REQUEST FOR PROPOSALS

9/11 Memorial Website Upgrade and Support

The National September 11 Memorial and Museum at the World Trade Center Foundation, Inc., a 501 (c)(3) not-for-profit corporation registered in the State of New York, seeks proposals for website upgrade services to assist with upgrading the 9/11 Memorial website from Drupal 6 to a more stable and newer version of Drupal and in enhancing the website’s mobile responsiveness.

National September 11 Memorial and Museum at the World Trade Center Foundation, Inc.

Hon. Michael R. Bloomberg, Chairman

Joseph C. Daniels, President and CEO

November 20, 2015

RESPONSES DUE: Monday, December 21, 2015, 5:00 pm
The National September 11 Memorial and Museum at the World Trade Center Foundation, Inc. ("9/11 Memorial"), a 501(c)(3) not-for-profit corporation registered in the State of New York, is seeking proposals for migration of the 911memorial.org website to a newer and more stable version of Drupal, implementation of mobile responsive theme, and support/maintenance services options to assist with break fix support and feature enhancements to the site.

ORGANIZATIONAL BACKGROUND

The National September 11 Memorial & Museum is dedicated to programming, and operating the Memorial and Museum at the World Trade Center site. The Memorial and Museum ensures that future generations never forget the thousands of people who died on September 11th, 2001 in New York, in Shanksville, Pennsylvania, at the Pentagon, and on the planes, as well as those who died in the terrorist bombing at the World Trade Center on February 26, 1993. The site is comprised of three major elements.

- The Memorial’s twin reflecting pools are each nearly an acre in size and feature the largest manmade waterfalls in the North America. The pools sit within the footprints where the Twin Towers once stood. The names of every person who died in the 2001 and 1993 attacks are inscribed into bronze panels edging the Memorial pools.

- Complementing the Memorial, a state-of-the-art Museum offers visitors an opportunity to deepen their experience at the site. The Museum’s 110,000 square feet of exhibition space is located within the archaeological heart of the World Trade Center site—telling the story of 9/11 through multimedia displays, archives, narratives and a collection of monumental and authentic artifacts.

- An eight-acre landscaped Memorial Plaza is filled with more than 400 oak trees and creates a contemplative space and urban parkland separate from the sights and sounds of the surrounding city. The design is unique in its use of ecological considerations which exceed sustainability standards.

More than 22 million people have visited the Memorial so far since we opened to the public in 2011 and over 4.2 million people have visited the Museum since its opening last year.

PURPOSES OF SERVICES REQUESTED

The 9/11 Memorial is seeking proposals from firms that specialize in Drupal website migration, development, integration, and support and have prior experience working with our hosting provider (Acquia) to upgrade the Memorial’s main site 911memorial.org and its subdomains that are hosted on the Drupal 6.0 platform (aregistry.911memorial.org and membership.911memorial.org) to a stable and newer version of Drupal as Drupal 6 is reaching its end of life.
soon. We are seeking to enhance user experience with a fully responsive site along with ensuring that the site is 100% PCI compliant and secure with all the necessary and required security updates applied onto our infrastructure. The Vendor must adhere to high coding standards and work in collaboration with the 9/11 Memorial Team to smoothly transition all the critical integration pieces and the complete set of currently existent functionalities to the newer version of Drupal (7 or 8) or a hybrid between Drupal(6/7) and Drupal 8 and deliver a highly customizable user-friendly website with a rich set of Admin features for daily content management by Content Administrators and also ensure that the platform is robust for building new features and for enhancing existing functionalities in the future. We also request a quote for maintenance services that should cover project management oversight, code development and QA, and technical documentation/support.

SCOPE OF WORK

The 9/11 Memorial requests proposals to provide services including but not limited to the scope of work described generally below:

- Create a separate Drupal Development environment on Acquia Cloud to upgrade our current website from Drupal 6 as stated above.
- Migrate all the content and architecture workflow, but use a responsive design so that our website renders well on all devices ranging from mobile devices, tablets, and desktops.
- Upgrade custom sub-themes. The customized theme of our web site is based off of Zen theme.
- The new website must be compatible with all major browsers including but not limited to Internet Explorer, Safari, Google Chrome, and Firefox.
- The site must be compatible on the latest iOS devices iPhone, iPad, iPod Touch, iPad Mini), Android smart phones and tablets and the newer Windows 10 phones and tablets.
- The site must have social media integration.

The main backend tasks include:

- Build and test the new Drupal environment on the Acquia Cloud.
- Replace functions/modules utilized in Drupal 6 but implemented differently, or not available, in newer Drupal version (7 or 8).
- Seamlessly migrate all the custom modules to the new platform. Over 20 custom modules have been implemented on our site which integrate with third party services such as:
  - Authorize.Net - Payment Gateway for Main site Catalog and Donation pages (911memorial.org)
  - Stripe - Payment Gateway for Membership Portal (membership.911memorial.org)
o Constant Contact – Updates and Newsletter Sign Ups
o Janrain Engage: Customer Identity Management System
o Cobblestones API feed – data feed to a separate 9/11 App.
o Raiser’s Edge – Internal Donor Management Database that syncs with website for Memberships and Cobblestones data.
o Omatic – A plugin to Raiser’s Edge that checks for data duplicates or inconsistent fields during data flow from Drupal to Raiser’s Edge.
o Ubercart - The existing Shopping Cart on Drupal 6 (Ubercart) should be migrated to a newer version. We are in the process of migrating the Museum Store to another Shopping platform; however, we will continue to use the Shopping Cart functionality on our site using modules such as Drupal Commerce or equivalent for Online Donations and Membership purchases.

- The site utilizes several contrib modules – Upgrading and testing these modules will be a significant part of the work. Some modules may need more testing than others and alternative solutions will need to be discussed for modules that are no longer being maintained or are not available for newer versions of Drupal. A complete list of the contrib and custom modules configured on our site is provided in Attachment A (Pages 7-10).

In your proposal, please provide a breakdown of the time and cost estimates for the requirements stated above. Also, specify details on the trainings that you would be able to offer to facilitate our on-going content updates and maintenance of the site.

**SUBMISSION PROCESS**

Proposals should provide a straightforward, complete and concise description of the firm’s capabilities to satisfy the requirements listed within this request for proposal (“RFP”).

Firms submitting a proposal may be required to interview with 9/11 Memorial staff or representatives. In this submission stage, firms may be provided with additional information on application uses and specifications, which may provide an opportunity for firms to clarify or elaborate on their proposals; in no way will any additional information or the interview itself change the original submission. The 9/11 Memorial's request for an interview shall not constitute acceptance of a proposal.

Submissions should include numbered sections with the following information:

1. Anticipated scope of services/project approach to accomplish the expectations stated above, ensuring that the scope of services is fully executed and to the satisfaction of the 9/11 Memorial.

2. Anticipated schedule of timeline for implementation.
3. A description of the firm's capabilities to provide these services, including relevant experience with not-for-profits and other organizations and capacity to support this endeavor through its entirety or plan to subcontract or partner with other firms to fulfill the project.

4. Overall cost proposal for all elements included within the scope of services, including a proposed fee. (Although proposed fees will be taken into account, the 9/11 Memorial reserves the right to negotiate a lower or different fee structure during a best and final offer process with any firm within the competitive range.) We welcome presentation of a range of cost options depending on the program capabilities and output. After receiving proposals, the 9/11 Memorial may request additional information, such as resumes for key personnel who will be engaged in the project, conflict of interest information, any pending litigation or regulatory actions, and/or nondiscrimination or affirmative action plans.

Each firm's proposal should be e-mailed to the following address. itrfp@911memorial.org. Any questions on the RFP should be sent only to this email address.

PROPOSAL TIMELINE

- Submissions due on Monday, December 21, 2015, 5:00 PM EST
- Oral presentations or interviews conducted (if necessary) beginning Thursday, January 25, 2016.

The desired launch date for the new website is June 15, 2016. It is expected that the feature-complete version of the website be provided to the 9/11 Memorial staff for final review on or before June 1, 2016.

ADDITIONAL INFORMATION

A. Obligation Only on Formal Contract

The issuance of this RFP, the submission of a response by any firm, and the acceptance of such response by the 9/11 Memorial does not obligate the 9/11 Memorial in any manner. Legal obligations will only arise on the execution of a formal contract by the 9/11 Memorial and the firm selected by the 9/11 Memorial. The firm selected by the 9/11 Memorial will be required to comply with all applicable laws and regulations and all requirements of sources providing funding to the 9/11 Memorial.

Responses to this RFP will be prepared at the sole cost and expense of the proposing firms. No materials submitted in response to this RFP will be returned.
and may be used by the 9/11 Memorial as may be in its best interest. If the firm does not desire for proprietary information in the proposal to be disclosed, the firm must identify all such proprietary information in the proposal. Identification shall be submitted concurrently with the proposal. Failure to do so indicates that those sections are non-proprietary and may be made available by the 9/11 Memorial to third parties, upon request, after evaluation and selection.

B. 9/11 Memorial's Reservation of Rights

The 9/11 Memorial may (i) amend, modify, or withdraw this RFP, (ii) revise requirements of this RFP, (iii) require supplemental statements or information from any firm, (iv) accept or reject any or all responses hereto, (v) extend the deadline for submission of responses hereto, (vi) negotiate or hold discussions with any respondent and waive defects and allow corrections of deficient responses that do not completely conform to the instructions contained herein, and (vii) cancel this RFP, in whole or in part, if the 9/11 Memorial deems it in its best interest to do so. The 9/11 Memorial may exercise the foregoing rights at any time without notice and without liability to any proposing firm or any other party for its expenses incurred in the preparation of the responses hereto or otherwise.

C. Nondiscrimination and Affirmative Action Policies

It is the policy of the State of New York and the 9/11 Memorial to comply with all federal, state and local laws, policies, orders, rules and regulations which prohibit unlawful discrimination because of race, creed, color, national origin, sex, sexual orientation, age, disability or marital status.
ATTACHMENT A

Email itrfp@911memorial.org for a copy of Attachment A. A non-disclosure agreement is required prior to distribution.