



George Mason University

Creative and Marketing Services - RFP GMU-1692-21 - REDACTED COPY

December 9, 2020

John Johnson

Account Director

jcjohnson@forumone.com

703.894.4315

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1. Procedural Information

Forum One is pleased to submit our proposal to work with the various marketing departments of George Mason University (Mason) to provide creative design and marketing services. We are especially interested in being a long-term strategic partner with you in building these efforts and the capacity of your teams.

We are a team of more than 120 technical and creative professionals, including award-winning creative, video and animation designers; strategic content creators and editors; top talent in the open source technical community; and experts in understanding user needs and crafting compelling digital and brand experiences. We serve clients all over the world with offices in Northern Virginia (HQ) and Seattle, WA – plus key staff across the country. As a *Small, Women-owned, and Minority-owned (SWaM) certified small business* with the *Virginia Department of Small Business and Supplier Diversity*, Forum One is uniquely positioned to provide Mason with expertise in the following service areas, spanning **Tasks A-D in your Statement of Needs:**

- A. Creative Design
- B. Web Design and Production
- C. Copywriting, Proofreading, and Copyediting
- D. Videography and Motion Graphics / Animation

Forum One has a deep commitment to societal improvement and a longstanding record of projects with and for the educational community. We believe Mason will be hard-pressed to find another team of experienced and dedicated staff with a comparable record of success serving the education sector, government, nonprofits, foundations, research institutions, and mission-driven organizations.

As detailed in this response, we tailor our processes around our clients' needs and fields of expertise. We staff our projects with people who know and care about your issues, and who can take your team's hand from the beginning to the end of the project. Our highest priority in our creative and digital work is to make it easy for your audiences to understand your message, reinforce and extend your brand, and engage with you.

Founded in 1996 on the belief that digital communications can improve lives and solve large-scale challenges, our team has achieved results on more than 2,000 digital strategy, creative design, communications, technology, data, and user experience activities for 750+ issue-focused

organizations.

This proposal remains valid for 90 days after the submission date. Beyond this period, please reach out to us to confirm current terms.

We're excited to have the chance to work with you and look forward to meeting to discuss the approach we've outlined.

Sincerely,

A handwritten signature in black ink, appearing to read "John Johnson".

John Johnson, Account Director
703.894.4315 | jjohnson@forumone.com

a. Signed Cover Page



Purchasing Department
4400 University Drive, Mailstop 3C5
Fairfax, VA 22030
Voice: 703.993.2580 | Fax: 703.993.2589
<http://fiscal.gmu.edu/purchasing/>



REQUEST FOR PROPOSALS GMU-1692-21

ISSUE DATE: November 04, 2020

TITLE: Creative & Marketing Services

PRIMARY PROCUREMENT OFFICER: Erin Rauch, Assistant Director, erauch@gmu.edu
SECONDARY PROCUREMENT OFFICER: James F. Russell, Director, jrussell@gmu.edu

QUESTIONS/INQUIRIES: E-mail all inquiries to both Procurement Officers listed above, no later than 4:00 PM EST on November 19, 2020. All questions must be submitted in writing. Responses to questions will be posted on the [Mason Purchasing Website](#) by 5:00 PM EST on November 24, 2020. Note: Questions must be submitted in WORD format. Also see section III. COMMUNICATION, herein.

PROPOSAL DUE DATE AND TIME: December 09, 2020 @ 2:00 PM EST. SEE SECTION XII.A.1 FOR DETAILS ON ELECTRONIC PROPOSAL SUBMISSION.

In Compliance With This Request For Proposal And To All The Conditions Imposed Therein And Hereby Incorporated By Reference, The Undersigned Offers And Agrees To Furnish The Goods/Services In Accordance With The Attached Signed Proposal Or As Mutually Agreed Upon By Subsequent Negotiations.

Name and Address of Firm:

Legal Name: Forum One Communications Corporation

Date: December 9, 2020

DBA: Forum One

Address: 2200 Mt Vernon Ave

Alexandria, VA 22301

By: 

Signature

FEI/FIN No. 94-3261569

Name: Chris Wolz

Fax No. 703-995-4937

Title: President & CEO

Email: cwolz@forumone.com

Telephone No. 703-548-1855

SWaM Certified: Yes: ☒ No: ☐ (See Section VII. SWaM CERTIFICATION for complete details).

SWaM Certification Number: 808743

This public body does not discriminate against faith-based organizations in accordance with the *Governing Rules*, § 36 or against a Bidder/Officer because of race, religion, color, sex, national origin, age, disability, or any other prohibited by state law relating to discrimination in employment.

b. Attachment A - Small Business Subcontracting Plan

ATTACHMENT A SMALL BUSINESS SUBCONTRACTING PLAN TO BE COMPLETED BY OFFEROR

It is the goal of the Commonwealth that over 42% of its purchases be made from small businesses. All potential offerors are required to include this document with their proposal in order to be considered responsive.

Small Business: "Small business (including micro)" means a business which holds a certification as such by the Virginia Department of Small Business and Supplier Diversity (DSBSD) on the due date and time for proposals. This shall also include DSBSD certified women- owned and minority-owned businesses and businesses with DSBSD service disabled veteran owned status when they also hold a DSBSD certification as a small business on the proposal due date. Currently, DSBSD offers small business certification and micro business designation to firms that qualify.

Certification applications are available through DSBSD online at www.SBSD.virginia.gov (Customer Service).

Offeror Name: Forum One Communications Corporation

Preparer Name: John Johnson **Date:** 12/9/2020

Who will be doing the work: ☐ I plan to use subcontractors ☒ I plan to complete all work

Instructions

- A. If you are certified by the DSBSD as a micro/small business, complete only Section A of this form.
- B. If you are not a DSBSD-certified small business, complete Section B of this form. For the proposal to be considered and the offeror to be declared responsive, the offeror shall identify the portions of the contract that will be subcontracted to DSBSD certified small business for the initial contract period in relation to the offeror's total price for the initial contract period in Section B.

Section A

If your firm is certified by the DSBSD provide your certification number and the date of certification.

Certification Number: 808743 Certification Date: 08/11/2019

Section B

If the "I plan to use subcontractors" box is checked, populate the requested information below, per subcontractor to show your firm's plans for utilization of DSBSD-certified small businesses in the performance of this contract for the initial contract period in relation to the offeror's total price for the initial contract period. Certified small businesses include but are not limited to DSBSD-certified women-owned and minority-owned businesses and businesses with DSBSD service disabled veteran-owned status that have also received the DSBSD small business certification. Include plans to utilize small businesses as part of joint ventures, partnerships, subcontractors, suppliers, etc. It is important to note that these proposed participation will be incorporated into the subsequent contract and will be a requirement of the contract. Failure to obtain the proposed participation dollar value or percentages may result in breach of the contract.

B. Plans for Utilization of DSBSD-Certified Small Businesses for this Procurement

Subcontract #1

Company Name: _____ SBSD Cert #: _____
Contact Name: _____ SBSD Certification: _____
Contact Phone: _____ Contact Email: _____
Value % or \$ (Initial Term): _____ Contact Address: _____
Description of Work: _____

Subcontract #2

Company Name: _____ SBSD Cert #: _____
Contact Name: _____ SBSD Certification: _____
Contact Phone: _____ Contact Email: _____
Value % or \$ (Initial Term): _____ Contact Address: _____
Description of Work: _____

c. Payment Preference

Forum One's payment preference is for **Option #3: Net 30 Payment Terms**. We will plan to enroll in Paymode-X for invoicing and electronic payment.

2. Qualifications and Experience

Forum One brings a record of success on similar projects and a well qualified team of experts to deliver the full scope of services we propose to support, spanning creative design, web design and production, content writing and editing, and video production and animation.

a. Experience Providing Similar Services

Forum One has provided similar services to those described in Mason’s Statement of Needs for a wide range of mission-driven organizations.

Our higher education clients include Georgetown University, for which we designed the [Institute for Women, Peace, and Security](#) and [Center for Security and Emerging Technology](#) websites; James Madison University, the Johns Hopkins University, New York University (NYU) Langone Health’s [City Health Dashboard](#); the University of Wisconsin Population Health Institute’s [County Health Rankings & Roadmaps](#), the University of Washington, the Harvard University School of Public Health, Woodbury University, Ashford University, [Chapin Hall at the University of Chicago](#), and the Massachusetts Institute of Technology (MIT).

Our clients also include public school systems, research institutions, digital education programs, and professional associations for educators. We redesigned the enterprise digital experience for [Fairfax County Public Schools](#), the eleventh largest public school district in the country. We designed a digital resource library of custom lesson materials for the Howard Hughes Medical Institute (HHMI) [BioInteractive](#) science education program. And extending our Webby Award-winning design work with the Smithsonian [National Museum of African American History and Culture](#), we launched the [Talking About Race](#) initiative, a widely shared collection of resources to help diverse audiences increase their understanding and have productive discussions about ending racism.

Our team also designed creative materials and videos, wrote educational content, and developed websites for the Consumer Financial Protection Bureau’s consumer education communications and its [Teachers’ Digital Platform](#), the [National Endowment for the Humanities](#) and its [EDSITEment!](#) program, the [Smithsonian National Museum of Natural History](#)’s [DiY Exhibits](#), the USAID Education Office and [EducationLinks](#), the [National Association for the Education of Young Children](#), the [Council for Advancement and Support of Education](#), and more.

A. Creative Design

Our award-winning creative team provides the full scope of digital strategy, marketing campaign, and visual design collateral creation to reach and move your audiences across channels.

We have a digital strategy and creative team of nearly 30, combining expertise in digital communications and campaigns, branding, marketing, fundraising, audience engagement, visual and graphic design, multi-channel collateral creation, and analytics and optimization.

Our team has launched successful omni-channel campaigns to help mission-driven organizations inform and engage their audiences. Forum One worked with the Peterson Institute for International Economics (PIIE) to devise and implement an email marketing and social media campaign strategy to increase awareness of its timely and nonpartisan economic policy work and grow its influence among a wider audience. We worked with the [Elizabeth Glaser Pediatric AIDS Foundation](#) to redesign their website and refresh their brand system and messaging, increasing donations and site conversions by 500% and email registrations by tenfold. And for Mercy Corps, Forum One designed templates for new search landing pages to increase donations for campaigns centered on current issues, which include full donation forms on the page, the ability to feature photos and videos, and social media integration.

Our branding team has created logos, visual brand systems and style guides, illustrations and graphic elements, and a wide range of multimedia collateral materials for clients including [Atla](#), the [Smithsonian African American Film Fest](#), the [Appalachian Regional Commission](#), the [South Carolina Department of Labor, Licensing and Review](#), the [National Coalition of STD Directors](#), [United for News](#), and many more. We are also currently working with James Madison University (JMU) to rebrand and redesign the digital home for the I'm Determined program.

Please see **Section 4. Creative Samples** for featured examples of our creative design capabilities and successes.

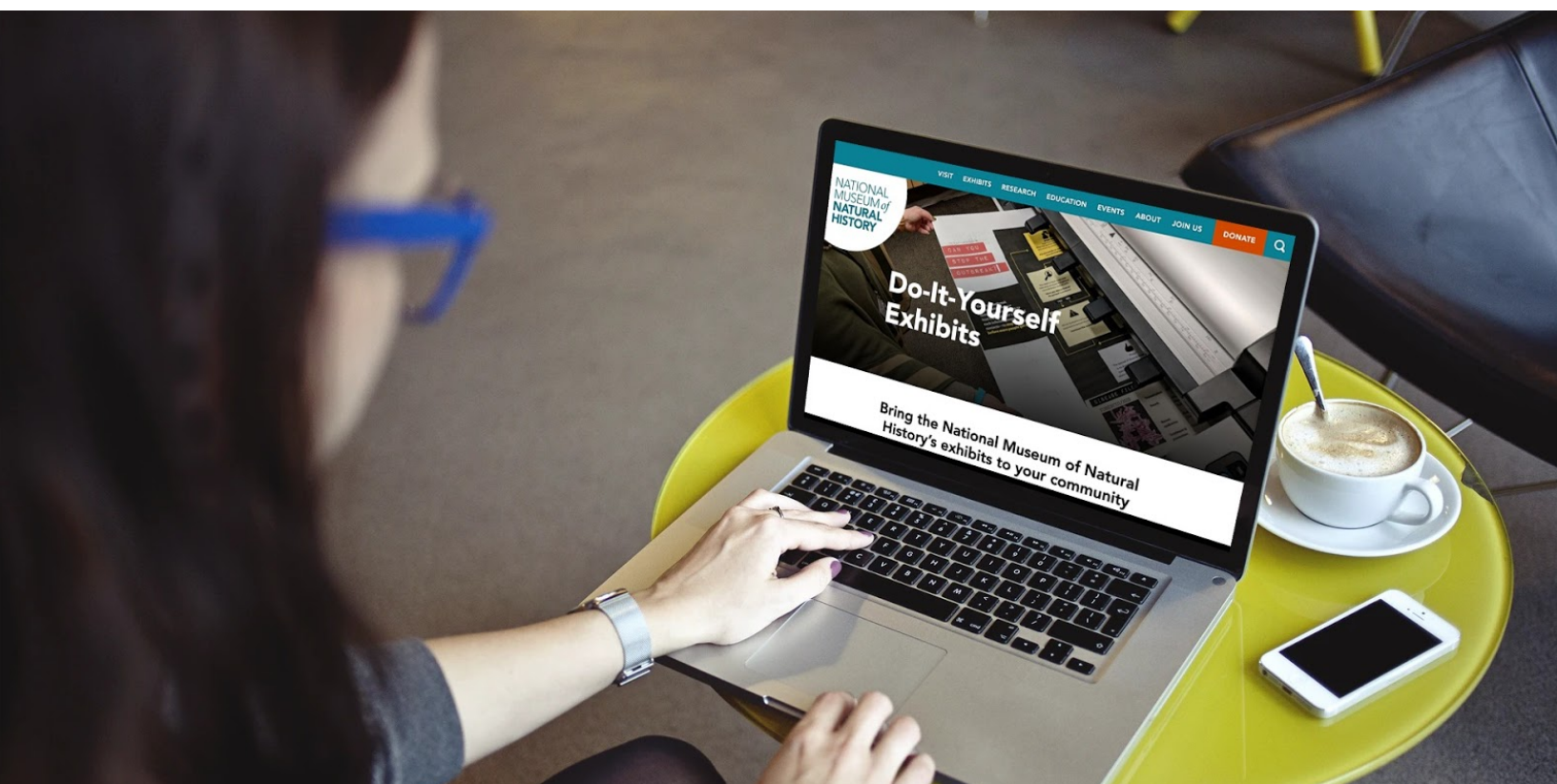


B. Web Design and Production

Forum One brings more than 20 years of experience architecting, designing, building, and enhancing digital solutions

We have an award-winning user experience and visual design team, and an expert technical team of more than 40 offering development expertise in a wide range of popular programming languages including HTML5, CSS, PHP, JavaScript, Python, C#, C++, SQL, and others. We specialize in designing and developing for open source content management system (CMS) platforms including Drupal, WordPress, Django, Wagtail, Webflow, Squarespace, and others. We also bring expertise in systems with complex integrations, implementing single sign-on and evaluating, recommending, and aligning solutions for digital asset management, events, marketing automation, donation processing, social media, multimedia, and CRM tools like Salesforce.

Widely recognized as a leader in the open source community, Forum One has launched hundreds of websites and applications as highlighted at the beginning of this section, including more than 400 Drupal sites and more than 100 WordPress sites in just the last several years. Our experts contribute core code and popular modules and plugins to continuously improve these platforms' capabilities, and share their insights and experience at industry events and in publications to grow the expertise of the community. We also take a design system-based approach to create templates, landing pages, and microsites in line with existing branding, or to extend brand systems across an organization's digital communications.



Forum One also has extensive experience creating work for nonprofits and public agencies in accordance with accessibility best practices, including ADA Section 508 and WCAG AA. We build responsive design and accessibility into our design, development, and quality testing processes to deliver digital communications that are accessible across devices and to those using assistive technologies, and serve broad and diverse audiences. We have numerous content strategists, designers, and developers on staff who are well versed in accessibility and advocate and educate within the open source community for inclusive design. We have designed and developed accessible sites and content, audited sites for accessibility, and conducted staff training in producing accessible content for clients including [Fairfax County Public Schools](#), the [National Endowment for the Humanities](#), and [Georgetown University](#), which has stringent internal accessibility criteria that exceed the industry standard of WCAG AA to reach AAA.

Please see **Section 4. Creative Samples** for featured examples of websites and applications our team has designed and developed to meet similar needs.

C. Copywriting, Proofreading and Copyediting

Forum One brings an experienced team of writers, content strategists, and editors who work with our clients to craft clear, compelling, and accurate content that speaks effectively to target audiences.

Our team provides original copywriting for our clients' social media channels, blog posts, website content, email outreach, scriptwriting, marketing and advertising campaigns, and technical planning and documentation. We edit content for compliance with clients' internal style guidelines, as well as for voice and tone to stay on brand, and to optimize content for SEO. Our editors have experience with U.S. Plain Language guidelines; the AP, MLA, and NYT style guides, and adapting to our clients' style manuals.

Our award-winning team of designers and writers help bring client materials to life by understanding the goal of specific materials and creating content and design that expressly communicates what it is that the piece is attempting to convey. We work closely with our clients to build materials that use existing content and design systems to ensure cohesiveness and efficiency of resources.

We manage public-facing communications, content development, and publishing for social media, website, and email content for prominent agencies including the Consumer Financial Protection Bureau and the U.S. Health Resources and Services Administration. We have provided marketing copywriting, tagline writing, and messaging for clients including the Elizabeth Glaser Pediatric AIDS Foundation, USAID's Education Office, Global Impact, the Peterson Institute for International Economics, and Atla. And we provide scriptwriting for video content as featured in the next section.

Please see **Section 4. Creative Samples** for examples of our team's copywriting and editing work.

D. Videography and Motion Graphics / Animation

Forum One provides full-service video, animation, and digital media production to help our client partners convey their identities, reach new audiences, and tell powerful stories.

We provide animated and live action video production, including scriptwriting, location scouting, talent coordination and audition, direction, filming, video editing, animation, and production services using industry leading tools like Adobe After Effects.

Our team's experience with video work ranges from nonprofit, to government, to private sector work with outputs that include vignettes, motion videos, interviews, documentaries, training videos, adverts, promos, and journalism. We prepare our video work and optimize it for final output (color correction, tilting, mixing) for easy upload and distribution online.

We also specialize in producing brand animations that bring logos and brand systems to life, which clients can use as modular pieces to serve as intros or transitions to other videos or other digital content to drive brand consistency.

Our [Forum One Vimeo page](#) features some highlights of our recent video work, including live videos, animations, and motion graphics for clients like the Global Book Alliance, the Seattle Housing Authority, and the Elizabeth Glaser Pediatric AIDS Foundation.

Please see **Section 4. Creative Samples** for additional examples of videos and motion graphics our team has produced.



b. Names, Qualifications, and Experience of Personnel

Forum One understands that successful creative and marketing projects must address several areas of expertise: vision and coordination, user experience, design, messaging, and technology.

Our staffing approach provides consistent leadership in these areas throughout each project, from a qualified and experienced team with a record of success on similar projects. We will confirm all team members upon contract signing for individual projects based on needs, scope, timelines, and budgets. In this section please find descriptions of our total available staff for each task area, and biographies of representative personnel we would typically staff to complete individual projects.

A. Creative Design

Forum One has dozens of in-house staff specializing in digital strategy, campaigns, branding, and graphic design. We bring a robust Digital Strategy Team combining expertise in digital communications, marketing, fundraising, audience engagement campaigns, and analytics and data services. We have a dedicated Brand Studio to develop visual brand systems and messaging, and talented graphic designers to produce a wide range of multi-channel digital and print collateral, graphics, and illustrations. Representative key staff include:

Steven Bond | Director of Digital Strategy

Director of Digital Strategy at Forum One, Steven brings a decade of experience helping organizations implement integrated digital strategies to engage their audiences, build partnerships, and realize innovative ideas. He comes to Forum One from the IMRE marketing agency, where he led successful teams to develop, implement, measure, and optimize the performance of omnichannel strategies and campaigns for dozens of clients, including Fortune 500 companies. He has worked with organizations like The Honest Company, Jefferson Health Design Lab, and the NYU Empathy Project to help them understand and engage their audiences across their digital and social media channels. He also co-founded Livehelper, a startup company focused on helping clients engage with visitors to their websites in real-time.

Joey Tackett | Managing Director, Branding

Forum One's Managing Director of Branding, Joey brings nearly two decades of creative strategy experience to lead our team in building brands that resonate with audiences. Joey has developed and managed brands for associations, nonprofits, and Fortune 500 companies, with a focus on brands for PACs and grassroots programs. He recently directed our team's branding, creative, and video work for clients including the Smithsonian Institution, the National Endowment for the Humanities, USAID, the Center for Strategic and International Studies, Atla, and the MacArthur Foundation. He has provided branding and campaign support for major brands like Southwest Airlines and Target; served as

Communications Co-chair for the Arlington Chamber of Commerce; developed brand visuals for the D.C. Independent Film Festival; and has worked with the news and production teams for local CBS and NBC affiliates.

Jess Gershman | Director of Data & Analytics

Forum One's Director of Data & Analytics, Jess has more than seven years of experience optimizing digital experiences and content. She works with clients to help them connect with their target audiences and make measurable progress toward their goals. Jess has worked with organizations including Rare, USAID, Project HOPE, Catalyst, the Hilton Foundation, the Barr Foundation, and Vox Media, where she analyzed multimedia traffic and key performance indicators across eight publishing brands. She has also analyzed the success of digital communications, social media, branding, and advertising campaigns.

Kelsey Hicks | Senior Designer

A senior designer at Forum One with more than 10 years of experience, Kelsey creates eye-catching visual designs for Forum One's clients and internal and external marketing and branding efforts. She specializes in producing illustrations, social media graphics, a wide range of printed marketing materials, email templates, and animations. She also brings experience conceptualizing and delivering branding, identity design, and integrated campaigns. Kelsey has worked with clients including the World Wildlife Fund, the MacArthur Foundation and Lever for Change, Project HOPE, the Frontier Group, USAID's Education Office, the RTI Global Gender Center, Catalyst, and the USAID/Johns Hopkins University HealthCompass.

Zach Grimshaw | Associate Digital Strategist

An associate digital strategist at Forum One, Zach applies 2+ years of experience and expertise in marketing and digital strategy to support our team in delivering effective communications. He brings experience conducting market research, business analysis, surveys, audience interviews, and more. Zach has provided marketing, strategy, and creative media support for the Council for Advancement and Support of Education, the Peterson Institute for International Economics, the Elizabeth Glaser Pediatric AIDS Foundation, the Frist Art Museum, Jesuit Refugee Service, and the Boston Children's Hospital Innovation & Digital Health Accelerator. He is a certified Pardot Specialist, and also has specialized expertise in videography, digital media, and virtual reality.

B. Web Design and Production

A leader in the open source community, Forum One has designed and developed hundreds of websites in just the last several years, for educational institutions, nonprofits, public agencies, and mission-driven organizations. We have a full-service user experience and web design team, and a technical team of more than 40 full-time, in-house back- and front-end developers, solutions architects, site reliability engineers, and quality assurance specialists. We are active contributors to both the WordPress and Drupal open source projects, and we maintain a large team of Acquia Certified Drupal Developers – including three Acquia Certified Drupal 8 Grand Masters, of which there

are currently just 320 in the world. We also have a dedicated support team focused on providing ongoing technical assistance, managed hosting, and enhancements to sites we have launched. Representative key web design and production staff include:

Courtney Blair | Project Manager

A project manager at Forum One with more than four years of experience, Courtney works with our clients and project teams to deliver successful, audience-driven digital projects. A Certified Scrum Master, she brings a record of success managing multiple concurrent projects for nonprofit and government clients, from large-scale website redesigns in WordPress and Drupal to ongoing maintenance projects, including projects with multi-million-dollar budgets, multiple stakeholders, and distributed global teams. Clients Courtney has worked with include James Madison University, the Council for Advancement and Support of Education, USAID, the U.S. Environmental Protection Agency (EPA), and the Schusterman Family Foundation.

Julia Bradshaw | Senior User Experience Designer

A senior user experience designer at Forum One with more than two years of experience, Julia champions the user and recommends strategies and designs to fulfill their needs. Julia has worked with clients including the Smithsonian National Museum of African American History and Culture, USAID, the National Endowments for the Humanities and the Arts, the Council for Advancement and Support of Education, and the U.S. EPA. She also has a background as a social and economic policy researcher, where she collected and analyzed data on national policies related to homelessness, runaway youth, Hispanic families in the U.S., and job search assistance programs.

Jamie Bourne | Designer

A designer at Forum One with more than seven years of experience, Jamie designs visually dynamic, responsive, and user-friendly websites and digital experiences to engage audiences. Jamie has designed websites and digital platforms for Fairfax County Public Schools, Georgetown University, the National Endowment for the Arts, the Howard Hughes Medical Institute's BioInteractive science education program, the Nuclear Threat Initiative, the Natural Resources Defense Council, and Childhood Education International. He has also provided user experience, user interface, web, accessibility, and graphic design services for museums, Fortune 500 companies, and major brands like Comcast, Qdoba, Verizon, Allstate, Ann Taylor, and American Eagle.

KJ Monahan | Technical Architect

A technology manager at Forum One with more than 10 years of experience, KJ crafts and implements innovative, high quality technical solutions to meet our clients' needs. An Acquia Certified Drupal 8 Grand Master, Developer and Front-end Specialist, they bring expertise in a wide range of development technologies, focusing on custom module and theme development and JavaScript. KJ has developed effective digital solutions for clients including the Nation's Report Card, the Smithsonian National Museum of Natural History, the Howard Hughes Medical Institute, the Bill & Melinda Gates Foundation, USAID, the U.S. EPA, Teach for America, and GiveGreen.

Karen Kitchens | Senior Front-end Developer

A senior front-end developer at Forum One with more than 10 years of experience, Karen seamlessly translates our visual designs into responsive, user-friendly websites. With a background in WordPress and Drupal development, Karen brings expertise in a wide range of development technologies, including PHP, JavaScript, jQuery, HTML5, CSS, SASS, Twig, MySQL, and others. She has worked with clients including Georgetown University; the Aspen Institute, the Natural Resources Defense Council, the Rad Campaign, Defenders of Wildlife, the Frist Art Museum, the National Association for the Education of Young Children, USAID, the Global Book Alliance, Jesuit Refugee Service, and Discovery Communications' Petfinder site to launch responsive, accessible websites.

Rose Davidson | Developer

A developer at Forum One with more than five years of experience, Rose works to implement responsive, high-quality web solutions in Java, SQL, Python, Lisp, C, C#, JavaScript, C++, CSS, HTML, and other technologies. Rose works with our clients to create and maintain responsive websites in Drupal 7, Drupal 8, and WordPress; implement SEO, manage and migrate content, fix bugs in front- and back-end code, conduct quality assurance testing, and troubleshoot issues. She is also an experienced technical trainer and coding instructor. Clients Rose has worked with include Fairfax County Public Schools, the Aspen Institute, the Howard Hughes Medical Institute, the Patient-Centered Outcomes Research Institute, and the National Association for the Education of Young Children.

C. Copywriting, Proofreading and Copyediting

Forum One's team includes writers, editors, and multimedia content specialists who specialize in creating audience-centered content to help mission-driven organizations communicate clearly and effectively to reach their goals. Representative key staff include:

Corinne Balicki | Communications Strategist

A communications strategist at Forum One with more than three years of experience, Corinne works with our clients to craft compelling content for their digital channels, providing strategic communications planning; content development for social media, web, and blogs; and campaign development and management. She has supported clients including USAID and the Consumer Financial Protection Bureau, where she has worked to transform complex financial information into engaging, readable content that meets the needs of a variety of core audiences across the agency's website, blogs, social outreach, and more.

Victoria Palmer | Digital Content Strategist

A digital content strategist at Forum One, Victoria brings more than 11 years of content management and web communications experience to help our clients present the most effective content across channels to reach their audiences and achieve their goals. Victoria has successfully managed

enterprise content and communications on large-scale projects for the U.S. Health Resources and Services Administration, USAID, and the American Chemical Society. She has a diverse communications background and is experienced in researching, planning, creating, aligning, and driving multi-platform content strategies that have resulted in 130 million downloads, 117 million website visits in a year, and over \$180 million in revenue.

Gonzalo Bernal | Spanish Communications Strategist

A Spanish language communications strategist at Forum One, Gonzalo brings more than ten years of multilingual writing, editing, and media production experience to craft compelling content for diverse audiences. Gonzalo has created original content and edited content for Spanish-speaking audiences for clients including the Consumer Financial Protection Bureau, where he currently supports the agency's Spanish language communications. He has extensive experience as a writer and media producer, including acting as a video producer for Univision and HBO Networks, and has managed multidisciplinary, multicultural teams. He also serves as a Spanish language tutor.

D. Videography and Motion Graphics / Animation

Forum One's creative team includes staff experienced in original animation and motion graphics design, and video production and editing. We engage experienced videographers, film crews, and other specialized experts as needed to shoot live video. Our in-house team features our full creative design and brand studio team, including our Managing Director of Branding introduced above, and:

Corey Jones | Creative Director and Animator

Forum One's Creative Director, Corey leads our creative team in creating compelling designs that achieve the goals clients have in mind. With a decade of experience spanning video production and animation, web design, UX design, branding, concept development, print design and illustration, and mobile app design, Corey has created motion graphics and website designs for clients including the Smithsonian National Museum of African American History and Culture (which won two Webby Awards), the Frist Art Museum, the National Association for the Education of Young Children, the Howard Hughes Medical Institute, the U.S. Census Bureau, and Johnson Products, Inc. He brings a broad working knowledge of how to effectively translate messages across media and has three certificates from School of Motion, a leading certification program in visual effects and motion/animation design.

c. Personnel Resumes

Please see **Appendix B: Personnel Resumes** for complete resumes for the above team members.

3. Specific Plan (Methodology)

Forum One will deliver creative and marketing services projects for Mason with a combination of flexibility and collaboration to deliver compelling, tailored solutions that achieve your goals and grow your impact.

This section demonstrates our specific plans and approach for providing services A-D as outlined in the Statement of Needs.

A. Creative Design

Branding and Enrollment/Direct Response Campaigns (Requirements 3.A.1 - 3.A.2)

Forum One provides full-service branding and direct response campaigns. We build and launch **branding campaigns (Requirement 3.A.1)** that extend through **print, outdoor, broadcast, and Internet media and beyond**. We have the capability to create robust **enrollment and direct response campaigns (Requirement 3.A.2)**, emphasizing an omni-channel approach that includes **advertising, direct mail, landing pages, video and HTML emails, digital media, social media**, etc. Our team will build from the brand guidelines supplied by Mason.

Our approach to creative design and content development will be iterative, building in weekly idea generation and collaboration sessions with your team to review deliverables. The goal is getting content to market quickly and testing it in a live environment to refine the design.

Sample Creative Campaign Project Plan

STAGE 1 | DISCOVER

Project Kickoff & Workshop

- Initial meeting to introduce our teams.
- Discuss scope, budget, and confirm schedule.
- We will work with your team to develop goals, objectives, and key measures of success for the campaign.

Audience Research & Stakeholder Engagement

- We will support the project team in audience research and stakeholder engagement work, and review all findings to inform subsequent phases of work.

Landscape Analysis

- We will conduct desk research to understand what other work – enrollment-related or otherwise – this initiative can build on, including other University campaigns or efforts.

Stage 1 Deliverables: Workshop Notes + Strategy Brief

STAGE 2 | DESIGN AND CONTENT DEVELOPMENT

Concept Directions

- The concept directions will fit within Mason brand guidelines as needed.
- We will create one concept direction that shows the visual interpretation envisioned for the campaign. It may include: Color palette for primary and supporting colors, typography selections for website and collateral materials, headline, body copy, and featured text styles (for use online or in documents), icon styles, photo and video visual styles.

Message Framework

- Building on the audience research and concepts developed in the previous stages, we will build a messaging framework that articulates the key strategic messages that we want the campaign and all associated content to convey. This will include calls-to-action and value statements.

Content Strategy

- Based on audience research, we will define what information audiences need and develop targeted content plans for each audience group.
- If needed, we can also develop a Spanish language content strategy to reach Spanish speaking audiences.

Digital Copywriting

- We will draft copy for digital content, including campaign landing pages, social media, etc.
- Spanish language content can be included as needed.

Measurement Plan & KPI Definition

- We will identify Key Performance Indicators (KPIs) and our method for measuring them.
- We will coordinate with the appropriate Mason team or partners to ensure KPIs are collected during the campaign.

Stage 2 Deliverables: Copy, Measurement Plan

STAGE 3 | DELIVER

Launch Campaign Planning

- We will develop a launch campaign plan, including timelines and sequences for all channels.
- We will set up, design, and configure landing pages, websites, and digital properties as needed.
- We will coordinate with printers, advertising partners, and broadcast partners.
- We will begin content loading and conduct quality assurance.

Measurement Analysis

- We will review measurement and KPI data and summarize results.

Stage 3 Deliverables: Launched Campaign, Measurement Analysis Memo

Collateral Materials, Illustrations, and Graphics (Requirements 3.A.3 - 3.A.4)

Forum One brings extensive experience designing and producing a wide range of **print and online collateral** that targets and moves key audiences, including posters and fliers, print reports, presentations, letterhead and business cards, signage, social media graphics, email and newsletters, and more (**Requirement 3.A.3**). From the Smithsonian Institution to the World Wildlife Fund, some of the world's most iconic brands turn to us for powerhouse design that does more than just get noticed – it gets results. Forum One brings unique skills in **illustration and graphics creation (Requirement 3.A.4)**, from custom icons to extensive data visualization and drawings.

Sample Collateral or Graphics Project Plan

STAGE 1 | DISCOVER

Project Kickoff & Workshop

- Initial meeting to introduce our teams.
- Discuss scope, budget, and confirm schedule.
- We will work with your team to understand audiences, goals, objectives, and key measures of success for the collateral or graphics.

STAGE 2 | DESIGN AND CONTENT DEVELOPMENT

Copywriting

- We will draft copy for content, including headlines, body copy, and calls-to-action.
- Spanish language content can be included as needed.

Design Visuals

- The design visuals will fit within Mason brand guidelines as needed.
- Produce drafts of collateral (brochures, flyers, booklets, etc.) and/or graphics (symbols, icons,

- data visualizations, illustrations, etc.)
- Review and edit based on feedback.

Stage 2 Deliverable(s): Draft Design Visuals

STAGE 3 | DELIVER

Final Collateral or Graphics

- Forum One will finalize and package materials to provide Mason with a digital-ready or print-ready design, as appropriate.
- Forum One will work with the printer identified and selected by Mason.

Stage 3 Deliverable(s): Final Design Visuals

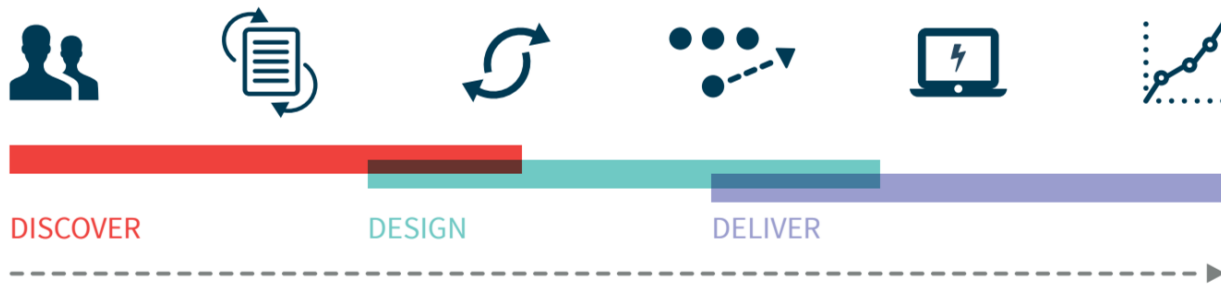
B. Web Design and Production

Forum One follows an Agile, iterative approach to website design and development, which we apply to **create design, and produce landing pages, mini websites, web templates (Requirement 3.B.1), and web applications (Requirement 3.B.3)**. Our design methodology for crafting **information architectures, page prototypes, and illustrations (Requirement 3.B.2)** emphasizes collaboration and audience focus to help the project team make user experience and visual design decisions with your users' needs and your organizational goals in mind. And throughout the design and development process, we incorporate **Web 2.0 technologies and industry best practices** for usability and Section 508 accessibility to integrate **graphics, animations, social media content, videos, data and visualizations, calendars, blogs, forms, payment processing, and other interactive features (Requirement 3.B.4)**.

Following our Agile approach, our team quickly moves from discovery exercises into producing design concept directions that your stakeholders can react to, allowing us to gather feedback earlier in the process to shape the design. Once your team selects a proposed design direction, our team will work collaboratively to refine this concept into page designs through iterative rounds of review and revision. We then move into development sprints to build and refine the solution, continuously prioritizing to maintain focus on the project goals, your audiences, and our measures of success. Our Quality Assurance team will be constantly testing the site against the established and mutually agreed on product requirements and key accessibility standards. At the end of each sprint and throughout the development phase, we will solicit feedback from your team to ensure that we're delivering the site you need.

Sample Web Development Project Plan

Here is an overview of the project approach we generally follow on web design and production projects to achieve their goals and objectives, on time and within budget. We break our work into the following stages:



STAGE 1 | DISCOVER

The Discover Phase is high-energy and designed to set a clear direction for the project. This phase covers the work starting from project launch and includes various research activities to define a vision for the new website. Tasks and activities may include:

- Collaborative Workshops
- Brand Strategy
- Audience Research and Analysis
- Messaging and Content Strategy
- Creative Strategy
- Establishing Technology Requirements

STAGE 2 | DESIGN

Once we have a shared understanding and a clear vision, we begin to transform our ideas into creative assets. We use a rapid creative approach whereby our team shows you page designs and/or other assets as we create them to get your feedback. This collaborative approach allows us to arrive at the design solution for the new site quickly. Tasks and activities may include:

- Visual Concept / Creative Direction
- Brand Assets and Logo Development
- Prototyping / Wireframing
- Page Design
- Technical Architecture
- Product Requirements

STAGE 3 | DELIVER

With the creative direction in place, our emphasis shifts to building and refining the solution, never losing focus on the project vision and our measures of success. Our goal will be to deliver a new website and various other assets defined during the Discover and Design stages. Tasks and activities may include:

- Website Development
- Asset Production
- Quality Assurance
- 508 Compliance

- Content Migration
- Content Management Training
- Analytics Setup and Configuration
- Training and Documentation
- Site Launch
- Ongoing Releases (as needed)
- Site Launch

C. Copywriting, Proofreading and Copyediting

Our award-winning writing and editing team brings client materials to life by understanding communications goals and creating content that expressly and compellingly communicates what the piece seeks to convey. We work closely with our clients to build and edit content that is cohesive and makes efficient use of resources. Our experience spans the spectrum of **informational, marketing, advertising, and technical copywriting** for digital and print environments such as **websites and social, as well as scriptwriting, video and animation, event collateral, experiential design, and campaign-specific materials (Requirement 3.C.1)**. Our **proofreading and copyediting** expertise spans applying the AP, MLA, and NYT style guides, in addition to guides created by and for our clients, to content before presenting it to Mason departments for approval (**Requirement 3.C.2**).

Our writing and editing process entails building a content workflow, environment, and set of templates and identifying content intent and where input is necessary from subject matter experts to ensure we deliver accurate, compelling, and audience-centered content.

Sample Editing / Copywriting Project Plan

STAGE 1 | DEFINE

Project Kickoff & Workshop

- Initial meeting to introduce our teams and define style, voice, and tone, and to discuss the overall editing and copy creation process.

Content Intent Planning

- Define key messages the content must convey.
- Review content and editing process for development of content.
- Develop process documentation and a workflow environment that outlines editing style and process for writing and editing requests.
- Identify subject matter experts that will need to provide content guidance for writers to ensure the accuracy of content. This will be a part of the workflow documentation.
- We will develop a set of templates that will include content intent, tone, audience, and other key elements that are relevant to writers and editors while creating and editing copy.

Stage 1 Deliverables: Workflow Documentation & Environment + Copywriting Templates

STAGE 2 | DELIVER

Copywriting

- Using our templates and defined workflow, we will work with the team to assign copywriters and deadlines for content.
- Content will be reviewed by the appropriate team at Mason and go through rounds of revision as noted in the workflow documentation.

Editing

- Using the appropriate style guide(s), we will assign existing content and content created by our writers to be reviewed substantively by our editors.
- As necessary, we will work with subject matter experts to confirm the accuracy of content we are assigned to edit.

Stage 2 Deliverable: Completed Content

D. Videography and Motion Graphics / Animation

Forum One provides full-service videography, motion graphics, and animation services, to take ideas from concept through storyboarding, video production and post-production, and packaging for easy dissemination across digital channels. We follow the general project plan below to produce **promotional videos for use at events or posting online that include music, voiceover, motion graphics, and animation (Requirement 3.D.1), and motion graphics and animations for use in e-mail cards and newsletters (Requirement 3.D.2)**. In creating videos and motion graphics, our team will abide by all requirements to use property supplied by Mason or property that is royalty-free, and does not misrepresent Mason. We work with our established videographer partners to **videotape live events, conferences, interviews, and similar**, and provide **editing, packaging, and delivery of these videos (Requirement 3.D.3)** for use across your digital channels.

Sample Videography / Animation Project Plan

STAGE 1 | DISCOVER

Project Kickoff & Workshop

- Initial meeting to introduce our teams.
- Discuss scope, budget, and confirm schedule.
- We will work with your team to develop goals, objectives, and key measures of success for the video, including the desired tone of the video.

Narrative Planning

- Define key messages the video must convey, through collaborative activities and guided conversation.

- We develop a Creative Brief outlining themes uncovered in this stage for approval, which sets the foundation for our work in the Design and Concept stage.

Stage 1 Deliverables: Workshop Notes + Creative Brief

STAGE 2 | DESIGN AND CONCEPT

Script Development

- Based on the goals, content themes, and overall direction established in the Discover activities, we develop a script for review. The script covers exact text used on screen and/or for voiceovers, establishes descriptions for high-level visuals for each section, and determines overall timing.

Visual Style Development

- Our team will collect and present examples of other videos along with rough visual prototypes to explore a visual direction for your video. By approaching this step independently, we are able to explore various directions quickly, with you choosing a final visual direction before moving into the following phases.

Stage 2 Deliverables: Script + Visual Direction

STAGE 3 | PRODUCTION

Shooting & Animation (as appropriate)

- This is when all previous elements come to life in moving video. Depending on the chosen style of the video, this phase could include both shooting of live-action (interviews, B-roll, etc.) and animation. For both styles, this phase seeks to present several opportunities for your team to review rough edits, in progress, to ensure the direction is correct.

The final step in the Production stage is delivering a video rough cut for review and approval.

Stage 3 Deliverable: Rough Cut Video

STAGE 4 | POST-PRODUCTION

- Building on the approved rough cut, we refine and enhance the rough cut into a final, screen-ready video. You review this final video for approval.
- We use the approved final video file to create all formats, sizes, and versions (decided upon in our Discover planning phase).

Stage 4 Deliverables: Final Video + Exported Versions for Chosen Platforms (i.e., Facebook, Twitter, Conference Screen, Broadcast, etc.)

Project Management, Team Structure, and Collaboration

Our management approach centers on close and active collaboration between Forum One and the Mason team.

For each creative and marketing services project with Mason, we will use transparent communication channels and system-based management tools to handle ongoing project oversight, including a project management plan, an online project workspace, and regular status updates and reporting. We keep you up to date on project progress with:

- **Clear and Efficient Team Structure:** Each project will have a dedicated project manager who will serve as your day-to-day point of contact from our team. Key teams also typically consist of a dedicated designer and engineer, depending on the task requirements, all led by a creative strategist who will guide the project. Our core team will always keep each project in forward motion, and because our teams work collaboratively, your project will also benefit from access to our array of expert staff.
- **Frequent Reporting and Status Updates:** The project manager will lead weekly and monthly check-ins with project stakeholders. We will review tasks completed, potential risks, budget used, and upcoming tasks. We will deliver a bi-weekly status report that includes updates on budget, schedule, tasks completed, open tasks, and items waiting for feedback/approval.
- **Task Prioritization:** During our status meetings, our team will review the list of tasks that need to be completed and prioritize them for upcoming work. We will weigh the costs and benefits and review the upcoming backlog tasks to ensure we are completing all tasks in priority order – as directed by your staff, and guided by the expertise of the Forum One team.
- **Streamlined Online Project Collaboration:** We manage all documents and make them available for collaboration via a variety of simple, intuitive, and secure online tools, including Teamwork, Jira, and the Google suite of applications. Our joint workspace for the project teams will provide real-time access to project information including deliverables, requested feature lists, prototypes, and project status updates. Internally, we also use an online system to track task status and run quality assurance.
- **Clear Lines of Communication and Accountability:** Our Project Manager serves as a central point of contact for your team, connecting you with our team's resources and reporting our progress. The project team can reach out to the PM at any time to ask questions, escalate issues, or get advice from our corporate technical leads and experts, and our senior leadership. Our PM reports to an Account Director, who reports directly to Forum One's President and CEO, giving us a clear escalation path for issues and lines of accountability.

4. Creative Samples

A. Creative Design

Atla

Forum One worked with Atla, a professional association of scholars and librarians formerly known as the American Theological Library Association, to completely rebrand and transform the organization to align with its new strategic vision. Our work spanned logo and brand identity design, renaming, messaging and tagline writing, multi-channel collateral design, brand rollout, and the redesign and development of atla.com in WordPress.

We began by conducting brand perception testing with key audiences, extensive comparator and competitor analysis, and assessment of Atla's internal messaging and communications. From this research we delivered a set of recommendations to re-imagine Atla's brand identity and experience, which our team then worked with Atla to prioritize, refine, and implement.



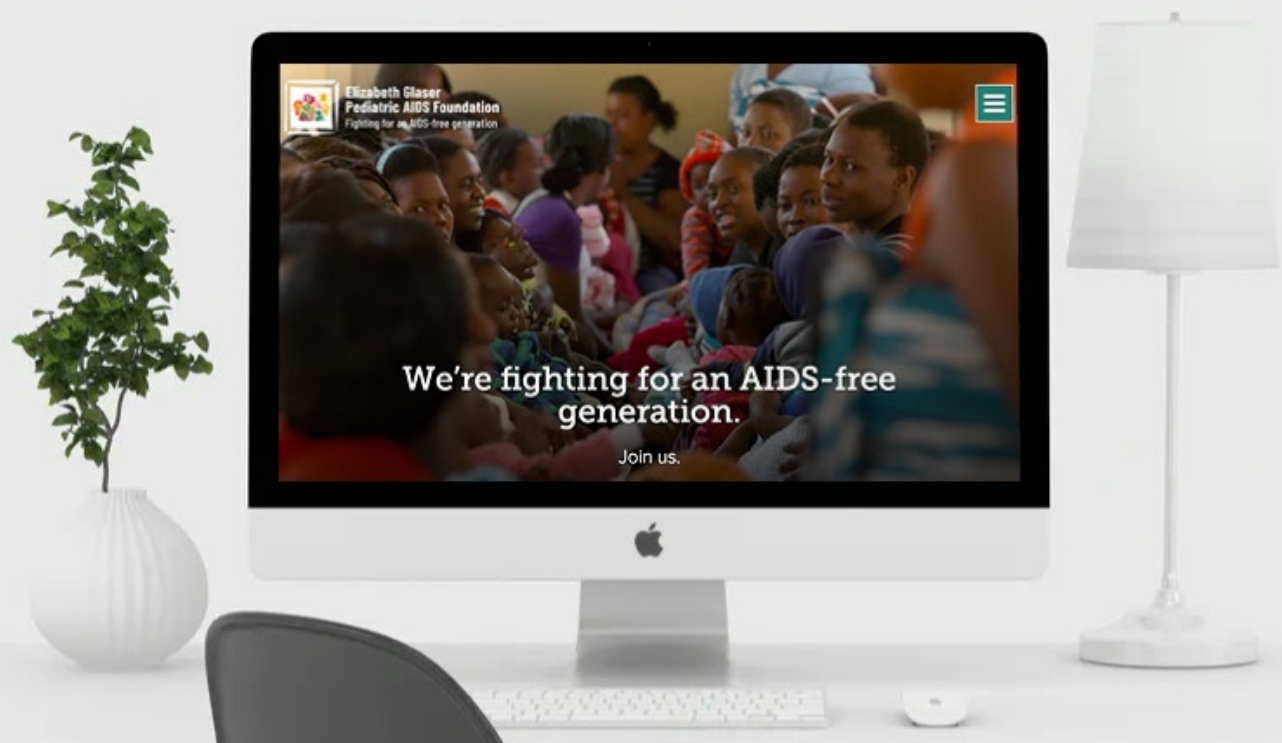
We led the team to iteratively determine the new Atla name, and design and refine new logos for the main organization and its many sub-brands, including the Atla Annual conference, various publications, and member offerings. We delivered a complete design system and style guide to tell the new brand story, which we applied to a wide range of multi-channel collateral spanning business cards, letterhead, one-pagers, notebooks, pens, conference booths, and name tags. We also worked with stakeholders to write a new value statement, and a new tagline: “Collectors & Connectors.”

Our Forum One team devised and worked with Atla to implement a rollout plan for the new brand, including training internal staff and producing [an animated video](#) introducing the new brand and website experience to Atla’s target audiences. The new brand and digital experience position Atla as a future-ready, collaborative, and modern professional organization ready to realize its goals.

Elizabeth Glaser Pediatric AIDS Foundation

The Elizabeth Glaser Pediatric AIDS Foundation is a global leader in ending transmission of HIV and AIDS, working in the most affected regions around the world on research, advocacy, prevention, and treatment activities that save and improve lives. Forum One worked with the EGPAF team to redesign and develop their [website and design system](#), and craft a new messaging framework to increase engagement with target audiences, boost fundraising, and reach their organizational goals.

One of EGPAF’s key goals was to diversify its donor base beyond traditional government support to raise more funds from individuals and organizations. We began with a communications audit, surveys, market research, and workshops to understand the landscape and align on EGPAF’s value proposition, differentiators, priority audiences, desired outcomes, and unique challenges and opportunities.



We applied the insights we gained to design and develop a story-driven digital experience in WordPress targeting institutional donors, partners, and U.S. consumer audiences. This included a new tagline – “Fighting for an AIDS-free generation” – and clear, compelling, and evidence-based calls to action that connect EGPAF’s history of impact with timely issues of health equity and justice.

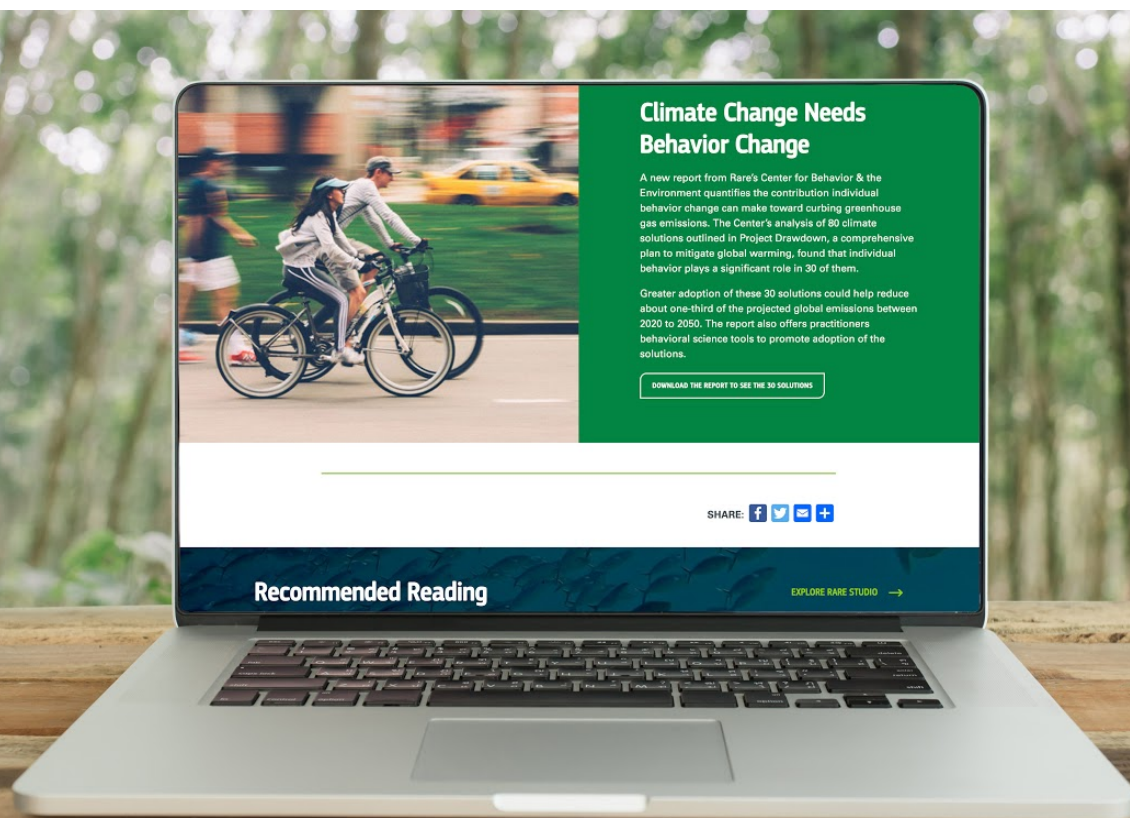
As a result, EGPAF saw email registrations increase tenfold, and donations and site conversions increase by 500% versus the previous year. The share of fundraising from target audiences grew by more than 35%.

Rare

Forum One worked with Rare, a leading organization working to achieve long-lasting conservation results by driving behavior change that benefits people and nature, to redesign their [website](#) and reshape their digital strategy to share inspiring stories and practical solutions to grow the global reach and impact of their work.

As a result, Rare saw a 67% increase in donations, more than double the site traffic, longer average sessions, and lower bounce rates. We also implemented a paid Facebook ad campaign to support Rare’s end-of-year fundraising, analyzing the results and optimizing audience targeting to increase click-throughs to the donation page.

Our team is continuing our work with Rare to provide continuous enhancements and actionable analytics reporting for the website, social media campaigns, and more to drive the greatest return on Rare’s digital investment and reach their engagement goals.



National Coalition of STD Directors

Forum One worked with the [National Coalition of STD Directors](#) (NCSD) to design and launch a fully refreshed logo, brand system, and website to create a modern and unified identity for the organization, which works to share resources and connect health professionals across the country working to eliminate sexually transmitted diseases.

The Forum One creative team completely redesigned NCSD's brand identity, including designing a new logo that conveys the organization's spirit of collaboration, connection, and optimism. The connected dots – or “stepping stones” – became a visual theme throughout the new brand design system.

We applied the new brand identity system to redesign the organization's collateral, including business cards, social media banners, letterhead, MailChimp email templates, and staff email signatures. We also worked with the team to brand NCSD's annual meeting with its own new name and logo, and created custom collateral for NCSD's conference booth.

Our team also worked with NCSD to create two videos [introducing who they are and what they do](#), and a powerful video featuring a day in the life of one of their disease intervention specialists [showcasing their real-world impact](#).



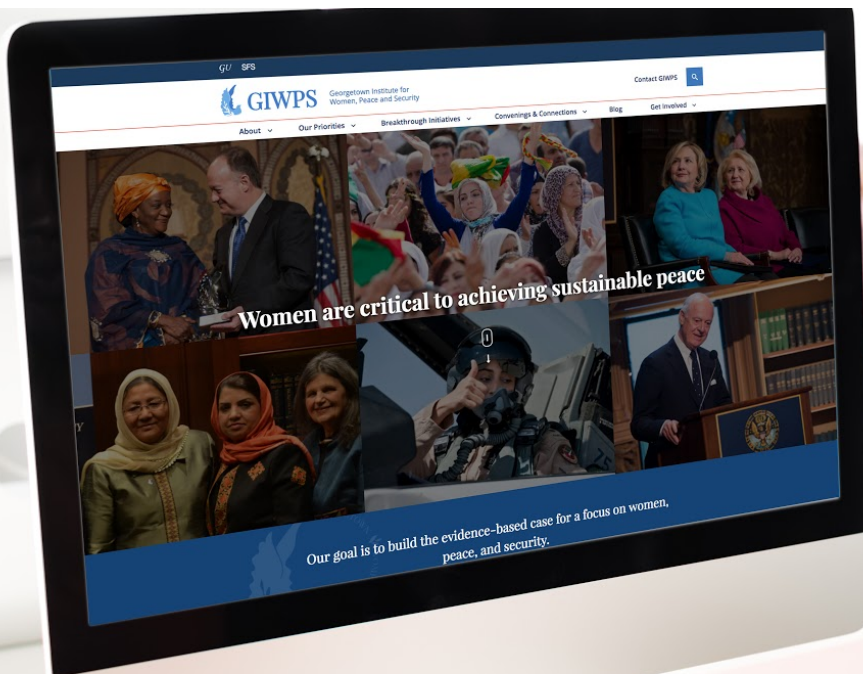
B. Web Design and Production

Our team has designed, developed, launched, and supported hundreds of websites for our clients in just the last few years. A few key examples of similar work we have delivered include:

Georgetown University

Forum One works with Georgetown University to extend the influence of its research and data to inform policymakers, changemakers, and general audiences alike by developing and supporting user-friendly digital experiences.

For the **Georgetown Institute for Women, Peace and Security (GIWPS)**, which focuses its research on the important roles women play in preventing global conflict, growing economies, and building sustainable peace, we designed and developed a new WordPress [website](#) to illuminate the stories behind its data. Site visitors can explore data from multiple sources across 153 countries by country with an interactive map, across data dimensions and measures, and via compelling story highlights. We created and integrated a “[Profiles in Peace](#)” section for GIWPS to share its video content and personal accounts, and with the WordPress CMS set the GIWPS team up to easily organize site content around its top issue priorities – like climate change and combating extremism – collecting resources, videos, events, blog posts, and op-eds around each topic on central issue pages.



The **Georgetown Center for Security and Emerging Technology (CSET)** connects the next generation of global decision-makers with data-driven insights into emerging technologies and their security implications, focusing its research on artificial intelligence (AI) and advanced computing. Forum One designed and developed a new WordPress [website](#) for CSET to clearly explain its mission

and focus, and make it easy for experts, policymakers, journalists, and other key audiences to explore the latest news and dig into its research reports on timely topics. We designed the site with a modern and inviting experience and clear user journeys to search and browse for research, connect with CSET experts, and engage by participating in events or signing up for the policy.ai email newsletter.

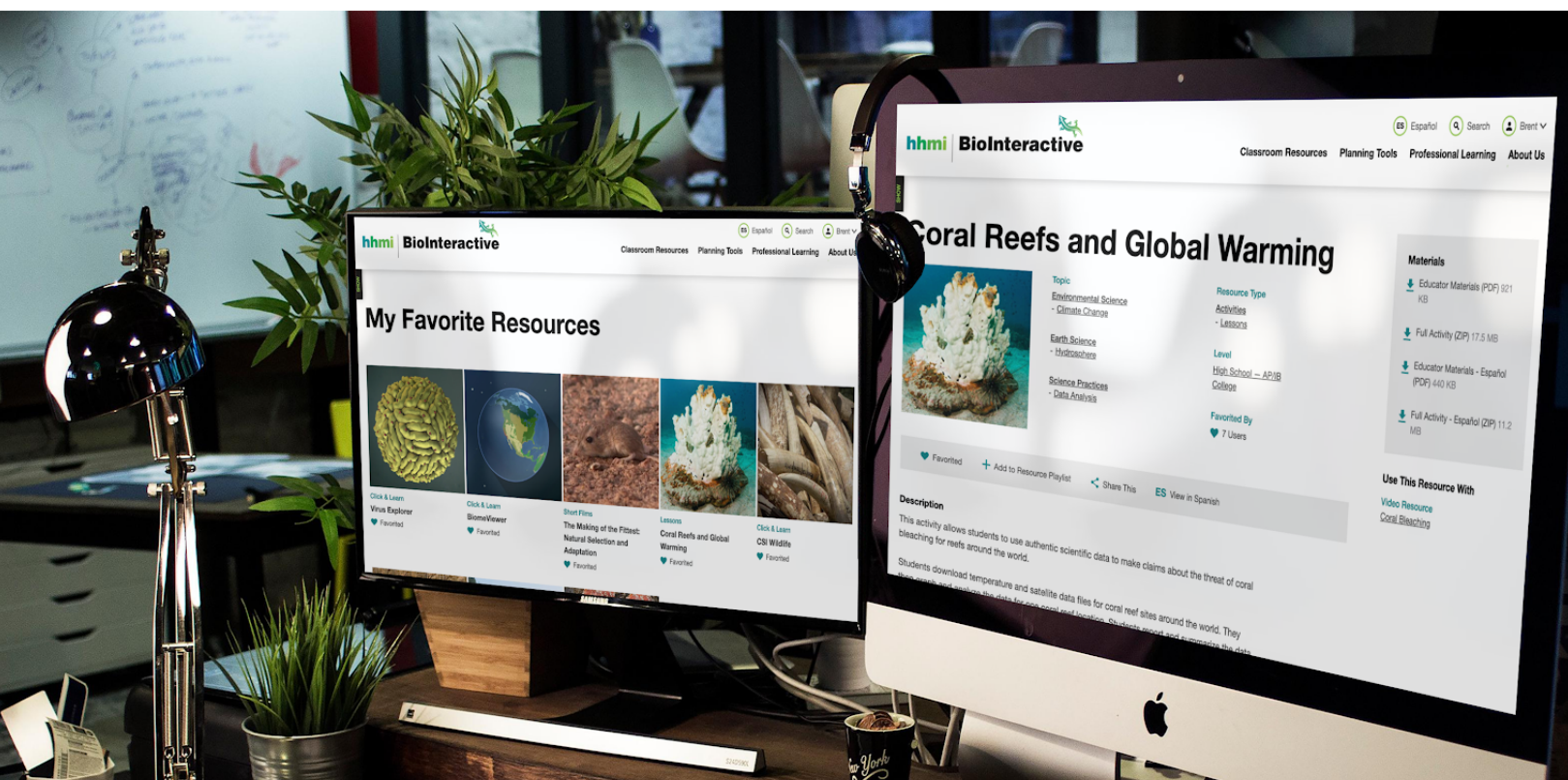
We developed both of these sites to be fully accessible in compliance with WCAG 2.0 AA standards, and meet additional accessibility requirements from Georgetown's internal team that reach AAA standard.

Howard Hughes Medical Institute: BioInteractive

Forum One worked with the Howard Hughes Medical Institute (HHMI) [BioInteractive](#) team to create a user-friendly and engaging collection of digital educational resources, interactive applications, lesson plans, workshops, videos, news articles, and more to help 40,000 science educators around the world connect students with inspiring ideas in biology and increase engagement with the sciences.

Our team designed and developed a robust and flexible resource library application in Drupal 8 that allows users to search, filter, explore, and connect with content in ways that fit their unique needs. Logged in users can favorite and share resources, and even save collections of resources to custom “playlists” with the ability to add notes to individual items. The HHMI team can also present curated playlists around current issues and themes, and easily feature individual resources on the site.

In addition, our analytics team worked with HHMI to devise and implement a customized strategy to track and analyze measures of engagement for both logged-in users and general users, to bring a new level of personalization to the experience.



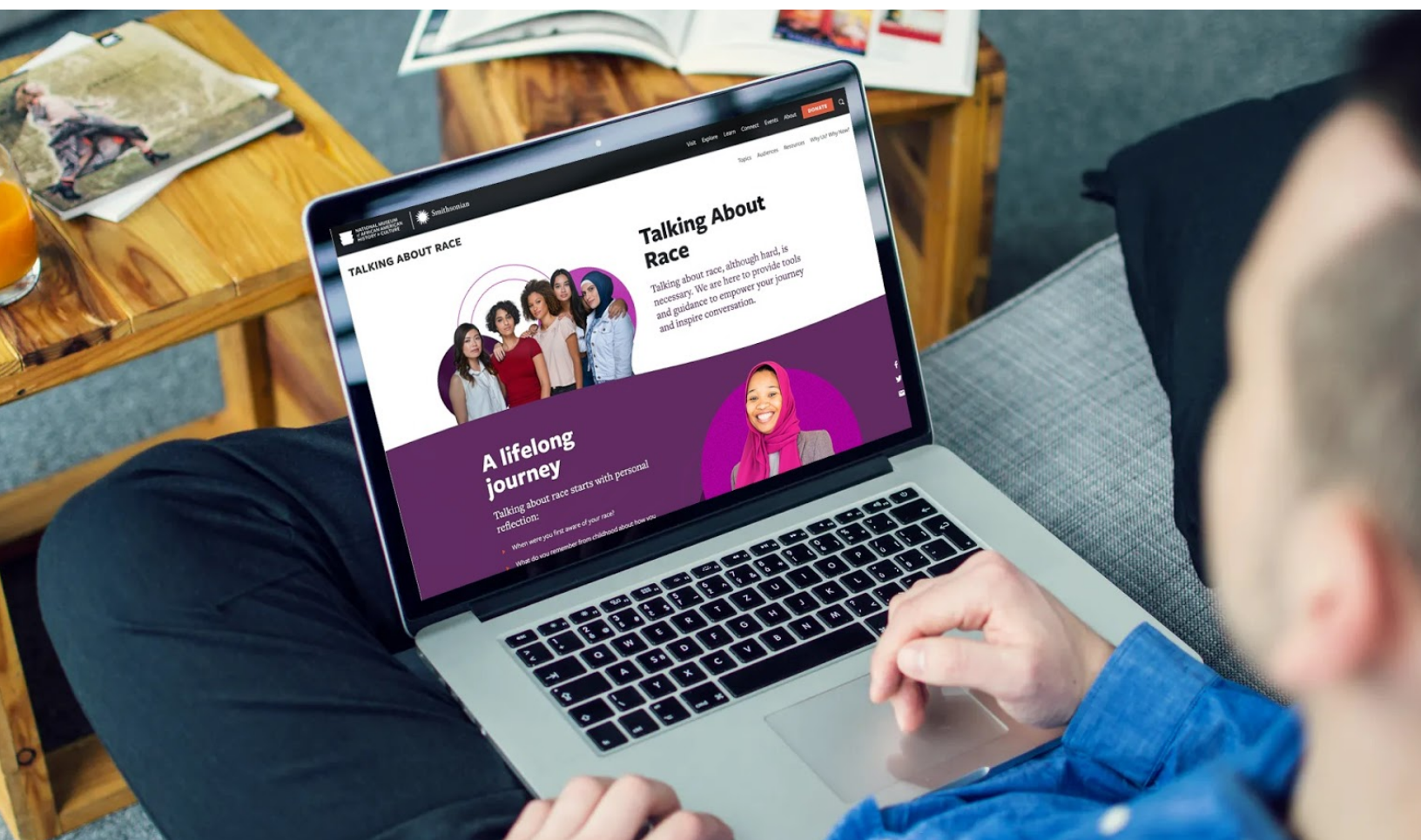
Smithsonian National Museum of African American History and Culture

Forum One has worked with the Smithsonian National Museum of African American Culture (NMAAHC) since 2015 to create a powerful digital experience for the Museum and connect a wider audience with its collections, programs, and educational offerings.

Our work has expanded the scope of tools and strategies available to NMAAHC to tell its stories and connect with its audiences, including those beyond the physical Museum. We worked directly with Smithsonian Institution staff and curators to lead the design, user experience, and front-end development of a compelling and engaging [digital experience](#), united by a cohesive design system that we have extended to a range of digital learning and engagement products and experiences. Our UX and visual design for the NMAAHC website was recognized with two Webby Awards.

Throughout our ongoing partnership with NMAAHC, we have worked to bring collection stories to life with timely and cross-platform digital content. We extended our design system for the Museum to create the brand identity and website for the first-ever [Smithsonian African American Film Fest](#).

We also recently worked with the NMAAHC team to design and launch the [Talking About Race](#) section of the website, which has been widely referenced as a valuable and actionable resource in recent months as people seek to educate themselves and others and have candid conversations about race and ending racism.

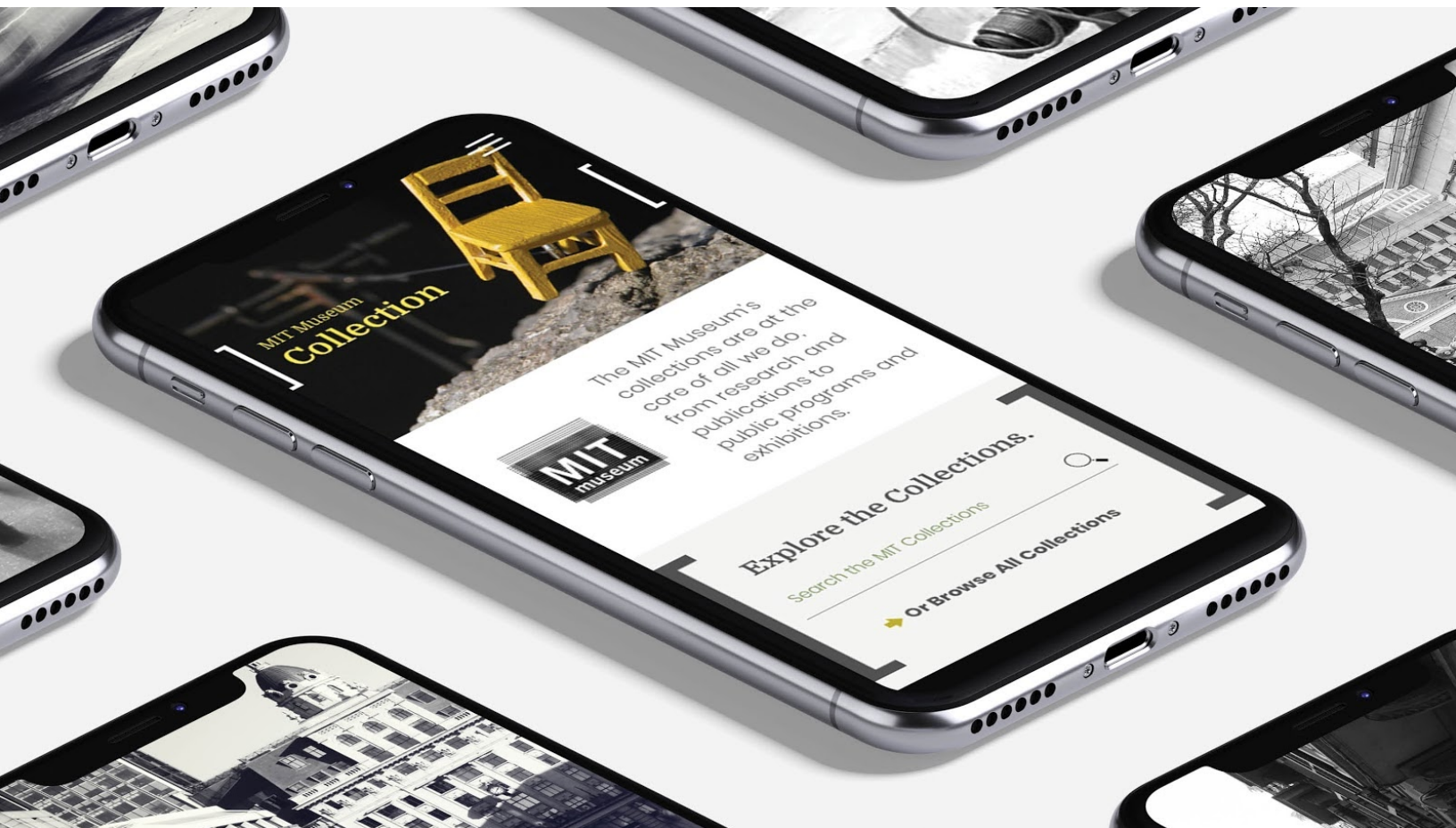


Massachusetts Institute of Technology (MIT) Museum

Forum One worked with the MIT Museum to design, develop, and launch a new [online collections portal](#) to share the museum's offerings with wider audiences, and make the online experience more interactive and better aligned with the in-person visitor experience.

Our team conducted nuanced audience research to establish streamlined information and technical architectures that integrate data from the museum's internal collections database into one seamless, centralized experience in WordPress. We also enhanced the search and filtering functionality and the browsing experience to create more engaging user journeys that appeal to more audiences.

We designed the site's structure and interactions to promote increased site visits, measure and track performance across key measures of engagement with site content, and elevate calls to action to increase conversion rates to turn site visitors into museum ticket-buyers and donors.



C. Copywriting, Proofreading and Copyediting

Consumer Financial Protection Bureau (CFPB)

Forum One's copywriters, content strategists, and editors serve as digital communications partners to the CFPB Consumer Engagement team, which works to educate and empower Americans to make informed financial decisions. Our team creates and manages consumer-facing, multilingual digital communications across the Bureau's social media channels, consumerfinance.gov websites, and email outreach.

Our team writes, creates, and schedules the majority of social media posts for the Bureau's English and Spanish Facebook and Twitter accounts and its Servicemembers account, publishing more than 8,000 posts to date. We develop social media plans, create graphics and content, monitor social feeds and draft replies, and measure performance. Our social media campaigns and strategy helped drive a 45% increase in Twitter impressions within one year.

We have also written, edited, and translated over 2,000 pages of content for CFPB, including more than 150 blog posts and more than a dozen email campaigns – including the popular [Get Homebuyer Ready two-week email boot camp](#). We draft new content, translate content into Spanish, edit content for plain language and alignment with Bureau style guidelines, and make improvements based on SEO best practices. Forum One is also heavily involved in creating and editing campaign materials and collateral, including the [Mortgage closing scams campaign](#), the [Start Small, Save Up initiative](#), and a financial guide for [disasters and emergencies](#).

The screenshot displays the Facebook profile of the Consumer Financial Protection Bureau (CFPB). The profile picture is a circular logo with the letters 'cfpb' in green. The cover photo is a light blue banner featuring a graphic of three green plants growing from stacks of coins, with the text 'Three ways to start saving: 1. Start small, 2. Plan for the unexpected, 3. Save automatically. Get your savings journey started: CONSUMERFINANCE.GOV Start Small, Save Up | Consumer Financial Protection Bureau Whether you want to put money aside for unexpected expenses or mak...'. The right sidebar shows community information, including 85,834 likes and 89,047 followers, and an 'About' section with contact details.

In 2020, as the COVID-19 pandemic began to hit home for American consumers, our team at CFPB rapidly scaled up our communications to respond to real-time audience concerns, posting more than 1,500 tweets and Facebook posts and responding to a surge in requests across CFPB social channels, in English and Spanish. With the same size team, we increased CFPB's social output by 58% to respond to COVID. Our team wrote 60 blog posts and 60 emails, helped create more than 20 videos in English and Spanish, and responded to more than 300 consumer messages over the first four months.

Our COVID-19 response content for CFPB – including a widely read and shared blog post on [protections for renters](#) we wrote to address urgent questions our team was fielding via social channels – reached more than 32 million consumers in the first three months (a 44% increase from the previous period) with an average of 38 engagements per post (an 111% increase over the previous period).

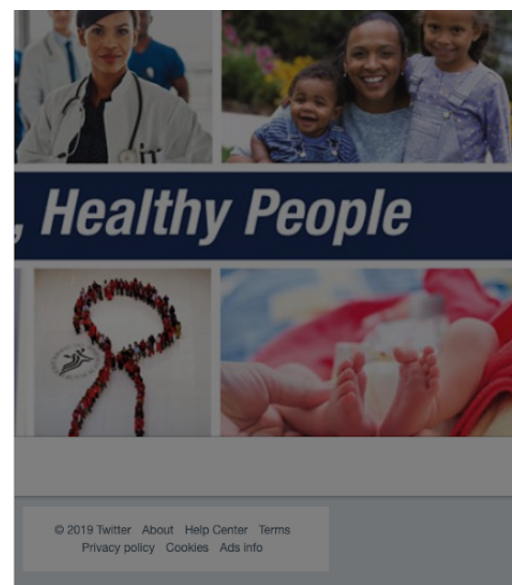
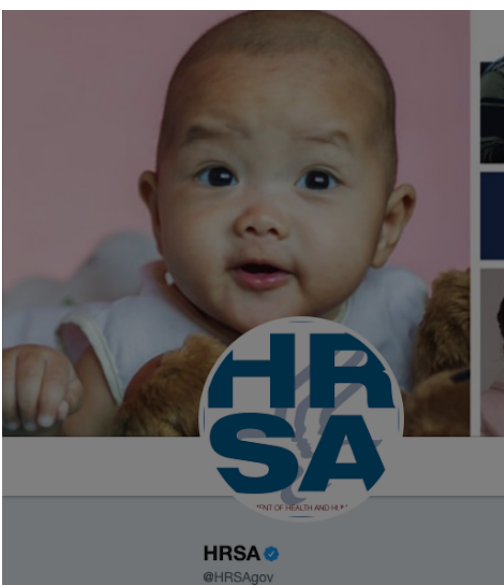
U.S. Health Resources and Services Administration (HRSA)

HRSA works to improve Americans' access to health care services. Forum One provides digital communications support to HRSA spanning its social media, analytics, omnichannel digital marketing campaigns, and web development and production across 12 bureaus.

We develop content for HRSA websites and social channels, including [infographics](#), social media posts, and campaigns. Over the last year, Forum One has led multiple HRSA social media campaigns, developing content strategies and editorial calendars and developing posts and content. We launched a general awareness campaign that drove 1 million impressions in five weeks, and we've significantly increased average monthly Twitter and Facebook impressions since our engagement began.

Our team reviews and edits all content updates for ten of HRSA's websites for alignment with Plain Language and Agency style guidelines. We also provide analytics program strategy and support to HRSA sites and social channels, implementing SEO, content strategy, and measurement plans.

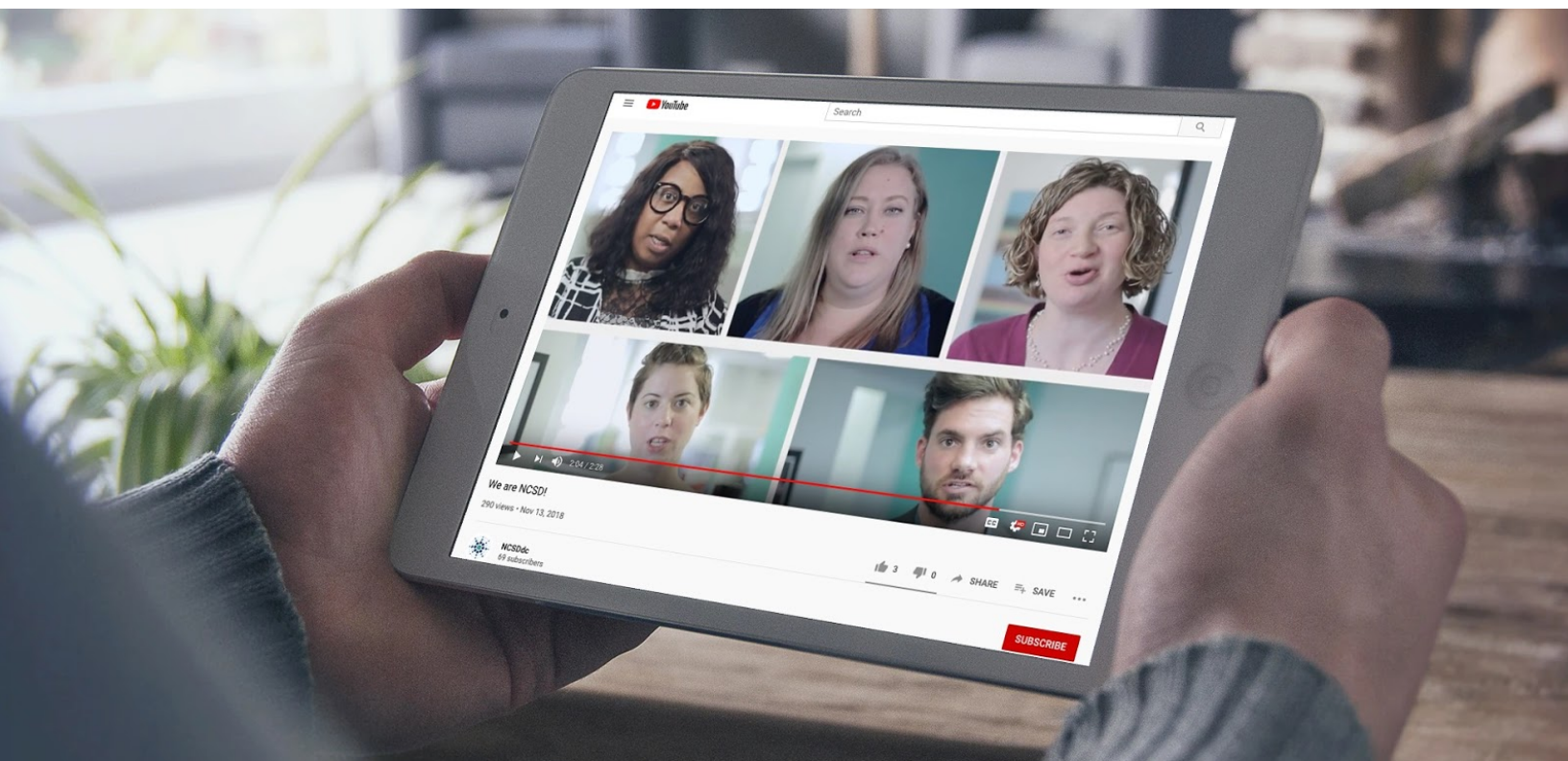
In 2020, to help American navigate the pandemic, our team made integral content updates to HRSA's [COVID-19 landing page](#); provided updated COVID content across nearly every site we support; and provided timely social media content and strategy support for more than half a dozen HRSA programs.



D. Videography and Motion Graphics / Animation

As shown on our [Forum One Vimeo page](#), our team has produced a range of organizational overview, educational, and marketing videos to help our clients introduce themselves and their initiatives, extend their brands, and drive audiences to their content. Key samples include:

National Coalition of STD Directors(NCSD): Forum One worked with NCSD, an organization of health professionals sharing best practices to improve their work in communities around the country, to provide animation, art direction, scripting, and location scouting support to produce two videos for NCSD: one [introducing who they are and what they do](#), and another [showcasing the real-world impact of their work](#) by spending a day in the life of one of their disease intervention specialists.



USDA Farm to School: Forum One produced an [animated video](#) to celebrate National Farm to School Month and highlight the impact of the Farm to School program, providing concept development, storyboarding, scriptwriting, illustration, animation, and voiceover casting and recording.

Global Book Alliance: Working with USAID and TRG, Forum One created and produced an [animated video](#) to introduce the Global Book Alliance program and inspire new organizations to join their partnership to bring books and reading materials to children in underserved countries.

Seattle Housing Authority: To market a pilot housing program to eligible families, Forum One produced a [live-action testimonial video](#) illustrating the “family experience” for use during enrollment. We also produced an [animated video](#) (both in Spanish and English) to help publicize the program. Working with our client and their partners, we provided storyboarding, scriptwriting, illustration, animation, and voiceover casting and recording. We shot footage on-site, and incorporated b-roll footage in consideration of our client’s budget.



Atla: As part of our work to completely rebrand and transform this professional organization's identity, Forum One produced [an animated video](#) introducing the new brand and [website](#) experiences we designed to Atla’s target audiences, including librarians, researchers, and scholars.

Elizabeth Glaser Pediatric AIDS Foundation (EGPAF): To introduce audiences to the new [pedaids.org](#), which Forum One also redesigned and developed, we produced [a video featuring animation and motion graphics](#) highlighting key features of the new site.

Smithsonian African American Film Festival (SAAFF): Our creative team provided art direction and animation storyboarding for a [teaser trailer video](#) for the Smithsonian National Museum of African American History and Culture’s first film festival that brings the geometry of the logo and brand elements we designed for the [festival website](#) to life alongside film highlights from its screenings.

Ventec Life Systems VOCSN: Forum One conducted and filmed headshot interviews, shot product videos, and selected music for a [promotional video](#) introducing the VOCSN, a simple, compact device that integrates five separate respiratory medical devices into a single, care-changing package.

5. References

We are pleased to include the following project references who can speak to our qualifications and delivery approach. These projects included activities and qualities that align with specific requirements you have identified. Please reach out to Forum One prior to contacting these references so that we can confirm each individual's availability in line with your evaluation timeline.

James Madison University (JMU)

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Forum One has been working with JMU since May 2019 to provide ongoing Web Application Development/Update Services. Our work to date has included rebranding and accessibility support, application refresh and problem resolution, and website redesign and development in WordPress for JMU's Training/Technical Assistance Center (T/TAC) and the I'm Determined project.

Georgetown University: Institute for Women, Peace and Security (GIWPS)

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Forum One has worked with the GIWPS team for more than three years, since March 2017, to redesign and develop giwps.georgetown.edu in WordPress and provide ongoing digital support and enhancements.

Atla

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Forum One has worked with Atla for three years, since November 2017, to rebrand the organization, develop a design system and creative collateral, produce videos, and design, develop, support, and enhance the atla.com website in WordPress.

6. Proposed Pricing

Hourly Rates for Services Proposed

Fees for Forum One's services are calculated based on the following labor rates. These labor rates represent a discounted price from Forum One's standard market rates and provide a best value to George Mason University in the performance of this contract. The labor rates include all overhead costs.

A. Creative Design

Labor Category	Hourly Rate
Associate Designer	\$116
Designer	\$160
Senior Designer	\$194
Design Director	\$223
Creative Director	\$223

B. Web Design and Production

Labor Category	Hourly Rate
Junior Analyst	\$87
Analyst	\$116
Project Coordinator	\$126
Quality Assurance Analyst	\$146
Project Manager	\$155
Senior Project Manager	\$179
Project Director	\$204
Senior Project Director	\$204

Associate User Experience Designer	\$126
User Experience Designer	\$155
Senior User Experience Designer	\$194
User Experience Director	\$223
Associate Front-end Developer	\$116
Front-end Developer	\$155
Senior Front-end Developer	\$204
Front-end Technical Architect	\$213
Associate Developer	\$136
Developer	\$165
Senior Developer	\$194
Technical Architect I	\$204
Senior Systems Administrator	\$204
Technical Architect II	\$223
Technical Director	\$243
Account Manager	\$175
Senior Account Manager	\$194
Account Director	\$213
Senior Account Director	\$243

C. Copywriting, Proofreading and Copyediting

Labor Category	Hourly Rate
Associate Copywriter	\$116
Copywriter	\$146
Associate Strategist	\$126
Strategist	\$155
Senior Strategist	\$194
Strategy Director	\$213

D. Videography and Motion Graphics / Animation

Labor Category	Hourly Rate
Associate Designer	\$116
Designer	\$160
Senior Designer	\$194
Creative Director	\$223
Associate Copywriter	\$116
Copywriter	\$146
Videographer	\$160
Senior Videographer	\$194
Assistant Editor	\$116
Video Editor	\$160
Senior Video Editor	\$194
Motion Graphics Animator	\$160
Senior Motion Graphic Animator	\$194

Forum One assumes there may be **other direct costs** in the completion and performance of the video work. This may include rental fees for equipment, voiceover talent, and music licensing, which are not included in the labor rates above and would vary widely depending on the requirements of the specific video.

Appendix A: Requested Contract Exceptions

Forum One has one contract exception request regarding the following line item:

4. An umbrella/excess policy in an amount not less than five million dollars (\$5,000,000) to apply over and above Commercial General Liability, Employer's Liability, Workers' Compensation, and Commercial Automobile Liability Insurance.

Forum One has an umbrella/excess policy in an amount not less than three million dollars (\$3,000,000). We ask that this be confirmed to move forward.

Forum One has no additional contract exceptions to Attachment B, *Sample Contract GMU-1692-21* (Mason's standard two-party contract and General Terms and Conditions). As projects are awarded, your Forum One team will review and confirm everyone understands the terms for disputes, cancellation, subcontractors, etc.

Appendix B: Personnel Resumes

A. Creative Design

Steven Bond | Director of Digital Strategy

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Joey Tackett | Managing Director, Branding

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Jess Gershman | Director of Data & Analytics

[REDACTED]

[REDACTED]

[REDACTED]


[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



Zach Grimshaw | Associate Digital Strategist



[REDACTED]

[REDACTED]
 [REDACTED]
 [REDACTED]
 [REDACTED]
 [REDACTED]
 [REDACTED]

[illegible]

[REDACTED]
 [REDACTED]
 [REDACTED]
 [REDACTED]
 [REDACTED]
 [REDACTED]

[Redacted text block]

[Redacted text block]

[Redacted text block]

[Redacted text block]

B. Web Design and Production

Courtney Blair | Project Manager

[Redacted text block]

[Redacted text block]

[Redacted text block]

[REDACTED]

[REDACTED]

[REDACTED]



Julia Bradshaw | Senior User Experience Designer



[REDACTED]

Jamie Bourne | Designer

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

KJ Monahan | Technical Architect

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Age Group	Percentage
18-24	85%
25-34	75%
35-44	65%
45-54	55%
55-64	45%
65-74	35%
75-84	25%
85+	15%

Karen Kitchens | Senior Front-end Developer

[illegible]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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[REDACTED]

[REDACTED]

[REDACTED]


[REDACTED]

[REDACTED]

[REDACTED]

C. Copywriting, Proofreading and Copyediting

Corinne Balicki | Communications Strategist



[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[Redacted text block]

Victoria Palmer | Digital Content Strategist

[Redacted text block]

[Redacted text block]

[Redacted text block]

[REDACTED]

[REDACTED]

[REDACTED]

[Redacted text block]

Gonzalo Bernal | Spanish Communications Strategist

[Redacted text block]

[Redacted text block]

[Redacted text block]

[Redacted text block]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

D. Videography and Motion Graphics / Animation

Corey Jones | Creative Director and Animator



[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]