
- Q.** Is there a specific platform you are looking for the site to be built on? Are you open to a solution proposal of a new platform that better fits the need?
A. See above response. We're looking for recommendations.
- Q.** What is your team's experience with WordPress?
A. See above response.
- Q.** Are you looking to migrate off of Sitecore? If so, have you already decided on a CMS platform?
A. We will evaluate all recommendations to find the best solution for simple use.
- Q.** Is your team intent on staying with Sitecore for a CMS or are you willing to consider shifting to other options? How satisfied have you been with Sitecore?
A. See above response.
- Q.** The RFP mentions that current industry website properties are on Sitecore 9. Does Visit California prefer to stay with this platform or have any preference for some other content management platform?
A. See above response.
- Q.** Would you consider moving off of the Sitecore platform?
A. See above response.
- Q.** Is there a shortlist of CMS platforms Visit California would consider for this project? Are there any specific technology / infrastructure requirements for the CMS? (.Net Core, MVC, etc.)
A. See above response.

- Q.** As a technology agnostic agency, we've worked within multiple content management systems and recommend the CMS that best suits our client's needs, after a thorough research & discovery process. However, it's beneficial to know if there is preference to a particular CMS or technology stack. Are you open to the CMS recommendation from your selected partner, or do you prefer to remain with Sitecore?
- A.** See above response.
- Q.** Does the administrative backend of the CMS need to be mobile responsive?
- A.** Not critical but would be nice.
- Q.** Can you share the list of Third Party services currently being used? Are you going to retain these services? (Or) Are you open to exploring alternative services for business and performance efficiencies?
- A.** API in place with email marketing is MailChimp. Visit California is currently using Aventri for registration software but that could change. CRM is Salesforce.
- Q.** Can you share details about the web services (if any) that are being utilized within the current website?
- A.** See above response.
- Q.** Is the current website pulling data from any third party (i.e., feeds, etc.)?
- A.** No.
- Q.** Will the CMS utilize data from another source? Will content fully be authored on this site, or will all (or part) of data come from another service? (Hotels, Events, etc.)
- A.** Not currently.
- Q.** Are you using any kind of caching server and CDN?
- A.** Yes, selected vendor will gather these insights during the discovery phase.
- Q.** Are you currently using any kind of Digital Asset Management (DAM) system or looking for new solutions?
- A.** Not looking for a new solution but open to any recommendations to meet the objectives of the RFP. Website assets are stored in the CMS and Visit California uses WebDam.

- Q.** What Digital Asset Management are you currently using?
A. See above response.
- Q.** Do you currently use a digital asset manager (DAM) to manager your asset library? If so, what tool do you use?
A. See above response.
- Q.** Are you using any kind of payment gateway on the current website?
A. No.
- Q.** Does the site handle payment data (PCI) at all?
A. No.
- Q.** Will any of your websites feature an ecommerce element?
A. No.
- Q.** As part of this redesign project, you may want to add / modify existing features and functionalities. Do you have a list of features / functionalities in mind? If yes, can you share the list for both logged-in and guest users?
A. No. We are open to recommendations to meet the RFP objectives.
- Q.** As a follow-up to the above question, would you be open to splitting the scope of work into 2 phases to enable more accurate implementation estimates?
 - Discovery (UX and Technical) and Architecture (Information architecture and CMS / DXP architecture)
 - Design, Implementation, Testing, and Deployment**A.** We are open to recommendations to meet the RFP objectives.
- Q.** Do you have any gated content or asset which only logged-in users can access?
A. Yes, there are a few research reports gated.
- Q.** Are you open to using Soir or advanced search solutions?
A. We are open to recommendations to meet the RFP objectives.
- Q.** What experience is required for logged in users? Is there a trip planning feature, or favorites that need to be custom for users?

- A.** The site must continue to deliver value for California tourism industry stakeholders by providing a platform for accessing information and resources, and engaging or getting involved with the organization. Recommendations are welcome for needed features to address the objectives outlined in the RFP.

CONTENT AUTHORIZING, MAINTENANCE & HOSTING

- Q.** What are the current pain points in content authoring & distribution experience like workflow management, revision management, etc.?
 - A.** We'd like a simple and easy to use CMS that doesn't require a technical skillset to navigate or manage content.

- Q.** What kind of content moderation workflow capabilities will be required in the new platform?
 - A.** We are open to recommendations.

- Q.** Can you share details of your current content centralization, sharing, and management workflow?
 - A.** There are currently about 20 users across admin, editor and producer roles. However we are open to recommendations to simplify.

- Q.** How many content contributors are there for your website? How many admins? Will you require different levels of access?
 - A.** See above response.

- Q.** Do you have any resources in-house for site maintenance? E.g., Content editing, UX changes, page development / modification, development skills, etc.
 - A.** Maintenance is a separate contract.

- Q.** What content changes the most frequently on the site? Who manages these changes (e.g., the centralized web team does it all, each department manages its content, etc.)?
 - A.** It depends but there are about 20 user accounts across the organization.

- Q.** What are the maintenance expectations post-implementation?
 - A.** Maintenance is a separate contract.

Q. Can you provide details of the current maintenance and support effort and costs?

A. Maintenance is a separate contract.

Q. What is your estimated current cost for hosting and maintaining the websites?

A. Maintenance is a separate contract.

Q. Can you verify who your WebHost is?

A. Maintenance is a separate contract.

Q. Are there any challenges with your current hosting platform?

A. Maintenance is a separate contract.

Q. It appears your Visit California industry site is currently powered by ASP and Sitecore.

- Is there any preference for backend language or CMS?
- What are some of the concerns or dissatisfaction with the current platform, and its content management features?
- Will multi-language be considered for this project?

A. There are no preferences or need for multi-language on the industry website. We'd like a simple and easy to use CMS that doesn't require a technical skillset to navigate or manage content.

Q. Please confirm the languages you want to be supported for the new website.

A. English.

Q. What languages do you need the website to be converted to?

A. See above response.

Q. Will content need to be presented in languages other than English? If so, which ones?

A. See above response.

Q. Please confirm the website will be in only 1 language (English).

A. See above response.

- Q.** Will content need to be presented in languages other than English? If so, which ones?
- A.** See above response.
- Q.** If multiple languages are needed, who will provide the translated content, and should the translated content be human-translated, or will a machine translation (such as Google Translate) suffice?
- A.** See above response.
- Q.** Do we need to implement language translator for the media websites translated for international markets?
- A.** The scope of this RFP is the industry website.
- Q.** How is translation handled for the Media & Trade sites, do you have a translation vendor or is it done working with international agencies of Visit California?
- A.** The scope of this RFP is the industry website. For reference, international staff/vendors are translating content for media websites.
- Q.** What translation service are you currently using for Media.VisitCalifornia.com?
- A.** See above response.
- Q.** “CMS should be usable by staff without much technical knowledge to maintain content”. Are there any established content workflows the system needs to accommodate?
- A.** We are open to recommendations.
- Q.** Will new content need to be written for the new site? If so, how much help are you expecting from your chosen partner? Do you need content strategy, copywriting, or copy-editing services?
- A.** We are looking for the selected vendor to assist with a content and information architecture audit, including migration but Visit California staff will oversee the content development and publishing moving forward.
- Q.** There isn’t much talk around content creation and curation for the new sites. Do you intend the chosen vendor to do a high level of copywriting / content curation for this initiative, or you intend to do that part yourselves?

- A.** See above response.
- Q.** Will you need the vendor to provide content writing and editing services?
- A.** See above response.
- Q.** Is there new content that needs to be developed and if so how much? Will a new content strategy be required?
- A.** See above response.
- Q.** If content will be provided by your chosen partner, please give an estimate for how many pages of content will need to be written or edited.
- A.** See above response.
- Q.** Is content writing a part of scope? Will there be any paid subscription content? Should there be a review process once the content contributors upload the content? Also, confirm if the content in the current website is dynamic or static?
- A.** See above response.
- Q.** Do you have a content strategy in place? How many people are on the content team or able to support content creation objectives?
- A.** See above response.
- Q.** How would you describe your current website content strategy?
- A.** See above response.
- Q.** Do you have a content governance plan in place, or do you follow documented rules for publishing content? If not, is a content governance plan something you would be interested in?
- A.** We are open to recommendations to meet the RFP objectives.
- Q.** Is there a content publishing framework, including approval processes, notifications, and content moderation that your team currently utilizes?
- A.** We are open to recommendations to meet the RFP objectives.
- Q.** Is there anything unique about the way content is published? For instance, are there custom roles / permissions / workflows we should plan to maintain?

- A.** We are flexible and open to recommendations to meet the RFP objectives.
- Q.** How frequently is the content on the sites updated; daily, weekly, monthly, quarterly, yearly or not updated after launch
- Industry
 - Media
 - Trade
 - TravelMatters
 - OutlookForum
 - Vote
 - Mission microsites
- A.** It varies by site but in general, daily.
- Q.** What is the current process for website content to be updated, is there a staging environment and/or sign-off workflow?
- A.** There are currently about 20 users across admin, editor and producer roles - which allows content to be reviewed on CM before published. However we are flexible and open to recommendations to simplify.
- Q.** How would you describe your Tone and voice?
- A.** Selected vendor will gather these insights during the discovery phase.
- Q.** On the current website is there any area that you consider to be the weakest or where the brand has not been applied to its full potential?
- A.** No.
- Q.** How is copy / imagery created/sourced for the site today? Any pain points to note?
- A.** Visit California staff maintains content.
- Q.** Where and how do users learn about your brand site?
- A.** If you are asking where traffic is derived for the site, it's a variety of communications both in-person and digitally.
- Q.** What features of the current website do users utilize most?
- A.** Selected vendor will gather these insights during the discovery phase.

MIGRATION

- Q.** Can you please shed some light on migration expectations including – type of contents, type of assets, the volume of contents, any cleanup requirements, contents from any external entities, etc.?
- A.** The volume of migration is dependent on the proposed recommendation to meet the objectives of the RFP. However, most of the content and current features need to be kept.
- Q.** Is there a ballpark estimate around the volume of content and Asset to migrate? Our rough estimates show above 500 pages and 10 GB of asset. Please confirm.
- A.** See above response.
- Q.** Approximately what percentage of the website content will need to be migrated as-is?
- A.** See above response.
- Q.** Will this project require a substantial amount of data or content migration from the old system to the new one? If so, who will be responsible for this migration? Please estimate how much content, and what types of content, should be migrated over
- A.** See above response.
- Q.** How much of the current content will need to be migrated to the new site?
- A.** See above response.
- Q.** How many pages, events, research reports, etc. need to be migrated to the new site?
- A.** See above response.
- Q.** What is the estimated number of pages, images and attachments for migrating the existing content to the new website?
- A.** See above response.
- Q.** Do we need to migrate all existing content or will it be rewritten freshly?
- A.** See above response.

Q. If industry.visitcalifornia.com migrates to another CMS, is the expectation that the additional website properties listed on pages 14-15 would also migrate to another CMS as part of this RFP?

A. Recommendations will be considered as part of a second phase of migration under a separate contract/scope.

Q. During the migration phase there will be a content freeze phase as part of the migration and production deployment. Do you have specific expectations during the content freeze phase?

A. No.

Q. Can you please let us know where and how the current content are stored? E.g., MySQL, SQLite, MongoDB, PostgreSQL, etc.

A. Selected vendor will gather these insights during the discovery phase.

SEO

Q. Do you work with an SEO firm?

A. No.

Q. Are there any specific requirements for SEO tools or tracking expected?

A. Not explicitly part of the requirements but we are looking for the vendor to provide recommendations based on best practices in the industry.

Q. Are you expecting both onsite (for example, addition of metatags, alttags, image tags, header tags, etc.) and offsite SEO (content and external links, etc.) strategies as part of the scope?

A. We are open to recommendations to meet the RFP objectives.

Q. Do you have any plans to enable Marketing tracking tools (other than Google Analytics) to capture site visits, bounce rate, user access, SEO, etc.?

A. We are open to recommendations to meet the RFP objectives, but currently only leverage Google Analytics.

Q. Can you please help us understand your digital marketing / Martech ecosystem – tools used, marketing activities done today, challenges involved?

- A.** CRM anchor is Salesforce. Email marketing is MailChimp. Event registration software is currently Aventri, but could change.

- Q.** Do we maintain same URLs and meta tags from existing site?
 - A.** We are open to recommended solutions based on industry best practices to ensure users can still find preferred content easily.

- Q.** Do you have an existing keyword matrix for us to utilize or will you need help on keyword research for the new site launch? Any pain points within current SEO strategy to note?
 - A.** There are some keywords to leverage but would defer to the selected vendor to maintain SEO. Given the low volume of visitation and limited target audience, organic search is not top priority but should be considered.

ANALYTICS

- Q.** Do you have web analytics that we can use to determine user behavior on your current site?
 - A.** Selected vendor will gather further insights during the discovery phase. For reference, industry.VisitCalifornia.com is currently on track for 100K annual sessions, 100K users, and 300K pageviews. About 80% of traffic is desktop and 20% mobile/tablet.

- Q.** How many visitors does the website have every day? Number of total and unique visitors by day, week and month?
 - A.** See above response.

- Q.** What percentage of your users are on desktop vs mobile? Do you have a "mobile-first" strategy for the industry site?
 - A.** See above response.

- Q.** What are the average monthly page views for the industry website?
 - A.** See above response.

- Q.** Can you share any user traffic-related metrics for the past three to six months?
 - A.** See above response.

- Q.** Can you share details of the current user traffic distribution across channels (organic, direct, social media, referral) and devices (desktop, mobile, tablet)?
- A.** See above response.
- Q.** Do you have a pageview estimate? It is insightful for gauging resources.
- A.** See above response.
- Q.** What is the expected size of website traffic?
- A.** See above response.
- Q.** How many unique visitors does your site see per month?
- A.** See above response.
- Q.** Can you provide any examples of the metrics you are capturing via Tableau and Salesforce today?
- A.** Neither software is currently connected to the industry website. We are looking for the selected vendor to help guide and imagine the solution.
- Q.** On average, how many transactional emails are sent each month?
- A.** Emails are sent through MailChimp.
- Q.** What does your Top 10 user look like and how often do they log in?
- A.** Selected vendor will gather these insights during the discovery phase.
- Q.** Can you share a list of businesses, website goals and KPIs you are currently tracking. Also, please share any future goals (if any) that you want to achieve.
- A.** Selected vendor will gather these insights during the discovery phase.
- Q.** What KPIs do you currently measure and track?
- A.** Selected vendor will gather these insights during the discovery phase.
- Q.** What are the traffic sources (for example, organic, paid, social media, campaigns, etc.)?

- A.** Selected vendor will gather these insights during the discovery phase.
- Q.** We assume you must be looking to integrate with GA (Universal) with the new website, please confirm. Also, are you looking for the vendor to upgrade GA4?

A. The current site will already have migrated to GA4 but this new site should also be compatible with GA4.
- Q.** Are you currently using Google Analytics to track all site engagement metrics? If no, what other platforms are you using?

A. Yes.
- Q.** Are you currently using Google Analytics and/or another analytics tool? Do you have Google Tag Manager set up?

A. Yes and yes.

VISUALIZATION AND RESEARCH REPORTS

- Q.** We currently see many Tableau research reports with pdf downloads and share options. Do you have any challenges with quality of existing data? Do you want to integrate additional data sources?

A. There currently isn't a direct connection with Tableau. We are looking for the selected vendor to help guide and imagine the solution to allow for the research data to be easily viewed and manipulated by the user.
- Q.** Do you require the vendor to improve the existing Tableau reports by development and integration with the industry website? (Or) Do you want to integrate additional data sources?

A. See above response.
- Q.** Ameex has extensive experience in implementing interactive Tableau visualization reports. We wanted to confirm the filtering and interactive options are embed within the Tableau reports?

A. See above response.
- Q.** Do you plan to continue to use Tableau or can we make recommendations?

- A.** At this point we do not have a preference and are looking for the selected vendor to make a recommendation on what solution works best for our needs.
- Q.** Would you like us to recommend additional research data visualization software outside of Tableau?
- A.** See above response.
- Q.** In places in the RFP, Tableau is mentioned as “currently Tableau”. Is Visit California open to exploring other technologies for data visualization?
- A.** See above response.
- Q.** Is all of your reporting done through Tableau or will other reporting integrations be necessary?
- A.** See above response.
- Q.** Do you have an existing Tableau set-up (server, license, etc.) or do you require the vendor to establish them?
- A.** Visit California uses Tableau for internal research needs.
- Q.** For the industry research portal, will data be provided by Visit California?
- A.** Yes.
- Q.** Are you looking to continue using High Charts for charts on the website or would those be Tableau now?
- A.** At this point we do not have a preference and are looking for the selected vendor to make a recommendation on what solution works best for our needs.

NON-FUNCTIONAL REQUIREMENTS

- Q.** Ameex has extensive experience in implementing solutions complying with various security, privacy, accessibility, legal, regulatory, and standards compliance requirements. Do you have any specific input on this front?
- A.** Any proposed solutions should follow industry best practices.

- Q.** Can you share the current website user-load, peak user-load? How do you see a projection for the next five years?
- A.** Our industry properties are generally low-volume, serving a few requests per minute. This is due to a limited target audience. However, the site will need to remain performant during peak times, such as immediately after we send newsletters.
- Q.** What is your current website page performance? Do you have any performance SLAs set as goals (Google Page Speed Insights, etc.)?
- A.** Selected vendor will gather these insights during the discovery phase.

INTEGRATIONS

- Q.** Does the website need to be integrated with other internal or external systems?
- A.** Yes. We are looking for the selected vendor to help guide and imagine the solution with Visit California to ensure all systems are integrated, including but not limited to CRM (Salesforce), email marketing (MailChimp), DAM (WebDam), registration (Aventri currently, but could change) and data visualization software (Tableau currently, but could change). Selected vendor will gather further insights during the discovery phase and will be expected to guide a solution to meet the objectives of the website.
- Q.** “To accomplish the level of personalization desired, the website will need integration across Visit California’s enterprise software.” Could you elaborate more?
- A.** See above response.
- Q.** Could you please elaborate more on the enterprise software components (other than Salesforce and Tableau) that will need to be considered during this project?
- A.** See above response.
- Q.** Please elaborate on the use of Salesforce for your internal and/or external users. What functionality are you currently utilizing in your enterprise software package that will need to integrate with your website?

- A.** See above response.
- Q.** “To accomplish the level of personalization desired, the website will need integration across Visit California’s enterprise software.”
- Can you share the list of enterprise software to integrate?
 - What kind of integration is required from each of these systems?
- A.** See above response.
- Q.** Page 14 “To accomplish the level of personalization desired, the website will need integration across Visit California’s enterprise software”. What software is included in this technology stack?
- Salesforce
 - Tableau
 - What is the industry member database?
 - Email marketing platform?
 - Digital asset library?
- A.** See above response.
- Q.** Regarding “integration across Visit California’s enterprise software”, can you quantify or describe the systems we will need to integrate?
- A.** See above response.
- Q.** What is the current registration software that requires integration?
- A.** See above response.
- Q.** Do we need to integrate with existing Tableau or try a new one?
- A.** See above response.
- Q.** We see the RFP states that integration with Salesforce, Tableau and Google Analytics are expected. What other platforms need to be integrated outside of the Visit California brand of websites?
- A.** See above response.
- Q.** Can you detail the level of Visit California’s enterprise software required for integration?
- A.** See above response.
- Q.** Please list all Third Party or legacy applications the new system must interface with. How deep of an integration does each one need?
- A.** See above response.

- Q.** What information do you store within your CRM solution? Please enumerate on how new businesses are added into your system. Is your CRM tool the single source of truth for all your listed businesses?
A. See above response.
- Q.** Third Party Integration we are considering Salesforce, Tableau, email marketing (Hubspot), Digital Asset Library. Apart from these, please let us know if we should consider anything else. What are the other 3rd party integrations?
A. See above response.
- Q.** Could you let us know what you use for registration, email marketing and digital asset library for integration purposes?
A. See above response.
- Q.** Please list all of the Third Party integrations in scope (mapping provider, analytics, webform capture, etc.)
A. See above response.
- Q.** How many Third Party integrations exit for the current sites?
▪ Newsletters, fulfillment services, content APIs (consumed or implemented), CRM
A. See above response.
- Q.** You mention "Visit California's enterprise software". Can you specifically share what this software is and what it does for your team?
A. See above response.
- Q.** Are there additional integration points outside of Salesforce and Tableau?
A. See above response.
- Q.** What kind of integration does the current website has with Salesforce CRM? And how is the Salesforce data used on the current website?
A. None currently.
- Q.** What is your current email marketing system? And how does this email marketing system integrate with the website?
A. MailChimp. The website pushes subscription data through API to MailChimp.

- Q.** What email marketing platform are you currently using?
A. See above response.
- Q.** We see there is a login section on the website. Please let us know the privileges a logged in user has over a guest user.
A. None. Users can be granted additional permissions to access gated research. Please feel free to create an account.
- Q.** What are various features restricted behind the user login?
A. See above response.
- Q.** Can you share details about your current engagement / communication strategies with your business audiences?
A. B2B communications are targeted across a variety of digital channels (website, emails, social media, event app) along with printed and in-person communications.
- Q.** Which marketing tools are you currently utilizing?
A. See above response.
- Q.** What is the current media plan for site engagement? Will this remain the same/similar post-relaunch?
A. See above response.
- Q.** What marketing automation system do you use?
 - What are the other channels you intend to target apart from emails (Example: SMS, Social Channels, etc.)?
 - Do you have a mobile app for the industry users? Are there any push notifications that are sent to industry users?**A.** Marketing is not automated but instead custom communications are targeted across a variety of digital channels (website, emails, social media, event app) along with printed and in-person communications. The app is not in this RFP scope and used for a three day conference each year.
- Q.** Do you currently have any CDP or MDM solutions? Do you require the vendor to discover and implement them?
A. No, but we are open to recommendations.
- Q.** Do you have defined criteria to serve personalized content to logged-in users? For example,

- Which among the user-selected partner opportunities and events (Digital vs Print vs Television vs Public Relationships, etc.) content takes precedence?
 - Which among the research, data, insights should take precedence? (Example: Airline Travel, Domestic Travelers, International Travelers, etc.)
 - Are there any plans to personalize a page based on the referred campaign?
- A.** Selected vendor will gather these insights during the discovery phase.
- Q.** Do you have any preference to build an integration layer if there are no data connectors available natively?
- A.** At this point we do not have a preference and are looking for the selected vendor to make a recommendation on what solution works best for our needs.
- Q.** Are there any additional integrations or APIs not listed in the RFP? (Salesforce, Tableau, registration, email marketing and digital asset library)
- A.** At this point no, but the vendor may make recommendations to meet the objectives of the website.
- Q.** What type of integrations are you looking for from a Salesforce and Tableau? It would be appreciated if you could give a detailed explanation.
- A.** At this point we do not have a preference and are looking for the selected vendor to make a recommendation on what solution works best for our needs. Visit California uses Salesforce as CRM and Tableau for internal research data visualization.
- Q.** For the Digital Asset Library we are considering a DB for all the assets related to Visit California, which will be managed by the admin. Since we are developing the website in WordPress this would be an inbuilt feature. However, if you have a different perspective for Digital Asset Library please let us know.
- Would you prefer to use a DAM (Digital Asset management tool) or have the database built into the database architecture of the site?

- A.** We are looking for the selected vendor to help guide and imagine the solution.
- Q.** Will the Salesforce integration require two-way communication between the site and your Salesforce instance? In other words, will data travel from the site to Salesforce, and also from Salesforce to the site?
- A.** We are looking for the selected vendor to help guide and imagine the solution.
- Q.** For the integration with Tableau, will this be a simple integration with the Tableau dashboard? Will this be a simple embed, an API integration, a regular pull of data from a feed, or some other type of integration? Is there any data that needs to be sent to Tableau from the website?
- A.** We are looking for the selected vendor to help guide and imagine the solution.
- Q.** What other technology initiatives or tool investments might be in progress that we should be made aware of as potential integrations now or in the future?
- A.** None that we are aware of now. We are looking for the selected vendor to help guide and make recommendations.
- Q.** Are the new Tableau integrations going to be replacing all data visualization on the pages, currently it looks like High-charts are used?
- Example page:
<https://industry.visitcalifornia.com/research/passenger-traffic>
- A.** We are looking for the selected vendor to help guide and imagine the solution.
- Q.** Are there currently any integrations with Tableau we can look at?
- A.** None currently.

TECHNICAL-DEVELOPMENT

- Q.** When you say unify the experience around single user account system, please provide the current user account management system details for all the different websites listed in this scope? Is it third party account management system, where is the user authentication data stored, in Sitecore database or external source?
- A.** User data is housed in Sitecore and allows the user to log into the sites based on this platform.
- Q.** Are the user accounts & Logins managed in the CMS or another system?
- A.** See above response.
- Q.** Could you further describe the existing user account system? Should the new site allow for logins authenticated by Visit California's enterprise software? Is Salesforce the "source of truth" for any user accounts?
- A.** See above response.
- Q.** There is mention of a unified user account system, what kind of use information does this track? Is this specific to industry.visitcalifornia.com or does this span consumer & other web properties?
- A.** At this point, industry.VisitCalifornia.com is the primary property for the industry stakeholders, but we are looking for the selected vendor to make a recommendation on a solution.
- Q.** "Central to this effort is a unified user account system. This should empower the visitor to seamlessly register for programs and events and save site preferences while enhancing Visit California's ability to serve content and collect user data".
- Can you elaborate the technical challenges with the current system?
 - Can you elaborate the user challenges with the current system?
 - Also, what are the website management challenges?
- A.** The current technical infrastructure has not been enhanced to meet these objectives. We are looking for the selected vendor to help guide and imagine the solution.
- Q.** Page 14 "Central to this effort is a unified user account system. This should empower the visitor to seamlessly register for programs and events and save site preferences while enhancing Visit California's ability to serve content and collect user data".

- Will all user account data be stored within the CMS/DXP environment or is there a requirement to integrate with external databases (such as Salesforce)?
- Are there any Single Sign-On (SSO) requirements for user accounts?

A. At this point we do not have a preference and are looking for the selected vendor to make a recommendation on what solution works best for our needs.

Q. Please provide challenges that you are facing with the existing Search Functionality. Please share a few examples for our better understanding and to assess and provide better solution.

A. There are no concerns to report but instead looking to enhance the experience.

Q. As part of the redesigning process, how many unique design template layouts are expected to be considered as part of the scope that Visit California assumes would be sufficient to create more pages as per the current website information architecture / Navigation structure?

A. The volume of content is dependent on the proposed recommendation to meet the objectives of the RFP. However, most of the content and current features need to be kept.

Q. How many pages do you have in total that would need to be migrated to the new website?

How many documents / files are there to migrate?

What is the overall size to be migrated?

A. The volume of migration is dependent on the proposed recommendation to meet the objectives of the RFP. However, most of the content and current features need to be kept.

Q. Approximately how many pieces of data will need to be migrated out of Sitecore (if the new CMS is NOT Sitecore)?

A. See above response.

Q. Please share any unique details of the websites that you would like to or need to retain on the new website through this migration.

A. Most of the content and features need to be kept.

- Q.** “The industry research portal (Industry.VisitCalifornia.com/research) will require significant enhancements. The goal is to offer data for different types and levels of users, including the ability to extensively manipulate data.”
- What are the different user levels?
 - Can you explain the data manipulation requirements?
- A.** Levels of users are looking for quick takeaways or more in-depth data to manipulate. Selected vendor will gather further insights during the discovery phase.
- Q.** Have you considered any content management system for the new website? What did you like and dislike about any other systems that have been considered?
- A.** No preference and will evaluate all proposed recommendations. We’d like a simple and easy to use CMS that doesn’t require a technical skillset to navigate or manage content.
- Q.** Are you storing the digital assets within the Sitecore or at static servers like AWS S3 or Azure Asset storage?
- A.** Within Sitecore.
- Q.** Is the Digital Asset System all managed within the CMS? How many assets are there? What are the different access levels?
- A.** See above. Selected vendor will gather further insights during the discovery phase.
- Q.** How many registered users does the website have?
- A.** Less than 10,000. Selected vendor will gather further insights during the discovery phase.
- Q.** How many users do you expect to have accounts on the Industry site?
- A.** See above.
- Q.** Can you list out the different backend user roles and their appropriate user count?
- A.** There are currently about 20 users across admin, editor and producer roles. However we are open to recommendations to simplify.

- Q.** What user roles will be required?
A. See above response.
- Q.** How many user roles are required and do we need to have any publishing workflow?
A. See above response.
- Q.** How many user roles are there in the current system?
A. See above response.
- Q.** How many users currently manage the site?
A. See above response.
- Q.** Who do you consider as users of the site? Do you already have a segmentation defined and personas?
A. Selected vendor will gather these insights during the discovery phase.
- Q.** What are the different categories of users and user levels and their access privilege?
A. Selected vendor will gather these insights during the discovery phase.
- Q.** Briefly describe the different types and levels of users you expect to log-in to the site.
A. Selected vendor will gather these insights during the discovery phase.
- Q.** What are the various user events tracked in the audit log on the current website?
A. Selected vendor will gather these insights during the discovery phase.
- Q.** What is the content workflow for publishing a web page or section on the current website?
A. It depends on the content and the CMS user permissions.
- Q.** How many content types are there on the current website?

- A.** There are a variety of content types, templates and flexible modules across the site. We're open to recommendations to meet the objectives stated in the RFP.
- Q.** Will you be arranging the Staging, QA, and production environment for the hosting of the website or is the vendor responsible for the same?
- A.** Vendor responsibility.
- Q.** Will you be responsible for deploying the new website after the Go-Live? Or will vendors be given access?
- A.** Vendor responsibility.
- Q.** How will you manage the forms on your new website? How many forms do you have?
- A.** We are looking for the selected vendor to make a recommendation on what solution works best for our needs.
- Q.** How many forms are currently on the site?
- A.** There are content collection pages across the site. See above for expectations.
- Q.** Please share the name of all the plugins you are using on your current website.
- A.** MailChimp, WebDam, Sendgrid, Google Analytics, Google Tag manager. Selected vendor will gather further insights during the discovery phase.
- Q.** Are you using any custom developed Sitecore plugins? If yes, what are its features?
- A.** See above response.
- Q.** Could you provide a full list of the plugins that are currently used?
- A.** See above response.
- Q.** What are the key technology features that address the users to improve both engagement and experience through enhancements to Analytics, Brand Relationship Management, etc.
- A.** We are looking for the selected vendor to help guide and imagine the solution.

- Q.** What would be the criteria of content restriction by user personas and content types in the new solution?
- A.** At this point we do not have a preference and are looking for the selected vendor to make a recommendation on what solution works best for our needs.
- Q.** What would be the process for distributing content across channels? What about new channels that emerge?
- A.** At this point we do not have a preference and are looking for the selected vendor to make a recommendation on what solution works best for our needs.
- Q.** The event registrations are being handled by a third-party website. Will it remain the same on the new website?
- A.** A third-party software will manage but will need to be integrated into the new website experience.
- Q.** What is the content archival policy on the current industry website?
- A.** Version control and archiving are desired but we are look for the selected vendor to make recommendation on this process.
- Q.** What tool do you use to monitor the current industry website?
- A.** Selected vendor will gather further insights during the discovery phase.
- Q.** What are the security standards to be in the system?
- A.** Any proposed systems would need to be secure and withstand code review and penetration testing before launch.
- Q.** Are there specific security standards that the new system must meet?
- A.** See above response.
- Q.** Are there any encryption requirements? Other security considerations?
- A.** See above response.
- Q.** Access Control – are there any security steps we need to be aware of to access your environment(s)?

- A.** Selected vendor will gather these insights during the discovery phase.
- Q.** To give our team a sense of the complexity of your current Sitecore website, please share the following:
- Number of content types
 - Number of nodes (pieces of content)
 - Number of taxonomies
 - Number of custom user roles
 - Number of custom modules
- A.** There are currently about 20 users across admin, editor and producer roles that offer varied permissions across each of the websites. However we are open to recommendations to simplify. There are 17 modules to choose from for modular pages in addition to a several templated pages across the industry site.
- Q.** Are there details you used to select Sitecore 9?
- A.** We will be reviewing all CMS recommendations equally. We'd like a simple and easy to use CMS that doesn't require a technical skillset to navigate or manage content.
- Q.** Understanding you want to reach the widest audience possible through computers, tablets and mobile devices, does your organization have a minimum specs requirement in place for the current iteration of the website?
- A.** Selected vendor will gather these insights during the discovery phase.
- Q.** Will the system store any personally identifiable information? If so, will this data be stored locally or with another provider?
- A.** No.
- Q.** Does GDPR or CCPA need to be a consideration for this project?
- A.** This isn't an explicit requirement but we are looking for recommendations based on industry best practices.
- Q.** Do you have any technology preference for the website?
- A.** At this point we do not have a preference and are looking for the selected vendor to make a recommendation on what solution works best for our needs.

- Q.** For cloud storage and cloud server, does Visit California have any preference?
- A.** At this point we do not have a preference and are looking for the selected vendor to make a recommendation on what solution works best for our needs.
- Q.** Is user authentication handled by the CMS Sitecore at the moment? If not, how is it handled?
- A.** Yes.
- Q.** Is the site developed with headless architecture?
- A.** Selected vendor will gather these insights during the discovery phase.
- Q.** Are there any systems we will need to work with to authenticate for login functionality?
- SSO, SAML, OpenID integrations?
- A.** Not currently but we are seeking recommendations to meet the objectives of the RFP.
- Q.** Is there any SSO/SAML integration required for any of the sites?
- A.** Not currently.
- Q.** Do you have any technical documentation you can share of the current site?
- A.** Selected vendor will gather these insights during the discovery phase.
- Q.** How many roles currently exist?
- A.** See above response.
- Q.** Is there a content editing workflow in place?
- A.** See above response.
- Q.** How are you currently using Salesforce? Can you highlight where you are using Salesforce?
- A.** Visit California's CRM.
- Q.** What is your desired server layout?
- A.** At this point we do not have a preference and are looking for the selected vendor to make a recommendation on what solution

works best for our needs, including but not limited to load balancing a dev, QA and production server environment.

- Q.** What do you estimate your monthly CDN usage to be?

A. Selected vendor will gather these insights during the discovery phase.
- Q.** How much bandwidth does your site(s) typically send each month?

A. Our industry properties are generally low-volume, serving a few requests per minute. This is due to a limited target audience. However, the site will need to remain performant during peak times, such as immediately after we send newsletters.
- Q.** What is the total amount of disk storage (in gigabytes) that you will need?

A. Selected vendor will gather these insights during the discovery phase.
- Q.** Has any design, planning, segmentation or architecture work been done to date that can be leveraged by the project team?

A. We are looking for the selected vendor to help guide and imagine the solution to meet the RFP objectives.
- Q.** What constraints exist that might affect our choice of technology? Does the site need to remain on Sitecore? If so, will Sitecore be upgraded with this project?

A. There are no constraints and all recommendations will be evaluated that meet the objectives of the RFP.
- Q.** What are the current processes or protocols for continually maintaining and validating WCAG 2.1 compliance?

A. Proposed site designs should follow industry best practices and be accessible.
- Q.** Would you be willing to share the backlog of issues you currently have for the existing site?

A. There are no major issues but an opportunity to enhance. Selected vendor will gather further insights during the discovery phase.
- Q.** Do you require any post-launch support and maintenance?

- A.** Post implementation support and maintenance is not part of this scope.
- Q.** Historically, what level of monthly support is utilized by outside partners to maintain and enhance the current site? (e.g. more than 100 hours a month?)

 - A.** Post implementation support and maintenance is not part of this scope.
- Q.** Do you have a production, staging, and dev site? Are these sites in sync?

 - A.** Yes.

HOSTING

- Q.** If the proposed budget is expected to include hosting fees, kindly share the average and high-water mark over the last 12 months for monthly visitors and page impressions to the site(s) for which hosting will be required?

 - A.** We are open to all hosting arrangements however hosting costs will be contracted in a separate maintenance scope. Recurring costs will weigh on our decision making process.
- Q.** What is your current hosting packaging for the current website: cost, service level, and product offering (e.g., site backups, monitoring, alerts, security)?

 - A.** See above response.
- Q.** Who is responsible for website hosting, network monitoring disaster recovery, and backups?

 - A.** Separate contract for ongoing hosting and maintenance.
- Q.** Can you share more about how the current website is hosted and if you have development or staging environments in place to preview changes before going live?

 - A.** For reference, Expedient is the hosting and infrastructure for all CM and production sites for industry.VisitCalifornia.com. We are open to all hosting arrangements, programming languages, and applications. Recurring costs will weigh on our decision making

process. However, hosting costs are maintained under a separate contract.

- Q.** Where will the new system be hosted? If you are providing hosting, what operating system, scripting languages, and databases will be available on the hosting server? Please describe other pertinent details about the hosting environment.

A. See above response.
- Q.** Are there any specific hosting requirements for this project?

A. See above response.
- Q.** Are there any specific hosting needs that are not currently being met?

A. See above response.
- Q.** Are you able to list your current hosting environment's CPU & RAM allocation?

A. Selected vendor will gather these insights during the discovery phase.

MISCELLANEOUS

- Q.** Do you have any specific expectation in training like video tutorials, remote training sessions before UAT / launch, ongoing / impromptu training session, developer training, etc.?

A. This isn't an explicit requirement but we are looking for recommendations based on industry best practices.
- Q.** What level of training will you require after the website project is complete? Will you just need content contributor training on the CMS, or will you need a deeper, more technical developer training?

A. Content training. Post implementation developer support and maintenance is part of a separate scope.
- Q.** What is the required level of training for the new CMS? Who is the training audience and is there a preferred method of training?

A. See above response.
- Q.** Do you prefer onsite training or virtual training? Should vendors include anticipated travel costs in our budgets?

- A.** At this point we do not have a preference and are looking for the selected vendor to make a recommendation on what solution works best for our needs.
- Q.** If WordPress is selected as the CMS moving forward, will WordPress training be needed for the Visit California team?
- A.** Training should be planned for in all scenarios.
- Q.** Has Visit California considered multisite to manage your digital ecosystem? What thoughts or concerns does your team have regarding multisite?
- A.** At this point, we have not considered but are willing to evaluate any recommendations to meet the RFP objectives.
- Q.** Any specific competitor website / reference website would you want our team to refer to and the benchmark for this project?
- What do you specifically like about those websites from a user experience, design, and functionality standpoint?
- A.** No.
- Q.** Who are your competitors?
- A.** Selected vendor will gather these insights during the discovery phase.
- Q.** Which websites do you look to for inspiration?
- A.** None to reference at this point.
- Q.** Are their competitor or peer websites you admire?
- A.** See above response.
- Q.** Do you know how your competitors have publicly positioned themselves in your industry?
- A.** See above response.
- Q.** Are there any other projects related to your digital ecosystem that may happen concurrently with this project?
- A.** No major projects to reference at this time but the selected vendor will gather further insights during the discovery phase.
- Q.** Are there any Third Party services that you are planning to add or retire in the next year?

- A.** We are continually evaluating services which could result in changes but none planned.
- Q.** It's important to us to know that the work we do is improving the lives of others. How many lives could be improved as a result of our potential relationship? Even a rough ballpark estimate would help.
- A.** There are more than 18,000 constituents that depend on Visit California to do what they cannot do alone.
- Q.** How should this project be billed? Fixed-bid deliverables based, hourly, monthly retainer, or something else?
- A.** At this point we do not have a preference and are looking for the selected vendor to make a recommendation based on the proposed approach to maximize efficiency. Billing approach will be finalized at the time of contract agreement.
- Q.** How would your organization react to us proposing a paid Research and Discovery phase before committing to any kind of implementation?
- A.** A discovery phase is expected.
- Q.** Can you please provide us demo credentials so we can have a deep dive into the website to propose solution in our bid?
- A.** Selected vendor will gather these insights during the discovery phase.
- Q.** Do you have a preferred email newsletter platform?
- A.** MailChimp.
- Q.** Are there any aspects of digital marketing, UX, or content strategy that you could foresee desiring assistance with, now or in the future?
- A.** The scope of this RFP is for the industry website.
- Q.** What is the 5 Year Marketing Plan built with? Will this stay as is?
- A.** That is outside the scope of this project.
- Q.** Are there plans for a mobile app in the future? (may be more of a discovery question, but could have ramifications on this build and seems like a natural extension of what you have now)
- A.** Redevelopment of the Team CA app is not part of this scope.

Q. Will the awarded vendor be responsible for integrations with or connections to the mobile app promoted in the footer of the current site?

A. See above.

Q. How do you manage media assets? Can you please provide details that vendor needs to keep in mind for this.

A. Site assets are stored in Sitecore. Visit California also uses WebDam.

Q. Do you use a cloud service such as ServerPilot or Cloudways that works on top of a server provider like DigitalOcean, Linode, Rackspace, Amazon, Google or Azure?

A. No.