

New Website Design Build and Host Fort Worden Lifelong Learning Center Request for Proposal

Introduction

The Fort Worden Lifelong Learning Center (FWPDA) is requesting proposals from qualified consultants or consulting firms (“Consultant”) with expertise in web design, build and hosting to design, build and host a new website for FWPDA. The overall goal of the new website is to engage both local residents and people from regional, national and international locations interested in coming and staying at the Fort to participate in the multiple opportunities provided by the FWPDA and its partners. A key component to achieving this goal is for the website design to embrace FWPDA’s new brand position:

Surrounded by sea and mountains in charming Port Townsend, Fort Worden is an historic treasure that enriches lives by engaging people in the arts, ideas, wellness, nature, community and play.

Other key components that need to be addressed in the design are:

1. Reinforcing the Fort’s Strategic Priorities (See Attachment 1 for a list of the Strategic Priorities)
2. Enhance the overall website user experience providing intuitive navigation for each user to easily find the information they need to take action that increases sales, development and local support, and appropriate partnerships.
3. Establish a more flexible content management system to allow Fort employees more control over content with a custom designed Wordpress template.
4. Leverage current, streamlined technology to support innovation, upgrades and scaling,
5. More information about navigation and user experience – a dynamic web site design that allows content to populate multiple pages through one publishing point.
6. To support targeted digital marketing campaigns that reach audiences beyond the Pacific Northwest

FWPDA is focused on an effective website with this RFP. Follow-up implementation work – social media and other digital platforms, collateral materials, marketing and print advertising campaigns – will be awarded separately (and the Consultant is invited to also seek this work). Note that the Fort Worden staff will include a team of marketing and sales staff and a Board appointed Branding Committee tasked with advising and oversight of the Consultant’s work.

Fort Worden Background

FWPDA is a public development authority established by the City of Port Townsend. We are located at Fort Worden State Park, which is a 434-acre park in Port Townsend, WA on the northeast coast of the Olympic Peninsula, two hours from Seattle via auto and ferry. It was an Army fort at the turn of the 19th century, when most of the 70-plus now historic buildings were built. The buildings surround a large grassy parade ground in what is now called the Campus area. FWPDA manages the Campus that is 95 acres and consists of many conference-center

style amenities that support lifelong learning opportunities. The amenities are:

- A variety of 40 accommodations and two dorms that in total sleeps 434 people;
- 56,000 square feet of meeting space that includes a 300-seat theatre and 1,200 seat performance hall; and
- Three restaurants and state-of-the-art dining hall and catering services.

In summer of 2019, FWPDA will be adding 15 glamping accommodations that are situated on a wooded hill. In 2020, FWPDA will remodel and repurpose a few buildings to create Makers Square (See Attachment X for a summary description of the project.)

Also located within the Campus are 16 year-round tenants (Partners), most of whom are nonprofits that provide classes, workshops and performances in a variety of arts, education and trades.

Surrounding the Campus are upland and beachfront campgrounds, a wooded hill laced with trails and old bunkers, broad beaches on the Salish Sea, and a large lagoon. After the military base was decommissioned, it served as a juvenile detention center and then, in 1973, became a state park and conference center with a special focus on arts education through Centrum. It has become Washington's iconic state park and is listed on the National Register of Historic Places.

State Park – FWPDA Partnership

At the end of a seven-year planning process, the Washington State Parks and Recreation Commission signed, in November 2013, a Master Lease for the Campus portion of Fort Worden with the FWPDA. The FWPDA is an entrepreneurial municipal entity created by the City of Port Townsend with the express purpose of bringing entrepreneurial marketing and management to Fort Worden. The FWPDA assumes full management duties for the Campus on May 1, 2014. A FWPDA General Hospitality Manager and his/her staff will work alongside the State Parks Manager and staff to operate the park, with State Parks responsible for the campgrounds and maintenance, and the FWPDA responsible for individual and conference visitor services in the Campus. The FWPDA is responsible for handling reservations and registration services for both the Campus and the campgrounds. The goal of the partnership is to sustain the traditional state park while allowing the FWPDA to maximize Fort Worden's potential as a visitor destination. Governance of this partnership, along with milestones and expectations, are detailed in a 50-year master lease.

Scope of Work

The FWPDA seeks expert assistance in creating its new website. This website needs to embrace FWPDA's new brand position:

“Surrounded by sea and mountains in charming Port Townsend, Fort Worden is an historic treasure that enriches lives by engaging people in the arts, ideas, wellness, nature, community and play,”

The website should take into account short-term and long-term branding and marketing goals of the FWPDA. The short-term goal (2019-2021) is to increase the level of group sales and partner programming. The long-term goal to become a National Destination for Arts, Culture and Education.

The website design and build needs to incorporate the following six priorities:

1. **PATHWAYS:** Provide Multiple Pathways

Engage visitors by offering multiple ways to easily find content relevant to their initial reason for their site visit and to also find content that sparks additional interest in other activities and services offered at the Fort that would enhance their visit/stay to the Fort.

2. **CONTENT STRATEGY:** Establish a Content Strategy

Prioritize content based on target audience hierarchy. Weave in common threads among audiences, but also target information to specific audiences. Simplify labels and differentiate between “need to know” content and “nice to know” content. Consider opportunities for shareable content, and map out seasonal promotions.

Content strategy & design has to include a section for public documents given the FWPDA is a public entity and a section for promoting the 16 Partner tenants operating year-round at the Fort.

FWPDA is doing a content audit to determine current content available. Chosen web designer will be asked to supplement in defined areas but not required to create all of the content. FWPDA will maximize our in-house resources.

3. **FRESH DESIGN:** Develop a Fresh, Custom Design

Create an inventive custom design that demonstrates FWPDA’s path toward innovation and speaks to its beautiful, natural setting with a mix of modern and classic elements. FWPDA staff will supply additional creative content, ie. videos, photos, etc.

4. **MARKETING:** Align Marketing Strategies

Ensure all marketing efforts are cohesive and provide a consistent experience. Identify opportunities to drive people to the website, including original content, social media and e-marketing.

The website design needs to have a platform that allows the FWPDA to effectively use a variety of digital communication tools.

5. **MEANINGFUL CONNECTION:** Create a Sense of Connection to Fort Worden

We propose the overall theme of the Fort Worden website be centered on the idea of Meaningful Connection. These links could be made through past experiences at the Fort, the opportunity to connect with friends, family, colleagues, staff and Board of Directors, or sharing the Fort’s values of learning, community and placemaking.

6. **SPIRIT:** Convey Fort Worden’s Unique and Memorable Spirit

Develop a website design and messaging concept that conveys the special spirit of Fort Worden and inspires site visitors to want to know more. As we grow, the concept should be heavily supported by a library of immersive videos (including 360 tours) and photography.

The website needs to meet the following functionality requirements:

1. Ensure FWPDA is in compliance with RCWs related to public development authority requirements for information postings.
2. Must integrate with our CRM, Siteminder
 - a. Please address the lack of ability in this initial phasing limiting other stakeholders to book directly
3. Mobile responsiveness
4. Employee Portal to be password protected
5. HTTPS added to be sufficiently secure
6. Future functionality to build sub-domains for special events or programs hosted by/at FW
7. Have every consideration for Search Channel Optimization including key word research, mapping, on page optimization, meta data descriptions and 301 redirects
8. Analytics cross-site and individual page metric tracking (we currently use Google analytics)
9. All photos to be properly tagged for search
10. Wordpress content management system looking with a custom child theme to be build, not a standard web template
11. Expect web developer offer hosting and a continued one-year maintenance contract as a part of the RFP response. FW expectations for post launch would include 24-hour on call support for any website functionality issues and opportunities for continued site development, debugging and site optimization for a determined time after the website launches.

Deliverables

The successful Consultant will present to the FWPDA review committee, within three months of the award of the contract, the following deliverables:

1. Project & Budget Management: Consultant will develop a detailed timeline with milestones to complete the website redesign. To ensure the project maintains pace and stays on budget, consultant to identify biweekly phone meetings with the Fort Worden marketing team or designated point person. The call may be used to discuss progress, answer questions and address roadblocks. Key milestones, such as presentation of site design concepts and the test site, will warrant separately scheduled meetings.

Along with design, content and programming, Consultant will manage the schedule, milestones and task lists and manage the programming team. Fort Worden will be provided similar structure from the consultant in terms of their staffing for the project along with the duties assigned and relevant timelines in the development of the website.

2. Creative Development: During the creative development process, Consultant will work collaboratively with Fort Worden to develop five new pages of marketing copy and create two distinct design options. Each option will consist of a home page and two subpages, which will be presented to the Fort team for consideration. The client will select one option and provide requested refinements, and Consultant will use that design scheme for the remainder of the site pages. Client will give approval on all copy

and design before Consultant finalizes them. In addition, provide wireframing and site map for approval prior to development.

3. Programming and Testing: When the design phase is complete, all files will be delivered to the web developer to begin the programming process. Initial programming will take approximately one month, which is then followed by a client testing phase. During testing, Consultant will provide an edit/bug tracking document to ensure issues are resolved prior to launch. During this phase all Search Channel Optimization will take place along with necessary website tracking integration.
4. Launch: Upon final approval from Fort Worden, Consultant will launch the new website. Prior to launch Consultant will work with Fort Worden on establishing new hosting environment. Consultant will also provide strategic counsel on methods by which to announce the new website and graphics to promote the launch on social media.

Application Process

- This is an open and competitive process.
- The project budget should include fees for each task, deliverable, with an overall project amount.
- If the pricing excludes certain fees or charges, a detailed list must be provided explaining excluded fees.
- If work to be performed by your company will involve hiring subcontractors, you must clearly state this in your proposal. Subcontractors must be identified and the work they will perform must be defined. The PDA will not refuse a proposal based on the use of subcontractors, but we retain the right to refuse the subcontractors you have selected.

Required Components of Your Proposal

To be considered, please submit both an electronic copy of the proposal to Cody Griffith (see contact info below).

The proposal should include:

- Overview of your approach to producing a website, including a detailed summary of the work to be completed
- List of deliverables you agree to provide
- Time frame for completing each task Budget broken down by each task identified
- Anticipated costs of project management Consultant qualifications (see below)
- Any terms or conditions you require
- Additional information you feel is important for us to consider in evaluating your proposal

To be considered, please submit an electronic copy or five (5) hard copy proposal to Cody Griffith (See contact info below.)

The proposal shall contain sufficient detail to convey knowledge, skill, experience, and ability to satisfy our expectations. The following must be provided:

- All contact information
- A summary of the firm's or individual's history, experience, and capabilities, with an emphasis on experience your firm has in marketing of hospitality services, including accommodations, conferences and programs
- Firm's experience in web design, build and hosting of existing businesses. A minimum of (5) relevant examples demonstrating their expertise in web development and showing work with multi-faceted organizations. Examples of how the design & build have increased web-site traffic and through web design move visitors across a company's various digital platforms and conversion from visits to sales leads
- Resume(s) of key personnel working directly on the website. Include (2) relevant creative examples, separate from the agency examples.
- Proposal will identify a team leader who will manage all services under the resulting contract. The FWPDA will not accept any substitutions of the team leader or other key personnel without written approval of the FWPDA. The team leader must be present at the selection interview.
- List of clients and relevant projects you have completed, including contact information for at least three client references.

Please note: All submittals to the FWPDA are subject to the State's Open Record Act and may become available to interested individuals. Please do not include any proprietary information in your proposal.

Selection Criteria Includes:

- Overall approach and response to RFP
- Demonstrated understanding of the project
- Applicable experience— performance on past projects
- Qualifications and track record of success in producing and hosting websites
- Experience in producing websites for unique properties providing comparable products and services
- Personnel and technical expertise
- Project innovations: ideas or suggestions to improve the quality/schedule of the project
- Project proximity
- Detail of services to be provided
- Overall value based on price, experience, and deliverables
- References

Selection Process

- Review of RFPs submitted by the deadline
- FWPDA Review Committee review and identification of up to three firms for interviews
- Telephone or in-person interviews of short list by Review Committee Reference checks by staff and recommendation to FWPDA Board review and approval

Basis for Award of Contract

The FWPDA intends to award a contract resulting from this RFP to the responsible Consultant whose proposal represents the best experience, qualifications and value. A single firm or multiple firms with different yet complimentary competencies or a single individual or multiple individuals can be considered to provide all or any combination of the desired services. The FWPDA holds the right to reject any and all proposals if it is deemed in the best interest of the project.

FWPDA Provided Items

In order to make the best use of available resources, the Consultant will review background information on the Fort's and City of Port Townsend's existing tourism market data. Some of this information is available for review via the FWPDA website at: www.fwpda.org and will include at a minimum:

- Strategic Priorities (See Attachment A)
- Makers Square Summary Description (See Attachment B)
- Pictures for website design
- Content
- Branding guidelines

Project Schedule

The selected consultant will begin work no later than April 1, 2019, project will kick-off with a two-day site tour of Fort Worden State Park exploring the Fort's accommodation and meeting facilities, tenant buildings, amenities and natural areas.

The Consultant will meet with the Review Committee and Fort Worden Partner organizations throughout the project.

The website will be completed by the end of June 2019. FWPDA is anticipating the website to initially be 15-20 pages.

Ownership of Proposals

All documents, including proposals, submitted become the property of the FWPDA and are open to public disclosure requests. Any information considered to be trade secrets, privileged or confidential should not be revealed in the proposal. Any cost incurred by respondents in preparing or submitting a Request for Proposal (RFP) for this project shall be the respondents' sole responsibility.

Deadline to Submit a Proposal

The deadline to submit your proposal is by Friday, **March 15, 2019**. We must receive your proposal by this date. No exceptions. Proposals received after 5:00PM PST on **March 15, 2019** will not be considered.

Submission Information

A. Questions?

If you have questions, please direct them via email to Cody Griffith, Marketing and Sales Director, at cgriffith@fortworden.org. Please do not contact any FWPDA board members or Review Committee members.

Those who wish to automatically receive any addenda or a notice of cancellation should provide contact information by emailing Cody Griffith at cgriffith@fortworden.org. Those who do not provide contact information are solely responsible for monitoring the FWPDA's website for any addenda to the RFP or a notice of cancellation.

B. Electronic Submission

Please submit your electronic proposal to email to Cody Griffith at cgriffith@fortworden.org

C. Hard Copy Submission

Please submit five (5) hard copy proposals to:
Cody Griffith
Sales and Marketing Director
Fort Worden PDA
250 Madison Street, Suite 2
Port Townsend, WA 98368

Fort Worden Strategic Priorities

Goal: Build Fort Worden As A National Destination For Arts, Culture and Education

PRIORITY 1	PROVIDE A MEMORABLE AND EXTRAORDINARY GUEST EXPERIENCE
PRIORITY 2	ENSURE A SUSTAINABLE YEAR-ROUND ECONOMY
PRIORITY 3	PRESERVE AND REVITALIZE OUR HISTORIC CAMPUS
PRIORITY 4	BECOME THE EMPLOYER OF CHOICE
PRIORITY 5	DEVELOP AND NURTURE PARTNERSHIPS FOR SUCCESS



Attachment B: Makers Square Summary



Fort Worden Makers Square

Honoring Heritage, Nurturing Art

Preserving a Historic Landmark

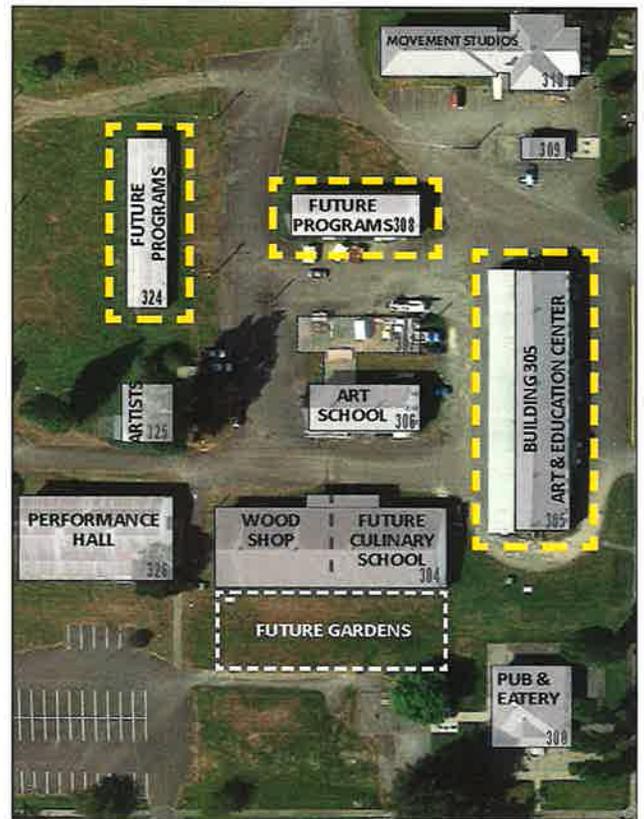
- For over 100 years, Washington State has recognized Fort Worden as a site of historic and cultural significance.
- Fort Worden is the only Washington State Park to be designated a National Historic Landmark. It is also listed on the State and National Registers of Historic Places.
- A combination of federal/state funding and philanthropic support is needed to preserve this treasured site for future generations.

Public-Private Partnerships

- Today, the Lifelong Learning Center (LLC) occupies the central 90 acres of Fort Worden.
- Washington State Parks & Recreation and the Fort Worden Public Development Authority co-manage the LLC as dedicated stewards of Fort Worden's historic legacy.
- Today, its 73 historic facilities range from good to poor condition. Based on current use, these facilities are deteriorating faster than the state can fund their upkeep.
- Makers Square is a \$13 million capital renovation project that focuses on the rehabilitation and adaptive reuse of nine underutilized historic structures.

Honoring Our Heritage

- Rehabilitating Makers Square in a historically accurate manner is crucial to preserving and honoring Fort Worden's heritage.
- Modernized LLC utility systems will increase energy independence, reduce carbon emissions and promote a healthy, sustainable environment.





A Home for Arts, Culture, Education

- 1.5 million people visit Fort Worden annually; 30% come specifically for lifelong learning programs— participants of all ages, races, colors, creeds, classes and abilities.
- Fort Worden is home to a constellation of 13 nonprofit organizations and tenant partners that offer more than 1,500 days of humanities programming each year.
- A survey of these lifelong learning organizations and regional stakeholders identified a need for additional, high-quality facilities in order to stimulate, foster, and attract new programming and participants.

Old Buildings, New Uses

- Renovated, Makers Square will offer modern classrooms, galleries, studios, and workspaces for innovative arts, cultural and educational programming.
- Buildings 305, 308 and 324 (Phase I) will provide 50% of the total 50,000 sq. ft. of programmatic space in Makers Square.
- Makers Square will provide distinct spaces for new uses by artists, craftspeople, makers and the public while the surrounding landscape will build visual and physical connections between Fort Worden's natural and built environments.

An Economic Driver

- Located within the City of Port Townsend, Fort Worden is designated as one of three economic anchors in the city's strategic development plan.
- Annually the Lifelong Learning Center generates aggregated revenues of more than \$15 million , contributes significantly to lodging tax and sales tax revenues, and supports living wage jobs.
- Renovating these buildings in a manner that increases energy efficiency and public accessibility safeguards Fort Worden's environmental and fiscal sustainability.
- Makers Square promises to transform Fort Worden into a 21st Century showcase for creative community building and placemaking.



**For more information: Dave Robison, Executive Director
Fort Worden Public Development Authority
(360) 860-7943 or drobison@fortworden.org.**