

# CITY OF ASHVILLE

## Proposal for Website Redesign Service

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February 12, 2016

*Presented by:*



*Acuta Digital*

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# 1.0 LETTER OF INTRODUCTION

February 12, 2016

Dear Christy Edwards:

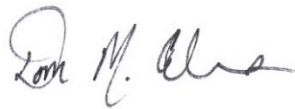
On behalf of my team, I thank you and your colleagues for preparing the website RFP and providing questions & answers pertaining to this opportunity. As a result of the input and guidance, I would like to present our proposal to the City of Ashville (City).

We believe taking a holistic approach, coupled with our team's experience with government, economic development and nonprofit entities will yield an effective, relevant and sustainable end-product. Acuta Digital has successfully created solutions for clients/projects such as Pennsylvania's Department of the Auditor General, Care for the Homeless, The City of Pittsburgh, Catholic Community Services, Robert Wood Johnson Foundation, Urban Innovation 21, Department of Transportation and Pennsylvania's Section 3 program which is being rolled out to several counties to help ensure local businesses are engaged in contracting opportunities in their community. In short, my team is confident that our proposed solution and experience creating projects from concept to launch will not only produce similar positive results, but also increase the City's organizational transparency, access to information as well as empower the public, staff, and other stakeholders. Furthermore, to ensure that we offer solutions that best meet needs and resources of the City, this proposal offers two alternatives: remaining with DNN or switching to a Drupal CMS solution.

I, Dominic Ebanks, President of Acuta Digital, Inc., a U.S. SBA Small Disadvantaged, New York City, Pennsylvania, Georgia certified Minority owned firm, am authorized to sign this proposal and submit all related content. Also note, that are preparing to be a North Carolina certified Minority owned firm

Thank you again for your consideration.

Respectively,



Dominic M. Ebanks

President

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## 2.0 OUR UNDERSTANDING OF PROJECT OBJECTIVES

Our core philosophy of empowering communities using cutting edge technology has led my team to prepare this proposal. We hope our attention to detail and considerations of City goals have given you some insight as to how we will work alongside your team in building an effective web presence. For instance, based on materials furnished by the City and preliminary research conducted by our team, we assert the project objectives include, but are not limited to:

- ✓ An aesthetically pleasing, intuitive and automated web resource that effectively bolsters the City's brand identity and supports marketing, informational and operational activities.
- ✓ Delivering a "customer" centric platform that triggers interaction and engagement for target audience users (e.g. residents, business, community leaders, etc.) to easily find information of interest and take action.
- ✓ Delivery of a website that improves business efficiencies with a content management system that is flexible, scalable and low maintenance so staff can easily execute day-to-day activities and accommodate future additions as the long term needs change.
- ✓ Intuitive content structure that can accommodate high volumes of data while still being intuitive to navigate for the end-user.
- ✓ Working with a consultant that has experience with striking balance between various cutting edge technologies and visual design. Also note that the past 24 months 100% of all website projects with built with professional CMS solutions, template design, skinning and end-user training.
- ✓ Partnering with a firm that not only is knowledgeable with government related websites and ADA compliances, but also has experience Gov 2.0 strategies that may be leveraged in the City's space.
- ✓ Develop and integrate interactive systems which position the web site as a user-friendly "clearinghouse" for information that clearly translates the value proposition to all targeted stakeholders.
- ✓ Working with a partner, not just a "one-time vendor" that is experienced with delivering multi-tiered solutions, can work collaboratively with the City, can successfully execute a project from concept to launch, and can provide flexible hosting and support offerings as needed post-launch.

Even though our plan (see statement of work below) includes various elements expressed in the RFP, we realize the best solution is one that is a fully collaborated on. To that end, we look forward to working alongside the City and other partners to revise the deliverables, as deemed necessary, in order to better ensure all stakeholder needs and expectations are met.

## 3.0 ABOUT ACUTA

### 3.1 Company Overview

Acuta Digital is a leading design and web development firm providing a range of key digital solutions. Since 2008 we have focused on providing creative and technology-driven services to various philanthropic and government related entities. Our comprehensive and unique approach in intersecting business fundamentals with IT industry knowledge, user engagement strategies, and our solution-driven tactics allows us to:

- Play an integral role in increasing our client’s access to markets and profitable opportunities
- Improve client’s operational performance
- Deliver products and services more effectively and efficiently

“Working with Acuta has been a blessing for the Safe Routes to School Program. Website development and updates have been quick and seamless. The staff at Acuta aim to please and have always made my project seem like a priority.”

*Chris Metka  
Safe Routes to School  
Coordinator  
Pennsylvania Department of  
Transportation (PennDOT)*

We focus on implementing high quality technology deliverables, using industry accepted development methodologies (Agile management), and utilizing a quality control model to ensure that only sound deliverables are produced and project requirements are met.

Our process management team, ensure strategic alignment with leadership goals, project financial controls, collaborative planning sessions, resource management, risk management, value delivery, and quantitative performance management as core principles in our service delivery methodology.

“Acuta Digital completed all tasks on time and within budget. I was especially pleased with their willingness to go above and beyond the call of duty as well as their professional integrity.”

In short, Acuta Digital partners with our clients to help them become more successful.

”

*Lynette Hammond, MPH  
The George Washington University  
Robert Wood Johnson Project*

Locations		
347 Fifth Avenue Suite 1402-631 New York, NY 10016	700 River Avenue Suite 413 Pittsburgh, PA 15212	4596 Valley Parkway Suite O Smyrna, GA 30083

## 3.2 Proposed Key Staff

### **Dominic Ebanks, MBA**

#### **Project Roles: Project Lead & Technology Strategist**

Dominic will lead the web development project as manager and serve as a resource to ensure the most suitable web applications are being utilized to meet your needs. Dominic will also interact with the production team and help facilitate meetings. Dominic is passionate about creating value for clients through the intersection of design, strategic information management, innovative technology and business fundamentals. He holds an MBA with a focus on supply chain management and has worked for a Fortune 100 company as a business consultant that serves as the formal cornerstone for his business acumen. Having led managed projects of various scopes including the Pennsylvania Department of the Auditor General, Pennsylvania Department of Transportation (PADOT), George Washington University and others, Dominic is well positioned as Acuta's project lead.

In addition to leading Acuta, Dominic lends his time as a volunteer with various non-profit organizations. He serves on the Board of Managers at New York's YMCA; Board Member at the Donahue Graduate School of Business, Duquesne University; Council Member for EcoHealth Alliance, and volunteer staff at Great Shape!, a U.S. based healthcare and education initiative in the West Indies.

### **Oriel Barry**

#### **Project Role: User Experience/Graphic Designer Specialist**

Oriel has over 8 years of experience that ranges from providing print design to web user experience (UX) deliverables. Oriel has a proven approach to online engagement and digital design, which is the result of being a naturally gifted and customer-centric creative. His contribution to this project will play an integral role in creating a clean and effective user experience, regardless of technical complexity.

Oriel has delivered his graphic design and UX services to an array of clientele across sectors within the United States and abroad. Clients include Pennsylvania Department of the Auditor

General, CORO, Public Allies, A+ Schools and Amachi Pittsburgh.

### **Jonathan Awotwi**

#### **Project Role: Web Developer & Software Engineer**

Jonathan is a talented and knowledgeable programming expert who has who worked for firms such as Thomas Reuters and Medidata Solutions. He spends his days immersed in various technologies and programming languages. He has built a wide array of solutions ranging from simple databases and web applications to complex intranet portals, and information management systems for nonprofits, commercial and government entities. Clients include: Pennsylvania Auditor General, Catholic Community Services and Riverside Center for Innovation and Pennsylvania's Section 3 – a U.S. Department of Housing and Urban Development (HUD) based project.

Jonathan's ability to build-out key custom solutions for our clients has been crucial in meeting some of the most complex requests.

### **Marc Feldman**

#### **Project Role: Website Developer & ADA Specialist**

Marc is a skillful developer who has experience delivering solutions that include section 508 of the Americans with Disabilities Act for the U.S. compliant platforms such as the Departments of Energy, Health and Human Services, and Veterans Affairs. His eight years of experience as a developer combined with his MA in technical communications make him uniquely suited to handling highly technical tasks while simultaneously conveying multilayered concepts to a non-technical audience. He also has extensive experience in web server administration, search engine optimization, and social media. He enjoys developing and integrating cutting edge technologies that include various content management systems and coding languages while maximizing accessibility across browsers and platforms.

## 4.0 OUR 5 STEP APPROACH

Acuta's team will work closely with the City to deliver a relevant and centralized web platform that provides an engaging experience to support the organizational plan expressed in the RFP.

Our team will deliver our solution by using core Agile development methodologies while following a simple but proven multi-step process:



- 1. Discovery Phase:** Given the scope of the project, we will systematically gather critical information about the region and its stakeholders to identify perceptions, marketable strengths, and areas of improvement that have the most value. In order to achieve this goal, we will start with a kick-off meeting to adjust timelines, milestones, benchmarks, etc. We may conduct a survey and/or interviews to get additional feedback from key stakeholders. For comparative insight, we may examine the target audience and conduct a competitive/market analysis. We may also reference existing materials, online and offline, which provides additional intelligence pertaining to potential website solutions.
- 2. Strategy Phase:** Based on the information gathered, we will analyze and identify trends, target audiences and other considerations. This process will help our team devise direction and elements that will be incorporated in the final solution. At this stage, we will formulate tasks and alternative plans.
- 3. Positioning Phase:** We will present to selected stakeholders various concepts. For the graphic design elements, we will aim to create persuasive visuals that engage viewers. For the technical design and development elements, we will aim to engage stakeholders by conceptualizing an easy-to-use and navigable, multifaceted platform that effectively communicates information to the end-users.
- 4. Identity Phase:** We will develop/incorporate brand identity guidelines to ensure consistency in messaging and style on the web and printed collateral (if applicable).
- 5. Delivery Phase:** Brand identity portfolio deliverables that may include custom graphics and typeface selections, style guide, etc. The technical deliverables will be a fully functional, and tested website & database built with a user-friendly content management system (CMS) that will play an integral role in increasing visibility, accessibility, usability and streamlined workflow processes for personnel.

## 5.0 STATEMENT OF WORK (SOW)

Our firm pays special attention to engineering solutions that meet clients' budget and expectations. Given the project budget has not been published, our proposed solution is based on the goals and challenges expressed in the RFP, question & answer document, experience working with economic development & government related projects, and our preliminary assessment of t's current website. To that end, we propose some of the most commonly used software and languages that are flexible and scalable to fit City's needs as they change. We have also included items (marked in green font) that weren't explicitly stated in the RFP, but may be of value to reaching key project objectives. To that point, this SOW can be modified upon request.

### I. Predevelopment & Project Management

**a. Development Meetings:**

As agreed upon by the City and Acuta, at minimum there will be onsite meetings (i.e. kickoff and training) and ongoing telephone/online meetings with key stakeholders. Our overall strategy is described in **Acuta's 5 Step Approach** which serves as the cornerstone to ensure the project's branding and technical requirements are effectively & efficiently addressed.

**b. Stakeholder Engagement Report:**

If suitable and if time permits, we will offer a web-based survey to capture stakeholder feedback. Based on the collected data, we will prepare a stakeholder engagement report that will serve as an additional springboard for design and platform development strategies.

**c. Online Project Management Tools:**

In an effort to ensure the website/software development lifecycle is met in an efficient manner, we will take a comprehensive approach and center our development around Agile methodologies to help define and manage all design and software requirements. Our team will also manage production via a product development management system so City staff is receiving all agreed upon elements as intended.

### II. Website Infrastructure, Security and Hosting Deliverables

**a. Content Management System (CMS) Deployment and Configuration:**

Our team has extensive experience working with reliable, user-friendly, open source (i.e. Joomla, WordPress, Orchard, etc.) and proprietary CMS platforms. Given the information expressed thus far, we offer two options for the City to select from. The first option is for the City to remain with **DNN\*** as a CMS. Based on RFP and addendums, it appears DNN generally meets the City's need and will yield a low learning curve for staff once the new site is launched.

\* City will own and pay for license.

Option #2 is for the City to leverage **Drupal** as a CMS. Due to Drupal's free license to an unlimited number of users, open-source platform, built-in security, out-of-the box high-end functionality, community support and overall core flexibility to accommodate future



additions/customization this solution has become very popular among government entities. This solution offers a **free license** to an unlimited number of users (i.e. staff, interns and consultants). This solution also satisfies the City's CMS requirements that includes: web-based login via existing active directory authentication, user-friendly WYSIWYG editor, content staging and restoration processes, user selectable templates/skins that can be modified, content style wizards, user-based document management system, friendly/alias URLs, Site map functionality, comprehensive document and free technical support security patches/product updates.

Drupal CMS examples:

- White House - [www.whitehouse.gov](http://www.whitehouse.gov)
- State of North Carolina: [www.nc.gov](http://www.nc.gov)
- New Jersey Tourism - [www.visitnj.org](http://www.visitnj.org)

We recommend the City have a Linux/APACHE based server environment or consider having our team host the website.

**b. Security Work-up Plan:**

At Acuta we take online privacy and security very seriously and deploy extreme measures to protect all clients' data from intruders and restrict public access when required. There is no one-stop solution to thwart attackers, but we believe taking a comprehensive, layered approach of relevant technology and organizational processes to improve safety is key. For instance, based on our comprehensive approach to security, the City of Pittsburgh has contracted Acuta to protect not only its Housing Authority's website ([www.hacp.org](http://www.hacp.org)) presence, but also all internal networks and video streaming across the City.

Deliverables Include:

- 1. User-Role Security:** By way of a user login system, designated users will be able to access secured sections of the CMS to complement current workflow processes. Features of this system include:
  - Account Creation: Admin(s) has ability to add accounts and update profiles as needed.
  - Authenticated User Access: Help ensure the right user is being granted access to operate the platform by way of login credentials (unique username and password).
  - User Roles: Acuta will work alongside staff to ensure the appropriate roles (i.e. administrator, content developer, content approver, etc.) are established with the needed permissions and visibility rights.
- 2. Online Security Integration:** If confidential information will be sent via the website, we recommend deploying, at minimum, a 128-bit SSL\* security that masks data as it is transmitted from point of origin to destination.
- 3. Platform Hardening Strategies:**

To help decrease the security risks in the new environment, Acuta programmers will perform a series of preventive measures. These measures include: removing non-essential software, configuring software specs for required functionality only (helps reduces "back-door access" by hackers) and provide guidance for ongoing software upgrades. In addition to technical tactics, our team will work with the staff to establish

simple protocols to follow that will include the creation, transmission and storage of personal credentials (username, password and other unique identifiers).

**c. Cloud Hosting & Website Server Management (Optional):**

Should the City select option #1, remaining with DNN, the new site can remain within the City's ASP server environment. Should the City selection option #2, Drupal as the CMS, the City could host the Linux/APACHE server environment, or allow Acuta and our partner datacenter to handle server hosting & maintenance deliverables. Deliverables include:

**Production Server & Support:**

- i. 30 GB hard drive space on a Linux virtually dedicated (not shared) server
- ii. Ongoing server maintenance, updates, security scans and support
- iii. Online and offline server backup
- iv. Technical Support: telephone between 8:00 am – 6:00 pm (Eastern Time) / Emergency email support is 24 hours/7 days

**Website Hosting Disaster Plan**

To mitigate the chance of lost data, in addition to the above, we have prepared a guide to ensure our clients that continuity of operations can successfully be maintained in times of an emergency. Both our core team and partner data center provider works in tandem so software and hardware resources are appropriate and key processes are being adhered to.

In summary, our plan has three key parts:

✓ **PREPAREDNESS**

Full data back-up strategy

- Back-up all company hard drives monthly
- Back-up web files (templates, HTML files, SQL databases, etc.) as described above
- Monthly node/disk back ups
- Hardware is updated as needed to replace obsolete equipment
- Virtually Dedicated environment - limiting exposure to compromised systems and accounts, as opposed to commonly shared hosting environments.

Training: All Acuta team members are required to attend online/off-line training sessions conducted for emergency situations

✓ **RESPONSE**

Initiate Protocol

- Identify and contain disruption
- Reference backed-up files in a secure location (online and offline)
- Contact client to gauge and monitor interruption
- Refer to in-house telephone communication tree

✓ **RECOVERY & OPERATIONAL CONTINUITY**

- Conduct a timely and comprehensive log assessment of client's data/records

- and ensure all data/records are up to date
- Conduct a timely and comprehensive assessment of operational impact as it pertains to all internal and external activity(ies)
- Re-evaluate cause of emergency and adjust current plan to include processes and/or procedures for continuous improvement.

### III. User Experience Deliverables

Our team plans to create an engaging, interactive, user-friendly, more open/increased negative space and contemporary site that will help influence users and strategically bolster the uniqueness of the City’s brand. We will help deliver a user-centric website by way of strategic content design with relevant functionality and alignment to approved brand guidelines. During the Discovery and Strategy phases our team will help establish tactics and website brand direction that speaks one central and clear “voice” of benefits, easy transactions and other value-added elements for the target audience segments (e.g. Residents, business, community leaders, etc.). Our team will meet this objective by delivering the following:

**a. Website Design Concept Deliverables:**

Includes up to 3 unique concepts for homepage and subpage designed themes and up to 5 rounds of revision of the selected concept.

**b. Information Architecture Strategies:**

To help reach the objectives expressed, Acuta Digital’s user experience (UX) specialist will place website content in an optimal arrangement that helps effectively communicate a value proposition with a focus on visual priority and eliminates redundant/unnecessary content. The information architecture (IA) layout will serve as the baseline structure for the site. The home page will serve as the default landing and teaser page to incentivize website visitors to “stick” and effortlessly find content of interest. Given the top 1/3 of any home page typically gets the most interaction, we will thoughtfully create a layout plan from top to bottom that tells a story to reinforce the brand.

**c. Strategic Navigation Strategies:**

To address information access, we will work alongside the City’s team to develop an intuitive platform that calls for easy user access and a goal of reaching to any destination on the website within 1-2 clicks. By way of best practices including intuitive link location, breadcrumbs, friendly URLs, and/or streamlining navigational tools; we will help users improve how and when they reach their intended destination - regardless of technical background.

A recently developed example of employing strategic navigational tactics can be seen on Catholic Community Services’ website ([www.ccsww.org](http://www.ccsww.org)) which is referenced in the Client Case Studies section of this proposal. This client has over active 15 programs being marketed on their website that resulted in brand confusion and loss of supporters. After the client went through our Discovery and Strategic phases, our team not only identified techniques for efficient navigation, but also a strategy of placing appropriate content in the key areas to stimulate certain behavior.

**d. Website Style Guide (*Included*):**

To ensure vendors and staff do not compromise the new brand, our team will create a website style guide. The guide will include: Layout guidelines (headers, menus, columns, footer, etc.) and graphic elements; Banner classes - sizes and formats, typography (font sizes and color codes), favicon specs and database form schematics.

## IV. Website Development Deliverables

**a. Responsive (Mobile) Website Development:**

To meet the growing trend of users leveraging mobile devices, we will ensure the website has the ability to detect various browser elements being used to access it and adjust itself to a unique layout. Our proposed responsive website deliverable will help ensure end-users' viewing experience is at its best when the following are being utilized:

- i. Mobile phones
- ii. Tablets
- iii. Laptops/Desktop computers

**b. World Wide Web Consortium (W3) and Americans with Disability Act (ADA) Compliancy:**

- i. Based on our development team's experience providing W3 and ADA compliant solutions to government clients such as the Department of Energy, Health and Human Services and Veterans Affairs, a balance with the requested RFP features and the needs of the blind and visually impaired audience will be effectively met. We plan to make the website Non-Visual Desktop Access (NVDA), JAWS and Windows Eyes readable. To achieve this objective, Acuta will factor the following during the website development phases:
- ii. Linearity: In order to present content in a logical fashion for those using screen readers, content will be organized in linear fashion. This will entail having content top left to bottom right order.
- iii. Hierarchy: Information should flow from most important to least important, and topics will be summarized prior to being explained in detail, allowing users to make a decision before reading further. This approach will also be applied to web forms.
- iv. Headings: It will be our goal to have consistent, concise and informative headings within pages throughout the site. Most screen readers allow users to navigate through longer pages by jumping from heading to heading, so our team's approach should offer a more user-friendly experience.
- v. Image Descriptions: Text descriptors will be integrated logically with photos to ensure the flow of content makes sense to the web visitor.
- vi. Length: We will be cognizant that not all screen readers are equal as some have better readability rates as for lengthier chunks of content. As a result, we will work alongside staff to place the most pertinent information in the beginning of a page, limit content (when possible) and break chunks of content when appropriate.

- vii. Links: From top to the bottom of the page, we will organize links logically and use texts that make it clear where user will be going.
- viii. Design: Our goal is not to comprise aesthetic appeal or modern styling in developing the website. However, we will exercise caution in everything that we design to factor in the varying accuracy and functionality of the screen readers mentioned in the RFP.

**b. Web Page Development:**

Acuta will assist with guidance on establishing structure and streamlining strategies by way of Acuta's Content Matrix tool for all web pages. We will include up to **five hundred & sixty (560)** web pages (database-driven sections such as blog and calendar pages are excluded from the count). Should additional pages be needed, we will adjust the project scope as needed.

- c. Media Sourcing\* + \$250 allotment:** Media assets (e.g. photographs, illustrations, videos, etc.) will be provided by client. We will also allocate up to **\$250** for our team to purchase stock images and related media.

*\* Additional purchased stock media, photography services, creative artwork and designs requested may incur additional fees.*

**d. Home Page Marketing Banner:**

In effort to support the City's brand, Acuta will develop a compelling static, interactive or video banner that will help visually connect to the target audience and support promotional/marketing initiatives on the home page. This can be achieved by utilizing images and/or text that display relevant and persuasive content. Based on the information identified during the Discovery and Strategy phases, we will create messaging strategies that effectively support the brand.

Interactive banner examples (illustrative purposes only):

- i. [www.ccsww.org](http://www.ccsww.org)
- ii. [www.navient.com](http://www.navient.com)
- iii. [www.usac.org](http://www.usac.org)

Static banner examples (illustrative purposes only):

- i. [www.kaboom.org](http://www.kaboom.org)
- ii. <http://www.nypl.org>

Video banner examples (illustrative purposes only):

- iii. [kaboom.org](http://kaboom.org)
- iv. [www.airbnb.co.uk](http://www.airbnb.co.uk)

**e. Social Media Workup:**

Social media channels relevant to the target audience will be integrated to support marketing and user engagement goals. The objective is to have a well-positioned, streamlined, automated social media presence that extends the brand and clearly market alternative forms of communication.

Our team proposes the following to achieve these goals:

- i. Integrating live feed on selected website sections (homepage) so website visitors can be kept up-to-date with fresh content without leaving the website or being overwhelmed.
- ii. Link to the respective accounts by integrating user join and/or share buttons/feature.
- iii. Multi-channel distribution: Based on the social channels being utilized by the City, we will configure systems to automatically publish content across selected channels (e.g. Facebook and Twitter) simultaneously.
- iv. Creation of graphics for social media accounts that align with website assets to support brand continuity objectives.

**f. Call to Action Section (Included):**

Based on our experience with government and economic development clients, our team believes that there is a significant opportunity to improve access to the most commonly visited and important sections of the website. We will work alongside staff to help streamline content and highlight key sections that offer the most value.

**g. Infographic Work-up – Silver (Included):**

Our team believes that there is a significant opportunity to improve strategies surrounding community impact and marketing efforts. By effectively telling a “relevant story” and strategically leveraging easy to digest metrics and graphics, users’ need to read through files or text heavy webpages for salient points is significantly decreased. The implementation of this strategy plays a direct and critical role towards general public relations and constituent initiatives. Our team plans to work alongside the City during the Strategy phase to identify the most suitable tactics for this one page solution.

Infographic examples (illustrative purposes only):

- <http://www.ccsww.org/home-page/about-ccs/our-impact/>
- <http://www.paauditor.gov/transparency-and-impact>
- <http://homeboyindustries.org/> - Click “The Basics” image

**h. Website Search Tool (Included):**

To improve the user-experience, given the high volume of webpages and other content types, our development team will integrate a user-friendly search tool. Website visitors will have alternative methods to efficiently find content of interest by typing text and querying the website in a click.

**i. Search Engine Optimization (SEO) Basic Work-up (Included):**

In an effort to increase the City’s web traffic, we will develop methodologies that help search engine crawlers identify website elements when prioritizing rankings. During the planning phases our team will engineer a strategy that may utilize meta-tags, keywords, sitemap and other techniques to meet goals.

**j. Website Analytics Tool:**

As referenced in the RFP, this reporting tool will help improve business intelligence by enabling Administrator (admin) to track website activities that includes the most common pages visitors are viewing, the number of seconds/minutes/hours users spend on site, etc. The benefit of such data can help measure impact of marketing initiatives and general site usage. Based in the

information given thus far, we will integrate Google Analytics which will integrate smoothly with other solutions mentioned in this SOW.

## V. Database Development & System Integration Deliverables

### a. **Database-Driven Forms** (*Included*):

Acuta will implement a database and related tools that enable users to easily input information and automatically transmit data to designated City staff (or others). These database-driven forms will help the staff improve business efficiencies, increase opportunities to engage users, decrease operational costs and decrease data inaccuracy.

Deliverables includes:

- i. Up to 5 simple web-based forms (i.e. volunteer application, Have an Idea?, Registration, etc.) with up to 20 fields
- ii. Automatically triggered email correspondences to City staff, submitter and/or others
- iii. Storage in central database enabling staff to easily manage (retrieve, edit, delete and filter) submitted data
- iv. Submitted data will be easily exportable by a few clicks

Currently receiving national recognition is the “whistle blowing” hotline platform (<http://www.paauditor.gov/auditor-general-hotline>) that our team developed for Pennsylvania. This system is one of the country’s only state auditor general online solutions allowing citizens to seamlessly submit information regarding potential acts of fraud and misuse of government resources. Based on our team’s unique experience with engineering organization change-management strategies and similar technologies, we feel confident that our team will positively impact the needs of the City.

### b. **Interactive Calendar System:**

As requested in the RFP, will deliver a user-friendly calendar platform with monthly and/or event view to quickly keep the target audience up to date on activities. Our team will deploy a calendar tool built within the CMS that will allow non-technical staff to easily manage entries (e.g. add links, flyers, agendas, reports, etc.) while website visitors can quickly search for an event, regardless of the number of items. Our solution will also have the option to automatically be promoted as teasers on the home page to stimulate viewer interest.

### c. **WordPress Blog Integration:**

To continue constituency engagement and business continuity, we plan to leverage the City’s current WordPress blog. Will integrate feeds onto the homepage to incentivize visitors to click and read on.

### d. **“Our Asheville” Marketing Platform** (*Included*):

Based on our experience with government and economic development related entities, the City may want to consider a strategy to leverage individual stories from residents, business owners, community leaders, etc. addressing an experience. To that end, we will build a campaign around using an interactive carousel banner, or similar tool, with images and summary section that essentially reflects a vibrant community.

**e. 3<sup>rd</sup> Party Integration:**

To help ensure the user experience is seamless, Acuta will work as a partner with the City team and third party providers to identify tools and strategies that can support the technical goals expressed in the RFP. Deliverables include linking or iframe integration to:

- 1) Geographic information systems
- 2) External databases
- 3) Online utility payment systems
- 4) Activity registration systems
- 5) Sub sites
- 6) Etc.

Should more involved software development be required, our team will be happy to assess what is required and its impact to project deliverables, timeline and proposed estimate.

**f. Data Migration:**

Our team will work alongside City to identify the best alternatives to populate the new system during the project refinement phase. Additional fees\* for database-driven applications may be applicable depending on the approach.

*\* All fees are approved by client before services are rendered. Webpage copy migration is included in this proposal.*

## VI. Quality Assurance & Post Launch Support

- a. Quality Assurance:** Cross-browser compatibility testing will occur once website is migrated to from the development to production server environments. The goal is for the new platform to be properly rendered with a similar appearance across the following browsers (past two versions and newer) and systems:
- PC & Mac: Firefox, Google Chrome, Internet Explorer\* and Safari.
  - Android & iPhone devices
- b. Post Launch Support:** At minimum, **30 days** after project completion, Acuta will help ensure website deliverables are successfully executed by providing bug fixing services.

## VII. Knowledge Transfer

The objective of “Knowledge Transfer” is to help City staff become self-sufficient in maintaining basic day-to-day aspects of its new web site. Our solution will be designed for users with minimal technical knowledge. To reach this objective, Acuta will provide:



- **Training Session:** Includes an in-person or online (webinar) CMS training session for up to 40 staff members. Our team has extensive experience training non-technical small organizations to large enterprises with multiple departments that vary in IT skill set.
- **Admin Operating Manual:** Our administrator operating manual will address the most common and basic tasks within the CMS.

## VIII. Deliverables to Consider

The following are deliverables not included in our proposed solution, but may add value to the organization's mission at a later date:

- Intranet Community/Portal & Tools:** Users (i.e. staff, community, consultants, etc.) will have authenticated access (username/password) to a protected area of the web platform that may contain discussion forums, application center, file sharing tools, communication tools, etc.
- Community Complaint Tracking System:**  
To help the City leverage Gov 2.0 strategies we will streamline operations and increase transparency with all stakeholders by way of an automated, database –driven system within the CMS (i.e. Drupal) to manage the lifecycle of a submission. Features include task delegation, progress status and reporting functionalities.
- Interactive Resource Platform:**  
We believe a custom built, database-driven solution to manage select documents (i.e. agendas, minutes, applications, forms, reports, etc.) which will yield several short and long term benefits. To improve how and when end-users find relevant files and information, Acuta's programming team will improve users' experience by engineering a user-focused, automated and streamlined depository section that be managed by a few clicks.
- Database-driven Local Business Directory:**  
In effort to improve user engagement, the City may consider online business directory. This fully database-driven solution which will enable user to quickly find businesses based on predetermined criteria (e.g. location, industry/service type, keyword, etc.)

## 6.0 PROJECT DELIVERY SCHEDULE AND TASK DELEGATION CHART

This timeline estimate in the below Implementation Plan illustrates that Acuta’s team will take approximately 12 - 14 weeks to meet the aggressive timeframe expressed in the RFP (Assumes March 15 start date). This timeline projection includes holidays and typical waiting/down times (note that this may vary greatly among clients) and does satisfy the June 30 launch expressed in the RFP. We will refine and finalize this estimated timeline during the planning phases to ensure all parties’ expectations are met. We have also illustrated a number of common internal milestones to ensure that this project is managed efficiently in the below Task Delegation Chart for reference.

Implementation Plan Estimated Phase Timeline 12 - 14 weeks				
PHASE I	PHASE II	PHASE III	PHASE IV	Ongoing Maintenance
<b>2 Week</b>	<b>3 Weeks</b>	<b>5 - 6 Weeks</b>	<b>2 - 3 Weeks</b>	<b>TBD</b>
<ul style="list-style-type: none"> <li>▶ Discovery</li> <li>▶ Strategy</li> </ul>	<ul style="list-style-type: none"> <li>▶ Identity</li> <li>▶ Positioning</li> </ul>	<ul style="list-style-type: none"> <li>▶ Delivery: Development &amp; Deployment</li> </ul>	<ul style="list-style-type: none"> <li>▶ Quality Control: Internal &amp; External Testing</li> </ul>	<ul style="list-style-type: none"> <li>▶ TBD</li> </ul>

PROPOSED TECHNICAL TASK DELEGATION CHART			
Steps	Description	City	Acuta
Step 1	Approve and sign Proposal Agreement	X	X
Step 2	Establish project milestones and payment plan	X	X
Step 3	Communicate status of the project via Acuta’s Project Communication System and/or email		X
Step 4	Provide all necessary content/data	X	
Step 5	Start Phases 1 & 2: Discovery & Strategy	X	X
Step 6	Start Phases 3 & 4: Positioning & Identity		X
	Review and approve designs	X	
Step 7	Start Phase 5: System Development		X
	Evaluate website	X	
Step 8	Start Phase IV: Conduct Industry Standard Quality Control		X
Step 9	Review and provide website feedback	X	
Step 10	Make website adjustments		X
Step 11	Approve web platform (Project complete)	X	
<b>Step 12</b>	<b>Web platform launch</b>	X	X
	Provide ongoing services as agreed upon (TBD)		X

## 7.0 PROPOSED PROJECT COST

Acuta’s goal is to focus on engineering solutions that best meet total client needs. Given the budgeted amount and our applied discount, our proposed offering may serve as baseline for refinement. The City may also roll out select deliverables in phases to accommodate any constraints. Additionally, as mentioned in the SOW section, we have included items (marked in green font) that weren’t explicitly stated in the RFP, but may be of value to reaching key project objectives. To ensure all stakeholder needs are met, please do not hesitate to notify us should adjustments need to be made to the below estimate.

All below fees are charged out our blended \$110/hour labor rate.

City of Ashville Project	Estimate	
<b>Development &amp; Project Management</b>		
- Development Meetings	<b>\$7,150</b>	
- Stakeholder Engagement Report	<b>@</b>	
- Online Project Management Tools	<b>65 hours</b>	
<b>Website Infrastructure</b>		
- CMS Development, and File Deployment	<b>\$1,650</b>	
- Security Work-up Plan	<b>@</b>	
- 30 GB Cloud Hosting & Website Server Management (Optional)	<b>ASP</b> (DNN option) City can host site OR Acuta can @ <b>\$150/month</b> (Not included in total estimate)	<b>Linux</b> (Drupal option) <b>\$85/month</b> (Not included in total estimate)
<b>User Experience Deliverables</b>		
- Concept Deliverables & User-Experience (UX) Design/Development	<b>\$6,050</b>	
- Info. Architecture and Navigation Strategies	<b>@</b>	
- Website Style Guide- Basic (Included)	<b>55 hours</b>	
<b>Website Development Deliverables</b>		
- Responsive Website Development	<b>\$13,970</b>	
- W3 and ADA Complaint Development		
- Web Page Development – Up to <b>560</b> pages		
- Media Sourcing + \$250 allotment (Included)		
- Home Page Marketing Banner		
- Social Media Workup		
	<b>@</b>	
	<b>127 hours</b>	

- Call to Action Section (Included)	
- Infographic Work-up - Silver (Included)	
- Website Search Tool	
- (SEO) Work-up –Basic & Website Analytics Tool	
<b>Database Development &amp; System Integration Deliverables</b>	
- Database-Driven Forms	
- Interactive Calendar System	
- WordPress Blog Integration	
- “Our Ashville” Marketing Platform (Included)	
- 3 <sup>rd</sup> Party Integration	
- Data Migration	
<b>Quality Assurance &amp; Post Launch Support: Quality Assurance</b>	<b>\$2,750 @ 25 hours</b>
	<b>\$2,650 @ 15 hours</b>
<b>Knowledge Transfer</b>	<b>\$1,100 @ 10 hours</b>
<b>Deliverables to Consider:</b>	
- Internal Community Portal & Tools	
- Community Complaint Tracking System	
- Interactive Resource Platform	
- Database-driven Local Business Directory	
	<b>(Not Included)</b>
Sub Total	<b>\$34,320</b>
<i>Econ. Dev./ Nonprofit Discount 25%</i>	<b>(\$8,580)</b>
<b>TOTAL ESTIMATE*</b>	<b>\$25,740</b>

\* All labor, overhead and travel expressed in the SOW are included in the total cost estimate

## 8.0 CONCLUSION

We sincerely thank you for providing us with the opportunity to partner on this project. We believe that the organization's web platform has the potential to exceed its stakeholder expectations as well as serve as a critical tool to support the brand as a whole.

Our goal is to provide the best quality in brand development and web-based technologies with competitive pricing, exemplary customer service and to continuously lead in superior communication with our clients. Moreover, identifying our clients' needs, and meeting deadlines are an integral part of our success. For instance, we hope our attention to detail and considerations pertaining to the goals expressed in the proposal have given you some insight as to how we will work alongside you in building an effective web presence.

Thank you again for your time and consideration.

# 9.0 CLIENT CASE STUDIES & REFERENCES

## 9.1 Client Case Studies

**Client:** Pennsylvania Department of the Auditor General  
**Entity Type:** Government  
**Sector:** Finance  
**Project:** Branding, Website and information System Development  
**URL:** <http://www.pauditor.gov>

**Challenge:** The Pennsylvania Department of the Auditor General is the Commonwealth’s fiscal watchdog responsible for ensuring that all state funds are spent legally and properly. After taking over the department from the incumbent who held office for eight years, the new administration wanted to drastically change public perception of the Department, better engage stakeholders with critical data without overwhelming them and streamline internal operations.

**Solution:** Acuta has developed one of the most nationally recognized auditor general websites that ties branding strategies to technically innovative tools. To bolster the brand we used strategic messaging and imagery to posture the Department as a public servant of the citizens coupled with infographics to promote organizational transparency and accountability. To meet the technical needs, key deliverables including their first public facing, scalable database system that manages over 20,000 audit reports; subscription platform; a web-based “whistle-blower” tool and responsive technologies for their growing mobile community. On the backend, there are several tools that empower nontechnical staff to better track metrics and become more productive with their operations.

### Selected Features & Services

User-friendly Content Manage System (CMS) • Branding & Marketing Consultation • Change Management Consultation • Audit Report Center Platform • Email Notification System • Real-time Social Media Integration • Data Visualization • Mobile Responsive Design • Traffic Tracking Analytical Tools •



New Site 



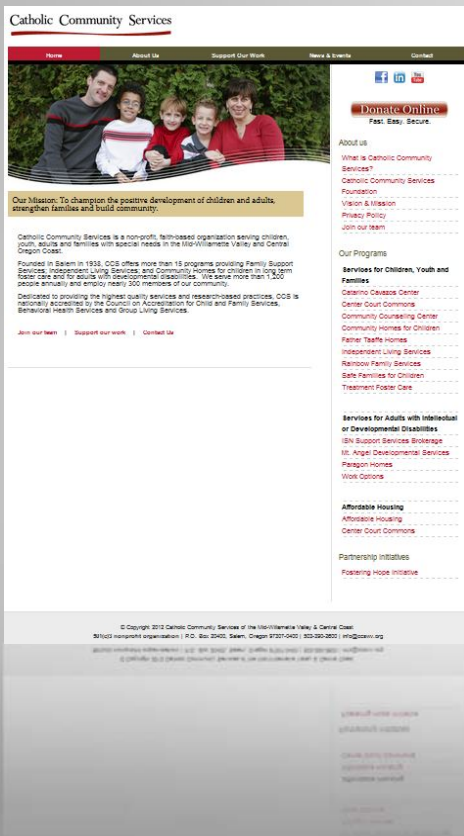
**Client:** Catholic Community Services  
**Entity Type:** Non Profit  
**Sector:** Social Services  
**Project:** Web and Software Development  
**URL:** [www.ccsww.org](http://www.ccsww.org)

**Challenge:** Catholic Community Services (CCS) is a 75+ year old nonprofit with 300+ employees serving over 2,000 persons through its 17 programs. Due to significant growth and numerous mergers and acquisitions over the years, CCS's brand was quickly being confusing to most and was losing its support base. CCS was doing impactful work in the communities it served, but too big and relevant to fail.

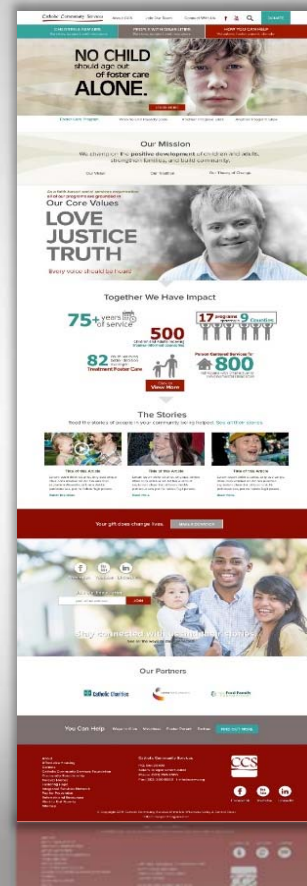
**Solution:** From branding to software development, Acuta worked alongside CCS to help reposition their online and offline presence to be one of the of the most innovative religion-based social service organizations in the country. Brand strategies included custom designed, time-sensitive/action orientated and data-driven content to reflect their impact, contemporary operational approach, transparency and overall value proposition. Our solution also included a modern design website with mobile responsive functionality, microsites as well as an intranet housing a ticketing support platform enabling staff to submit and track the progress of problems (e.g. administrative, marketing, property management, etc.). Our solutions have played in an integral role in supporting their re-engineered change management initiatives.

### Select Features & Services

- Open-Source Content Manage System (CMS) • Microsite Deployment • Robust Blog Integration •
- Graphic Animation • Mobile Responsive Development • Conditional Database Driven Forms • Public
- User Engagement Tools • Intranet Portal Development • Inter-Departmental Communication Platform •
- Employee File Management Center • Support Ticketing Platform



**New Site**



**Client:** Urban Innovation21  
**Entity Type:** Non Profit  
**Sector:** Economic Development  
**Project:** Website Development and Hosting  
**URL:** [www.urbaninnovation21.org](http://www.urbaninnovation21.org)

**Challenge:** Urban Innovation21 is a public-private partnership that focuses on boosting economic development by creating and supporting technology driven initiatives in Pennsylvania. The client requested a contemporary branded platform that supported and highlighted their mission.

**Solution:** Acuta's approach was to partner with a branding firm and create a web platform that serves as an information clearinghouse for startup research and technology firms. The goal was to increase awareness and participation through the housing of pertinent information related to events, programmatic initiatives and business grants. The website has the following:

### Select Features & Services

- Easy to manage Content Manage System (CMS)
- Facebook, Twitter and LinkedIn Integration
- Conditional Database Driven Forms
- Advanced Google Map Integration
- Article & Comment Sharing Platform
- Animated Banner
- Password-Restricted Databases
- Traffic Tracker using Google Analytics
- Past Hosting & Maintenance



**New Site** →





**Client:** Hill Community Development Corporation (HCDC)

**Entity Type:** Non for Profit

**Sector:** Economic Development

**Project:** Website & Database Design and Development

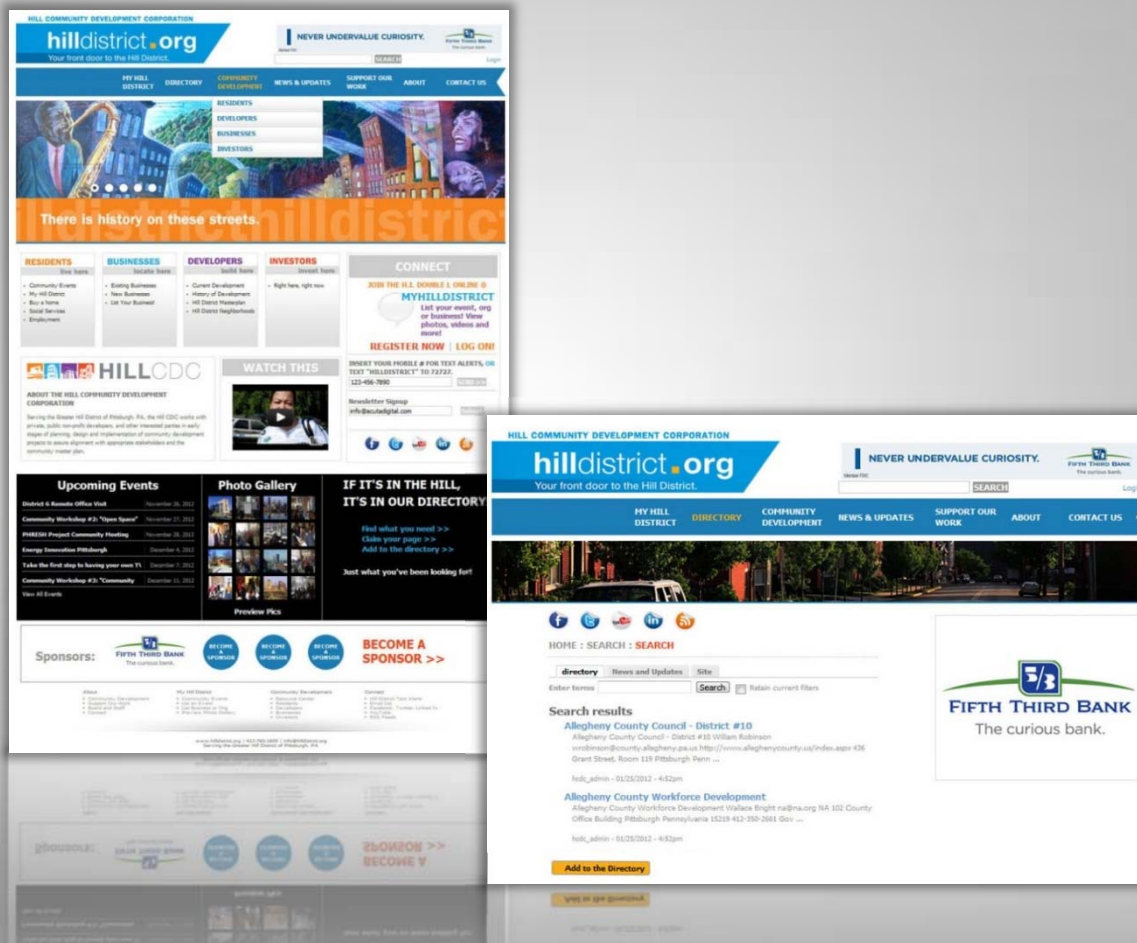
**URL:** <http://www.hilldistrict.org/home>

**Challenge:** The HCDC represents the interests of the Hill District, a neighborhood that needed to be economically revitalized and re-branded to help achieve the same success of its bordering neighbors. The Executive Director of the HCDC and community partners requested for an out-of-the-box solution to address the economic stagnation which was ongoing for more than 30 years.

**Solution:** Acuta built a contemporary branded web platform designed to showcase economic development, community revitalization and local emergent businesses. We focused on building an interactive platform that showcases the richness and vibrancy of the community. The end result was a sleek platform with cutting edge technology that serves as a resource hub for all stakeholders, user-friendly member directory and an additional stream of revenue for the organization by way of click ad banner integration and other solutions.

### Selected Key Deliverables

Easy to manage Content Manage System (CMS) • Rotating YouTube Videos • Facebook, Twitter and LinkedIn Integration • File Management Systems • Conditional Database Forms • Online Business Directory with profile pages • Advanced Google Map Integration • Rotating Advertisement Management System • Animated Banner • Password-Restricted Databases • Text Message Marketing • Traffic Tracker using Google Analytics



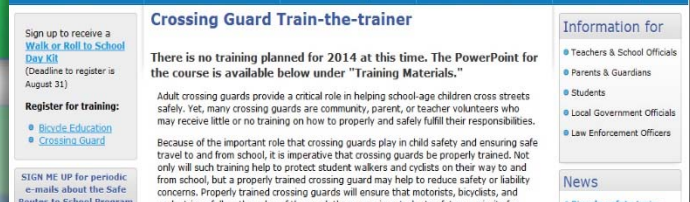
**Client:** Pennsylvania Department of Transportation (PennDOT)  
**Entity Type:** Government  
**Sector:** Transportation  
**Project:** Safe Route to School (SRTS) – Federal funded  
**URL:** [www.saferoutespa.org](http://www.saferoutespa.org) (site no longer accessible)

**Challenge:** The state of Pennsylvania sought to create a safe and healthy environment for children to walk and bicycle to school. The client was also seeking an efficient way to manage the training of school administrators, law enforcement and crossing guards to achieve the above.

**Solution:** Acuta partnered with an engineering firm and community based organization to develop one of the most comprehensive programs in the United States. Acuta’s solution was to design a web platform that captured family and other stakeholders working together to achieve the mission of the state initiative. The website is a dynamic portal that helped the Commonwealth manage training sessions and promote its statewide safety programs. As a result of our performance, PennDOT extended our contract for an additional 2 years to provide portal maintenance and hosting services which was completed in 2014.

### Selected Features & Services

Easy to manage Content Management System (CMS) • Content Searching Functionality • Conditional Database Driven Forms • Advanced Google Map Integration • Article & Comment Sharing Platform • Animated Banner • Password-Restricted Databases • Traffic Tracker using Google Analytics • Hosting & Maintenance





## 9.3 Client Contact Information

	Company /Organization	Contact Information	Project Description
1	<p>Pennsylvania Department of Transportation (PennDOT)</p> <p>Type: Transportation – Public Safety</p> <p>URL: <a href="http://www.saferoutespa.org">www.saferoutespa.org</a></p>	<p>Chris Metka Coordinator</p> <p>Tel#: 717.787.8065</p> <p>Email: <a href="mailto:cmetka@pa.gov">cmetka@pa.gov</a></p>	<p>Safe Routes to School Project: CMS Website and database development, maintenance and hosting.</p> <p>- Project ended 2014</p>
2	<p>Pennsylvania's Section 3 Program - U.S. HUD Program</p> <p>Type: Economic Development</p> <p>URL: <a href="https://section3.rhls.org/">https://section3.rhls.org/</a></p>	<p>Robert L. Damewood, Esq. Development Services Attorney</p> <p>Tel#: 412.201.4301</p> <p>Email: <a href="mailto:bob@rhls.org">bob@rhls.org</a></p>	<p>Section 3 Project: CMS Website and database development and maintenance.</p> <p>- Site launched in 2013; providing ongoing support</p>
3	<p>Urban Innovation 21</p> <p>Type: Economic Development</p> <p>URL: <a href="http://www.urbaninnovation21.org">www.urbaninnovation21.org</a></p>	<p>William Generett, Jr. Esq. Executive Director</p> <p>Tel#: 412.281.0102</p> <p>Email: <a href="mailto:wgenerett@urbaninnovation21.org">wgenerett@urbaninnovation21.org</a></p>	<p>Urban Innovation 21/PCKIZ Project</p> <p>- Site launched in 2012</p>
4	<p>National Center for Arts &amp; Technology</p> <p>Type: Higher Education</p> <p>URL: <a href="http://www.ncat-mbc.org">www.ncat-mbc.org</a></p>	<p>Maria Anderson Vice President of Operations</p> <p>Tel#: 412.323.4000 ext. 276</p> <p>Email: <a href="mailto:manderson@manchesterbidwell.org">manderson@manchesterbidwell.org</a></p>	<p>- NCAT Corporate website development</p> <p>- Launched February 2016!</p>

## 10.0 APPENDIX



[www.paucp.com](http://www.paucp.com)

Moving Pennsylvania forward and  
creating economic opportunities for all.

**Allegheny County**

Department of Minority, Women &  
Disadvantaged Business Enterprise  
204 County Office Building  
542 Forbes Avenue  
Pittsburgh, PA 15219  
Phone: (412) 350-4309 Fax: (412) 350-4915  
E-mail: [mwdbe@alleghenycounty.us](mailto:mwdbe@alleghenycounty.us)

May 21, 2015

Dominic M. Ebanks, CEO  
Acuta Digital, Inc.  
700 River Avenue, Suite 413  
Pittsburgh, PA 15212

RE: Pennsylvania Unified Certification Program  
**Continued Eligibility DBE Certification Approval Letter  
for Acuta Digital, Inc.**

DBE Certification #13347

Attention: Dominic M. Ebanks, CEO

Anniversary Date – Annually, on: **March 24**

The Allegheny County Department of M/W/DBE, a certifying participant in the Pennsylvania Unified Certification Program (PA UCP), has reviewed your Annual Affidavit as a Disadvantaged Business Enterprise (DBE) and is pleased to inform you that your firm appears to meet the requirements established by the United States Department of Transportation in Title 49, Part 26 of the Code of Federal Regulations. Consequently, your firm can continue as a DBE to participate in the program in the following classification(s) only:

Provides information technologies (IT) to small, mid-sized businesses, non-profit organizations and government entities. These technologies and services includes, but are not limited to: software/database development; website & internet development; consultant services; graphic design including print, advertisement, logos, brochures, etc.; brand management; internet publishing and broadcasting; web hosting; data processing services and infrastructure; market research & public opinion polling; computer system design services.

NAICS Code(s): 541511, 541512, 541430, 519130, 518210, 541910

If you wish to expand your status to include another type of business, you must contact the PA UCP for reevaluation prior to undertaking any projects as a DBE in the expanded area.

Certifying Participants

**Allegheny County**  
Department of Minority, Women &  
Disadvantaged Business Enterprise

**Philadelphia  
International Airport**  
DBE Program  
Office

**PENNDOT**  
Bureau of Equal  
Opportunity

**Port Authority of  
Allegheny County**  
Office of Equal  
Opportunity

**SEPTA**  
DBE Program  
Office

Continued Eligibility  
May 21, 2015  
Page 2

In the event of a change in circumstances affecting your ability to meet size, disadvantage, ownership, and control requirements of Part 26 or any material change in the information provided; you must inform the PA UCP by means of a sworn affidavit by the owners, describing in detail the nature of such changes. You must provide this written "Notice of Change" within 30 days of the occurrence of the change. Failure to do so will be deemed a failure to cooperate.

We would also remind you that the PA UCP reserves the right to review your firm at any time to ensure compliance with the program.

We are pleased to continue to have you as a Disadvantaged Business Enterprise and wish you continued success in acquiring work within the DBE program. If you have any questions, please contact this office at 412-350-4309.

Sincerely,

*Ruth Byrd-Smith*

Ruth Byrd-Smith  
Director

RBS/ndlh



**Andrew Schwartz**  
Acting Commissioner

**Kerri Jew**  
Deputy Commissioner

**Division of Economic &  
Financial Opportunity**

**110 William Street  
New York, NY 10038**

**212.513.6300** tel.  
**212.618.8991** fax

10/30/2015

Dominic Ebanks  
President

**Acuta Digital**  
700 River Avenue, 413  
Pittsburgh, PA 15212-9999

Tax ID/SSN #: xx-xxx3266

FMS ID #: VC00165134

**RE: MBE Certification**

Dear Dominic Ebanks:

The Department of Small Business Services, (“SBS”), hereby certifies your firm pursuant to Title 66, Chapter 11, Subchapter B of the Rules of The City of New York, governing the Minority and Woman-owned Business Enterprise Program. This certification remains in effect until 10/30/2020, but may be reviewed prior to the expiration date.

A certified business must notify SBS within 45 days of any material change in the information provided in the application. A material change may include, but is not limited to, a change in any of the following: company name, business type, ownership interest, officers, operational control, business address, principal product(s) or service(s). To update your business enterprise’s information, create an account online at the [SBS Certification Self Service Portal](#) website. Once you’ve created an account, you will need to connect to your existing business records by using the following **PIN 10015FLF291P**. Instructions on how to use your PIN can be found at the [SBS Certification Self Service Portal](#). Go to “Manage My Records” in your online account to update your business enterprise’s information. In addition, you can use your online account to submit your annual affidavit and renew expired certifications.

Your certified business will now receive targeted solicitations and invitations to attend networking events with government and corporate buyers. Your firm will also be listed in the New York City Directory of Certified Businesses ([www.nyc.gov/buycertified](http://www.nyc.gov/buycertified)) so we can connect you to government buyers and prime contractors who may be looking for certified companies such as yours.

Do you need help selling your goods or services to the City, State or Federal government? Our Procurement Technical Assistance Center provides guidance and direction on government vendor enrollments, identifying additional diversity certifications, finding opportunities that fit your business, helping you understand contract requirements, and providing valuable feedback on bids and proposals. For more information, please email [bizhelp@sbs.nyc.gov](mailto:bizhelp@sbs.nyc.gov) or call at 212-513-6444.

SBS also offers a range of other valuable services to help you grow your business. We can help you secure financing and access City benefits. We'll support your expansion by working with you to locate available space, identify money-saving incentive programs, and recruit qualified employees. We'll cut the red tape for you by being your liaison when you need to resolve issues with other City agencies. Businesses can access NYC Business Solutions by visiting [www.nyc.gov/businesssolutions](http://www.nyc.gov/businesssolutions) or calling 311.

If you have questions regarding your business’ certification, please contact us at 212-513-6311 or [mwbe@sbs.nyc.gov](mailto:mwbe@sbs.nyc.gov).

Sincerely,

Alfred O. Milton  
Director of Certification

110 William Street • New York, NY 10038  
Tel. 212.513.6300 \* FAX 212.618.8991 \* TDD 212.513.6306  
[www.nyc.gov](http://www.nyc.gov)





Division of Economic and Financial Opportunity

# MBBE Certificate

Acuta Digital

*This certificate acknowledges that this company has met the criteria as established by the MBE Program at the New York City Department of Small Business Services and is therefore certified as a Minority-owned Business Enterprise (MBE).*

Certificate Number: MWCERT2015-643

Expires on: **10/30/2020**

A handwritten signature in black ink, appearing to read "Bill de Blasio".

Bill de Blasio, Mayor

A handwritten signature in black ink, appearing to read "Maria Torres-Springer".

Maria Torres-Springer, Commissioner



Division of Economic and Financial Opportunity  
110 William Street, New York, NY 10038  
212-513-6311  
[www.nyc.gov/sbs](http://www.nyc.gov/sbs)

***MBE CERTIFIED***

**Acuta Digital**

**Certificate Number: MWCERT2015-643**

**Expires on: 10/30/2020**