

**BOARD OF TRUSTEES OF  
COMMUNITY COLLEGE OF  
BALTIMORE COUNTY, MARYLAND**

**REQUEST FOR PROPOSAL #22-008-C**

**FOR**

**WEBSITE STRATEGY CONSULTING SERVICES – PHASES 2 - 8**

<b>SIGNIFICANT MILESTONES</b>	<b>TIME:</b>	<b>DATE</b>
Issue Date	2:00 PM ET	Wednesday, September 15, 2021
Pre-Proposal Meeting (via Teams) Email Nickie Copinger at <a href="mailto:ncopinger@ccbcmd.edu">ncopinger@ccbcmd.edu</a> to be sent the meeting invite	10:00 AM ET	Monday, September 20, 2021
Deadline for Questions	2:00 PM ET	Thursday, September 23, 2021
Proposals Due	4:00 PM ET	Monday, October 4, 2021
Oral Presentations	TBD	October 19 and 20, 2021
Price Proposals Reviewed	2:00 PM ET	Thursday, October 21, 2021

**MINORITY BUSINESSES ARE ENCOURAGED TO RESPOND TO THIS SOLICITATION**

# **WEBSITE STRATEGY CONSULTING SERVICES**

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## SECTION 1

### SOLICITATION SUMMARY

#### A. OBJECTIVE

The Community College of Baltimore County (CCBC) invites proposals from qualified firms to provide **Website Strategy Consulting Services – Phases 2 - 8**

#### B. ISSUING DEPARTMENT AND PURCHASING ADMINISTRATOR

The sole point of contact at CCBC for purposes of this Solicitation is the Procurement Officer noted below. Any questions with regard to any aspect of this proposal must be directed to **Nickie Copinger**, [ncopinger@ccbcmd.edu](mailto:ncopinger@ccbcmd.edu). Only information communicated by the Procurement Officer shall be deemed the official position of the College.

#### C. RFP CLOSING DATE

- A. In order to be considered, we must receive one (1) electronic copy of the Technical Proposal and two (2) hard copies of each Technical and Financial Proposal, 1 of which is original, (for a total of three (3) sets). The Technical and Financial Proposal must be submitted in **separate and sealed** envelopes and marked “Technical” and “Financial” on or before the due date noted below. The Technical Proposal should include a **Transmittal Letter** (A cover letter, signed by an officer or member authorized to bind the firm to the proposed fees, rates, and terms.) Electronic versions of the Technical proposals are to be emailed to Ms. Nickie Copinger at [ncopinger@ccbcmd.edu](mailto:ncopinger@ccbcmd.edu). Hard copies of both Technical and Financial proposals are to be mailed or delivered to: CCBC Dundalk Campus, 7200 Sollers Point Road, Baltimore, MD 21222 to Nickie Copinger, Purchasing Analyst, SSRV Building, Room 203A.

**Technical and Financial Proposals are due on Monday, October 4, 2021, by or before 4:00 p.m. (ET).** Late proposals cannot be accepted.

#### D. EVALUATION AND PRESENTATION

A College evaluation committee will rank proposers based on their technical response. Short-listed proposers will then be invited for an oral presentation on or around **October 19 and 20, 2021**. Your firm must be available on the date scheduled to continue being considered.

After the oral presentation, the **Financial Proposals** will be reviewed by CCBC.

#### E. CONTRACT TERM

This CCBC contract shall be for a period of two (2) years beginning on or about **November 18, 2021**.

The Offeror warrants that prices for the proposal under this RFP are not higher than prices currently extended to any other governmental entity for the same, or essentially the same, product or service.

- a. CCBC expects all vendors to provide year over year cost reduction recommendations.
- b. Price decreases are acceptable at any time, need not be verifiable, and are required should the contractor experience a decrease in costs associated with the execution of the contract.
- c. Price adjustments from the contractor/producer/processor/manufacture for any/all items may be considered only at renewal. The request is subject to approval by the Director of Purchasing. The request must be submitted in writing at least 90 days prior to the renewal term and shall be accompanied by supporting documentation.
- d. Should the Contractor, at any time during the life of the contract, sell products of similar quality to another customer, or advertise special discounts, at a price below those quoted within the contract, the lowest discounted prices shall be offered to CCBC.

#### **F. BASIS OF AWARD**

The Evaluation Committee will make a recommendation to the Procurement Officer on the award of the contract to the responsible proposer whose proposal is determined to be the most advantageous to CCBC based on the results of the evaluation. Technical merit will be given greater weight than price in the final ranking. The Procurement Officer retains the discretion to examine all factors to determine the award of the contract. The goal is to contract with the firm that provides the best overall value to CCBC.

CCBC reserves the right to reject any and all proposers, in whole or in part, received as a result of this solicitation, to waive minor irregularities, to negotiate in any manner necessary to best serve the interest of CCBC. Further CCBC reserves the right to make a whole award, multiple awards, a partial award, or no award at all.

Each vendor should price the project by phase. (Overall award will consider total cost.) CCBC reserves the right to cancel the contract at the end of each phase or prorated portion thereof, based on the vendor's performance. The vendor will be provided written notice of performance deficiencies and receive a 20-day period to correct the deficiencies. CCBC will be the sole judge as to whether the vendor has satisfactorily cured the deficiencies to avoid contract termination.

END OF SECTION 1

## SECTION 2

### SCOPE OF WORK

#### I. STATEMENT OF PURPOSE

##### **Project overview and objectives**

CCBC is seeking a creative, collaborative, full-service web strategy and consulting firm to assist the college in a multi-year project to redevelop its website ([www.ccbcmd.edu](http://www.ccbcmd.edu)), make best use of its recently launched student portal (myCCBC), and reimagine the overall CCBC user experience. This includes, but is not limited to project planning, user experience consulting, usability testing, content auditing and development, architecture development, user interface consulting, and other services.

Due to the complexities and urgency of this project, CCBC seeks an experienced web strategy consultant to guide the College through each phase of the transformation. This scope covers consulting throughout the project. Some components of the effort will be completed by CCBC using in-house resources and we anticipate that others will be completed by the CMS vendor, design, and hosting provider associated with an RFP planned for a later date.

The work completed as part of this scope will build on the work completed in Phase 1, and continue throughout the remaining phases of the project.

##### **Web transformation phases:**

Phase 1 - Fall 2021 - User experience research and digital experience consulting (currently underway)

Phase 2 - Winter 2022 – Finalize strategy and plan remaining project

Phase 3 - Summer 2022 - Acquire innovative, sustainable CMS technology

Phase 4 - Fall 2022 - Architecture, design, and development

Phase 5 - Winter 2023 – Build the site

Phase 6 - Spring 2023 - Train users and document customizations

Phase 7 - Summer 2023 - Launch site

Phase 8 - Fall 2023 - Plan for the future

##### **Project Kickoff**

CCBC intends to kick off this strategy engagement in December 2021, with a meeting for all participating team members. Due to various licensing and technical dependency issues, the College must implement a new CMS and launch its redeveloped website during the Summer of 2023.

## **CCBC Background**

### **The College**

Since 1957, CCBC has opened the doors to accessible, affordable, high-quality education, empowering generations of area residents to transform their lives. Each year, more than 50,000 students enroll at the college's 3 main campuses, 3 extension centers, and online to make their starts, earn degrees, and build their careers.

CCBC has an open admissions policy and serves a broad range of students that vary widely in terms of age, ethnicity, socioeconomic status, and goals. This contrasts sharply with most four-year colleges and has obvious implications for the college's web presence.

In addition, CCBC offers the region's most expansive selection of degree, certificate, and workplace certification programs. These programs prepare students for transfer, job entry, and career advancement in such industries as business, education, health care, information technology, cybersecurity, construction, and transportation. The college also offers a wide selection of community-oriented programming that typical four-year colleges simply do not. This includes a broad array of Life Enrichment courses for all ages, ESOL education, college preparatory courses, and Adult Basic Education and GED programs.

With all the audiences CCBC serves, and the many services it provides, creating a coherent website that provides a predictably positive user experience is a challenge.

### **Guided Pathways**

CCBC has adopted a strategy known nationally as "Guided Pathways" (or just "Pathways") as a means of ensuring student success. Guided Pathways is an approach that seeks to streamline a student's college experience by providing structured choice, targeted support, and clear learning outcomes to help those students achieve their goals. Understanding the CCBC Pathways model will be key to the effort to reorganize the student digital experience.

### **Key Departments**

While many departments throughout the college contribute to the website, two key departments—College Communications and Information Technology Services—work directly and collaboratively to maintain the site, the CMS, and all underlying infrastructure.

### **College Communications**

All departments within this unit make significant contributions to CCBC's website.

*Marketing* - Oversees the public facing website, ensuring that it comports with the college's brand, key messages, and communication standards while working to develop content and functionality that promote a positive user experience and mesh with the college's digital marketing and recruitment strategies.

*Web Management Team* - this team within the Marketing department consists of the

Web Producer who leads the team, two Content Managers, and a Developer. The team manages sitewide content strategy, collaborating with subject matter experts throughout the college to build, maintain and refine the broader site. The members of the team are the administrators of the CMS. As such, they maintain all CMS and training related documentation, train all CMS users, and act as final approvers within site publishing workflows. In addition to ensuring that the site meets CCBC communication and web content standards, the team is responsible for ensuring that the CCBC website is ADA compliant.

At the same time, the team is also charged with maintenance and ongoing improvement of the site's key marketing areas, tracking and analytics, and the development of new functionality to enhance the user experience.

*Creative Services* - This department makes significant contributions to the content on the site, producing and supplying professional photography, video and graphic assets that extend the CCBC visual identity through the website. This department also manages CCBC's YouTube channel.

*Media Relations* – This department likewise makes significant contributions to the site in the form of news content, coordination of content for key public areas such as commencement, and as managers of the college's social media presence on Twitter, Facebook, and Instagram.

### **Information Technology Services**

In general terms, the IT department oversees the college's administrative systems and the CCBC network, including security and ID management. In terms of the website, the unit manages the current on-premises website environment and maintains the data feeds from other systems (see below). IT is also responsible for other key systems that are important aspects of the overall college web presence, such as the Learning Management System (Brightspace, launched June 2021) and the myCCBC student portal/app (built on the Unified Engage platform, launched July 2021).

### **Digital Engagement Workgroup**

A subcommittee of the College's Student Success Initiative, the Digital Engagement Workgroup is charged with leading the implementation of key technologies to support the initiative. Most relevant to this effort is the new student intranet, myCCBC. The workgroup is made up of IT staff and functional users to address both technical and process related dimensions of the implementation.

### **Primary Digital platforms**

While there are many platforms that make up the student digital experience at CCBC, the focus of this effort is the public facing website (hereafter, [www.ccbcmd.edu](http://www.ccbcmd.edu) or "the (CCBC) website") and its relationship to the new student intranet. One of the goals is to clarify the role of the latter and improve upon its initial implementation while redeveloping the public facing website.

### **www.cbcmd.edu**

The CCBC website has a broad set of defined goals, reflecting the fact that, for many years, it has been relied upon to engage various audiences, including current students, members of the community at large, business partners, potential donors, and even employees. However, at the same time, the college regards the website as its primary marketing and recruitment tool for engaging prospective students. With the implementation of the new platform for applicants and current students (see below), the College seeks assistance in narrowing the website's focus and mapping the ideal cross platform experience for prospective students to improve enrollment, support retention, and ensure student success.

### **www.cbcmd.edu goals:**

- Attract prospective students and engage them in the decision-making process;
- Provide access to key web resources for current students and other key audiences such as alumni, community businesses and donors;
- Elevate CCBC's perception/brand/credibility;
- Communicate the true breadth and depth of all of CCBC's offerings;
- Improve the ability to measure marketing results via the use of analytics; and
- Streamline content publishing.

[www.cbcmd.edu](http://www.cbcmd.edu) was rebuilt on the Sitecore content management system in a multi-year redevelopment project that began in 2012 and which involved the review of all aspects of site management, technology, content, and design. The website runs in an on-premises, load balanced production environment consisting of one content management server and two content delivery servers.

As a core concept of its design, the site integrates course, class, program, and employee contact information from other college systems in which the data is managed, such as Ellucian Banner and Acalog ACMS. Data is passed from the various native systems to the website by means of a proxy data provider. Because the site is both broad and deep, custom search functionality is an important aspect of the design, allowing users to access course, program, and other information more readily.

Though many aspects of the site are still relevant in concept (search, responsive design, dynamic data) the way they are executed no longer meets the needs and expectations of our web users nor the marketing, recruitment, and communication needs of the College. For instance, while the front-end is responsive and refactors its presentation based on device screen size, the navigation menus are not ideal for mobile use. Both the available technologies and design techniques for mobile design have come a long way since 2012.

CCBC uses its CMS to power a distributed content authoring model. More than 100 faculty and staff throughout the College, who have been trained in their roles as content contributors and/or owners, maintain content items in Sitecore. Before being published to the live website, their work passes through a prescribed approval workflow based on the specific department's



processes. Once the work is approved by the content owner at the department level, it is reviewed by the Web Management Team to ensure that it meets all applicable College standards before being published to the live site.

### **myCCBC**

In July 2021, CCBC launched an improved version of myCCBC, the student intranet (or “portal”). This implementation is meant primarily to contribute to student success by providing a convenient way for students to access the services, support, and information that they need to accomplish their goals at the college.

Built on Unified’s Engage platform, myCCBC will provide a substantial upgrade to the student digital experience. The platform—with both mobile and desktop versions—is intended to provide single sign-on for all student applications, personalized and timely communications through alerts and notifications, dynamic adaptive views based on user personas, secure document upload and more.

Implementation of myCCBC will be phased, with a rollout of basic functionality in July 2021, and the incorporation of additional functionality and content planned for later phases.

The college has not yet determined the appropriate content management model or processes for this platform.

### **Overview of Required Services**

1. Project management: provide project planning and stakeholder communication assistance.
2. In collaboration with the Marketing Department, conduct a content audit of the current site. Work with CCBC Web Team to categorize content to be re-purposed in the new site, moved to other parts of CCBC’s online environment (primarily myCCBC), or discarded.
3. Layout an all-new information architecture and accompanying navigational schema for the new site based on analysis of user research, content audit, College Communications’ goals and any other need/resource assessments required.
4. Recommend a complimentary sitemap to align myCCBC with the projected website to ensure a positive user experience.
5. Assist the college in developing complete requirements for the procurement of a new CMS.
6. Work with design and CMS vendors to ensure that all finalized recommendations are incorporated into the next iteration of the CCBC website.
7. Document the adopted customizations of the CMS; finalized information architecture, design schema and approved templates.

### **Specific Expectations by Phase**

The selected vendor will partner with CCBC for more than two years, from project kickoff in the Winter of 2021, through site launch in the Summer of 2023. The ideal web strategy partner will have well defined processes to ensure clear communication and careful project management.

Likewise, they will have expertise and years of experience in end-user and CMS user research; innovative UI and UX design; digital marketing and content strategy, and experience in overseeing higher education website redevelopment projects from kickoff to site launch and beyond. A phase-by-phase list of specific services and deliverables for our web strategy consultant follows:

### **Phase 1–User research and digital experience consulting**

This phase is currently underway and the findings from this phase will inform the remainder of the project.

### **Phase 2 Finalize web strategy and plan the project**

Building on the work in Phase 1, our web strategy partner will help us create a comprehensive strategy and implementation project plan to improve the CCBC student user experience by transforming the website and maximizing our use of the recently launched student portal.

#### **Web Strategy**

The college expects its web strategy partner to review the research and recommendations from phase 1, identify any gaps, and finalize the user experience roadmap.

#### *Services:*

1. **Finalize the web strategy.** Review phase 1 research and strategy deliverables for both major platforms including the user experience roadmap, user research deliverables, personas and user journey maps, server hosting feasibility study and content management model feasibility study in order to finalize the overall strategy.
  - a. **Deliverable #6:** Collaborate with CCBC Web Team to finalize CMS requirements based on Phase 1 research. Update user experience roadmap, if necessary.

#### **Project Management**

Although project management is the primary responsibility of the CCBC Marketing department, the College expects the web strategist to expedite tasks, manage project complexities, provide a fresh perspective, and share innovative solutions.

#### *Services:*

1. **Plan the project.** Work with the CCBC Marketing team to develop and manage a comprehensive project plan to cover all phases.
  - a. **Deliverable #1:** Phase-by-phase project plan that:
    - i. accounts for all deliverables listed in this scope.
    - ii. Accommodates the need for additional project management planning assistance and coordination with other vendors for components outside this scope, such as acquisition and implementation of a new CMS solution for [www.cbcmd.edu](http://www.cbcmd.edu).
  - b. **Deliverable #3:** Gantt chart summarizing the activities and major milestones in the project plan.

2. **Communicate project progress**, including stakeholder engagement opportunities and project milestones.
  - a. **Deliverable #2:** Full project communication plan for CCBC to share updates with stakeholders throughout each stage of the website redevelopment process.
  - b. **Deliverable #4:** Participate in select presentations to leadership.
  - c. **Deliverable #5:** Meet with website advisory committee and Digital Engagement Workgroup as needed to provide updates and gather feedback.
  - d. **Deliverable #6:** Review and contribute to project documentation updates as needed.

### **Phase 3 - Acquire CMS**

In this phase, CCBC will issue an additional RFP to acquire a new CMS based on the research and requirements developed in earlier phases. There are no web strategy consulting deliverables for this phase.

### **Phase 4 – Architecture, design, and development**

CCBC will rely heavily on its web strategy partner in this phase to layout the information architecture and accompanying navigational schema for the new site and myCCBC based on the established user experience roadmap and the functional parameters of the newly acquired CMS and the Engage platform.

#### Services:

1. **Design information architecture:** The current website contains an overwhelming amount of content and is expected to serve many roles for many audiences. Audit the site to determine where existing content is best suited to live in CCBC’s digital environment.
  - a. **Deliverable #7:** Comprehensive content audit of [www.ccbc.md.edu](http://www.ccbc.md.edu) with analytics, SEO scores, meta data analysis, content types, target audience, multimedia accessibility evaluation, backlinks, and reading level scores. A CCBC Web Content Manager will use the department’s third-party digital accessibility evaluation tool to gather quality assurance results for the page and PDF audit.
  - b. **Deliverable #8:** Categorize all content assets according to recommended CCBC platform(s) and identify any gaps.
  - c. **Deliverable #10a:** Revised sitemap for [www.ccbc.md.edu](http://www.ccbc.md.edu) based on user research and outcomes from the content audit. Layout an all-new information architecture and accompanying navigational schema for the new site based on analysis of user research conducted in phase I, content audit, College marketing goals and any other need/resource assessments required.
  - d. **Deliverable #10b:** Proposed sitemap for myCCBC based on research from phase 1, the content audit and any other assessments required
2. **Marketing optimization:** CCBC seeks to optimize its website further to support a variety of digital marketing and recruitment initiatives by designing, monitoring, and streamlining the process of gathering data on site traffic and prospective student leads.

- a. **Deliverable #12:** Provide recommendations for how the college can improve its analytics reporting from traffic across multiple CCBC domains and other external web properties.
  - b. **Deliverable #12:** Flexible landing page strategy with navigation tracking strategy for social media lead generation ads and other digital marketing campaigns.
  - c. **Deliverable #12:** Provide recommendations for how the college can better align its website with its digital marketing strategy to improve recruitment.
  - d. **Deliverable #12:** Recommend key integration features for ideal CMS and analytics to CRM data flow to capture leads and facilitate content personalization.
3. **User interface design consulting:** The college seeks a contemporary user interface that meets our users' functional needs and makes best use of current technologies. Our strategy partner will need to help the college conceive an all-new UI for the website.
- a. **Deliverable #11 ([www.cbcemd.edu](http://www.cbcemd.edu))** 20 Wireframes: homepage, newsroom landing, news detail, event calendar landing, event detail, program detail, course detail, employee directory, employee detail, search, search results, social media mashup, school page, department page, and 5 additional wireframes based on the outcomes of UI/UX research
4. **Architecture and design usability testing:** conduct usability testing to validate decisions concerning site organization, functionality, nomenclature, design, and other components.
- a. **Deliverable #9:** Design phase usability testing report for [www.cbcemd.edu](http://www.cbcemd.edu)
5. **CMS Documentation:** Work with CMS/hosting vendors to document the [www.cbcemd.edu](http://www.cbcemd.edu) hosting environment, server architecture, and any integrations with CCBC systems or other third-party systems.
- a. **Deliverable #13** Server architecture diagram of the new hosting environment and associated systems
6. **Content migration consulting:** Work with CMS vendor to determine and recommend available content migration options between existing CMS (Sitecore) and new CMS.
- a. **Deliverable #17:** Content Migration Recommendations report
7. **Follow-up development usability testing, website:** following initial CMS implementation and site configuration by CMS/hosting/design vendor(s), conduct preliminary site usability testing to validate the solution prior to complete site build.
- a. **Deliverable #16:** Development stage usability testing report for [www.cbcemd.edu](http://www.cbcemd.edu)

## **Phase 5 – Build the site.**

With the initial CMS implementation complete, the CCBC Marketing team will begin building out the website with continued assistance from our web strategy partner and collaborating with myCCBC content stakeholders to transition identified content to that platform.

2. **Author new content** as required by new site information architecture and design, including copy, images, multimedia etc. in conjunction with CCBC’s in-house creative resources. Work with departments to rewrite, refresh, redesign and re-envision content where required.

a. **Deliverable #15:** Content development assistance based on needs identified in content audit for [www.cbcemd.edu](http://www.cbcemd.edu) Provide hourly pricing.

3. **Pre-launch usability testing:** With the site build complete, conduct full-site usability testing prior to site launch for [www.cbcemd.edu](http://www.cbcemd.edu) .

a. **Deliverable #14:** Prelaunch usability testing report for [www.cbcemd.edu](http://www.cbcemd.edu)

## **Phase 6–Train Users and Document customizations**

Though CCBC will partner with our CMS vendor to provide CMS user training, we will rely on our web strategy partner for consultation on how to best develop a culture of digital accessibility among our content teams and stakeholders.

Services:

1. **Accessibility consulting.** Help the CCBC Marketing team ensure that digital accessibility is addressed in the onboarding and training processes for new team members, CMS users, and Engage users and stakeholders.

a. **Deliverable #18:** Recommendations and resources for incorporating WCAG 2.1 in all training as well as standards and governance resources.

## **Phase 7–Launch the website**

Shortly after launch we will ask our consultants to certify accessibility.

Services:

1. **ISO/IEC 40500:2012 compliance (Section 508 of the Americans with Disabilities Act):** To verify accessibility compliance, the web strategist must conduct thorough usability testing with screen readers to independently certify universal design and ensure an accessible front-end for prospects and current students across [www.cbcemd.edu](http://www.cbcemd.edu).

a. **Deliverable #19** WCAG 2.1 AA certification for [www.cbcemd.edu](http://www.cbcemd.edu) to ensure the front-end design, including navigation, content and features are accessible.

## **Phase 8–Plan for the future**

CCBC seeks to create a uniformly positive user experience that maximizes its major web platforms to engage users throughout the student lifecycle in a way that is effective and sustainable. The college will rely on its web strategy partner to help ensure that the work completed in this project is maintained and optimized over time.

Services:

1. **Build functional documentation library:** Work with the CCBC Web Team, CMS vendor, hosting firm and designers to create a library of functional documentation, to

help ensure that the new sites remain cohesive and perform consistently over time. The library should include content standards, content management processes and procedures, usability and accessibility best practices, organic SEO recommendations, nomenclature and site taxonomy guidance, content personalization protocols, documentation on third party tools, etc. It should cover CMS customizations, CSS design preferences, and backend maintenance in detail as well.

a. **Deliverable #20:** Functional documentation of how all of the components of the CCBC website are integrated, how the process will operate, and how the tools are intended to be used.

2. **Develop a long-term web marketing strategic plan** that helps maintain a high quality, innovative website by laying out next steps, priorities, budgets, and maintenance strategies to ensure the ongoing success of the new user experience. The plan should project resource needs for baseline costs and staffing while anticipating needs for future growth and ongoing development. It should include schedules for content review, quality assurance checks, ongoing usability testing, server maintenance, CMS upgrades, user training cycles, etc. It should clearly articulate roles and responsibilities for all aspects of site maintenance and development including content management, site administration, security, server updates, CMS patches etc.

a. **Deliverable #21:** Five-year continuous improvement plan with assessments, resource needs, quality assurance checks, and projected development projects.

## Assumptions

The partner selected as a result of this procurement will be responsible for meeting all above expectations, required services and deliverables. This partner will not be guaranteed additional work on the project beyond this scope.

The CMS and design vendor(s) selected through separate procurements will be responsible for the following deliverables.

- Design and develop of templates for use within the CMS and visual design for the new information architecture. Templates will align with the college brand, adhere to college graphic standards, and comply with W3C technical and accessibility standards.
- Deliver fully coded templates and any accompanying CSS, JAVA, XML files, etc.
- Load testing, security tests, responsive breakpoint testing, etc.

CCBC will be responsible for the following deliverables and processes: CMS selection, ongoing maintenance, community presentations, vetting the sitemap and other deliverables, page development, CMS training, instructional videos, user's guide, and any other training documentation will be provided by CCBC. CCBC video, PDF and other multimedia content will adhere to WCAG 2.1 standards.

Work formats that provide the most effective outcomes, while ensuring the safety of CCBC staff and our vendor partners will be options for the project. CCBC's preference and aim will be for certain types of user research, participation in important meetings and presentation, and other aspects of the project be completed in person, as conditions permit.

## Deliverables

During the initial phase of this project, several deliverables were completed by a user research consultant to assist with the next set of phases for this website development project. The following documentation will be available during the kick-off meeting: website redevelopment goals, baseline data and assessments; user research plan and report; personas; journey maps; server hosting study, content automation recommendations and content management model (governance) feasibility study.

#	Phase	Deliverable	Approximate Timeline <sup>^</sup>	
			Main site	myCCBC
1	Planning & Strategy	Project plan	Winter 2021-2	Winter 2021-2
2	Planning & Strategy	Communication Plan	Winter 2021-2	Winter 2021-2
3	Planning & Strategy	Gantt Chart	Winter 2021-2	Winter 2021-2
4	Planning & Strategy	Project presentations to leadership and stakeholder groups	ongoing	ongoing

5	Planning & Strategy	Meet with website advisory and digital engagement work groups	ongoing	ongoing
6	Planning & Strategy	Update documentation including user experience roadmap; Develop CMS requirements	ongoing	ongoing
7	Architecture, Design, & Development	Content audit	Fall 2022	n/a
8	Architecture, Design, & Development	Content categorization/recommendations	Fall 2022	n/a
9	Architecture, Design, & Development	Design Phase Usability Testing Report	Fall 2022	n/a
10	Architecture, Design, & Development	Proposed sitemap	Winter 2022-3	Winter 2022-3
11	Architecture, Design, & Development	Wireframes	Fall 2022	n/a
12	Architecture, Design, & Development	Marketing Optimization Recommendations	Fall 2022	n/a
13	Architecture, Design, & Development	Server Architecture Diagram	Fall 2022	n/a
14	Architecture, Design, & Development	Follow-up Usability Testing	Spring 2023	n/a
15	Site buildout	Content Development	Spring 2023	n/a
16	Site buildout	Site Build Phase Usability Testing Report	Summer 2023	n/a
17	Architecture, Design, and Development	Content Migration Recommendations	Winter 2022-3	n/a
18	training and documentation	WCAG 2.1 Training Recommendations	Spring 2023	n/a
19	Site launch	WCAG 2.1 AA certification	Summer 2023	n/a
20	Maintenance strategy	Functional Documentation	Summer 2023	n/a
21	Maintenance strategy	Web Marketing Strategic Plan / Continuous Improvement Plan	Fall 2023	Fall 2023

Main site = [www.cbcmd.edu](http://www.cbcmd.edu) redesign

^ Subject to a more detailed project plan

At conclusion of the project, all reports, documentation, templates, image, and media files (including both source and final files) and any other deliverables should be compiled and provided to CCBC.



## Appendices

### Appendix A: Resource links

1. [Visual Identity Guide](#)
2. [Current Marketing Campaign](#)
3. [Website Key Performance Indicators](#)
4. [Web Content Standards](#)
5. [Sitemap](#)
6. [Guided Pathways](#)
7. Sample XML Feed Data:
  - a. [Credential Programs](#) (from Acalog)
  - b. [Courses](#) (from Banner)
  - c. [Classes](#) (from Banner)
  - d. [Employee Directory](#) (from Banner)

### Appendix B: Website data

Table 1: Top level website metrics  
[www.cbcmd.edu](http://www.cbcmd.edu)

	2017	2018	2019	2020
Page views	13,470,264	15,950,748	15,316,171	15,041,772
Users	1,849,073	2,120,453	2,146,270	1,716,049
Searches	418,611	508,771	448,543	258,163
Device models	3,076	3,379	3,556	3,587
Content Contributors & Owners	105	112	118	113
Training Sessions	5	23	17	0
Avg. Page Load Time (sec)	2.84	2.63	2.48	2.11
Avg. Server Connection Time (sec)	0.02	0.02	0.04	0.07
Avg. Server Response Time (sec)	-	-	0.28	0.28
Avg. Uptime	-	99.96%	99.96%	99.95%

Data Source: Google Analytics Property ID UA-3791926-4, May 3, 2021

As presented in table #2, the majority of the content in the CMS is from an external system and not owned by College Communications.

Table 2: Content Assets in 2020  
[www.cbcmd.edu](http://www.cbcmd.edu)

Content	Sitecore Items	Pageviews
Credential-based programs*	288	876,940
Courses*	1,966	
News articles, press releases and spotlights	610	124,768
Events	382	64,237

Classes*	4,761	
Employees listed in the directory*	4,403	78,110
Images	2,650	n/a
PDFs	2,226	n/a
Downloadable multimedia	30	n/a
Other webpages	1,691	

\* dynamic data from an XML data feed from the college catalog (Acalog) or registration system (Banner)

Data Source: Google Analytics Property ID UA-3791926-4, May 3, 2021

CCBC has experienced a steady increase in mobile traffic over the past four years. If the trend continues, mobile and tablet traffic will outpace traditional desktop traffic in the next few years. This has many implications for the redevelopment of the CCBC website such as:

1. Designing for smaller screen sizes
2. Developing fast, compressed content from mid to low bandwidth locations
3. Reducing reliance on PDFs and other non-mobile friendly media
4. Rethinking navigation

Table 3: User Traffic

[www.cbcmd.edu](http://www.cbcmd.edu)

	2017	2018	2019	2020
<b>Desktop</b>	1,195,670 (64.41%)	1,301,160 (60.83%)	1,262,809 (58.55%)	930,961 (53.90%)
<b>Mobile</b>	591,034 (31.84%)	756,010 (35.34%)	824,735 (38.24%)	764,486 (44.26%)
<b>Tablet</b>	69,734 (3.76%)	81,938 (3.83%)	69,384 (3.22%)	31,690 (1.83%)

Data Source: Google Analytics Property ID UA-3791926-4, May 3, 2021

Research shows the users are primarily using the following device sizes which can be used to determine breakpoints:

1. iPhone 4 and later
2. Samsung Galaxy J3 and later
3. Sony Xperia E4 and later

The Web Strategist will lead discussions to determine screen resolution variants, CSS3 media queries, device width and screen sizes compatible with pc, mobile, Android, iOS, and so on.

Table 4: Mobile Device Types

[www.cbcmd.edu](http://www.cbcmd.edu)

	2017	2018	2019	2020
<b>Total mobile devices</b>	3,076	3,379	3,556	3,587

Data Source: Google Analytics Property ID UA-3791926-4, May 3, 2021

Table 5: Primary Audience  
[www.cbcmd.edu](http://www.cbcmd.edu)

	<b>AY 2017-2018</b>		<b>AY 2018-2019</b>		<b>AY 2019-2020</b>	
<b>New Students*</b>	3,719	1,140	3,618	962	3,561	1,052
<b>Total Students*</b>	19,564	17,849	19,034	16,528	17,894	15,760

\*Data Source: Planning, Research & Evaluation, May 12, 2021

**END OF SECTION 2**

## SECTION 3

### PROPOSAL CRITERIA & EVALUATION PROCESS

All proposers shall provide a detailed description of the web strategy consulting services and deliverables that you will deliver as part of this engagement. Proposal must include the following:

#### A. Firm Experience on Similar or Relevant Projects

The offeror must include as a part of their technical proposal sufficient documentation on client references and qualifications to support their ability and experience to perform the scope of work contained in the RFP. **Provide the information listed below by downloading and completing this [Company Profile Form](#).**

- a. Company contact information, history, and background
- b. Five references. Each reference must contain:
  - i. Client organization name and complete address
  - ii. Contract or Purchase Order Number
  - iii. Client contact name, email, and phone number
  - iv. Brief description of project(s)
- c. Case studies and work product samples.

#### B. Implementation

Describe the approach and resources needed to implement your recommended engagement for this project in a clear and concise manner, which shows understanding of each requirement provided in Section 2. Address proposed project management methodology; client needs assessment, project execution and evaluation. Attach a proposed implementation schedule with key activities and estimated milestones and include a Gant Chart.

#### C. Personnel

Provide the names of all employees to be assigned to this project. If awarded, who will in any way be involved with performing the work specified. For each individual listed, state their job title, their area of responsibility (and a brief resume on each) including educational background, work experience with bidding firm, previous work experience with other firms, specific experience similar to the current project and their credentials.

Proposals shall clearly identify data considered confidential or containing proprietary information or trade secrets that should not be disclosed by the College under Title 5 of the General Provisions Article, Annotated Code of Maryland.

- By submitting a proposal, Proposer represents that it is not in arrears in the payment of any obligation due and owing the State of Maryland, including payment of taxes and employee benefits and, if selected, shall not become so in arrears during the term.
- CCBC reserves the right to award the contract in whole or in part, and to make multiple awards, or no award, as its best interests may require.

**END OF SECTION 3**

## **SECTION 4**

### **GENERAL INFORMATION FOR BIDDERS**

#### **A. PROCUREMENT REGULATIONS**

This Proposal and any resulting contract shall be governed by State Finance and Procurement Article and Sections 16-311 through 16-314 of the Education Article, Annotated Code of Maryland, as amended (the State Code.)

Any information contained in the proposer's response that is proprietary or confidential must be clearly designated as such. Marking of the entire response or entire sections of the response as proprietary or confidential will not be accepted or honored. Pricing cannot be deemed confidential.

#### **B. DISCOUNTS FOR EARLY PAYMENT**

Discounts for early payment will not be considered in the evaluation of offers. However, offered discount will form a part of the award, and will be taken if payment is made within the discount period stated in the offer. Vendor contracts may also include discounts for early payment on individual invoices.

Offered discount for early payment shall be computed from the date the invoice is received by the paying agency. Payment shall be considered to have been made on the date appears on the payment check or, the specified payment date for an electronic funds transfer. If the discount date falls on Government non-working days, payment may be made on the following business day.

#### **C. INCURRED EXPENSES**

CCBC will not be responsible for any costs incurred by any bidder in preparing and submitting a bid and/or product demonstrations.

#### **D. CONTRACTOR'S REPRESENTATIONS**

Contractor agrees to deal in good faith with the College at all times in all matters. Dealing in good faith includes, but is not limited to, not misleading the College; not making representations which are untrue; not making promises which are not kept; attempting to resolve disputes promptly and amicably; and not filing claims or protests that are without merit or foundation.

#### **E. TAXES**

CCBC is exempt from Federal Excise Taxes and Maryland State Sales and Use Taxes. CCBC's tax exemption does not extend to the successful proposer. Each bidder must determine its own tax status.

Pursuant to 7-202 et. Seq. of the Corporation and Associations Article of the Annotated Code of Maryland, corporations not incorporated in the State of Maryland shall be registered with the State Department of Assessments and Taxation, 301 West Preston Street, Baltimore, Maryland 21201 before doing any interstate or foreign business in Maryland. A copy of the registration or application for registration may be requested by the College.

## **F. CLOSING OF COLLEGE**

Information regarding college closings or delayed openings may be obtained by contacting the CCBC weather line on 443-840-3700 or at [www.ccbcmd.edu](http://www.ccbcmd.edu). In the event that the College is closed, responses will be due on the next day the College is officially open, at the same time. In the event the College has a delayed opening on the Bid Due Date, the Bid Due Date and time will not change.

## **G. INSURANCE AND INDEMNITY**

The successful proposer shall indemnify and save and hold harmless the Board of Trustees of CCBC, their agents, directors, employees, and officials against any or all loss, cost, damage, claim, expense, or liability whatsoever including reasonable attorney fees that are the result of the contractor's acts or omissions under the contract. The indemnification obligation of the contractor shall include but not be limited to, injuries to individuals and the property of individuals who are not party to the contract. The contractor's indemnification obligation shall cover the acts or omissions of any subcontractors hired by the contractor. The contractor's indemnification obligation shall survive termination of the contract for any reason.

The successful proposer shall secure, pay the premiums for, and keep in force until the expiration of this contract, and any renewal thereof, adequate insurance as provided below, such insurance to specifically include liability assumed by the contractor under this contract.

- Workmen's Compensation Insurance as required by laws of the State of Maryland.
- Comprehensive General Liability Insurance with limits of not less than:

Bodily Injury:	\$1,000,000 each occurrence;	\$1,000,000 aggregate
Property Damage	\$1,000,000 each occurrence;	\$1,000,000 aggregate
- Comprehensive Automobile Liability Insurance with limits of not less than:

Bodily Injury:	\$ 500,000 each person;	\$1,000,000 each occurrence
Property Damage	\$ 500,000 each occurrence;	

Each of the above policies, with the exception of Workmen's Compensation, shall (a) include CCBC as an additional insured, with respect to operations under the Contract; (b) cover the

premises occupied by the Contractor; and (c) shall cover and not exclude Contractor's liability for injury to the property of the College and to the persons or property of employees, students, faculty members, agents, officers, trustees and guests of the College.

Each policy of insurance shall contain the following endorsement: *"It is understood and agreed that the Insurance Company shall notify the College in writing, 30 days in advance of the effective date of any reduction in the dollar amount of coverage, notice of non-renewal, termination or cancellation of this policy"*. Certificates of Insurance evidencing each of the above coverages shall be provided to the College prior to Contract award.

The insurance companies providing the above coverages must be satisfactory to the College. The College and the Contractor hereby waive any and all right of recovery from each other for loss caused by acts of God defined in their respective fire, extended coverage, and sprinkler leakage insurance policies.

The Contractor shall not allow any liens filed against CCBC or the property of CCBC by a person or firm for any reason arising out of the furnishing of services or materials by the Contractor. Any lien filed against CCBC or its property shall be disposed of within 30 days of its filing. Failure of the Contractor to dispose of such liens within the 30-day period shall constitute default.

The actions of a Contractor with third parties are not binding upon CCBC. The Contractor is not a division of CCBC.

**END OF SECTION 4**



## APPENDIX B Bid/proposal affidavit

### A. AUTHORIZED REPRESENTATIVE

I HEREBY AFFIRM THAT: I am the (title) \_\_\_\_\_ and the duly authorized representative of (business) \_\_\_\_\_ and that I possess the legal authority to make this Affidavit on behalf of myself and the business for which I am acting.

### B. NOT USED

#### B-1. CERTIFICATION REGARDING MINORITY BUSINESS ENTERPRISES *(applicable if an MBE goal is set)*

The undersigned bidder or offeror hereby certifies and agrees that it has fully complied with the State Minority Business Enterprise Law, State Finance and Procurement Article, §14-308(a)(2), Annotated Code of Maryland, which provides that, except as otherwise provided by law, a contractor may not identify a certified minority business enterprise in a bid or proposal and:

- (1) Fail to request, receive, or otherwise obtain authorization from the certified minority business enterprise to identify the certified minority proposal;
- (2) Fail to notify the certified minority business enterprise before execution of the contract of its inclusion in the bid or proposal;
- (3) Fail to use the certified minority business enterprise in the performance of the contract; or
- (4) Pay the certified minority business enterprise solely for the use of its name in the bid or proposal.

Without limiting any other provision of the solicitation on this project, it is understood that if the certification is false, such false certification constitutes grounds for the State to reject the bid submitted by the bidder on this project, and terminate any contract awarded based on the bid.

#### B-2. CERTIFICATION REGARDING VETERAN-OWNED SMALL BUSINESS ENTERPRISES *(if applicable to the solicitation)*

The undersigned bidder or offeror hereby certifies and agrees that it has fully complied with the State veteran-owned small business enterprise law, State Finance and Procurement Article, §14-605, Annotated Code of Maryland, which provides that a person may not:

- (1) Knowingly and with intent to defraud, fraudulently obtain, attempt to obtain, or aid another person in fraudulently obtaining or attempting to obtain public money, procurement contracts, or funds expended under a procurement contract to which the person is not entitled under this title;
- (2) Knowingly and with intent to defraud, fraudulently represent participation of a veteran-owned small business enterprise in order to obtain or retain a bid preference or a procurement contract;
- (3) Willfully and knowingly make or subscribe to any statement, declaration, or other document that is fraudulent or false as to any material matter, whether or not that falsity or fraud is committed with the knowledge or consent of the person authorized or required to present the declaration, statement, or document;
- (4) Willfully and knowingly aid, assist in, procure, counsel, or advise the preparation or presentation of a declaration, statement, or other document that is fraudulent or false as to any material matter, regardless of whether that falsity or fraud is committed with the knowledge or consent of the person authorized or required to present the declaration, statement, or document;
- (5) Willfully and knowingly fail to file any declaration or notice with the unit that is required by COMAR 21.11.12; or
- (6) Establish, knowingly aid in the establishment of, or exercise control over a business found to have violated a provision of §B-2(1)–(5) of this regulation.

**C. AFFIRMATION REGARDING BRIBERY CONVICTIONS**

I FURTHER AFFIRM THAT: Neither I, nor to the best of my knowledge, information, and belief, the above business (as is defined in Section 16-101(b) of the State Finance and Procurement Article of the Annotated Code of Maryland), or any of its officers, directors, partners, controlling stockholders, or any of its employees directly involved in the business’s contracting activities including obtaining or performing contracts with public bodies has been convicted of, or has had probation before judgment imposed pursuant to Criminal Procedure Article, §6-220, Annotated Code of Maryland, or has pleaded *nolo contendere* to a charge of bribery, attempted bribery, or conspiracy to bribe in violation of Maryland law, or of the law of any other state or federal law, except as follows (indicate the reasons why the affirmation cannot be given and list any conviction, plea, or imposition of probation before judgment with the date, court, official or administrative body, the sentence or disposition, the name(s) of person(s) involved, and their current positions and responsibilities with the business):

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**D. AFFIRMATION REGARDING OTHER CONVICTIONS**

I FURTHER AFFIRM THAT: Neither I, nor to the best of my knowledge, information, and belief, the above business, or any of its officers, directors, partners, controlling stockholders, or any of its employees directly involved in the business’s contracting activities including obtaining or performing contracts with public bodies, has:

- (1) Been convicted under state or federal statute of a criminal offense incident to obtaining or attempting to obtain, or performing a public or private contract, fraud, embezzlement, theft, forgery, falsification, or destruction of records, or receiving stolen property;
  - (2) Been convicted of any criminal violation of a state or federal antitrust statute;
  - (3) Been convicted under the provisions of Title 18 of the United States Code for violation of the Racketeer Influenced and Corrupt Organizations Act, 18 U.S.C. §1961, et seq., or the Mail Fraud Act, 18 U.S.C. §1341 et seq., for acts arising out of the submission of bids or proposals for a public or private contract;
  
  - (4) Been convicted of a violation of the State Minority Business Enterprise Law, Section 14-308 of the State Finance and Procurement Article of the Annotated Code of Maryland;
  - (5) Been convicted of a violation of §11-205.1 of the State Finance and Procurement Article of the Annotated Code of Maryland;
  - (6) Been convicted of conspiracy to commit any act or omission that would constitute grounds for conviction or liability under any law or statute described in subsection (1), (2), (3), (4) or (5), above;
  - (7) Been found civilly liable under a state or federal antitrust statutes for acts or omissions in connection with the submission of bids or proposals for a public or private contract;
  - (8) Admitted in writing or under oath, during the course of an official investigation or other proceedings, acts or omissions that would constitute grounds for conviction or liability under any law or statute described above, except as follows (indicate reasons why the affirmations cannot be given, and list any conviction, plea, or imposition of probation before judgment with the date, court, official or administrative body, the sentence or disposition, the name(s) of the person(s) involved and their current positions and responsibilities with the business, and the status of any debarment):
- 
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**E. AFFIRMATION REGARDING DEBARMENT**

I FURTHER AFFIRM THAT: Neither I, nor to the best of my knowledge, information, and belief, the above business, or any of its officers, directors, partners, controlling stockholders, or any of its employees directly involved in the business's contracting activities, including obtaining or performing contracts with public bodies, has ever been suspended or debarred (including being issued a limited denial of participation) by any public entity, except as follows (list each debarment or suspension providing the dates of the suspension or debarment, the name of the public entity and the status of the proceedings, the name(s) of the person(s) involved and their current positions and responsibilities with the business, the grounds of the debarment or suspension, and the details of each person's involvement in any activity that formed the grounds of the debarment or suspension):

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**F. AFFIRMATION REGARDING DEBARMENT OF RELATED ENTITIES**

I FURTHER AFFIRM THAT:

- (1) The business was not established, and it does not operate in a manner designed to evade the application of or defeat the purpose of debarment pursuant to Sections 16-101, et seq., of the State Finance and Procurement Article of the Annotated Code of Maryland; and
  - (2) The business is not a successor, assignee, subsidiary, or affiliate of a suspended or debarred business, except as follows (you must indicate the reasons why the affirmations cannot be given without qualification):
- 
- 

**G. SUB-CONTRACT AFFIRMATION**

I FURTHER AFFIRM THAT: Neither I, nor to the best of my knowledge, information, and belief, the above business, has knowingly entered into a contract with a public body under which a person debarred or suspended under Title 16 of the State Finance and Procurement Article of the Annotated code of Maryland will provide, directly or indirectly, supplies, services, architectural services, construction-related services, leases of real property, or construction.

**H. AFFIRMATION REGARDING COLLUSION**

I FURTHER AFFIRM THAT: Neither I, nor to the best of my knowledge, information, and belief, the above business, has:

- (1) Agreed, conspired, connived, or colluded to produce a deceptive show of competition in the compilation of the accompanying bid or offer that is being submitted;
- (2) In any manner, directly or indirectly, entered into any agreement of any kind to fix the bid price or price proposal of the bidder or offeror or of any competitor, or otherwise taken any action in restraint of free competitive bidding in connection with the contract for which the accompanying bid or offer is submitted.

**I. FINANCIAL DISCLOSURE AFFIRMATION**

I FURTHER AFFIRM THAT: I am aware of, and the above business will comply with the provisions of Section 13-221 of the State Finance and Procurement Article of the Annotated Code of Maryland, which require that every business that enters into contracts, leases, or other agreements with the State of Maryland or its agencies during a calendar year under which the business is to receive in the aggregate \$100,000 or more shall, within 30 days of the time when the aggregate value of these contracts, leases or other agreements reaches \$100,000, file with the Secretary of State of Maryland certain specified information to include disclosure of beneficial ownership of the business.

**J. POLITICAL CONTRIBUTION DISCLOSURE AFFIRMATION**

I FURTHER AFFIRM THAT: I am aware of and that the above business will comply with, Election Law Article, §§14-101 – 14-108, Annotated Code of Maryland, which requires that every person that enters into contracts, leases, or other agreements with the State of Maryland, including its agencies or a political subdivision of the State, during a calendar year in which the person receives in the aggregate \$100,000 or more shall file with the State Board of Elections a statement disclosing contributions in excess of \$500 made during the reporting period to a candidate for elective office in any primary or general election.

**K. DRUG AND ALCOHOL-FREE WORKPLACE**

(Applicable to all contracts unless the contract is for a law enforcement agency and the agency head or the agency head's designee has determined that application of COMAR 21.11.08 and this certification would be inappropriate in connection with the law enforcement agency's undercover operations.)

I CERTIFY THAT:

- (1) Terms defined in COMAR 21.11.08 shall have the same meaning when used in this certification.
- (2) By submission of its bid or offer, the business, if other than an individual, certifies and agrees that, with respect to its employees to be employed under a contract resulting from this solicitation, the business shall:
  - (a) Maintain a workplace free of drug and alcohol abuse during the term of the contract;
  - (b) Publish a statement notifying its employees that the unlawful manufacture, distribution, dispensing, possession, or use of drugs, and the abuse of drugs or alcohol is prohibited in the business' workplace and specifying the actions that will be taken against employees for violation of these prohibitions;
  - (c) Prohibit its employees from working under the influence of drugs and alcohol;
  - (d) Not hire or assign to work on the contract anyone whom the business knows, or in the exercise of due diligence should know, currently abuses drugs or alcohol, and is not actively engaged in a bona fide drug or alcohol abuse assistance or rehabilitation program;
  - (e) Promptly inform the appropriate law enforcement agency of every drug-related crime that occurs in its workplace if the business has observed the violation or otherwise has reliable information that a violation has occurred;
  - (f) Establish drug and alcohol abuse awareness programs to inform its employees about:
    - (i) The dangers of drug and alcohol abuse in the workplace,
    - (ii) The business' policy of maintaining a drug and alcohol-free workplace,
    - (iii) Any available drug and alcohol counseling, rehabilitation, and employee assistance programs; and
    - (iv) The penalties that may be imposed upon employees who abuse drugs and alcohol in the workplace;
  - (g) Provide all employees engaged in the performance of the contract with a copy of the statement required by K(2)(b), above;
  - (h) Notify its employees in the statement required by §K(2)(b) above, that as a condition of continued employment on the contract, the employee shall:
    - (i) Abide by the terms of the statement, and

(ii) Notify the employer of any criminal drug or alcohol abuse conviction for an offense occurring in the workplace not later than five (5) days after a conviction;

(i) Notify the procurement officer within 10 days after receiving notice under §K(2)(h)(ii), above, or otherwise receiving actual notice of a conviction;

(j) Within 30 days after receiving notice under §K(2)(h)(ii), above, or otherwise receiving actual notice of a conviction, impose either of the following sanctions or remedial measures on any employee who is convicted of a drug or alcohol abuse offense occurring in the workplace:

(i) Take appropriate personnel action against an employee, up to and including termination, or

(ii) Require an employee to satisfactorily participate in a *bona fide* drug or alcohol abuse assistance or rehabilitation program; and,

(k) Make a good faith effort to maintain a drug and alcohol-free workplace through implementation of §K(2)(a)-(j), above.

(3) If the business is an individual, the individual shall certify and agree, as set forth in K(4), below, that the individual shall not engage in the unlawful manufacture, distribution, dispensing, possession, or use of drugs or the abuse of drugs or alcohol in the performance of the contract.

(4) I acknowledge and agree that:

(a) The award of contract is conditional upon compliance with COMAR 21.11.08 and this certification;

(b) The violation of the provisions of COMAR 21.11.08 or this certification shall be cause to suspend payments under, or terminate the contract for default under COMAR 21.07.01.11 or 21.07.03.15, as applicable; and

(c) The violation of the provisions of COMAR 21.11.08 or this certification in connection with the contract may, in the exercise of the discretion of the Board of Public Works, result in suspension and debarment of the business under COMAR 21.08.03.

#### L. CERTIFICATION OF CORPORATION REGISTRATION AND TAX PAYMENT

I FURTHER AFFIRM THAT:

(1) The business named above is a (domestic\_\_\_)(foreign\_\_\_) [check one] corporation registered in accordance with the Corporations and Associations Article, Annotated Code of Maryland, and that it is in good standing and has filed all of its annual reports, together with filing fees, with the Maryland State Department of Assessments and Taxation, and that the name and address of its resident agent filed with the State Department of Assessments and Taxation is:

Name: \_\_\_\_\_

Address: \_\_\_\_\_

(If not applicable, so state.)

(2) Except as validly contested, the business has paid, or has arranged for payment of, all taxes due the State of Maryland and has filed all required returns and reports with the Comptroller of the Treasury, the State Department of Assessments and Taxation, and the Employment Security Administration, as applicable, and will have paid all withholding taxes due the State of Maryland prior to final settlement.

#### M. CONTINGENT FEES

I FURTHER AFFIRM THAT: The business has not employed or retained any person, partnership, corporation, or other entity, other than a *bona fide* employee or agent working for the business, to solicit or secure the Contract, and that the business has not paid or agreed to pay any person, partnership, corporation, or other entity, other than a *bona fide* employee or agent, any fee, or any other consideration contingent on the making of the Contract.

**N. CONFLICT OF INTEREST AFFIDAVIT AND DISCLOSURE**

(1) "Conflict of interest" means that because of other activities or relationships with other persons, a person is unable or potentially unable to render impartial assistance or advice to the State, or the person's objectivity in performing the contract work is or might be otherwise impaired, or a person has an unfair competitive advantage.

(2) "Person" has the meaning stated in COMAR 21.01.02.01B(64) and includes a bidder, offeror, contractor, consultant, or subcontractor or subconsultant at any tier, and also includes an employee or agent of any of them if the employee or agent has or will have the authority to control or supervise all or a portion of the work for which a bid or offer is made.

(3) The bidder or offeror warrants that, except as disclosed in §(4), below, there are no relevant facts or circumstances now giving rise or which could, in the future, give rise to a conflict of interest.

(4) The following facts or circumstances give rise or could in the future give rise to a conflict of interest (explain detail—attach additional sheets if necessary):

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(5) The bidder or offeror agrees that if an actual or potential conflict of interest arises after the date of this affidavit, the bidder or offeror shall immediately make a full disclosure in writing to the procurement officer of all relevant facts and circumstances. This disclosure shall include a description of actions which the bidder or offeror has taken and proposes to take to avoid, mitigate, or neutralize the actual or potential conflict of interest. If the contract has been awarded and performance of the contract has begun, the contractor shall continue performance until notified by the procurement officer of any contrary action to be taken.

**O. CERTIFICATION REGARDING INVESTMENTS IN IRAN**

(1) The undersigned bidder or offeror certifies that, in accordance with State Finance & Procurement Article, §17-705:

(i) it is not identified on the list created by the Board of Public Works as a person engaging in investment activities in Iran as described in §17-702 of State Finance & Procurement; and

(ii) it is not engaging in investment activities in Iran as described in State Finance & Procurement Article, §17-702.

(2) The undersigned bidder or offeror is unable to make the above certification regarding its investment activities in Iran due to the following activities:

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**P. ACKNOWLEDGMENT**

I ACKNOWLEDGE THAT this Affidavit is to be furnished to the Procurement Officer and may be distributed to units of: (1) the State of Maryland; (2) counties or other subdivisions of the State of Maryland; (3) other states; and, (4) the federal government. I further acknowledge that this Affidavit is subject to applicable laws of the United States and the State of Maryland, both criminal and civil, and that nothing in this Affidavit or any contract resulting from submission of this bid or proposal shall be construed to supersede, amend, modify or waive, on behalf of

the State of Maryland or any unit of the State of Maryland having jurisdiction, the exercise of any right or remedy conferred by the Constitution and the laws of Maryland in respect to any misrepresentation made or any violation of the obligations, terms and covenants undertaken by the above business in respect to (1) this Affidavit, (2) the contract, and (3) other Affidavits comprising part of the contract.

I DO SOLEMNLY DECLARE AND AFFIRM UNDER THE PENALTIES OF PERJURY THAT THE CONTENTS OF THIS AFFIDAVIT ARE TRUE AND CORRECT TO THE BEST OF MY KNOWLEDGE, INFORMATION, AND BELIEF.

Date: \_\_\_\_\_ By: \_\_\_\_\_

(Authorized Representative and Affiant)

Company Name: \_\_\_\_\_

FEIN No: \_\_\_\_\_

END OF BID/PROPOSAL AFFIDAVIT

**7**

## APPENDIX C PRICE PROPOSAL FORM

[Download and complete the Price Proposal form.](#)

Email your price proposal to Ms. Nickie Copinger @ncopinger@ccbcmd.edu  
Price proposals are due by or before 4:00 p.m. EST, Monday, October 4, 2021.

(Signatures should be placed on following page.)



The Proposer represents, and it is a condition precedent to acceptance of this proposal, that the Proposer has not been a party to any agreement to submit a fixed or uniform price. Sign where applicable below.

**A. INDIVIDUAL PRINCIPAL**

In Presence of Witness: \_\_\_\_\_ FIRM NAME \_\_\_\_\_

ADDRESS \_\_\_\_\_

\_\_\_\_\_

TELEPHONE NO. \_\_\_\_\_

SIGNED \_\_\_\_\_

Printed Name \_\_\_\_\_

Title: \_\_\_\_\_

**B. CO-PARTNERSHIP PRINCIPAL** \_\_\_\_\_ (Name of Co - Partnership)

ADDRESS \_\_\_\_\_

In Presence of Witness: TELEPHONE NO. \_\_\_\_\_

\_\_\_\_\_ as to BY \_\_\_\_\_  
(Partner)

Printed Name: \_\_\_\_\_

\_\_\_\_\_ as to BY \_\_\_\_\_  
(Partner)

Printed Name: \_\_\_\_\_

\_\_\_\_\_ as to BY \_\_\_\_\_  
(Partner)

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**C. CORPORATE PRINCIPAL**

Printed Name: \_\_\_\_\_

\_\_\_\_\_

(Name of Corporation)

ADDRESS \_\_\_\_\_

TELEPHONE NO. \_\_\_\_\_

Attest:

\_\_\_\_\_

[Printed Name of Corporate (or Assistant Corporate) Secretary]

\_\_\_\_\_

[Corporate (or Assistant Corporate) Secretary Signature for Identification]

BY:

\_\_\_\_\_  
Signature of Officer and Title

\_\_\_\_\_  
Printed Name

\_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

END OF FORM



END OF APPENDICES

END OF RFP DOCUMENTS