REQUEST FOR PROPOSALS
Website Redesign Project: robinhood.org

Issued June 27, 2022

Response Date Deadline: July 25, 2022
What We Seek
Robin Hood is seeking pitches and proposals to select a web development vendor to redesign Robin Hood’s website. The redesign goals are as follows:

1. To refresh and rebuild the site’s UX/UI design and functionality by:
   a. Exploring content management systems (CMS) that provide a smooth user interface for ease of maintaining our site.
   b. Conducting a UX/UI redesign to enhance the site’s look and feel, navigation, functionality, and usability, ultimately yielding a redesigned website that is attractive, impactful, responsive, and fully accessible.
   c. Developing and implementing a user experience and user interface strategy and roadmap.
   d. Creating a strategic plan for architecture, navigation, page naming conventions, and specific template solutions for special events/campaigns.

2. To elevate Robin Hood’s work and impact by:
   a. Conducting a content overhaul with a copywriting refresh campaign.
   b. Utilizing a dynamic and agile design approach to optimally present the Robin Hood work utilizing Robin Hood design team’s bold photography, video, and infographics.
   c. Delivering a distinctive, clear, intuitive, and responsive site for desktop and mobile.
   d. Optimizing the website as a tool to build, engage, and retain our donor base and strengthen our fundraising strategy by exploring Salesforce/CRM integration.

Responses Due By
Responses to this RFP may be in writing or a video format directed to jbaker@robinhood.org and must be received no later than 6 p.m. on Friday, July 22, 2022. Candidate interviews are optional and are by invitation only, at the sole discretion of Robin Hood. Should your proposal be selected for further consideration, we will notify you via email to schedule an interview, to be held via Zoom.

Not Binding
This RFP is a solicitation of proposals only and neither the issuance of this RFP nor the submission of a responsive proposal shall be binding on Robin Hood. Robin Hood reserves the
right to accept or reject any or all proposals or to cancel this RFP for any reason or no reason. No binding agreement shall exist with respect to the provision of services unless and until a definitive agreement has been agreed and executed by both Robin Hood and the selected service provider(s). Robin Hood will not be liable under any circumstances for any expenses incurred by any applicant in connection with the proposal submission or selection process.

Who We Are
Robin Hood is a 501(c)(3) organization, unaffiliated with any for-profit business with a similar name. Founded in 1988, our mission is to elevate New Yorkers out of poverty. We do that by funding, supporting, and connecting community organizations working to get families on their feet, kids on track, and New Yorkers in good-paying jobs.
In 2021, we invested more than $171 million through more than 686 grants for COVID relief, meals, housing, education, legal services, workforce development, and more, with nearly 425 nonprofit community partners who provide direct services to low-income New Yorkers in all five city boroughs. Robin Hood is New York City’s largest poverty fighting philanthropy.

Our Culture and Structure
Robin Hood has a collaborative, team-oriented culture. We are ~ 130 people strong. Functionally, Robin Hood has both a vertical and horizontal management and operational structure. Employee autonomy, transparency, accountability, and innovation are highly valued. Our internal teams include:

- **Administration** - includes finance, legal, communications, information technology, office operations and human capital.
- **Programs** - includes our grantmaking, monitoring, and evaluation team for our core grants’ portfolio, our Poverty Tracker database, a Fund for Early Learning (FUEL), as well as a management assistance arm to help build the capacity of our community partners (grantees).
- **Development, Marketing and Events (DME)** - includes our Development, DevOps, and Events teams. They oversee all donor and board communications and interactions, as well as donor facing event planning and execution.
- **Policy** - includes our policy analysts who advocate at the federal, state, and municipal levels of government for policy changes that help alleviate poverty and promote economic mobility for New Yorkers.
- **Bespoke Initiatives** - includes the Robin Hood Relief Fund for emergency grants, our Capital/Real Estate team, and an array of special, grant-restricted, innovative initiatives, such as Mobility Labs, Blue Ridge Labs, and Learning +Tech.

How We Are Governed
We are governed by a board of directors, with an executive committee and standing committees, several of which have authority to approve grants. Additionally, we have a donor-led Leadership Council and several of our special initiatives maintain advisory committees or panels. The CEO reports directly to the board of directors.
How We Are Resourced
Because our board covers one hundred percent of our operating costs, every dollar we raise from the public fuels New Yorkers’ journeys to permanently escape poverty.

Robin Hood’s Existing Website:
Robin Hood’s website was created in 2016 by web developer ATTCK. It is hosted on Amazon Web Services (AWS), and the CMS is WordPress, version 4.9.2. The website consists of 130 webpages total; 115 are live and published, and 15 are unpublished draft pages. The webpages are a mix of WordPress CMS component pages, custom coded pages that are dynamically rendered using JavaScript, and pages using an HTML section component that requires HTML coding experience to edit.

Website maintenance and technical updates are and will continue to be performed by a Robin Hood contractor and/or in-house talent that maintains all web systems, including load balancing, hosting, databases, and code management, to architectural, change, business continuity, and security standards established by Robin Hood’s Technology Team. All domains & DNS related to all websites are directly controlled by Robin Hood’s Technology Team.

Google Analytics Metrics:
Web traffic and viewership were up overall for 2021, while our bounce rate increased, indicating a need for a content audit and overall site restructuring to optimize content and encourage users to spend more time on the site.

- 888,664 website visitors, 12% increase **up from 783,106 in 2020
- 3,408,938 Page Views, 20% increase **up from 2,841,840 in 2020
- Bounce Rate: 80.84% in 2021 vs 75.40% in 2020; industry standard is between 60% – 70% for nonprofits
- Users: Majority of users (30%) are ages 25-34 and female (50.05%)

Microsites:
Robin Hood also owns four microsites, created to house offshoot initiatives and programs and events:

<table>
<thead>
<tr>
<th>Site URL</th>
<th>CMS</th>
<th>Content</th>
</tr>
</thead>
<tbody>
<tr>
<td><a href="https://theforest.robinhood.org">https://theforest.robinhood.org</a></td>
<td>Squarespace</td>
<td>Robin Hood young adults’ community</td>
</tr>
</tbody>
</table>
Our Audience

Robin Hood’s primary audiences are as follows: Our donor base, our community partners (grantees), local government officials and agencies (city and state), academics and thought leaders, media and press.

Current Challenges

1. **CMS**– Our site is currently operating on WordPress 4.9.2. Ideally, we want to upgrade to the most current version (5.9) and take advantage of any new features that make the content management process easier. Additionally, we currently have ~30 WordPress components, and we ideally want to standardize these components so that they are versatile and editable without coding knowledge. We are open to both proposals about improving our WordPress environment and also proposals for other content management tools and systems that would optimize our site’s functionality.

2. **Site navigation**– Our site has grown organically for several years, leading to website navigation that is cumbersome and out of date. We also lack a functioning sitemap. Our content is suffering because users find the site too confusing to navigate.

3. **Hardcoded page elements**– Many of our webpages were specially hardcoded to accommodate certain designs and functionality and they require a web developer’s assistance to make even simple content updates. Robin Hood maintains a contract with an external developer for these updates. Ideally, all content in the CMS should be editable via the CMS modules.

4. **Outdated content and Underutilized/low-trafficked pages** – Only about 6 of our main pages are driving most of the web traffic, and there is a need to both update the content to improve accuracy and readership of these pages, while also auditing lower performing pages and exploring ways to drive traffic to them and exploring consolidation tactics to be more efficient.

5. **Donor engagement**– Robin Hood uses Salesforce as our chief CRM for managing our donor base, staff, and grantmaking. While we have in the past integrated our Salesforce
accounts with our WordPress site, we want to explore a deeper strategy around using our website as a fundraising tool for donor engagement and retention. Currently, we are doing this very minimally.

**Project Objectives**

Robin Hood’s redesign project will require both strategy and implementation in the following areas:

**Content strategy and creation** - Audit existing web copy and pages, assess quality and importance, and work with Robin Hood’s internal teams on new copy creation, with an eye towards promoting storytelling and clearly conveying all aspects of Robin Hood’s mission and work to our diverse audience.

**UX/UI Design** - Implement and extend the refreshed identity throughout the website for existing core webpages, create templates for various content types; and develop new site architecture, working with Robin Hood’s Creative Director to refresh and standardize the look and feel of the site.

**Site navigation architecture** - Recommend a better framework for organizing the site, from the main navigation menus and a sitemap to on-page features that allow a user to easily move from page to page and explore new content.

**CMS** – Create a strategy for content and page templates and components to streamline the content management process; explore other CMS platform options and propose a plan to transition to this new system, OR update Robin Hood’s WordPress version to the most current iteration; Regardless of recommended approach, must ensure the new CMS provides the following:

- Clearly labeled and smartly designed components
- Ways to easily create and update content and pages without the use of HTML code
- Search functionality for content, photos, videos
- Ability to save content in draft and publish later with scheduler
- Word counts and image sizing guidelines for every component/webpage section
- Rollback functionality
- Share link of non-published items
- Notification for broken links

**Salesforce Integration Strategy** – Develop a strategy and determine best practices to better utilize our salesforce integration to drive traffic to the website, optimize it as a tool to build our donor base, and strengthen our fundraising strategy through donor engagement and retention.

**ADA Compliance** - Ensure that the site meets current standards for accessibility, per [ADA web guidance](#).
**SEO Strategy** - Ensure the CMS includes easy to use features to maintain and improve the site's SEO, from metadata descriptions for content and media, to guidance on drafting page headers and URLs.

**Project Timeline and Staffing**

We would like to start this project immediately following Labor Day, with the redesigned website going live 12-18 months after project inception.

In addition to a complete project team, we are looking for the chosen vendor to provide a dedicated *Project Manager (PM)* to oversee the day-to-day aspects of this project, from communications and scheduling to liaising with both internal RH and vendor teams. This PM will be expected to be embedded on-site in RH’s offices for a period of 6-8 months, starting on October 1, 2022.

**Key Deliverables**

1. **Discovery**
   - a. Vendors should conduct an in-depth discovery process to gather information to complete a comprehensive redesign of the website
   - b. Should include research and presentation on nonprofit website landscape and lay out options for CMS’ that would suit Robin Hood’s goals for the website.
   - c. Should include conversations/focus groups with Robin Hood staff from each respective internal team to discuss their work, and their web content

2. **Copywriting**
   - a. Informed by internal team conversations, work on content copywriting/updating in conjunction with Robin Hood’s Sr. digital communications manager
   - b. Circulate content for multiple rounds of review, editing, and approval by Robin Hood staff

3. **Design refresh**
   - a. Present a refreshed design direction for the site, working in conjunction with Robin Hood’s Creative Director and utilizing existing branding guidelines, graphic and digital assets
   - b. **Ensure the overall design/visual direction prioritizes the following:**
     - i. Clean & Modern: a modern, pared-down sensibility
     - ii. Color refresh: a tweaked brand color palette to be leveraged by the refreshed site design and photography
     - iii. Bold and emotive: photography and typography to support the content

4. **UX/UI redesign and build out**
a. Present a plan for either improving our current CMS or making the move to an entirely new CMS, including conceptualization and implementation

b. Design new menu navigation mapping for the site, for main navigation menu, footer, and sitemap, and on-page navigation

c. Create new, redesigned pages for refreshed content, providing wireframes to RH Digital Team for review at designated feedback points

d. Develop specific section style templates for website font hierarchy guide, color palettes, and icon library

e. Provide website integration solutions for our CRM and fundraising tools

f. Provide an SEO strategy that is integrated with day-to-day content management

5. Beta site walkthrough and user testing

a. Provide Robin Hood teams with beta site walkthroughs pre-launch

b. Conduct rigorous user testing pre-launch, working in conjunction with Robin Hood Sr. Digital Comms manager and the comms team to select testing volunteers from Robin Hood’s website audiences

6. Site launch

a. Run point on both a soft and final launch of the site, working with Robin Hood’s IT team to ensure a smooth transition and launch

b. Be on hand to address any unforeseen bugs or glitches

7. Ongoing maintenance

a. Provide (on an annual or month-month basis) ongoing technical support for the website to address coding changes/needs and basic maintenance, from reporting to custom coding work

To Respond to this RFP

Prepare a proposal:

1. Tell us how your firm would approach Robin Hood’s website redesign project, addressing our current digital goals and challenges.

2. Share your expertise and experience, especially as it pertains to working on websites for social impact oriented nonprofit organizations, web content creation, and integrating CRM strategies with UX/UI design.

3. Share a strategy and your firm’s tactics and methodology for website redesign projects, from inception to completion. Please include an estimated project completion timeline.

4. Be sure to tell us about projects your firm has successfully completed for clients in the philanthropic or nonprofit sector and share with us how your firm helped a former client overcome a challenge like ours (visual elements are greatly appreciated).
5. Tell us about your team; share their bios, titles, and roles, and please detail what the team members assigned to this project will be responsible for throughout the project duration.
6. Please share any potential conflicts of interest.
7. Tell us how much it will cost us to work with you; include your pricing structures and preferred billing methods.

Contract Diversity, Equity, and Inclusion
Robin Hood continuously seeks to diversify its vendor capacity. If your firm is owned by people of color, women, LGBTQ+ identified, or the differently abled, please highlight that information in your proposal. Similarly, if your firm has staff at senior levels representing any of the aforementioned groups, please highlight their names and titles in your proposal.

All proposals received will be considered in final format. Late submissions will NOT be accepted.

Review of Proposals
The review team will consist of members of Robin Hood’s Communications team and Executive leadership team.

We expect to make a final decision on this matter in mid-August of 2022 and will move swiftly to place the successful respondent under contract.

Robin Hood will evaluate multiple criteria to select the most appropriate firm(s). The major qualitative areas that Robin Hood will evaluate include but are not limited to the following:
- The respondent’s commitment to diversity as demonstrated through the firm’s ownership and/or its senior staff
- The proposed approach to Robin Hood’s website redesign project
- The level of experience of the individual(s) identified to fulfill the project
- The individual’s/organization’s experience with similar projects
- The total proposed cost

Conflict of Interest
Respondents agree that they or their employees do not currently have, nor will they have, any conflict of interest between themselves and Robin Hood. Any perceived or potential conflict of interest must be disclosed in the proposal.

Contractual Agreement
Robin Hood will issue a contract with the selected respondent.
Questions
All questions should be directed to:

Jasmine Baker
Senior Manager, Digital Communications
Robin Hood
jbaker@robinhood.org