

Bay Area Air Quality Management District  
**Website RFP 2013-003 Answers to Bidder's Questions Submitted on or before 4/5/13**

#	Question	Answer
1	The RFP states: "A pre-Bidders conference will be scheduled at the Air District's office located at 939 Ellis Street, San Francisco, CA 94109 on 04/23/2013 from 10:30 AM to noon. Bidders are encouraged, but not required, to attend." Will there be a dial-in provided?	Yes
2	Will there be a conference bridge for remote participants of the pre-Bidder's conference?	Yes
3	What is the budget for this procurement?	Depends on bidder's proposed cost and District's budget decisions
4	What is your suggestion in terms of budgeting for the geo-mapping feature and other features such as e-commerce, given that requirements are TBD?	To be determined based on the outcomes of the Discovery and Planning phases
5	Functional Requirements: There are requirements within the RFP that are not detailed to date (ex: data geo-mapping interface referenced on page 7). Is it acceptable to refine requirements and pricing on these items post technical discovery or is a price range required?	Yes
6	Does the Air District prefer a vendor with local presence?	Yes
7	Do vendors need to come onsite for meetings ?	An onsite presence will be required to meet with District staff and stakeholders.
8	Can companies from outside the USA submit proposals for this RFP?	Yes
9	Can a vendor perform the tasks outside of the USA?	Yes
10	Can the work be done remotely/offsite?	Vendor needs to be onsite to perform certain tasks such as interviews. Some work may be done off site (e.g. quality assurance tasks), at the discretion of the Executive Project Manager
11	Can bidder submit our proposals via email ?	No
12	Will the Air District accept a co-bid from two vendors?	Yes
13	How many other vendors did the Air District communicate with regarding the RFP?	More than 50
14	The RFP alludes to the Air District's Assessment conducted by Lightmaker. Is Lightmaker eligible to bid on this RFP?	Yes
15	Is there an incumbent firm that is currently maintaining the website? If so, are they eligible to bid on this RFP?	There are multiple vendors that help maintain the current website and they are all eligible to bid.
16	Who is your current vendor and are they allowed to bid on this project	There are multiple vendors involved in a wide variety of web related projects and tasks that all eligible to bid on this project.
17	Considering that Lightmaker USA Inc. has provided the detailed plan for the Website Redesign and Sitecore Implementation, why is the Air District going out to bid?	To identify the ideal and contract the vendor providing the best service fit for the Air District's project needs
18	What is the Air District's relationship to Lightmaker? Is Lightmaker's roadmap set in stone or should bidders make their own recommendations?	Lightmaker prepared the Website Assessment. Lightmaker's Roadmap is their suggestion and has not been adopted by the Air District.
19	We didn't receive Lightmaker's Assessment with the RFP nor was it available online. Could we please be provided with that document?	Please contact Tom Flannigan as stated in the Assessment and Roadmap Access Instructions document (link referenced in Appendix B of RFP)
20	Has the Air District worked with previous vendors on a project like this before? What worked? What didn't work?	Yes. The Air District has completed large-scale website redevelopment projects in the past. The Air District will provide background information to the selected vendor after their contract begins.

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21	Has the lead contact client side done this before?	The website has been rebuilt before; however, the requirements in this RFP are unique to this project.
22	What is the most important thing you are seeking in a partner?	The District is looking for a partner that has a strong technical background in website projects as well as the expertise to understand the District's business needs.
23	How well-oiled is the Air District internal machine for this project? Are there wild cards?	Website needs a significant make-over and organization. The Air District has a limited web and IT staff, and external support.
24	How will you measure success, both on the project and in terms of the new site?	Maximizing deliverables for the public use, minimizing cost to the Air District, leveraging very limited resources, while deploying online permitting by July 1, 2014.
25	What do you believe the most challenging part of this project to be?	Maximizing deliverables for the public use and minimizing cost to the Air District, while deploying online permitting by July 1, 2014.
26	How many stakeholders should vendor plan on interfacing with within the Air District?	Between 20-40
27	How many stakeholders are there?	Stakeholders include the Air District Directors, Management and staff, the public users, the Board of Directors and the business users.
28	Why the experience with Government agencies is important to the Air District?	The stakeholders, incentives and metrics at government agencies are different than that of public and private companies, which creates a unique business environment and business needs.
29	Does the Air District have a desired launch date?	7/1/14
30	How long does the Air District typically need for decision turn around?	More information needs to be provided to appropriately address this question
31	Is there any specific delivery methodology you are expecting your partner to follow?	No
32	Page 18 of the strategic roadmap states "There will be three different types of project progress updates:". And then it doesn't list the types of updates. Can the client provide more clarity?	Please provide suggested timelines and progress updates in your proposal
33	What is the culture of the Air District marketing and technology teams as it pertains to digital; aggressive and fast paced or calculated and measured?	The Air District's marketing approach tends to be calculated and measured. Response time varies depending upon need.
34	Will the strategy requested in the RFP be allowed to speak to the entire digital ecosystem of the Air District? If not, how will it be limited?	No. It is focused around the public facing website and systems that are accessed through the website.
35	Is it possible to submit a bid that proposes and non-Sitecore solution?	The Air District will consider proposals for all prospective vendors. However, proposals will be evaluated based on a proposed vendor's Sitecore expertise and approach to project objectives. The RFP states on page 2: "The selected vendor shall have Sitecore expertise, and provide strategy and structural improvements to enhance the functionality and usability of the Air District's Sitecore implementation."

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36	I was wondering if you are open to receiving submittals from firms that have experience with a variety of similar CMS tools (to Sitecore) and custom built CMS tools, or if the only previous experience you will accept for the selected Vendor is Sitecore experience.	The Air District will consider proposals for all prospective vendors. However, proposals will be evaluated based on a proposed vendor's Sitecore expertise and approach to project objectives. The RFP states on page 2: "The selected vendor shall have Sitecore expertise, and provide strategy and structural improvements to enhance the functionality and usability of the Air District's Sitecore implementation."
37	On page 2 of the RFP, you stipulate that the selected vendor shall have Sitecore experience. While we understand that you are asking to have the new site built with the Sitecore CMS tool and we would be able to work with this tool,	The existing the www.baaqmd.gov website is built and managed with the Sitecore CMS and the new site will continue to be developed and managed within Sitecore. The selected vendor is required to have Sitecore experience.
38	Page 7, "[...] implementation of a Sitecore compatible translation platform [...]":	The Air District would like additional information from the vendor in order to appropriately address this question.
39	What is the total number of staff and content editors to be interviewed?	To be determined after vendor starts.
40	The RFP mentions business interviews, but not end users – is this purposeful for business or budgetary reasons?	The Air District requires that the selected vendor conduct both business and end-user interviews.
41	The RFP lists interviews with editors and staff and focus groups with visitors to "gain familiarity etc." and "complete audience, market, and website research", but the Air District already has what appears to be a Findings and Recommendations / Strategy document from Lightmaker. Is the expectation that the selected vendor would perform interviews and focus groups strictly for the purpose of making informed choices in the information architecture? Or is the Air District requiring an additional Findings and Recommendations document reporting selected feedback and including vendor analysis?	It is expected that the vendor will perform interviews. This was not done as part of the assessment but was expected to be included in the Discovery phase. Vendor is expected to work with the Air District to capture an accurate picture of all visitors and usage.
42	Would the Air District be open to alternate forms of audience research instead of focus groups – specifically, user interviews? Provides greater detail and depth, but is more expensive.	Yes we are open to considering approaches.
43	On page 4, the RFP mentions two main audience segments: content editors and general visitors. Is the client for additional user research determine additional or more granular audience types?	The audience of the Air District website fall into two initial groups: (1) Editors (content creators / editors) and (2) Visitors (both internal / employees and external). As part of the Discovery phase, it is expected that the vendor will conduct additional user research (including but not limited to interviews and focus groups) to further define audience segments and usage with more detail and granularity.
44	Clarification: Does "visitors" mean actual users of the site or representative users of the public not affiliated with the industry? If the former, does the Air District have access to a pool of candidates accounting for all user audiences from which to recruit for the focus groups?	Visitors refers to everyone who accesses the site: Internal users, external users, public, community, business, etc.

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45	On page 4 of the strategic roadmap, there is an objective listed that states "encourage more conversions from existing users". What is a conversion in this context? Usually, the term "conversion" is used in ecommerce or membership contexts.	The objective to "encourage more conversions from existing users" is in response to the need for the Air District to increase engagement and interaction with all users (new and existing), and to achieve certain goals, or results specific to different audience groups (such as subscribing to a newsletter, registering equipment or making a change in commute patterns). Note that this objective as listed in the Suggested Strategic Roadmap is provided as a proposed example only.
46	Do you expect to provide any personalization to visitors with the new site? If so, in what scenario(s)?	Yes, based on location (county / city) and possibly other factors.
47	Page 6, "Design portal pages and components for navigation to online applications": how many portal pages?	To be determined based on the outcomes of the Discovery and Planning phases.
48	Page 6 of the strategic roadmap calls for responsive design on limited site map pages. Why not all of them? Is there a limitation of the technology we should be aware of? Can the client give us some sense as to which pages are higher priority for responsive design?	This objective as listed in the Suggested Strategic Roadmap is provided as a proposed example only. The Air District prefers to have a fully responsive website to the extent possible.
49	How many break points are you envisioning for the responsive design requirement?	The Air District is open to recommendations and will consider vendor proposals in this regard, however our current preference is to not set breakpoints based on device resolution to the wide range of available devices. The Air District would like to see more robust, backwards and forwards compatible breakpoints based on design and content. Given this approach, the number of breakpoints would be dependent on the design outcomes.
50	How does the Air District plan to approach mobile/tablet related rendering – responsible design or different presentation templates	The Air District would prefer responsive design as opposed to device specific rendering. Also see the answer regarding breakpoints for responsive design.
51	Engagement calls for "mobile device strategy" and "design that is responsive to standard, alternative, and mobile displays." Once the selected vendor completes consultation with client and mobile strategy is determined, this may impact level of effort and agreed upon budget based depending on the preferred option. Please confirm that is the Air District's expectation as well.	Yes, this is the Air District's expectation. For additional information, please see the answer to the question on responsive design break points.
52	Are there internal OS or browser systems which are outside of typical OS and browser versions in the market place today?	No. The Air District has typically lagged behind releases of Internet Explorer and is currently using version 8. The Air District will address web maintenance contract post launch.
53	What, if any, Air District resources and with what skill sets, will be available for system testing and content population?	The Air District staff is limited at this time. Additional contract resources will be considered for development, migration and testing as needed.
54	Does QA include cross-browser/device testing or the Air District will handle that?	Yes, QA should include cross-browser and device testing, and will be shared between the Air Districts teams and the selected vendor.
55	In regards to the launch plan, is it the expectation that the vendor to inform off line, communication and marketing materials, planning and execution for the launch, or to just indicate steps for the organization to adopt and execute as they see fit?	This will be a collaborative effort between the Air District's Executive Project Manager, the project team and the selected vendor. Communications and marketing materials will be addressed by the Air District's Communication and Outreach Division.

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56	Would the Air District like to walk before they run as it pertains to roll out, or more interested in a longer build cycle with a larger splash in the market?	The District is open to iterative release of backend functionality, but the rollout of the new design and navigation should all be done at once. It will be release in concert with a suite of business applications for the public and regulated community.
57	Does the Air District have an internal technical team that will inherit the source code after launch or will the Air District require full on-going maintenance support?	The Air District has an internal technical team that will inherit the source code after launch and expects to address maintenance support post launch.
58	Are remote hosting services for the maintenance of development, staging and production environments for the website potentially in scope for this RFP?	No, remote hosting services are not in scope for this RFP. It is provided for under a separate budget and the website is currently hosted off site. The Air District will consider vendor recommendations for possible adjustments to the hosted environment for improvements to areas such as server configuration, performance, access and security.
59	The RFP states "The Air District currently maintains development, staging and production environments for the website through a remote hosting service." Is the Air District open to a new remote hosting service if that were the recommendation as part of the Website Planning component?	The Air District will consider hosting recommendations that are in line with our access, configuration and security requirements but hosting is not within the scope of this RFP and is handled separately.
60	Is an interactive online map with overlays of data part of this project?	Yes
61	Page 7, "Public facing interactive layered data geo-mapping interface [...]": are there any other details which can be provided?	The District would like to present real time air quality data, air quality forecasts, permit data, emissions data and other sets that will be agreed upon during the discovery phase.
62	On page 7, the RFP mentions a "public facing interactive layered data geo-mapping interface". The RFP states that requirements will be defined by Air District Division management and staff based on discovery. Are we responsible for translating the Air Districts requirements into an interface design that we will then develop and implement? Will we have input into the requirements ourselves?	Vendors are expected to translate the Air District requirements into an interface design, but will also be given an opportunity to provide input as well.
63	Are there any particular geospatial vendors (e.g. ESRI) the Air District uses or prefers to use and is willing to let us know at this point?	The Air District currently uses a variety of GIS technology including, ArcGIS 9.3, Google Maps, Google Earth and SQL Server.
64	What, if any, GIS system is currently in place at the Air District?	The District would like to present real time air quality data, air quality forecasts, permit data, emissions data and other sets that will be agreed upon during the discovery phase.
65	Although the Mapping / GIS integration is specifically designated to be part of discovery, in order to properly scope the discovery phase is there any insight into the data types or quantity of data that would be reviewed in the phase to drive the mapping integration requirements analysis?	The District would like to present real time air quality data, air quality forecasts, permit data, emissions data and other sets that will be agreed upon during the discovery phase.
66	Can an example of a similar 'public facing interactive layered data geo-mapping interface' be given?	No.
67	Can an outline of technology and purpose for 'existing Air District's key systems' be specified at this time?	The Air District would like additional information from the vendor in order to appropriately address this question.

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68	Page 7, "Compatibility with existing Air District's key systems [...]": what are the key systems and in what way should they be compatible?	Includes databases, tracking, document management, and financial systems. The extent of compatibility is to be determined by the Air District based on vendor recommendations and the outcomes of the Discovery and Planning phases.
69	How does the Air District plan to use secure access areas? Is this meant for private group pages or more for administrative purposes?	The Air District uses secure access areas to provide login access for accounts involving Permits, Registrations, Grants, Email Subscriptions and more.
70	E-Commerce was mentioned. Is anything currently or planned to be sold via credit card transactions on the website(s)? Please elaborate on e-Commerce functionality needs for this project.	No ecommerce is currently occurring within Sitecore nor is it planned. The online transactions for payment of fees for permits, registrations and other activities are handled by other web-based business applications or external services. The expectation is that the new website will provide navigation to these sites and services. Consideration after selected vendor begins: the Air District probably will need selected vendor to provide templates for the new look and feel that address forms (to be applied to non-Sitecore systems in collaboration with the respective teams). In addition, selected vendor can provide suggested code adjustments to address the Air District's required accessibility compliance. Given the Air District's limited staff resources, the selected vendor may be required to perform much of the integration work. There are a number of site components that are managed outside of Sitecore for www.baaqmd.gov. The team may request that these components are addressed and within scope of this RFP. A portion of those components will need to be brought into Sitecore as part of this project.
71	Is online submittal of all forms currently available for download (e.g., <a href="http://www.baaqmd.gov/Forms.aspx">http://www.baaqmd.gov/Forms.aspx</a> ) part of the scope or does scope include a subset of those forms?	No
72	Does the current solution uses any custom components and/or customizations?	Approximately 90% of the implementation is custom development. In some cases the Air District has used certain existing modules and tools (Sitecore and other compatible tools) to incorporate into larger components. The vast majority of Air District content and requirements has not lent itself to out-of-the-box implementations, so the Air District prefers to take advantage of as much of the existing development work as possible.
73	It says "Ensure all existing functionality present on the Air District website is maintained, except where directed by Air District" Are there any directions from the Air District at this time on what will not be present on the new website(s)?	This will be determined post Discovery as part of the Planning phase. Exceptions for existing content or functionality that will not be included on the new website are expected to be minimal.
74	Are any and all other existing instances of discrete functionality on the site to be incorporated into the new site as is? Or are there any expectations of changes to the user experience? If so, what are they?	All existing instances of functionality need to be incorporated into the new site (unless the Air District determines they will not be included during the Discovery and Planning phases). Adjustments may be needed to bring them inline with the new look and feel and the new structure. Expectations of changes to user experience include making existing functionality clear, more accessible, more usable and better organized as specified in the RFP.

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75	Are there any legacy custom functions or classes developed in the original site that can be repurposed or should the vendor assumed all components will be developed from scratch	Yes. The Air District is open to and interested in reusing as much as possible. To the extent possible the Air District prefers to reuse existing components, with or without modifications, to capitalize on and make the best use of development done to date and to stay within a limited budget. The Air District recognizes that this may not be possible for all components and that there will be necessary adjustments. The Air District is open to proposals that include reuse or development from scratch but expects that there will be a combination of these approaches. A portion of those components / content items need to be brought into Sitecore as part of this project.
76	Does the scope of the work include the primary web site, the widgets for embedding on other external sites, and the content drill-down provided on the gate1 (science) web site?	Yes.
77	Does the Air District plans to reuse any existing code, sub-layouts, components, widgets?	Yes.
78	Are there any specific vendors or tools which the Air District investigated?	The Air District is considering several vendors and tools for various site components and would like the selected vendor for this RFP to review those and potentially other options as part of the Discovery and Planning phases.
79	Is there an interest to provide data in exportable formats or via APIs for public / 3rd party applications to directly leverage the information provided?	Yes.
80	For communities – does AQMD currently use any 3rd party add-ons?	The Air District uses a number of third-party add-ons and third party services for a variety of website functions including Public Records Requests, Employment Applications and Job Information, Online Payments, website analytics, Widgets, Webcasts, email newsletters, social sharing features, and more. These third-party services do not relate specifically to community pages.
81	What level of ownership over Sitecore and its capacity to centralize digital control of third party systems is the Air District interested in?	Centralizing control over third party systems within Sitecore and seamlessly integrating them into the website is extremely important to the Air District.
82	Please further define "improved site functionality" under Content Strategy in the RFP if possible. Is the selected vendor expected to revisit the user experience for each of the items listed, or do the required improvements strictly involve performance and / or integration?	This will be determined post Discovery as part of the Planning phase. Exceptions for existing content or functionality that will not be included on the new website are expected to be minimal. The Air District is seeking improved functionality both in terms of technical functionality and in terms of content performance. The selected vendor is expected to review the assessment work done (see the assessment documents), including but not limited to those assessments on user experience, and to determine what additional information is needed to fully inform, strategize and implement the necessary improvements.



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83	Are there any existing or planned application integrations with the Sitecore CMS (i.e. CRM, video publishing, analytics, survey tools, etc.)?	Yes, there are a variety of existing and planned application integrations that will be reviewed with the selected vendor.
84	The RFP states: "Integrate and syndicate multimedia assets (e.g. system should support the use of video, images, and audio files in various formats and delivery methods)" Does the Air District currently use any Content Delivery Networks (CDNs)? Should CDN integration be part of this project?	Yes. The Air District uses CDNs for the streaming of video and audio media and it is expected that this will continue. Additional CDN integration into Sitecore will be considered depending on recommendations from the vendor.
85	Video – which video delivery platform is being used	The Air District is currently using a combination of custom developed components and to a lesser degree, YouTube. The Air District is open to recommendations and changes.
86	What is the quantity of videos intended to be on the new site?	The Air District is open to recommendations but anticipated including both low resolution videos for users on slower connections as well as more HD videos.
87	Page 4, "The Air District supports the management of multiple websites from a single administrative interface": how many sites are within that interface?	Currently there are three; however the Air District may add additional sites in the future. Only www.baaqmd.gov is in the scope of this RFP. It is important to maintain the functionality of cross-site components. There are other site components that are managed outside of Sitecore.
88	Does the Air District plan to upgrade its Sitecore presence "in place" using its existing Sitecore Content Tree only, or is it open to a brand new Content Tree and a migration of content? Based on the statement "In collaboration with the Air District, manage the migration of content from the old site to the new site following the content migration plan agreed upon" it seemed the latter but can the Air District please confirm? And if the latter, we recognize the final decision may not be made until the Website Planning phase of the project based on tradeoffs between two approaches.	Use of the existing Sitecore Content Tree versus the creation of a new Content Tree will be determined based on the outcomes of the Discovery and Planning phases as well as vendor recommendations. The Air District plans to look at both courses of action and to determine the best path forward as part of this project.
89	Related to the question above, should a Sitecore installation (or upgrade) to a more recent version of Sitecore plan to be included in this scope?	The Air District performs regular maintenance on the Sitecore installation including the implementation of Sitecore version upgrades on a regular basis. At least one such upgrade will occur during the course of this project and may be included in the scope depending on the outcome of the Discovery and Planning phases.
90	What Sitecore license level (Professional, Enterprise) does the Air District currently have?	Based on the Air District's required number of servers and concurrent Sitecore users (CMS editors), the Air District maintains a Professional level license and does not plan to change license levels unless it is determined that there are additional server and user requirements.
91	What is the current Sitecore version you are using? Which is the version you will be migrating to?	The Air District is currently running version 6.5 of Sitecore with plans to migrate to 6.6 within the next several months. Upgrades take into account the reported bugs / issues with new releases and assessment of impact on current Air District code and functionality.
92	Are there any specific features of Sitecore's CEP that you envision taking advantage of to provide the experience you are envisioning?	There are not specific features that we had in mind to implement but would like to address based on the vendor recommendations and outcomes of the Discovery and Planning phases.



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93	Does the Air District currently use the Digital Marketing System (DMS) (old name: "Online Marketing System (OMS)")? Should Sitecore DMS implementation be included as part of this project?	The Air District is not current using the DMS within Sitecore but is open to doing so. The Air District is currently using Google Analytics to manage most of the tracking requirements and expects to continue to do so, whether or not the DMS/OMS is used.
94	Is the implementation of Sitecore Analytics via its Digital Marketing Suite (DMS) a requirement for this project?	It is a consideration that the Air District is open to. It is a requirement that Google Analytics implementation be maintained and adjusted as needed.
95	Will the solution need to support marketing landing pages? Marketing URL's? Marketing Query Strings?	Yes to all.
96	Is SEO a concern for this project?	Yes. SEO is included in this project.
97	How many departments will have access to the system?	All departments will have access, with varying numbers of users, roles and permissions, to the website Content Management System.
98	How many Sitecore developers does the Air District have on staff?	None currently on staff. The Air District does contract with a certified Sitecore developer who assists on a daily basis with site management, maintenance, bug fixes and ongoing development for new and existing projects.
99	How many Sitecore editors does the Air District have on staff?	Between one and three advanced Sitecore users who are administrators with significant web experience including HTML, CSS, various backend programming languages and database management. Approximately 90 Sitecore Content Editors with very low technical abilities.
100	How would the Air District categorize the level of comfort or proficiency with Sitecore today?	This varies according to the roles of individual users. The Air District would like to move towards implementing the WYSIWYG functionality where possible, streamlining the content entry process, providing more help text in line with Sitecore functions and in general making our implementation of Sitecore more user friendly for Content Editors (generally, no HTML experience of any kind). There are a limited number (fewer than 5) of Content Editors who have slightly higher skill levels (some basic familiarity with HTML). The Air District has several administration level users including the Webmaster and the contracted Sitecore Developer who are very to extremely comfortable / proficient with Sitecore, as well as HTML, CSS and backend programming languages.
101	What is the current server configuration for the site today? (i.e.: separate authoring environment from delivery targets?)	One Production server (accessible only to the Air District's Webmaster and the contracted Sitecore Developer); One Staging server (authoring environment accessible to all Air District Content Editors, some contractors, and a specific view available to all users with access to the Air District network); One Development server (accessible to the Webmaster, the contracted Sitecore Developer, and other advanced Sitecore Administrators / Developers as needed.
102	How many content delivery servers are there?	One (It does not include CDN).

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103	Are all content items in Sitecore? If no, please identify other content sources.	No. While the majority of content items are in Sitecore there are a number of content items in other locations. Other content sources range from CDN for audio/video streaming, third-party services, applications and registrations handled outside of Sitecore, and data sources for real time air quality data.
104	It says "In collaboration with the Air District, manage the migration of content from the old site to the new site following the content migration plan agreed upon" Approximately how many pieces of content are on the current website(s) to be considered for migration to the new website(s)?	There are between 10 and 12k pages and more than 11k documents (primarily PDFs) on the current website and nearly 19k pieces of content (not including images) that contribute to those pages.
105	How many content items (estimated) are in the Sitecore content tree?	There are between 10 and 12k pages and more than 11k documents (primarily PDFs) on the current website and nearly 19k pieces of content (not including images) that contribute to those pages.
106	How many pages is the current site? Do you expect this number to increase or decrease during the project? How many pages do you expect the microsities to contain?	There are between 10 and 12k pages on the current website. This number could increase or decrease. The Air District does not know at this time. The number of pages in the microsities will be determined based on the outcomes of the Discovery and Planning phases.
107	What is the current number of web pages on the Air District site?	Roughly 10-12k pages, not including PDFs / Media.
108	What percentage of current pages have content that needs to be revised or redesigned?	100%
109	How many CMS templates does the current site reference?	400+ CMS templates.
110	What is the current estimated level of traffic visiting this site?	As stated in the RFP: The BAAQMD.gov site receives roughly 150,000 unique visitors per year, approximately 90% of which are from within California.
111	Who (number and role) on their staff will be focused on the content migration activities?	The selected vendor will assist the PM and staff to determine additional resources and requirements for content migration efforts.
112	Can the expectation around Content Migration and vendor responsibility be expanded on any further?	Vendors are expected to provide a proposed approach for content migration including estimated resources and schedule for migration activities. Vendors should explicitly state if they will provide resources for content migration and if so, include expected costs.
113	Clarification: what are the Air District's plans and expectations regarding the use of a content analysis tool for refining site content? It's a non-traditional application of that tool.	The Air District expects content analysis tools and methods to be used to analyze the website content and, based on that analysis, to enable informed judgments on whether the content is effective and meaningful, to ascertain whether it is understandable by the website audience, to determine how to structure, use or format the content, and to identify opportunities for improving content and it's usefulness. The Air District is open to vendor recommendations to achieve these goals, to determine and address other content goals, and to implement practices to maintain the quality of content per determined requirements such as listed here via a Content Strategy.

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114	Please describe your understanding of 'Content Strategy' in more depth with greater clarity on content hierarchy versus voice and tone against an assumed backdrop of persona and interview exercises.	The Air District expects the Content Strategy developed by the selected vendor to plan for the creation, use, and management of content. The Content Strategy should define the terms by which content is to be evaluated and determined to be appropriate in regards to structure (including hierarchy and format), style (including voice and tone), and substance (including quality, applicability and understandability). The personas, interviews and other audience related discovery tools that will be used by the selected vendor are expected to play a significant role in determining the audience's needs and expectations - which should be a driving factor behind the Content Strategy. The Content Strategy should address quantitative and qualitative issues while providing benchmarks and guidelines for the ongoing maintenance and management of Air District website content.
115	What is a more important consideration for the Air District, system intelligence or manual management of content relationships?	Both are important and the Air District would like to receive vendor recommendations based on their analysis in the Discovery phase to determine how we move forward with regards to both considerations. The Air District recognizes that it may not select one over the other, but could possibly use a combination of the two methodologies for handling content.
116	Will you be revising the marketing language for the site, or is it a straight port of existing language?	Yes, language will be revised in accordance with the content strategy that the vendor develops.
117	Will the Air District support the development of copy given a defined content strategy or will we be required to redevelop the copy on all website pages? In addition is it safe to assume that content (i.e. photography and videos) will be provided by the Air District?	The Air District expects the vendor to provide a Content Strategy and guidelines for modifying / creating content to adhere to that strategy. The Air District has not yet determined who will redevelop copy, and whether or not all content will be provided
118	The RFP States: "Tagging and Prioritized Content Functionality: Implement functionality on key sitemap pages that allows popular content to bubble to the top of the page, allowing users to decide content on key pages". Does "users" here mean Sitecore CMS users (contributors) or website end users (consumers)?	In this instance, "users" refers to website end users. Since "website end users" includes an internal audience, this user group will also include Sitecore CMS users in the role of visitors (not in the role of editors).
119	For community-specific content – will the set of templates meeting this need be applicable to all communities or will each community require customized solutions? If the latter, how many communities?	The Air District is open to considering different approaches but expects that a set of templates could be applicable to all communities although they might need to allow for variations (possibly with the use of branching templates).
120	Page 7 of the strategic roadmap refers to "Community Specific pages". Does community refer to geographic community (Marin County, etc.,) or community of interest (e.g., recycling, conservation, green energy, etc.)?	Community refers to both geographic community and community of interest, of which both are of equal priority.
121	What is the annual translation budget for the organization?	To be determined based on Discovery and Planning phases. Currently each Division handles translation separately for documents such as flyers that get posted (as PDFs) to the website. The Air District would like to streamline this process as it involves the website and consolidate translation efforts for maximum effect.

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#	Question	Answer
122	For the microsites, have you identified the third language?	We are considering either Tagalog or Vietnamese. The decision will likely be made post Discovery. The first two languages are Spanish and Simplified Chinese. Although only three microsites are within the scope of the RFP, the Air District plans to make use of the structure and procedures developed for the addition of future microsites in other languages.
123	Are foreign language microsites an absolute or would site wide translation be an option?	Microsites (identified subsets of content) are expected to be more manageable in terms of budget and ongoing maintenance but the Air District is open to recommendations.
124	Who is your translation provider?	Currently there are numerous translators contracted separately by different Divisions. The Air District would like to streamline the translation process for the web and potentially select a limited number of providers.
125	How many pages and/or page types does the Air District think each of the three localized microsites will have?	This is to be determined based on Discovery – however the Air District anticipates the new microsites to be comprised of a much higher number of pages than are currently contained in our Spanish site and to include regular / timely translation of new material on an ongoing basis.
126	For microsites – will there be one set of templates created that will apply to all three microsites or do each of the microsites require customized solutions?	The Air District is open to both options and the decision will be made in content of vendor recommendations and Discovery outcomes.
127	Does the Air District utilize an existing translation service?	Yes.
128	Are there any particular translation providers the Air District currently uses, plans to use, or prefers?	The Air District currently works with a variety of translation providers and is considering specific solutions for Sitecore integration but is open to recommendations.
129	Can the client provide more details around the requirements regarding translation to other languages. Will there be any translation services required by the vendor? Or will this be strictly handled via software translators?	Translation services are to be provided on an ongoing basis by a third party translation service (not by the selected vendor or by software translators). The selected vendor is expected to assist in the review of the CMS translation service module (a Sitecore compatible translation platform to handle translation entry by connecting the Air District CMS to translation providers), to provide recommendations for the selection of that module, and to assist the Air District with the implementation of that technology. The Air District has ruled out automatic (software-based) translations and has specific requirements for translators who have strong familiarity and experience with scientific and government related content. The Air District prefers not to provide translators with direct access to our Sitecore implementation and does not want to limit translators to those who would be able to work with Sitecore; therefore, the Air District plans to implement a Sitecore compatible platform that will manage the content translation within the appropriate workflows.
130	Page 7 of the strategic roadmap refers to “tribe-specific imagery”. What does “tribe-specific” mean in this context?	Language-specific.

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131	Is the intention to have fully-automated translation workflows?	The intention is to fully integrate translation options into the workflows. Automation will occur to some extent but identification and approval will need to be address. The Air District decided not to implement an automated translation software.
132	Are there any workflows being used?	Yes. There is a standard workflow which is customized as needed on a Division by Division basis.
133	Are the current content generation, management and approval processes documented? (Would they be willing to share)?	<p>The Air District website content workflow process includes the following roles and actions:</p> <ol style="list-style-type: none"> <li>1. Content assignments (ongoing or one-time) by Division</li> <li>2. Content creation / editing (by the assigned Division Content Editor)</li> <li>3. Submission (by the Content Editor) for review</li> <li>4. Review (optional step, by a Reviewer) for Approval to submit</li> <li>5. Approval (by a designated Approver) for publish</li> <li>6. Publication (manually by a Publisher or automatically through scheduled publications to the live site)</li> </ol> <p>There are individual workflows defined for each Division that customize the above workflow process and define the Editors, Reviewers, Approvers and Publishers. Division specific workflows will be shared with the selected vendor.</p> <p>There is workflow process documentation (CMS user tutorials) for the process that will be shared with the selected vendor.</p>
134	How many content owners do you envision, and how many steps in the approval workflow?	There are approximately 100 current users of the Content Management System and between 2 to 4 steps in the approval workflow depending on item type and the owning Division. The Air District is open to changes in content ownership, workflow and permissions.
135	Page 6, "[...] and automated approval work flows": do they have specific workflows currently?	The current Air District workflows involve Editors (who can submit content for approval), Approvers (who can approve content for publication), and Publishers (who can manually push content live outside the scheduled publication times). Some workflows have a more complex approval process and there is a notification system for these tasks in progress. The Air District is open to recommendations and adjustments on approvals and workflows.
136	If so, is the intention to maintain the existing workflows or to alter the workflows to meet a need not currently met?	The Air District would prefer to have the workflows reviewed and assessed and to have improvements implemented.

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#	Question	Answer
137	How extensive or concise is the content workflow steps (offline or online, currently)?	Offline workflow steps are not documented and would need to be addressed during discovery / information gathering from internal staff. Sitecore workflow steps are fully defined and can be provided to the selected vendor.
138	For the internal and external training strategy – who is the external entity?	Business owners using the permit system and internal users for processing permits, generating reports, etc.
139	Please offer further explanation on the difference in training strategy and plans expected for internal and external audiences, or a definition of each audience.	The internal audience consists of the Air Districts end users including Staff, Management, and Directors. The external users are the public audience which includes the general public users, and the Air District's business community (such as Drycleaner's).
140	Can the training be setup in online environment or do you need onsite trainers?	Yes, training can be setup in the online environment. No, onsite trainers are not needed.