Request for Proposal

HIAS.org Website Redesign

**Issue Date:** February 22, 2021

**Closing date and time:** March 19, 2021, 23:59 hrs. Eastern Savings Time (EST)

**Request For Proposal (RFP) ID:** "HIAS.org Redesign " 
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About HIAS
HIAS is the international Jewish humanitarian organization that provides vital services to refugees and asylum seekers in 16 countries. We advocate for the rights of all forcibly displaced people to rebuild their lives and seek to create a world in which they find safety, welcome, and opportunity.

HIAS is a non-profit organization incorporated in New York State and headquartered in Silver Spring, Maryland, and is exempt from federal income tax under Internal Revenue Code Section 501(c)(3).

Vision: HIAS stands for a world in which refugees find safety, welcome, and opportunity.

Mission: Drawing on our Jewish values and history, HIAS provides vital services to refugees and asylum seekers around the world and advocates for their fundamental rights so they can rebuild their lives.

Background
The current version of HIAS.org launched in 2014. Since then, the organization has grown considerably. Our email list is 10x bigger, we've expanded into many new countries, our work has evolved, and we're recognized as leaders in refugee protection across the US and around the world. The current site runs on the Drupal 7 content management system (CMS), which approaches the end of its life cycle and will no longer be supported starting 2021. As a result, HIAS plans to upgrade to a newer version. This CMS upgrade offers an excellent opportunity to consider a larger redesign strategy from an information architecture, user experience, content development, and functionality standpoint.

HIAS.org Redesign Goal
The key goals for the website redesign:

- For a completely revamped, user-friendly, dynamic, beautiful, modern, elegantly designed, captivating, cutting-edge website that is informative and actionable
- Invites external audiences to explore the website through clean design, easy navigation, and streamlined information architecture
- Generates excitement about the redesigned HIAS and offers pathways for engagement.
- A responsively designed, mobile-friendly website
- An easy to use, upgraded Drupal CMS that can scale into the future while also being easily manageable to maintain

Leading to:

- new visitors, supporters, partners, and volunteers
- increased donations
- more email sign-ups
- more extended site "stickiness."
- better servicing clients in need
increasing return visitors who feel that this is THEIR website because it makes a person feel personally connected to HIAS

Agency (Vendor) Requirements
HIAS is looking for more than just a digital agency; we are looking for a firm that we can partner with to go beyond the status quo and help HIAS.org be recognized as a leading non-profit humanitarian refugee website. Specifically, we want a firm that can:

- Take the information outlined in this creative brief along with performing supplementary, in-depth discovery to build a best-in-class website
- Take the existing branding and visual identity and use those as guiding principles to design HIAS.org creatively
- Help HIAS think outside the “box” and understand what might be possible that we haven’t thought of yet for the new website
- Provide best practices around visual design and user experience, including but not limited to serving multiple disparate audiences with different needs and increasing site donations, whether taken from other industries or peers in our space
- Have the technical capabilities to build the website, including installing, configuring, and theming the CMS
- Advising on best practices on where content should live and be most effective
- Provide training on the CMS if needed

Audiences
Note: In-depth user research has not been conducted to validate audience segments or define user personas. The following definitions are from the discovery sessions and stakeholder interviews. HIAS will provide further general audience research from the “Findings From Focus Group And Survey Research July 25th, 2019” conducted by The Mellman Group to the selected vendor.

<table>
<thead>
<tr>
<th>Primary</th>
<th></th>
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</table>
| **American Jewish Community** | • Have a personal connection with HIAS from having been resettled by HIAS or having family that had been resettled.  
• Possibly members of a synagogue or other organization that works with or supports HIAS.  
• Want to donate and/or take action for refugees and asylum seekers  
• Baby Boomers, but also Gen X and Millennials in the pipeline. They tend to be well educated and politically active. |

| **Donors** | • Individual Gifts  
• Major Gifts – high net worth individuals  
• Corporate and Private Partners, i.e., Airbnb and Accenture  
• Institutional donors  
• International donors |
### Secondary Partners
- **Resettlement Partners** - a network of local resettlement agencies across the U.S. who work with HIAS.
- **Governmental agencies** (such as UNHCR, U.S. State Department)
- **Other refugee / humanitarian / NGO agencies**
- **Academics, universities, and research partners**
- **International operational partners**
- **Refugees Council Coalition Partners**
- **ICVA Members**
- **New partners who are vetting HIAS**

### Non-Jewish Community
- People who support progressive causes, are interested in refugees, related issues, are politically aware and want to take action, donate.

### Non-American Jewish Community
- Patrons, donors, and activists, in the other countries where HIAS works

### Job applicant/candidates
- Anyone interested in working for HIAS

### Activists / Volunteers
- Wanting to take action and volunteer, interested in humanitarian and refugee advocacy
- Often recent college graduates, retired folk, or attorneys looking to do pro-bono work

### Media / Press
- News & media outlets

### Tertiary Clients (beneficiaries, refugees, asylum seekers, forcibly displaced persons)
- Requiring assistance and an understanding of HIAS services
- Granted asylum and resettled in the US
- On the border seeking asylum
- Relatives filing for their families to join them in the US
- Those seeking disaster relief and humanitarian aid, such as in Greece, Israel, Latin America, and Africa

### Future HIAS.org Requirements

#### Primary Priorities
- **Homepage**
  - Complete reimagining of the homepage that can convey what HIAS is, its values, history, where HIAS works, who HIAS serves, who HIAS partners
<table>
<thead>
<tr>
<th>Table</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global Navigation</td>
<td>Improve menu, headers, footers, and intrasite navigation.</td>
</tr>
<tr>
<td>Site Structure</td>
<td>Improve the site structure and the relationships between evergreen, static, and dynamic content and minimize “zombie” pages.</td>
</tr>
<tr>
<td>Visual Design</td>
<td>Create a new, responsive, mobile-friendly, twelve column visual design; a site that maximizes use of space, has a lighter, brighter, more appealing feel, but is also able to convey emotion, story, impact, and empathy of the people we serve.</td>
</tr>
<tr>
<td>User Experience</td>
<td>Remove barriers and make it seamless for the audience to get the information they need and take action.</td>
</tr>
<tr>
<td>Where We Work/Country Pages</td>
<td>Improve Country Pages (aka “Where We Work”) to better support regional work and show the breadth and impact of the work being done in those regions and countries. In the future, some countries may start to manage their own content. &quot;Where We Work&quot; displayed on an interactive map showing where HIAS works and related pertinent information, similar to <a href="https://www.rescue.org/where-we-work">https://www.rescue.org/where-we-work</a>, (in addition to the drop-down list of countries in navigation) Some pages/sections might need to be multilingual.</td>
</tr>
<tr>
<td>HIAS Europe</td>
<td>High priority for HIAS Europe, which needs to show sovereignty, to have its own scaled-down but similarly structured micro-website focused on the European audience but tied to the main HIAS.org. The site will likely need at least some content in French, and possibly Dutch.</td>
</tr>
<tr>
<td>What We Do</td>
<td>Re-envision and redesign programs section and sub-sections.</td>
</tr>
<tr>
<td>Impact &amp; Measurement</td>
<td>Interested in an easily maintained dashboard/section for this on the website, including impact information (i.e., how many refugees we've resettled/served, where) and the impact of each donor dollar share with donors and partners. Additionally, throughout the site, we're interested in more interactive infographics/pie charts showing this info, such as the footer on <a href="https://www.rescue.org">https://www.rescue.org</a>.</td>
</tr>
<tr>
<td><strong>CMS Workflow</strong></td>
<td>The ability for the CMS to have a permission-based managed workflow to allow more staff across the organization to manage content with oversight from web staff.</td>
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<tr>
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<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Corporate Partnership Page</strong></td>
<td>Make it easier to highlight prominent affiliations like Accenture and Airbnb (such as a featured partners section.) Provide a more straightforward way on how companies engage and partner with HIAS and have an area for non-corporate partners.</td>
</tr>
<tr>
<td><strong>Re-envision “Ways To Give”</strong></td>
<td>Re-envision and redesign section and subsections which offer various options for financial support.</td>
</tr>
<tr>
<td><strong>Take Action</strong></td>
<td>Need a redesign of this section as it is filled with meaningful content and links but is too dense and long.</td>
</tr>
<tr>
<td><strong>Storytelling</strong></td>
<td>Make it easy to tell the refugees’ personal stories and the impactful HIAS has had on them, allowing the website to feel more human and give voices to our clients.</td>
</tr>
<tr>
<td><strong>Redesign Contact Us Form</strong></td>
<td>HIAS expects to move to a new customer service help desk solution such as FreshDesk by the end of Q2, and the redesign contact form should take advantage of this Integration.</td>
</tr>
<tr>
<td><strong>Financials</strong></td>
<td>A visual way to show transparency when it comes to financials (revenue, spending, etc.) and show the fundraising efficiency, i.e., $.85 of every dollar goes to programs. More prominently display trust score logos. Access to historic resources of HIAS, such as previous annual reports. List HIAS Tax / EIN ID on the footer of the website.</td>
</tr>
<tr>
<td><strong>FAQ page</strong></td>
<td>A more comprehensive, redesigned FAQ that can make it easier for audiences to get the answers for their questions and be able to direct people to the appropriate department if they need additional help.</td>
</tr>
<tr>
<td><strong>Publications Gallery</strong></td>
<td>Similar to video gallery; we recently launched a publication content type, but have not built a gallery to showcase reports, research.</td>
</tr>
<tr>
<td><strong>Archives</strong></td>
<td>Collection of historical documents/old annual reports. It can be similar to the publications gallery.</td>
</tr>
<tr>
<td><strong>Resources</strong></td>
<td>Current resources page is a mess. Need to re-envision how we present these materials (for Jewish clergy, educators, others).</td>
</tr>
<tr>
<td><strong>Records Search</strong></td>
<td>HIAS records go back to the early 1900s, and we offer a records search service. It could be better presented, possibly with online request forms.</td>
</tr>
<tr>
<td>History</td>
<td>How can we better present our rich history?</td>
</tr>
<tr>
<td>-------------------------------------</td>
<td>------------------------------------------</td>
</tr>
<tr>
<td>Additional Pages</td>
<td>Create a section for Diversity, Equity, Inclusion, and Justice (DEIJ), Green Initiatives, Staff Culture (what it is like to work at HIAS like NRC has), and other initiatives to have a presence on the website.</td>
</tr>
<tr>
<td>Email Templates</td>
<td>Update HIAS email/newsletter templates to reflect new site design.</td>
</tr>
</tbody>
</table>

### Secondary Priorities Needing Further Discussion

<table>
<thead>
<tr>
<th>Alumni Section</th>
<th>Having an alumni and descendant section to share their own immigration/refugee family story/connecting with HIAS historical documents and connect their own family history with HIAS’s current mission.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overseas Partnership</td>
<td>The partnership model will become increasingly crucial to HIAS in the future, with HIAS partnering with organizations overseas that do not have tax-exempt status. Having a donate page for those overseas organizations which would not be accessible from the HIAS website itself. But could be linked to their website so that US-based donors can make a tax-deductible donation through a HIAS hosted page that is accessed through the partner organization’s website.</td>
</tr>
</tbody>
</table>
| Microsites                          | The ability to spin-off microsites for special campaigns/initiatives. Examples include:  
  - Welcome Campaign  
  - Refugee Shabbat (annual)  
  - Clergy Sign-on Letters |
| ADA / WCAG Compliance               | Design a site that is compliant with current ADA / WCAG guidelines |

### What’s Working But Could Be Improved

<table>
<thead>
<tr>
<th>HIAS Blog</th>
<th>Blog is working well but could use a facelift to make it even more engaging, spotlight specific topics, areas of expertise.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Events</td>
<td>Before the pandemic, events were all in person (we sent speakers), now all virtual/webinars, and we’ve expanded this aspect of our work a lot. It will likely be a mix in the future. Worth revisiting how we present, spotlight throughout the site, both before and after an event.</td>
</tr>
</tbody>
</table>
Video Gallery  |  https://www.hias.org/video-gallery  Recently redesigned, working well. HIAS invests a lot in video.
---|---
Press Center  |  For media relations, press releases.
Staff/Board  |  recently redesigned, working OK  https://www.hias.org/who/staff

Out of Scope

Rebranding  |  We are happy with our logo, tagline, color scheme, etc. 2020 project to update key messaging has sharpened focus.
Engaging Networks CRM  |  Changes to the online donation system apart from possible reskinning to match new site design (though integration this system is essential.)
Client-centric Focused Website  |  While there is interest in making the website more client-centric to serve forcibly displaced persons, refugees, and asylum seekers, that is not part of this work scope.
HIAS Store  |  We currently utilize a 3rd party vendor (Redbubble) Not looking to bring in-house at this time, but should find a better place for it in navigation.

High-Level Insights
The following information was distilled from multiple discovery sessions across various stakeholder groups (see: Appendix A: Stakeholders Interviewed). Additional information in Appendix C: Additional Supporting Insights.

How visitors find HIAS.org
Our audience finds us through Google search, another website, social media referrals, emails, news media mentions, and word-of-mouth. Our clients find HIAS.org by referral from other immigration organizations.

Why our audience comes to HIAS.org
People visit the website to learn more about HIAS, to donate, to get involved and take action in supporting displaced person and refugees, to know what the Jewish community is doing in this space, to get updates, hear HIAS’ thought leadership on the latest refugee policy developments, apply for jobs, and to receive help if they are a displaced person, asylum seeker, or refugee.

HIAS Personality (from HIAS’s Brandraising Guide)
● Agile
● Brave
Key concepts we want to communicate to our audience(s):

- What HIAS is, HIAS values, HIAS history, where HIAS works, who HIAS serves, who HIAS partners with, and what services HIAS provides
- “HIAS used to help refugees because they were Jewish, today we help refugees because we are Jewish!” Our work is a powerful expression of Jewish values, supported by a large community, not about beneficiaries’ race or religion.
- HIAS helps displaced persons in the US and 15 countries; we have been doing this a very long time successfully, we need your help to confront the global refugee crisis
- Empowerment over vulnerability, i.e., refugees are no longer that “flies in the eyes needy people” but humans who, despite having to leave everything behind, are becoming successful in their new resettled countries
- HIAS be recognized as a thought leader when it comes to global refugee and humanitarian work and be respected by peers worldwide
- A personal connection between their history and HIAS' work today, what makes HIAS both Jewish but also for everybody who cares about being a welcoming society

<table>
<thead>
<tr>
<th>After visiting HIAS.org, we want audiences to:</th>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Donate, and Donate!</td>
<td>Know who we are</td>
<td>Sign up for an email newsletter</td>
<td>Feel Informed</td>
<td></td>
</tr>
<tr>
<td>Feel passionate about refugees</td>
<td>Want to learn more</td>
<td>Be moved and take action</td>
<td>Sign Petitions</td>
<td></td>
</tr>
<tr>
<td>Share Information with peers, donors, and partners</td>
<td>Know what HIAS does</td>
<td>Feel the impact and BE MOVED</td>
<td>Find news and watch videos</td>
<td></td>
</tr>
<tr>
<td>Be &quot;plugged in.&quot;</td>
<td>Volunteer</td>
<td>Understand HIAS impact</td>
<td>Contact Us</td>
<td></td>
</tr>
<tr>
<td>Feel compassion</td>
<td>Feel inspired</td>
<td>Truly know who HIAS is and what we do</td>
<td>Want to work at HIAS</td>
<td></td>
</tr>
<tr>
<td>Feel empowered</td>
<td>Feel connected</td>
<td>Support HIAS</td>
<td>Dive Deeper</td>
<td></td>
</tr>
<tr>
<td>Partner with us</td>
<td>Advocate for clients</td>
<td>Learn more about displaced people</td>
<td>Tell a friend or family member.</td>
<td></td>
</tr>
</tbody>
</table>
## Competitors & Peers

**Note: HIAS is the ONLY American Jewish refugee organization.**

### Refugee Specific Organizations
- International Rescue Committee (IRC) (*)
- US Committee for Refugees and Immigrants (USCRI) (*)
- Refugee Council USA
- Danish Refugee Council (DRC)
- Norwegian Refugee Council (NRC)
- Women’s Refugee Commission
- Jesuit Refugee Service

### Humanitarian Based Organizations
- Mercy Corps
- UNICEF
- Saved the Children
- CARE
- Human Rights First
- Immigration Advocates Network
- Ayuda
- Oxfam
- KIND
- RET
- Southern Poverty Law Center
- ACLU

### Jewish Based Organizations
- American Jewish World Service (AJWS)
- World Jewish Relief
- T’ruah
- Jewish World Watch
- JDC
- ADL
- HIAS Pennsylvania (affiliated but not the same organization as HIAS)

### Other Religion Based Organizations
- Lutheran Immigration and Refugee Services (LIRS) (*)
- Church World Service (CWS) (*)
- Ethiopian Community Development Council (ECDC) (*)
- Episcopal Migration Ministries (EMM) (*)
- United States Conference of Catholic Bishops (USCCB) (*)
- World Relief Corporation (WR) (*)
- Catholic Relief Services
- Catholic Charities USA
- Islamic Relief

* - UNHCR Resettlement Agency

**What we think our competitors/peers do better:**
● Publishing, promoting, and sharing events
● Simple design and better color palettes
● Utilizing less is more, they know how to focus their audience's attention
● Better photos, stories, and informative, interactive infographics
● Public and timely reporting on the impact of their work
● Showing how a patron's donation will make a difference, especially on the global front
● Attracting major private institutional donors

Estimated Scope

Potential Project Activities & Deliverables:

● Deeper dive visual design and UX discovery sessions
● A site audit of all pages and templates
● Outlined approach and project plan
● Weekly project status reports
● Two to three visual design explorations for significant parts of the sites based on branding/visual identity
● Two to three interaction models outlining the information architecture
● Wireframes and/or clickable prototypes to understand the user experience and interaction design
● Card Sorting / Tree testing to understand navigational design needs
● User research to validate design and UX decisions
● Developed, configured, and themed CMS (HIAS.org currently is on Drupal, but we are open to considering other CMS if a strong case can be made to switch)
● Integration with Engaging Networks donation path (a reskin but NOT replacement)
● QA & Testing
● Any associated assets with the creative design, CMS, or site development

Proposal Response Contact
Any questions concerning this project should be directed to procureinquiry@hias.org.

Assets HIAS can provide to the selected vendor:

● HIAS Brandraising Guide
● HIAS Key Messaging Guide
● Findings From Focus Group And Survey Research conducted by The Mellman Group (July 25th, 2019)
● Access to Google Analytics and other data.

Creative Brief RFP Timeline

● Creative Brief RFP Release: 2/22/20
● Deadline for Requests for Clarification: 3/5/20
Deadline for Submission of Proposals (to procureinquiry@hias.org): 3/19/20
Finalist Proposal Presentations: Week of 4/5/20 *
Award Deadline: 4/19/20 *
Project Kickoff: 5/3/20 *
Projected Website Launch Date: TBD upon further review with the selected vendor

* - These are planned dates that are open to change

These are some important dates to be aware of (but not deadlines)

- World Refugee Day on June 20th, 2021
- Higher donation periods tied to Jewish Holidays of Passover, Rosh Hashanah, and Yom Kippur
- HIAS Europe is applying to be a partner of the European Commission (ECHO) by May 2022, and their website will be reviewed then

Known Project Barriers & Challenges
We have identified a few challenges for HIAS.org and the project:

- There are a lot of "cooks" in the kitchen, aka stakeholders who often operate in silos and have competing priorities and needs
- Decision-making tends to be a collaborative process that creates roadblocks and bottlenecks and prevents the ability to make and move on decisions quickly
- Designing a website for various audiences i.e., 55-year-old Jewish woman looking to donate vs. millennial looking to participate vs. a refugee who is looking for information vs. a UN agency looking to partner and fund a program
- Tension and friction between site narrative voice and communication, i.e., layman vs. expert/technical language
- Resource capacity issues when it comes to updating the website
- Creating a site that services both the audience that supports the clients (donors) vs. a site that also serves the clients directly
- New content creation by departments and staff that don't currently produce much content

Proposal Submission
The Agency will confine its submission to those matters sufficient to define its proposal and to provide an adequate basis for HIAS's evaluation of the Agency's proposal. Please include the following sections in your proposal:

1. Executive Summary
2. Project Scope and Deliverables
3. Approach and Methodology
4. Detailed and Itemized Pricing
5. Company Overview
6. Experiences and References
7. Project Team Staffing
8. Work Product / Use Case Examples
9. Additional Questions
10. Proposal Submission Form (Template included herein)

Agency team arrangements may be desirable to enable the companies involved to complement each other’s unique capabilities and provide the complete scope while offering the best combination of performance, cost, and delivery for HIAS.org. HIAS will recognize the integrity and validity of agency team arrangements provided that:

- The arrangements are identified, and relationships are fully disclosed, and
- A primary agency is designated that will be fully responsible for all contract performance

Executive Summary
This section will present a high-level synopsis of the Agency's responses to the creative brief. The Executive Summary should be a brief overview of the engagement. It should identify the main features and benefits of the proposed work and how it fulfills HIAS's needs and requirements.

Project Scope And Deliverables
Outline scope and deliverables that respond to requirements detailed in this creative brief.

Approach And Methodology
Outline your project approach and processes around requirements gathering, design, implementation, testing, training, risk mitigation, project management, project schedule, and project acceptance.

Detailed And Itemized Pricing
Include a fee breakdown by project phase and estimates of expenses. This should also include separately any software costs, whether one-time, recurring, license or subscription-based.

Company Overview
- Official registered name (Corporate, DBA, Partnership, etc.)
- Company website
- Social Media channels such as Facebook page, Twitter Account, LinkedIn, etc.
- Key contact name, title, address (direct telephone and email)
- The person authorized to contractually bind the organization for any proposal

Experience And References
- A brief history of the company's experience, including year established and number of years your company has been a digital agency
- Outline experience your company and the proposed team has had in the non-profit humanitarian and/or social impact industries
- Provide three current references (which HIAS can contact) for which you have performed work that is similar to HIAS in business, size, and requirements. Include client name, client
website, client's phone number, and email. We'd like at least one reference to be for a project during the COVID-19 pandemic.

Project Team Staffing
- Include biographies and relevant experience of key staff and management personnel
- Describe the qualifications and relevant experience of the types of staff that would be assigned to this project by providing biographies for those staff members
- Include job titles and project roles for all team members

Work Product / Use Case Examples
- Include a case study similar in project scope preferably in a similar industry
- Include a best-in-class example

Additional Questions
- Why are you the best firm for this project and HIAS?
- What separates you from other competitors in this space?

Proposal Submission Form
- The Form (included below) is required to be completed, signed and submitted along with the proposal.
Proposal Submission Form
To be signed and submitted along with the applicant’s proposal.

RFP ID.: “HIAS.org Redesign”

Dear HIAS,

Having examined the Proposal Documents, the receipt of which is hereby duly acknowledged, we, the undersigned, offer to deliver the proposed services contained within the Project Scope and Deliverables per the cost structure in the Detailed and Itemized Pricing attached herewith and made part of this Proposal.

We confirm that, based on our current knowledge, there are no real or potential conflicts of interest involved in rendering services for HIAS. In this regard, we have listed, if any, all the contracts that we have been involved with HIAS as per the attached. We acknowledge and agree that HIAS has the right to determine whether there is any actual or potential conflict of interest in its sole discretion.

We agree to abide by this Proposal for 120 days from the Deadline for submission of Proposals. We undertake, if our Proposal is accepted, to initiate the services no later than the date indicated in the data sheet.

We understand that you are not bound to accept any Proposal you may receive.

We agree to the General Terms and Conditions except for ............ (insert titles of the General Terms and Conditions from Annex III and on a separate sheet, detail the likely changes that would be proposed), which we plan to negotiate with HIAS in the event we are the winning applicant.

Name

Signature

Date

Title

Organization

EIN, if applicable:

Address

Email

Phone
Evaluation Factors for Award

<table>
<thead>
<tr>
<th>Evaluation Methodology Factors</th>
<th>Weighting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scope of Services</td>
<td>25%</td>
</tr>
<tr>
<td>Innovative Thinking and Strategic Foresight</td>
<td>20%</td>
</tr>
<tr>
<td>Respondent Profile, Experience, Resources, &amp; References</td>
<td>30%</td>
</tr>
<tr>
<td>Cost Structure</td>
<td>15%</td>
</tr>
<tr>
<td>Implementation, Transition, &amp; Training</td>
<td>10%</td>
</tr>
</tbody>
</table>

Proposals will be evaluated based on the following criteria, which include but which are not necessarily limited to:

**Scope of Services**
- How well the proposal meets the needs of HIAS as outlined in the creative brief

**Innovative Thinking and Strategic Foresight**
- Does the proposal demonstrate the ability to build a best-in-class non-profit and humanitarian website that provides a seamless experience?
- Does the proposal show foresight into imagining the web’s future and how it relates to designing a unique, innovative website that can stand the test of time (or realistically five years)?

**Respondent Profile, Experience, Resources, & References**
- How experienced and qualified the respondent in building a responsive website for a non-profit, refugee, and humanitarian organization or similar organization as the HIAS
- Resources available to design, implement, and support the website
- Successful track record of past performance for designing and building websites
- Stability of company
- Customer references

**Cost structure**
- Overall reasonableness and competitiveness of project and product fees, both initial and ongoing

**Implementation, Transition, & Training**
- How well the proposed design, implementation, and training plans meet HIAS needs
- How well the plans meet HIAS’s timelines
Presentation/Demonstration
After the initial evaluation, HIAS may, but is not required to, invite the agencies to present and answer questions regarding their proposal. The number of companies invited to make a presentation will be at the discretion of HIAS. Further reference checks may be made, and financial documentation may be requested and evaluated to determine agencies' stable fiscal standing.

HIAS reserves the right to:
- Reject any or all offers and discontinue this process without obligation or liability to any potential agency
- Accept other than the lowest-priced offer
- Award a contract based on initial offers received, without discussions or requests for best and final offers
- Award more than one contract
- Request more information

Ethics and Conflicts of Interest
- Procurement Ethics: It is HIAS’ policy that Applicants/Suppliers observe the highest standard of ethics during the procurement process and execution of such contracts. HIAS shall reject a Proposal if it determines that the Applicant, or any of its personnel, agents, consultants, subcontractors or goods/service providers, has, directly or indirectly, engaged in corrupt, fraudulent, collusive, coercive or obstructive practices in competing for the contract in question. HIAS may also declare the Applicant ineligible for participation in future procurement and award of contracts, either indefinitely or for a stated period. An Applicant/Supplier who offers any gift of any value to HIAS staff will be considered to be influencing the procurement process. HIAS shall reject a Proposal if it determines that any such gift has been offered.
- Suspension and Debarment: HIAS will not make purchases or obtain services from people or companies on suspension, debarment, or other sanctions and watch lists.
- Conflict of Interest: An Applicant shall not have a conflict of interest that could call into question its participation in the procurement process and award of contract. Applicants shall disclose any potential or actual conflict of interest at the time of Proposal and during the execution of any contract. All Applicants found to have a conflict of interest may be disqualified.

General Terms and Conditions
Please find the General Terms and Conditions as a separate file along with this RFP file at: https://www.hias.org/requests-proposals. If you are having trouble with the file, contact procureinquiry@hias.org immediately. Delays with accessing the file will not constitute an extension of the submission period.
Appendix A: Stakeholders Interviewed

Fifty HIAS staff members participated in the discovery sessions amongst the selected departments. Note, below is not a complete sitemap; several sections could be across departments, and not every department at HIAS was interviewed for this creative brief.

<table>
<thead>
<tr>
<th>Department</th>
<th>HIAS.org Sections</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy &amp; Measurement</td>
<td>None dedicated yet</td>
</tr>
<tr>
<td>Community Engagement</td>
<td><a href="https://www.hias.org/events/upcoming">https://www.hias.org/events/upcoming</a></td>
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<tr>
<td></td>
<td><a href="https://www.hias.org/refugee-shabbat">https://www.hias.org/refugee-shabbat</a></td>
</tr>
<tr>
<td></td>
<td><a href="https://www.hias.org/what/advocacy">https://www.hias.org/what/advocacy</a></td>
</tr>
<tr>
<td></td>
<td><a href="https://www.hias.org/get-involved/resources">https://www.hias.org/get-involved/resources</a></td>
</tr>
<tr>
<td></td>
<td><a href="https://www.hias.org/hias-at-home">https://www.hias.org/hias-at-home</a></td>
</tr>
<tr>
<td></td>
<td><a href="https://www.hias.org/get-involved/hias-welcome-campaign">https://www.hias.org/get-involved/hias-welcome-campaign</a></td>
</tr>
<tr>
<td></td>
<td><a href="https://www.hias.org/get-involved/take-action">https://www.hias.org/get-involved/take-action</a></td>
</tr>
<tr>
<td>Development Operations</td>
<td><a href="https://act.hias.org/page/6048/donate/1">https://act.hias.org/page/6048/donate/1</a></td>
</tr>
<tr>
<td></td>
<td><a href="https://www.hias.org/get-involved/ways-to-give">https://www.hias.org/get-involved/ways-to-give</a></td>
</tr>
<tr>
<td></td>
<td><a href="https://www.hias.org/get-involved/matching-gifts">https://www.hias.org/get-involved/matching-gifts</a></td>
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<tr>
<td></td>
<td><a href="https://www.hias.org/get-involved/volunteer/kind-giving-opportunities">https://www.hias.org/get-involved/volunteer/kind-giving-opportunities</a></td>
</tr>
<tr>
<td>Major Gifts</td>
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</tr>
<tr>
<td></td>
<td><a href="https://www.hias.org/get-involved/planned-giving">https://www.hias.org/get-involved/planned-giving</a></td>
</tr>
<tr>
<td>Policy &amp; Advocacy</td>
<td><a href="https://www.hias.org/what/us-policies">https://www.hias.org/what/us-policies</a></td>
</tr>
<tr>
<td></td>
<td><a href="https://www.hias.org/what/international-policies">https://www.hias.org/what/international-policies</a></td>
</tr>
<tr>
<td></td>
<td>Example of advocacy campaign might be good here</td>
</tr>
<tr>
<td>International Programs</td>
<td><a href="https://www.hias.org/what/protecting-refugees">https://www.hias.org/what/protecting-refugees</a></td>
</tr>
<tr>
<td></td>
<td>Country Pages such as <a href="https://www.hias.org/where/aruba">https://www.hias.org/where/aruba</a></td>
</tr>
<tr>
<td>US Programs</td>
<td><a href="https://www.hias.org/welcome">https://www.hias.org/welcome</a></td>
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<tr>
<td></td>
<td><a href="https://www.hias.org/what/direct-legal-services">https://www.hias.org/what/direct-legal-services</a></td>
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<td></td>
<td><a href="https://www.hias.org/what/pro-bono-program-us">https://www.hias.org/what/pro-bono-program-us</a></td>
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<td></td>
<td><a href="https://www.hias.org/who/staff">https://www.hias.org/who/staff</a></td>
</tr>
<tr>
<td>HIAS Europe</td>
<td><a href="https://www.hias.org/where/europe">https://www.hias.org/where/europe</a></td>
</tr>
<tr>
<td>Communications</td>
<td><a href="https://www.hias.org/blog">https://www.hias.org/blog</a></td>
</tr>
<tr>
<td></td>
<td><a href="https://www.hias.org/video-gallery">https://www.hias.org/video-gallery</a></td>
</tr>
</tbody>
</table>
## Appendix B: Sites We Like

<table>
<thead>
<tr>
<th>Favorite Websites In A Similar Space</th>
<th>Details</th>
</tr>
</thead>
</table>
| **International Rescue Committee (IRC)** | Widely accepted as the gold standard against which other humanitarian and refugee sites are measured. Great design and information delivery.  
  **Donate Page** is simple, and the donation path is done right there on the page  
  **Tribute Gift Page** – ability to make a tribute gift quickly and entirely through the page  
  **Donor-Advised Fund** – ability to make a gift through the page  
  **Where We Work** – compelling and easy way to show the work and where the work is being done  
  **Latest** – Their blog/communications are engaging.  
  **Airbel Impact Lab** – Ability to create targeted microsites |
| **Save The Children** | An impactful and impressive site with more visual content to engage people. Especially like the following sections:  
<p>| <strong>LIRS</strong> | Like the size of their text and the design feels simple but well done. The Refugee Resettlement section is super easy to find. |
| <strong>Doctors Without Borders</strong> | Hovering over the donate button to choose the donation path. |
| <strong>UNHCR</strong> | The site is story-driven and compelling, and the information-rich and good use of images. |
| <strong>American Jewish World Service</strong> | Good use of photos and the site is logically searchable and navigable. The donation page is more responsive. |
| <strong>Mercy Corps</strong> | The quality of field photos is strong. |
| <strong>Feeding America</strong> | Use of impactful real-time numbers. |
| <strong>Care International</strong> | Like there &quot;Where We Work&quot; interactive map. |
| <strong>HIAS Pennsylvania Donate Page</strong> | The Donation page is well done. |
| <strong>Refuge Point Milestone Timeline</strong> | Milestone Timeline is well done in telling their history. |
| <strong>Refugees International &amp; Norwegian Refugee Council (NRC)</strong> | Good use of modern images and interactivity for the user. |
| <strong>Migration Policy</strong> | Great for getting info but not as good as IRC, and the design needs work. |</p>
<table>
<thead>
<tr>
<th><strong>State Department</strong></th>
<th>It's a good place to get everything one needs about foreign policy</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Asylum Connect Catalog Map</strong></td>
<td>Geo-located search for asylum seeker services.</td>
</tr>
<tr>
<td><strong>ICRC Donation Page</strong></td>
<td>Similar to HIAS left-aligned vertically donate page but not anemic and strange looking.</td>
</tr>
</tbody>
</table>

**Other Sites We Like**

| **Kiva** | It's doing what it's doing well, and its user friendly |
| **Target** | Search is good, and the design is appealing |
| **New York Times** | The way it feels like an engaging journey when scrolling down articles as complementary, supporting images, photos and videos engage you more in the story. Yet, it's packed with info and continually evolving. [New York Times Snow Fall](#) - While now antiquated, loved the way it would tell a story as you scroll down, with animations and videos "swooping in" |
| **Environmental Working Group** | Easy to find nutritional information |
| **Deepak Chopra Site** | The site is so well designed it made me want to enroll in every course and to give money |
| **Best Friends Animal Society** | Ease of functionality and ability to donate. Accessibility is better, infinite scroll, nice color, large graphics, easy navigation for making inclusive design, and great use of white space |
| **eBird** | Engaging and tons of info. |
| **Staud** | Does an excellent job of presenting their main product, clothing |
| **Apple** | Beautiful, simple, easy to use. |
| **Chabad** | Does a fantastic job of having current info answering ALL your questions about Judaism. |
| **TED** | Interactive and bright images. |
| **Moishe House Career Page** | Make you want to work there, explains their values, mindset, and hiring process clearly. |
| **Springboard** | Great use of quotes and storytelling and case examples |
| **Train Democrats** | Events are straightforward to click on. |
| **AIPAC** | The site is useful; it's simple and channels the user to take action and give money. |
| **ADL** | Great design and clear layout. |
| **World Wildlife Fund** | Great use of photos |
| **Save the Sound Donate Page** | Like their donate path widget. |
| **National Council of Jewish Women (NCJW)** | Love the quick call to action. |
| **Witness** | Like the vertical scrolling and the engaging design. |
| **Planned Parenthood** | Better design and simpler navigation. |
Appendix C: Additional Supporting Insights

<table>
<thead>
<tr>
<th>If we could only change one thing, and the risk of failure was entirely off the table, we would:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Make headers and drop-downs intuitive</td>
</tr>
<tr>
<td>Fix &quot;What We Do&quot;</td>
</tr>
<tr>
<td>Make it more visual</td>
</tr>
<tr>
<td>Ability to create compelling stories</td>
</tr>
<tr>
<td>Delete 75% of the words</td>
</tr>
<tr>
<td>Automate the tribute process</td>
</tr>
<tr>
<td>Site structure / global navigation</td>
</tr>
<tr>
<td>Put more focus on HIAS programs</td>
</tr>
<tr>
<td>Rebuild homepage from scratch</td>
</tr>
<tr>
<td>Completely rehaul client resources</td>
</tr>
<tr>
<td>Provide educational resources</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>If the future redesigned HIAS.org was a car, what kind would it be and why?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mazda CX5</strong></td>
</tr>
<tr>
<td><strong>Some sort of hybrid</strong></td>
</tr>
<tr>
<td><strong>A brand-new Volvo</strong></td>
</tr>
<tr>
<td><strong>Tesla (car and retail stores)</strong></td>
</tr>
<tr>
<td><strong>Toyota Rav 4</strong></td>
</tr>
<tr>
<td><strong>Yellow Toyota Camry</strong></td>
</tr>
<tr>
<td><strong>Bentley</strong></td>
</tr>
<tr>
<td><strong>Range Rover</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>If the future redesigned HIAS.org was a mode of transportation, what kind would it be and why?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>NYC Subway (but cleaner)</strong></td>
</tr>
<tr>
<td>Mode of Transportation</td>
</tr>
<tr>
<td>------------------------</td>
</tr>
<tr>
<td>Cruise ship</td>
</tr>
<tr>
<td>Airplane</td>
</tr>
<tr>
<td>Japanese Bullet Train</td>
</tr>
<tr>
<td>Singapore Changi Airport</td>
</tr>
<tr>
<td>E-bike/scooter</td>
</tr>
<tr>
<td>Bicycle</td>
</tr>
<tr>
<td>Massage Chair seat insert</td>
</tr>
<tr>
<td>Hovercraft</td>
</tr>
</tbody>
</table>
Appendix D - Supplemental Future HIAS.org Wants (Aggregated Interview Info)

- A dashboard/infographics/pie charts detailing how many people we are serving, how we are helping them, and where in the world (high priority)
- Including real-time information on our impact (i.e., how many refugees we’ve resettled/served and how) and the impact of each donor dollar
- The ability to share this information with partners and donors
- The ability to tell the personal stories of the refugees and the impactful HIAS has had on them allowing the website to feel more human and give voices to our clients
- "Where We Work" to be an interactive map showing where HIAS works and related pertinent information, rather than the drop-down navigation list
- Better social media integration, not just a Twitter scroll on the homepage
- For Diversity, Equity, Inclusion, and Justice (DEIJ) and Green Initiatives to have a presence on the website
- A more comprehensive FAQ page that can direct people to the appropriate department if they need additional help
- The ability for the CMS to have a centralized managed workflow process managed by Communications while allowing editing of pages by the departments that own them (important high priority technical requirement)
- Redesigning the Financial section of the website
  - A visual way to show transparency when it comes to financials (revenue, spending, etc.)
  - Show efficiency of the fundraising, i.e., $.85 of every dollar goes to programs
  - HIAS Tax / EIN ID on the footer of the website
  - More prominently display trust score logos that are hard to read in black and white
  - Access to historic resources of HIAS such as previous annual reports
- Refine the Contact Us Form - HIAS will be moving to a new customer service help desk solution such as FreshDesk by end of Q2. Integration with that
- Redesigning the Who We Are Section "Our People" section of the Site
  - Having a page on staff culture and what it is like to work at HIAS like NRC has
  - The partnership model will become increasingly crucial to HIAS in the future, with HIAS partnering with organizations overseas that do not have tax exempt status.
  - Having a donate page for those overseas organizations which would not be accessible from the HIAS website itself. But could be linked to their website so that US-based donors can make a tax-deductible donation through a HIAS hosted page that is accessed through the partner organization's web site.
- Having an "alumni" section (and descendants of alumni)
  - Allowing alumni and descendant to share their own immigration/refugee family story/connecting with HIAS historical documents and connect their own family history with HIAS’ current mission
- Proper representation for regional/country offices beyond a static text-filled single page (high priority)
- Offering local language on the country offices pages or resources beyond Google Translate that is digestible by the clients needing help (who have different levels of literacy in their own languages)
- Summary of regional and country work and impact
- HIAS Europe having its own scaled-down but similarly structure micro-website focused on the European audience but tied to the main HIAS.org
  - The site would need to be in English, French, and possibly Dutch
  - The ability to spin-off microsites once in a while (HIAS Ecuador, HIAS Israel, HIAS Greece) - high-priority
- **Online Donation** *(Not in scope for this phase of work)*
  - Powered by Engaging Networks
  - Development has had issues and problems on the front and backend
  - Due to being designed for a mobile experience, the page looks strange on the full desktop version of the website
  - Tribute and honor gifts functionality confuse donors
  - No way to specifically designate funds
  - The donation path and experience is clunky, there are too many options, and not fully automated (offline work still required by Development departments)
  - Streamlining donations to be more user friendly
    - Have a more straightforward process for donors to manage their monthly giving and access their account
- **For the website to be more client-centric** *(Not in scope for this phase of work)*
  - Having relevant sections in Spanish
  - A faster way for refugees and asylum seekers to know who to contact at HIAS
  - Be a repository for client resources such as online financial literacy programs, educational workshops, etc.
  - Instructions on how to apply with UNHCR or local resettlement agencies to bring families over
  - An easy way for clients to be able to access the website and get the resources they need, whether via their mobile phones or a computer at an Internet Café
  - A more visible delineation between Refugee Resettlement, Immigration, or Asylum Seekers
  - More applicants and their families effectively accessing the correct programs
  - Outlining Lautenberg eligibility requirements, the application process, how to find a resettlement site near you, what documents they need.
Appendix E - Supplemental Current HIAS.org Issues & Insights (Aggregated Interview Info)

Verbatim Quotes about the current site:

- "You easily feel the limitation of the website to communicate what HIAS does."
- "Website feels like it was designed for an upstart organization, not one that has the depth and the 140-year old history of HIAS."
- "Site feels very 1.0, it's like popping a VHS tape in 2020."
- "I NEVER SEND a link to our pages except for our blog because it is not personal enough and often six months out of date."
- "We've been bandaging our website."
- "Seriously, you shouldn't have to read a novella-- and guess which hyperlinks to click on-- to find information on how to save your family member’s life. In other words, fewer clicks to find pertinent information."

- **Homepage**
  - Competition amongst internal stakeholders for space
  - The main hero carousel is too big and feels "old school" and not compelling enough for a user to click on the video to play
  - Nowhere does it tell in a sentence or two what HIAS does
  - Twitter feeds takes up a lot of room and perhaps is not needed on the homepage
  - Upcoming events not spotlighted

- **Navigation**
  - Considered the biggest issues of the site
  - Things are hard to find and buried
  - Navigation menu headers are not very clear, and users often to go the wrong section
  - There are continuity and standardization issues across navigation, headers, and footers, such as there being two Sign-Up buttons/links which function differently

- **Organization / Structure**
  - Not organized effectively or efficiently
  - Numerous "zombied" pages such as past individual campaign landing pages that are no longer relevant
  - No archiving process for retired, inactive pages
  - Users not clear on what "Get Involved" is
  - "What We Do" is organized by what HIAS departments do, not by what our audience wants

- **Content Strategy**
  - The site is very text-heavy and hard to read easily
  - Hard to understand "Where We Work" as the drop-down is long and confusing
    - Would be better served with a map like on IRC’s site
There is too much reliance on the blog as it is used as a "catch-all" for any updates, new content, etc. when it often should be in other sections more prominently featured.

When new content is needed, the inclination is to create a new page rather than strategically understand what should be in the existing sitemap.

**HIAS's Resources for Refugees page** is an outdated inadequate resource for the people we are serving.

US Resettlement section of the website is extremely confusing.

The website reflects the world as it rather than the world HIAS wants to create.

The site is missing the voice of its clients.

- Lack of quotes, short videos, testimonials, or personal stories from their clients and the impact HIAS has had on their lives.
- Lack of the "deeper why" of why we work in certain countries and the historical context around it.
- There is no chart on HIAS that describes the life cycle of a refugee resettlement.

**Visual Design**

- It looks old school, like a matter-of-fact brochure/report.
- Design is drab and unappealing.
- Huge whitespace margins waste full landscape and limit the real estate of the site.
- Lack of ability to highlight client’s voices easily in a cohesive storytelling manner.
- Site design does not convey emotion, story, impact, or empathy.
- Inability to expand content easily beyond the vertical scroll.
- Continuity issues across the site, i.e., the blog on the right side on some pages, but then on the bottom for others ([https://www.hias.org/what/us-policies](https://www.hias.org/what/us-policies)).

**User Experience**

- The site is trying too hard to convince user we are the best instead of compelling them with the work HIAS does via stories and impact.
- Too many clicks to get to the needed information.
- Unable to use the site as a tool to share information easily with partners, donors, etc.
- Inability to correctly identify who to contact at HIAS and communicate with them.

**Fundraising and Development pages** such as [Ways to Give](https://www.hias.org/ways-to-give), [Planned Giving Program](https://www.hias.org/planned-giving),

- Visually unappealing, non-engaging, it’s all text and links and easy to scroll past important information.

**Personal Fundraising Page** is not utilized enough.

**Corporate Partnership Page**

- The page is nothing more than a compilation of logos and links to blog posts about corporate partnership stories.
- Need information on how companies can engage and partner with HIAS.
- Need a way to highlight prominent affiliations like Accenture and Airbnb.
- No way to have a featured partners section.
- No ability to have logo placement on the site depending on the level of donor.
- No section for non-corporate partners.

**Charitable Gift Annuity (CGA) and Gifts of Stock**
o No one can find the **CGA application** or **Gifts of Stock application**

o Need best practices to reimagine and redesign these forms to make it easier for patrons

- **HIAS Blog**
  o The blog shows a graphic, titles, and a summary that isn't engaging
  o It's a long scroll instead of taking advantage of horizontal
  o The blog should show only relevant articles if embedded on a specific page instead of unconnected articles

- **Take Action**
  o Filled with meaningful content and links but is too dense and long

- **HIAS Store** needs to be better promoted within the site