



Procurement

300 Turner Street NW
North End Center, Ste 2100
Blacksburg, Virginia 24061
P: (540) 231-6221 F: (540) 231-9628
procurement@vt.edu

July 29, 2025

Sandbox-La Boite a Films Inc
Boaz Beerl
72 Stafford St Unit 304
Ontario M6J 2B9

Dear Boaz,

Subject: Contract Renewal Letter

Virginia Tech Contract #: VTS-1861-2023.
Commodity/Service: Graphic Design, Illustration and Typesetting Services.
Renewal Period: 10/1/25 - 9/30/28.
Renewal #: (1 of 2) three-year renewal.

In accordance with the renewal provision of the original contract, the university would like to renew the contract for an additional term. Please advise concerning your intention by signing in the appropriate space below. A signed copy of this letter should be received in Procurement as soon as possible.

If allowed by the contract, price adjustments must be requested at the time of renewal in accordance with the contract documents. Price adjustments are not automatic or retroactive and are only implemented upon request by the vendor at the time of renewal.

In addition, if any of your company's information has changed and our records need to be updated, we can provide a Contractor Information Form for you to complete. Please let us know if updates are necessary, and we will send the form accordingly. It's important that we have accurate information on file to ensure timely processing of payments.

Virginia Tech recommends that our vendors utilize the Wells One AP Control Payment System for payment of all invoices and strongly encourages all vendors under contract with the university to participate in this program. If your firm is not enrolled in the program, refer to our website: <http://www.procurement.vt.edu/Vendor/WellsOne.html> for more information.

Sincerely,

Chad Dalton
Systems and Contracts Lead
(540) 231-9129

Sandbox-La Boite a Films Inc **agrees** to renew the contract under the terms and conditions of the subject contract.

	Signed by:	
Authorized Signature:	<u>Boaz Beerl</u>	Date: <u>7/29/2025</u>
Print Name:	6224581631B94E3... <u>Boaz Beerl</u>	Title: <u>CEO/Executive Producer</u>

We currently participate in the Wells One Program: _____

We would like to participate in the Wells One Program: _____

	DocuSigned by:
Approved:	<u>John Spence</u>
	John Spence 6EBEB425... Assistant Director, Goods and Services

Date: 7/29/2025

CONTRACT MODIFICATION AGREEMENT

Date: May 16, 2023
Contract No.: VTS-1861-2023
Modification No.: 1
Issued By: Virginia Polytechnic Institute and State University (Virginia Tech)
Contractor: Sandbox Inc
Commodity: 96207

This Supplemental Agreement is entered into pursuant to the provisions of the basic contract.

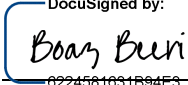
Description of Modification:

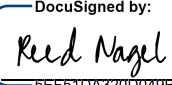
The contract's full legal name for the aforementioned contract shall be changed from Sandbox Inc to Sandbox - La Boite a Films Inc.

Except as provided herein, all terms and conditions of Contract Number VTS-1861-2023, as heretofore changed, remain unchanged and in full force and effect.

Contractor

Virginia Tech

By:  DocuSigned by:
0224581031B94E3...
(Signature)
Boaz Beerli CEO/Executive Producer
Name and Title

By:  DocuSigned by:
5EF51DA320D049B...
Reed Nagel
Associate Director for Goods and Services

COMMONWEALTH OF VIRGINIA

STANDARD CONTRACT

Contract Number: VTS-1861-2023

This contract entered into this 23rd day of September 2022 by Sandbox hereinafter called the "Contractor" and Commonwealth of Virginia, Virginia Polytechnic Institute and State University called "Virginia Tech."

WITNESSETH that the Contractor and Virginia Tech, in consideration of the mutual covenants, promises and agreements herein contained, agree as follows:

SCOPE OF CONTRACT: The Contractor shall provide Graphic Design, Illustration and Typesetting Services to Virginia Tech as set forth in the Contract Documents.

PERIOD OF CONTRACT: From October 1, 2022 through September 30, 2025. Options for (2) two, (3) three-year renewals.

COMPENSATION AND METHOD OF PAYMENT: The Contractor shall be paid by Virginia Tech in accordance with the Contract Documents.

CONTRACT DOCUMENTS: The Contract Documents shall consist of this signed contract, Request for Proposal (RFP) number 5671412301 dated July 1, 2022, together with Addendum Number 1 To RFP dated July 19, 2022, the proposal submitted by the Contractor dated August 1, 2022 and the negotiation summary, all of which Contract Documents are incorporated herein.

ELECTRONIC TRANSACTIONS: If this paragraph is initialed by both parties, to the fullest extent permitted by Code of Virginia, Title 59.1, Chapter 42.1, the parties do hereby expressly authorize and consent to the use of electronic signatures as an additional method of signing and/or initialing this contract and agree electronic signatures (for example, the delivery of a PDF copy of the signature of either party via facsimile or electronic mail or signing electronically by utilizing an electronic signature service) are the same as manual executed handwritten signatures for the purposes of validity, enforceability and

ds ds
BB RN
(Initials)

In WITNESS WHEREOF, the parties have caused this Contract to be duly executed intending to be bound thereby.

DocuSigned by:
Cont
By: Boaz Beerl
6224581631B94E3...
(Signature)
Boaz Beerl CEO/Executive Producer
Name and Title

DocuSigned by:
Virg
By: Reed Nagel
5EF51DA320D049B...
Reed Nagel
Associate Director of Goods and Services



Request for Proposal #5671412301

For

Graphic Design, Illustration and Typesetting Services

July 1st, 2022

Note: This public body does not discriminate against faith-based organizations in accordance with the *Code of Virginia*, § 2.2-4343.1 or against a bidder or offeror because of race, religion, color, sex, sexual orientation, gender identity, national origin, age, disability, or any other basis prohibited by state law relating to discrimination in employment.

RFP # 5671412301, Graphic Design, Illustration and Typesetting Services

INCLUDE THIS PAGE WITH YOUR PROPOSAL, SIGNATURE AT SUBMISSION IS REQUIRED

DUE DATE: Proposals will be received until August 1st, at 3:00 PM. Failure to submit proposals to the correct location by the designated date and hour will result in disqualification.

INQUIRIES: All inquiries for information regarding this solicitation should be directed to Angela Caldwell, Phone: (540) 231- 1269 e-mail: acaldwell@vt.edu. All inquiries will be answered in the form of an addendum. Inquiries must be submitted by (2:00 PM) on (July 15th, 2022). Inquiries must be submitted to the procurement officer identified in this solicitation.

PROPOSAL SUBMISSION:

Proposals may NOT be hand delivered to the Procurement Office.

Virginia Tech has partnered with Bonfire Interactive to create a new procurement portal that will allow you to access business opportunities and submit bids and proposals to Virginia Tech digitally.

Proposals must be submitted electronically at:

<https://procurement-vt.bonfirehub.com/>.

Vendors are requested to visit the new Procurement Portal then follow the link to the Bonfire vendor registration page to register your company. Registration is easy and free. If you have any challenges with the registration process, please contact Bonfire Interactive Support at support@gobonfire.com.

It is encouraged for all vendors to register prior to the proposal submission deadline to avoid late submissions. Log into your Bonfire Vendor account in order to access the opportunity and begin preparing your submission. Upon completion you will be directed to your Submission Receipt. Virginia Tech will not confirm receipt of proposals. It is the responsibility of the offeror to make sure their proposal is delivered on time.

For a quick tutorial on how to upload a submittal, visit: https://support.gobonfire.com/hc/en-us/articles/360011034814-Creating-and-Uploading-a-Submission-for-Vendors-?_ga=2.42375717.1472165071.1588110542-997330893.1585332052

Hard copy or email proposals will not be accepted. Late proposals will not be accepted, nor will additional time be granted to any individual Vendor.

Attachments must be smaller than 1000MB in order to be received by the University.

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 or services in accordance with the attached signed proposal and as mutually agreed upon by subsequent negotiation.

AUTHORIZED SIGNATURE: _____ Date: _____

03/28/2022

[INCLUDE THIS PAGE]

I. PURPOSE:

This Request for Proposal (RFP) seeks to solicit proposals to establish a contract through competitive negotiations for a Graphic Design, Illustration and Typesetting services by Virginia Polytechnic Institute and State University (Virginia Tech), an agency of the Commonwealth of Virginia.

Virginia Tech's colleges and units are often in need of Graphic Design, Illustration and Typesetting Services to meet communications objectives on a variety of platforms. To extend its resources, Virginia Tech seeks vendors to enter into a general contract to provide high-quality services to Virginia Tech entities on an as-needed basis.

II. SMALL, WOMAN-OWNED AND MINORITY (SWAM) BUSINESS PARTICIPATION:

The mission of the Virginia Tech supplier opportunity program is to foster inclusion in the university supply chain and accelerate economic growth in our local communities through the engagement and empowerment of high quality and cost competitive small, minority-owned, women-owned, and local suppliers. Virginia Tech encourages prime suppliers, contractors, and service providers to facilitate the participation of small businesses, and businesses owned by women and minorities through partnerships, joint ventures, subcontracts, and other inclusive and innovative relationships.

For more information, please visit: <https://www.sbsd.virginia.gov/>

III. CONTRACT PERIOD:

The term of this contract is for three (3) year(s), or as negotiated. There will be an option for (2) two, three-year renewals, or as negotiated.

IV. EVA BUSINESS-TO-GOVERNMENT ELECTRONIC PROCUREMENT SYSTEM:

The eVA Internet electronic procurement solution streamlines and automates government purchasing activities within the Commonwealth of Virginia. Virginia Tech, and other state agencies and institutions, have been directed by the Governor to maximize the use of this system in the procurement of goods and services. *We are, therefore, requesting that your firm register as a vendor within the eVA system.*

There are transaction fees involved with the use of eVA. These fees must be considered in the provision of quotes, bids and price proposals offered to Virginia Tech. Failure to register within the eVA system may result in the quote, bid or proposal from your firm being rejected and the award made to another vendor who is registered in the eVA system.

Registration in the eVA system is accomplished on-line. Your firm must provide the necessary information. Please visit the eVA website portal at <http://www.eva.virginia.gov/pages/eva-registration-buyer-vendor.htm> and **register both with eVA and Ariba**. *This process needs to be completed before Virginia Tech can issue your firm a Purchase Order or contract.* If your firm conducts business from multiple geographic locations, please register these locations in your initial registration.

For registration and technical assistance, reference the eVA website at: <https://eva.virginia.gov/>, or call 866-289-7367 or 804-371-2525.

V. CONTRACT PARTICIPATION:



It is the intent of this solicitation and resulting contract to allow for cooperative procurement. Accordingly, any public body, public or private health or educational institutions, or Virginia Tech's affiliated corporations and/or partnerships may access any resulting contract if authorized by the contractor.

Participation in this cooperative procurement is strictly voluntary. If authorized by the Contractor, the resultant contract may be extended to the entities indicated above to purchase at contract prices in accordance with contract terms. The Contractor shall notify Virginia Tech in writing of any such entities accessing the contract, if requested. No modification of this contract or execution of a separate contract is required to participate. The Contractor will provide semi-annual usage reports for all entities accessing the Contract, as requested. Participating entities shall place their own orders directly with the Contractor and shall fully and independently administer their use of the contract to include contractual disputes, invoicing and payments without direct administration from Virginia Tech. Virginia Tech shall not be held liable for any costs or damages incurred by any other participating entity as a result of any authorization by the Contractor to extend the contract. It is understood and agreed that Virginia Tech is not responsible for the acts or omissions of any entity, and will not be considered in default of the contract no matter the circumstances.

Use of this contract does not preclude any participating entity from using other contracts or competitive processes as the need may be.

VI. STATEMENT OF NEEDS/SCOPE OF WORK:

A. The contractor shall provide all labor, materials, resources, equipment and supervision to provide graphic design, illustration, and/or typesetting services for various Virginia Tech projects and shall render one or more of the following services for any given project. Provide a detailed response to each item below. Vendors are encouraged to provide a proposal for the services in their entirety or for the services in which they are qualified to provide.

1. Produce high-quality graphic design for use in recruitment, alumni engagement, fundraising, athletics, academic, educational publications, or other program materials. May require one or more of the following:
 - a. Describe your ability to provide creative direction, graphic design, project management, and production for a variety of communications formats.
 - b. Describe your ability to design and prepare brochures and advertisements for print or digital delivery.
 - c. Describe your ability to provide graphics for web pages (not web page design and production).
 - d. Describe your ability to conduct press checks and other quality control measures as needed.

- e. Describe your ability to prepare templates and content for PowerPoint, Prezi, and Keynote-based slides and for presentation.
 - f. Describe your ability to provide any multimedia animation, image selection, or needed photography.
 - g. Describe your ability to coordinate the consistency and quality of materials and continue project management through production and delivery of final product.
 - h. Describe your ability to produce projects that meet 508 requirements including accessible PDFs and presentations or templates.
2. Produce high-quality illustration for use in recruitment, alumni engagement, fundraising, athletics, academic, educational publications, or other program materials. May require one or more of the following:
- a. Describe your ability to provide analog illustrations or works of art on paper, canvas, or other media; Not limited to watercolor paintings, pen and ink, graphite, oil paintings, collage, gouache, acrylics, colored pencil, marker, or other materials, mixes of material or mixed media used to communicate a visual idea in the style of the Contractor.
 - b. Describe your ability to provide digital illustrations and/or 3D renderings.
 - c. Describe your ability to provide info graphics or related numeric models or visual numeric forms of design communication.
 - d. Describe your ability to provide creative or illustrated themes for recurring use as illustrated elements, design elements, patterns, graphic design overlays, underlays, etc.
 - e. Describe your ability to provide photographic collage or photo illustrations (digital and analog).
 - f. Describe your ability to provide maps, illustrated wayfinding content, and signage icons.
 - g. Describe your ability to provide multimedia illustration, animation, or virtual reality experiences.
3. Provide high-quality typesetting services to produce documents and publications for use in recruitment, alumni engagement, fundraising, athletics, academic, educational publications, or other program materials. May require one or more of the following:
- a. Describe your ability to typeset a document ensuring the document meets 508 requirements for digital accessibility.
 - b. Describe your ability to typeset and prepare multipage, multichapter documents for print or electronic media.
 - c. Describe your ability to place illustrations, figures, tables, images within a document that meets 508 requirements for digital accessibility.
 - d. Describe your ability to create tables and graphs that meet 508 requirements for digital accessibility.
 - e. Describe your ability to prepare templates and content for Word, InDesign, Adobe Acrobat, and presentation formats that meets 508 requirements for digital accessibility.
 - f. Describe your ability to coordinate the consistency and quality of materials and continue project management through production and delivery of final product.
- B. Describe your ability to adhere to required deadlines, including how materials will be shared, and your ability to meet with a university representative face-to-face or virtually (using a mutually agreed upon technology) within 24-48 hours of request, and at no additional cost to the University. Describe your ability to work on-site as needed/appropriate and your

availability for short turnaround projects and/or projects that may require your involvement over a longer period of time.

- C. Contractor shall abide by Virginia Tech brand guidelines and unit guidelines, and follow directions from university staff to develop and design promotional and informational materials, advertisements, brochures, direct mail pieces, informational booklets, educational publications, web pages, etc. that will send the appropriate message to targeted markets. This may include a detailed approval process that could result in changes in direction or revisions to meet the needs of the project and its stakeholders, with Virginia Tech retaining the right to edit and use the material in any way it deems appropriate. Describe your ability to comply and meet this requirement.
- D. Contractor shall agree all submissions will be original, not previously published, nor infringe any copyright or trademark rights and that Virginia Tech will own all right, title and interest in all artwork, photos, dies, graphics and similar artistic materials as well as electronic files from Adobe Creative Suite (Illustrator, InDesign, Photoshop and associated digital attachments) created under this contract for use on the website, in publications, or in any present or future medium. Describe your company’s plan to take care of any/all copyright procurement and confirm that all content shall be owned by the university and shall retain all rights associated with the completed material.
- E. Describe your project management approach and the process or workflow you use to generate graphic design/illustrations for projects and how you will meet the required specifications, objectives, and timeframes. Please note thumbnails, storyboards or related planning process information.
- F. Provide various samples of graphic design, illustration and/or typesetting projects that showcase your quality of work, complement your clients’ existing branded materials, and demonstrate your ability to meet the needs of this RFP. Provide a minimum of three (3) creative, published work samples that have been produced within the last two (2) years, preferably with one (1) of the three (3) from a higher education institution. Submit conventional print samples, a flash drive, and/or any links to online work. Physical samples mailed to the university will not be returned.
- G. Virginia Tech reserves the right to review and approve all printing estimates. Describe your firm’s ability to acquire and submit printing estimates at Virginia Tech contracted vendors. Include the process for approving proofs and verifying files with the vendor to move jobs to completion.
- H. Provide a detailed pricing schedule that clearly lists all of the service/items that could be provided and their associated cost(s).
- I. Pricing Schedule: Contractor shall provide a breakdown of the hourly billing rates for services being provided. If rates are not listed please provide other rates.

Description	Rate/Hour
Graphic Design Services	
Illustration Services	
Typesetting Services	

VII. PROPOSAL PREPARATION AND SUBMISSION:

A. Specific Requirements

Proposals should be as thorough and detailed as possible so that Virginia Tech may properly evaluate your capabilities to provide the required goods or services. Offerors are required to submit the following information/items as a complete proposal:

1. Plan and methodology for providing the services/goods mentioned in Section VI in the RFP.
2. Provide three (3) references from organizations where you have performed this type of work.
3. Provide a pricing schedule. Include hourly rates and overtime rates. Identify any upcharges to be applied to services if applicable.
4. Participation of Small, Women-owned and Minority-owned Business (SWaM) Business:

If your business cannot be classified as SWaM, describe your plan for utilizing SWaM subcontractors if awarded a contract. Describe your ability to provide reporting on SWaM subcontracting spend when requested. If your firm or any business that you plan to subcontract with can be classified as SWaM, but has not been certified by the Virginia Department of Small Business and Supplier Diversity (SBSD), it is expected that the certification process will be initiated no later than the time of the award. If your firm is currently certified, you agree to maintain your certification for the life of the contract. For assistance with SWaM certification, visit the SBSBD website at <http://www.sbsd.virginia.gov/>

5. The return of the General Information Form and addenda, if any, signed and filled out as required.

B. General Requirements

1. RFP Response: In order to be considered for selection, Offerors shall submit a complete response to this RFP to include;
 - a. **One (1) electronic document** in WORD format or searchable PDF of the entire proposal as one document, INCLUDING ALL ATTACHMENTS must be uploaded through the Bonfire online submission portal. Refer to page 2 for instructions.

Any proprietary information should be clearly marked in accordance with 2.d. below.

- b. Should the proposal contain **proprietary information**, provide **one (1) redacted electronic copy** of the proposal and attachments **with proprietary portions removed or blacked out**. This redacted copy should follow the same upload procedures as described on Page 1 of this RFP. This redacted copy should be clearly marked "*Redacted Copy*" within the name of the document. The classification of an entire proposal document, line item prices and/or total proposal prices as proprietary or trade secrets is not acceptable. Virginia Tech shall not be responsible for the Contractor's failure to exclude proprietary information from this redacted copy.

No other distribution of the proposals shall be made by the Offeror.

2. Proposal Preparation:

- a. Proposals shall be signed by an authorized representative of the Offeror. All information requested should be submitted. Failure to submit all information requested may result in Virginia Tech requiring prompt submission of missing information and/or giving a lowered evaluation of the proposal. Proposals which are substantially incomplete or lack key information may be rejected by Virginia Tech at its discretion. Mandatory requirements are those required by law or regulation or are such that they cannot be waived and are not subject to negotiation.
- b. Proposals should be prepared simply and economically providing a straightforward, concise description of capabilities to satisfy the requirements of the RFP. Emphasis should be on completeness and clarity of content.
- c. Proposals should be organized in the order in which the requirements are presented in the RFP. All pages of the proposal should be numbered. Each paragraph in the proposal should reference the paragraph number of the corresponding section of the RFP. It is also helpful to cite the paragraph number, subletter, and repeat the text of the requirement as it appears in the RFP. If a response covers more than one page, the paragraph number and subletter should be repeated at the top of the next page. The proposal should contain a table of contents which cross references the RFP requirements. Information which the offeror desires to present that does not fall within any of the requirements of the RFP should be inserted at an appropriate place or be attached at the end of the proposal and designated as additional material. Proposals that are not organized in this manner risk elimination from consideration if the evaluators are unable to find where the RFP requirements are specifically addressed.
- d. Ownership of all data, material and documentation originated and prepared for Virginia Tech pursuant to the RFP shall belong exclusively to Virginia Tech and be subject to public inspection in accordance with the Virginia Freedom of Information Act. Trade secrets or proprietary information submitted by an Offeror shall not be subject to public disclosure under the Virginia Freedom of Information Act. However, to prevent disclosure the Offeror must invoke the protections of Section 2.2-4342F of the Code of Virginia, in writing, either before or at the time the data or other materials is submitted. The written request must specifically identify the data or other materials to be protected and state the reasons why protection is necessary. –The proprietary or trade secret material submitted must be identified by some distinct method such as highlighting or underlining and must indicate only the specific words, figures, or paragraphs that constitute trade secret or proprietary information. The classification of an entire proposal document, line item prices and/or total proposal prices as proprietary or trade secrets is not acceptable and may result in rejection of the proposal.
- e. Oral Presentation: Offerors who submit a proposal in response to this RFP may be required to give an oral presentation of their proposal to Virginia Tech.–This will provide an opportunity for the Offeror to clarify or elaborate on the proposal but will in no way change the original proposal. Virginia Tech will schedule the time and location of these presentations. Oral presentations are an option of Virginia Tech and may not be conducted. Therefore, proposals should be complete.

VIII. SELECTION CRITERIA AND AWARD: .A. Selection Criteria

Proposals will be evaluated by Virginia Tech using the following:

<u>Criteria</u>	<u>Maximum Point Value</u>
1. Quality of products/services offered and suitability for the intended purposes	35
2. Qualifications and experiences of Offeror in providing the goods/services	25
3. Specific plans or methodology to be used to provide the Services	15
4. Cost (or Price)	15
5. Participation of Small, Women-Owned and Minority (SWAM) Business	10
	Total 100

B. Award

Selection shall be made of two or more offerors deemed to be fully qualified and best suited among those submitting proposals on the basis of the evaluation factors included in the Request for Proposal, including price, if so stated in the Request for Proposal. Negotiations shall then be conducted with the offerors so selected. Price shall be considered, but need not be the sole determining factor. After negotiations have been conducted with each offeror so selected, Virginia Tech shall select the offeror which, in its opinion, has made the best proposal, and shall award the contract to that offeror. Virginia Tech may cancel this Request for Proposal or reject proposals at any time prior to an award. Should Virginia Tech determine in writing and in its sole discretion that only one offeror has made the best proposal, a contract may be negotiated and awarded to that offeror. The award document will be a contract incorporating by reference all the requirements, terms and conditions of this solicitation and the Contractor's proposal as negotiated.

Virginia Tech reserves the right to award multiple contracts as a result of this solicitation.

IX. INVOICES:

Invoices for goods or services provided under any contract resulting from this solicitation shall be submitted by email to vtinvoices@vt.edu or by mail to:

Virginia Polytechnic Institute and State University (Virginia Tech)
 Accounts Payable
 North End Center, Suite 3300
 300 Turner Street NW
 Blacksburg, Virginia 24061

X. METHOD OF PAYMENT:

Virginia Tech will authorize payment to the contractor as negotiated in any resulting contract from the aforementioned Request for Proposal.

Payment can be expedited through the use of the Wells One AP Control Payment System. Virginia Tech strongly encourages participation in this program. For more information on this program please refer to Virginia Tech's Procurement website: <http://www.procurement.vt.edu/vendor/wellsone.html> or contact the procurement officer identified in the RFP.

XI. ADDENDUM:

Any **ADDENDUM** issued for this solicitation may be accessed at <http://www.apps.vpfin.vt.edu/html.docs/bids.php>. Since a paper copy of the addendum will not be mailed to you, we encourage you to check the web site regularly.

XII. COMMUNICATIONS:

Communications regarding this solicitation shall be formal from the date of issue, until either a Contractor has been selected or the Procurement Department rejects all proposals. Formal communications will be directed to the procurement officer listed on this solicitation. Informal communications, including but not limited to request for information, comments or speculations regarding this solicitation to any University employee other than a Procurement Department representative may result in the offending Offeror's proposal being rejected.

XIII. CONTROLLING VERSION OF SOLICITATION:

The posted version of the solicitation and any addenda issued by Virginia Tech Procurement Services is the mandatory controlling version of the document. Any modification of/or additions to the solicitation by the Offeror shall not modify the official version of the solicitation issued by Virginia Tech Procurement Services. Such modifications or additions to the solicitation by the Offeror may be cause for rejection of the proposal; however, Virginia Tech reserves the right to decide, on a case by case basis, in its sole discretion, whether to reject such a proposal.

XIV. TERMS AND CONDITIONS:

This solicitation and any resulting contract/purchase order shall be governed by the attached terms and conditions, see Attachment A.

XV. CONTRACT ADMINISTRATION:

- A. The individual user departments at Virginia Tech shall be identified as the Contract Administrators and shall use all powers under the contract to enforce its faithful performance.
- B. The Contract Administrators in each user departments shall determine the amount, quantity, acceptability, fitness of all aspects of the services and shall decide all other questions in connection with the services. Contract Administrators, or designees, shall not have authority to approve changes in the services which alter the concept or which call for an extension of time for this contract. Any modifications made must be authorized by the Virginia Tech Procurement Department through a written amendment to the contract.

XVI. ATTACHMENTS:

Attachment A - Terms and Conditions

ATTACHMENT A
TERMS AND CONDITIONS

RFP GENERAL TERMS AND CONDITIONS

See:

https://www.procurement.vt.edu/content/dam/procurement_vt_edu/docs/terms/GTC_RFP_02182022.pdf

ADDITIONAL TERMS AND CONDITIONS

1. **ADDITIONAL GOODS AND SERVICES:** The University may acquire other goods or services that the supplier provides other than those specifically solicited. The University reserves the right, subject to mutual agreement, for the Contractor to provide additional goods and/or services under the same pricing, terms and conditions and to make modifications or enhancements to the existing goods and services. Such additional goods and services may include other products, components, accessories, subsystems, or related services newly introduced during the term of the Agreement.
2. **AUDIT:** The Contractor hereby agrees to retain all books, records, and other documents relative to this contract for five (5) years after final payment, or until audited by the Commonwealth of Virginia, whichever is sooner. Virginia Tech, its authorized agents, and/or the State auditors shall have full access and the right to examine any of said materials during said period.
3. **AVAILABILITY OF FUNDS:** It is understood and agreed between the parties herein that Virginia Tech shall be bound hereunder only to the extent of the funds available or which may hereafter become available for the purpose of this agreement.
4. **CANCELLATION OF CONTRACT:** Virginia Tech reserves the right to cancel and terminate any resulting contract, in part or in whole, without penalty, upon 60 days written notice to the Contractor. In the event the initial contract period is for more than 12 months, the resulting contract may be terminated by either party, without penalty, after the initial 12 months of the contract period upon 60 days written notice to the other party. Any contract cancellation notice shall not relieve the Contractor of the obligation to deliver and/or perform on all outstanding orders issued prior to the effective date of cancellation.
5. **CONTRACT DOCUMENTS:** The contract entered into by the parties shall consist of the Request for Proposal including all modifications thereof, the proposal submitted by the Contractor, the written results of negotiations, the Commonwealth Standard Contract Form, all of which shall be referred to collectively as the Contract Documents.
6. **IDENTIFICATION OF PROPOSAL EMAIL:** Virginia Tech will only be accepting electronic submission of proposals. All submissions must be submitted to <https://procurement-vt.bonfirehub.com/>. Upon completion you will be directed to your Submission Receipt. Virginia Tech will not confirm receipt of proposals. It is the responsibility of the offeror to make sure their proposal is delivered on time. **Attachments must be smaller than 1000MB in order to be received by the University.** Proposals may **NOT** be hand delivered to the Procurement Office.
7. **NOTICES:** Any notices to be given by either party to the other pursuant to any contract resulting from this solicitation shall be in writing via email.
8. **SEVERAL LIABILITY:** Virginia Tech will be severally liable to the extent of its purchases made against any contract resulting from this solicitation. Applicable entities described herein will be severally liable to the extent of their purchases made against any contract resulting from this solicitation.

- 9. CLOUD OR WEB HOSTED SOFTWARE SOLUTIONS:** For agreements involving Cloud-based Web-hosted software/applications refer to link for additional terms and conditions: http://www.ita.vt.edu/purchasing/VT_Cloud_Data_Protection_Addendum_final03102017.pdf
- 10. ADVERTISING:** In the event a contract is awarded for supplies, equipment, or services resulting from this solicitation, no indication of such sales or services to Virginia Tech will be used in product literature or advertising. The contractor shall not state in any of the advertising or product literature that the Commonwealth of Virginia or any agency or institution of the Commonwealth has purchased or uses its products or services.
- 11. CRIMINAL CONVICTION CHECKS:** All criminal conviction checks must be concluded prior to the Contractor's employees gaining access to the Virginia Tech Campus. Employees who have separated employment from Contractor shall undergo another background check prior to re-gaining access to the Virginia Tech campus. Contractor shall ensure subcontractors conduct similar background checks. Virginia Tech reserves the right to audit a contractor's background check process at any time. All employees have a duty to self-disclose any criminal conviction(s) occurring while assigned to the Virginia Tech campus. Such disclosure shall be made to Contractor, which in turn shall notify the designated Virginia Tech contract administrator within 5 days. If at any time during the term of the contract Virginia Tech discovers an employee has a conviction which raises concerns about university buildings, property, systems, or security, the contractor shall remove that employee's access to the Virginia Tech campus, unless Virginia Tech consents to such access in writing. Failure to comply with the terms of this provision may result in the termination of the contract.
- 12. INSURANCE:**
By signing and submitting a Proposal/Bid under this solicitation, the offeror/bidder certifies that if awarded the contract, it will have the following insurance coverages at the time the work commences. Additionally, it will maintain these during the entire term of the contract and that all insurance coverages will be provided by insurance companies authorized to sell insurance in Virginia by the Virginia State Corporation Commission.
During the period of the contract, Virginia Tech reserves the right to require the contractor to furnish certificates of insurance for the coverage required.
INSURANCE COVERAGES AND LIMITS REQUIRED:
- A. Worker's Compensation - Statutory requirements and benefits.
 - B. Employers Liability - \$100,000.00
 - C. General Liability - \$2,000,000.00 combined single limit. Virginia Tech and the Commonwealth of Virginia shall be named as an additional insured with respect to goods/services being procured. This coverage is to include Premises/Operations Liability, Products and Completed Operations Coverage, Independent Contractor's Liability, Owner's and Contractor's Protective Liability and Personal Injury Liability.
 - D. Automobile Liability - \$500,000.00
 - E. Builders Risk – For all renovation and new construction projects under \$100,000 Virginia Tech will provide All Risk – Builders Risk Insurance. For all renovation contracts, and new construction from \$100,000 up to \$500,000 the contractor will be required to provide All Risk – Builders Risk Insurance in the amount of the contract and name Virginia Tech as additional insured. All insurance verifications of insurance will be through a valid insurance certificate.
 - F. The contractor agrees to be responsible for, indemnify, defend and hold harmless Virginia Tech, its officers, agents and employees from the payment of all sums of money by reason of any claim against them arising out of any and all occurrences resulting in bodily or mental injury or property damage that may happen to occur in connection with and during the performance of the contract, including but not limited to claims under the Worker's Compensation Act. The contractor agrees that it will, at all times, after the completion of the work, be responsible for, indemnify, defend and hold harmless Virginia Tech, its officers, agents and employees from all liabilities resulting from bodily or mental injury or property damage directly or indirectly arising out of the performance or nonperformance of the contract.

- 13. LICENSE TO USE VIRGINIA TECH LICENSED INDICIA:** By signing and submitting this Proposal/Bid, the offeror/bidder agrees that if it is awarded a purchase order/contract as a result of this solicitation, it will follow the procedures outlined by Virginia Tech's Licensing and Trademarks Administration to become a licensed vendor authorized to use Virginia Tech licensed trademarks indicia identified in the solicitation and to follow all procedures for submitting artwork for product for approval prior to producing any product with Virginia Tech indicia. As a licensed vendor, the offeror/bidder will be required to pay the university's standard royalty rate for similarly licensed vendors. *More information on the licensing process and application can be found at: <http://clc.com/Licensing-Info.aspx>.*
- 14. OWNERSHIP OF PRINTED MATERIALS:** All artwork, camera-ready copy, negatives, dies, photos, and similar materials used to produce this printing job shall become the property of Virginia Tech. IN ADDITION, the contractor shall provide all digital files needed for printing, archived on readable CD/s. All such items and materials shall be delivered to Virginia Tech in usable condition after completion of the work, and prior to submission of the invoice for payment.
- 15. PRINTING PICKUP/DELIVERIES:** Contractor shall be responsible for all pickups and deliveries of all material.
- 16. PRINTING RAST:** Proposal/Bids for printing will be rejected when the additional per thousand cost, run at the same time (R.A.S.T.) equals or exceeds the base lot per thousand price quoted and/or incremental unit cost. On Proposal/Bids for multiple part forms and envelopes, the additional per thousand price (R.A.S.T.) shall not exceed the base lot per thousand price quoted and/or incremental unit cost.
- 17. QUALITY COLOR PRINTING:** Contractor shall analyze each four-color subject and make separations individually. Contractor shall allow for color correction, dot etching, etc., in order to achieve top-quality production from each separation made.
- 18. PRODUCT INFORMATION:** The offeror/bidder shall clearly and specifically identify the product being offered and enclose complete and detailed descriptive literature, catalog cuts and specifications with the Proposal/Bid to enable Virginia Tech to determine if the product offered meets the requirements of the solicitation. Failure to do so may cause the Proposal/Bid to be considered nonresponsive.
- 19. REFERENCES:** Offerors/Bidders shall provide a list of at least three (3) references where similar goods and/or services have been provided. Each reference shall include the name of the organization, the complete mailing address, the name of the contact person and telephone number.

ORGANIZATION CONTACT PERSON	ADDRESS	TELEPHONE
--------------------------------	---------	-----------

- 1. _____

- 2. _____

- 3. _____

- 20. RENEWAL OF CONTRACT:** This contract may be renewed by Virginia Tech upon the written agreement of both parties for (2) two, three-year renewals, under the terms of the current contract, and at a reasonable time (approximately 90 days) prior to the expiration.
- 21. SAFETY:** The contractor bears sole responsibility for the safety of its employees. The contractor shall take all steps necessary to establish, administer, and enforce safety rules that meet the regulatory requirements of the Virginia Department of Labor and Industry (VDLI) and the Occupational Safety and Health Administration (OSHA). The contractor shall take steps as necessary to protect the safety and health of university employees, students, and visitors during the performance of their work. In addition, the contractor must also provide the university with a written safety program that it intends to follow in pursuing work under this contract. By entering into a contract with Virginia Tech, the contractor and its subcontractors agree to abide by the requirements described in Safety Requirements for Contractors and Subcontractors located on Virginia Tech's Environmental, Health and Safety Services (EHSS) web site at this URL http://www.ehss.vt.edu/programs/contractor_safety.php. A copy of the publication may also be obtained by contacting EHSS at 540/231- 5985. No work under this contract will be permitted until the university is assured that the contractor has an adequate safety program in effect.
- 22. SPECIAL OR PROMOTIONAL DISCOUNTS:** The Contractor shall extend any special promotional sale prices or discounts immediately to Virginia Tech during the term of the contract. Such notices shall also advise the duration of the specific sale or discount price.
- 23. SIDEWALK POLICY:** Driving on sidewalks is allowed when there is no other way to get a needed vehicle to a designated place or building on campus. The vehicle operator shall be made aware that extreme caution shall be used to operate the vehicle in a way that will not be a hazard or hindrance to pedestrians using the walk. The contractor shall be responsible for any damage to turf and anything that is located adjacent to the walk. Parking an unattended vehicle on a sidewalk is strictly prohibited by State Law. The contractor is allowed to park a vehicle on a sidewalk if there is no other way to perform necessary work. The procedure to obtain a permit to operate a vehicle on sidewalks is the same as for the turf as outlined in Turf Policy. Any vehicle parked illegally on sidewalks shall be subject to ticketing, fines and towing if necessary.
- 24. SUBCONTRACTS:** No portion of the work shall be subcontracted without prior written consent of Virginia Tech. In the event that the contractor desires to subcontract some part of the work specified herein, the contractor shall furnish Virginia Tech the names, qualifications and experience of their proposed subcontractors. The contractor shall, however, remain fully liable and responsible for the work to be done by his subcontractor(s) and shall assure compliance with all requirements of the contract.
- 25. TRANSPORTATION AND PACKAGING:** By signing their Proposal/Bid the offeror/bidder certifies and warrants that the Proposal/Bid price offered for FOB destination includes only the actual freight rate costs at the lowest and best rate and is based upon the actual weight of the goods to be shipped. Except as otherwise specified herein, standard commercial packaging, packing and shipping containers shall be used. All shipping containers shall be properly and legibly marked or labeled on the outside with the commodity description and number, size and quantity of the contents.
- 26. TURF POLICY:** Parking or driving on campus turf or sidewalk is strictly prohibited, except as specifically directed or otherwise allowed by the Physical Plant Grounds Department. In this case, a turf permit must be obtained from Virginia Tech Parking Services and displayed by the vehicle. Turf parking is not allowed under the canopy of any tree on campus. Any vehicle parked illegally on turf or sidewalks shall be subject to ticketing and fines.
- 27. WORK SITE DAMAGES:** Any damage to existing utilities, equipment or finished surfaces resulting from the performance of this contract shall be repaired to the Owner's satisfaction at the contractor's expense.

ADDENDUM # 1 TO RFP # 5671412301

VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY (Virginia Tech)
Procurement Department (MC 0333)
North End Center, Suite 2100
300 Turner Street NW
Blacksburg, Virginia 24061

DATE July 19, 2022	DUE DATE AND HOUR August 1, 2022 @ 3PM
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ADDRESS ALL INQUIRIES AND CORRESPONDENCE TO: Angela Caldwell, Buyer E-MAIL ADDRESS: acaldwell@vt.edu TELEPHONE NUMBER (540) 231-1269 FAX NUMBER (540) 231-9628 AFTER HOUR MESSAGES (540) 231-6221

Graphic Design, Illustration and Typesetting Services

- A. The following questions have arisen as a result of this solicitation. Please see answers below in red:
1. Is there an overall budget range for this contract?
Virginia Tech answer- This is a term contract engagement, therefore, there is no budget for this contract.
 2. Can you confirm that this is a non-exclusive vendor list to provide services on an as-needed basis?
Virginia Tech answer- Virginia Tech reserves the right to award one or more contracts through this solicitation.
 3. We are s Small Business located in Ontario, Canada. Is there a preference for in-state business rather than those located out of state?
Virginia Tech answer- Virginia Tech welcomes all proposals from all firms whether they are in the state of Virginia or out of state.
 4. Are we required to register on the eVA system before submitting our proposal? We are registered with Ariba (AN01414556882 Standard), however is any further registration via Ariba required?
Virginia Tech answer- No, but the firms awarded will be required to register.
 5. Is there a page limit to our technical response or how many samples we can provide?
Virginia Tech answer- There is no limit. However, proposals should be structured in an easy to read format.
 6. To clarify the instructions as per Section VI.G, will we be required to print any of the deliverables?
Virginia Tech answer- Virginia Tech has a contract for printing. At this time, it is not a foreseen need for this contract.
 7. Is the pricing schedule required to be provided separately from the technical response, or can it be included in the same submission?
Virginia Tech answer- You can include it with the submission. If there is information you want redacted please follow the guidelines on the proposal.
 8. Could you provide more details on any of the deliverables (e.g., length and number of reports, PowerPoints, animations, number of photographs, etc.)?
Virginia Tech answer- No, every department will have a different requirement. These contracts are as needed and no amount of business can be guaranteed.

9. How should we provide a pricing per deliverable and associated costs in the pricing table if we do not have specifics such as page length, word count, etc? Can we add a column to the pricing schedule to provide other rates where applicable?
Virginia Tech answer- You may add column(s) to the pricing schedule. Pricing schedule was added to give Virginia Tech estimates as to what each firm charges. You can just give examples of your most popular services if you feel its necessary.
10. Would you expect us to break down the pricing schedule further based on the specific services within each of the services from Section VI.A, (specifically Graphic Design Services (1a-h), Illustration Services (2a-g), and Typesetting Services (3a-f))? Can we add rows for service Sections 1a-h, 2a - g and 3a - f into the pricing schedule table?
Virginia Tech answer- Each firm can add to the pricing schedule as they see fit. However, we were just looking for one amount for each category provided in the pricing schedule so we could compare cost for each firm.
11. In Section VI.A.2f, can we break this section down further in the pricing schedule table (specifically, the virtual reality experience component will have a different hourly rate than the animation and illustration component)? Can we break down any other services further that are outlined in Section A.1 - 3 in the pricing schedule?
Virginia Tech answer- Yes.
12. Are there any other language requirements for the deliverable, other than English? If so, will we be required to provide translations?
Virginia Tech answer- We do not know the answer to this because every department will have a different requirement. This can be discussed during negotiations.
13. Will on-site visits be required? If so, could you describe in more detail the nature of these engagements?
Virginia Tech answer- At this time we do not know if on site visits will be required. As this is an at will contract engagement types will defer from engagement to engagement.
14. Are we required to provide resumes or CVs or bios of our personnel? Please indicate where we should include this information in our response.
Virginia Tech answer- Virginia Tech cannot tell you how to structure your proposal if you feel this is necessary please include in your proposal.
15. Attachment A, No. 19 provides a blank space for reference contact information. Are we required to provide that information there?
Virginia Tech answer- Yes or they need to be easily located in your proposal.
16. How does the college currently determine graphic design needs/requests?
Virginia Tech answer – These services are at will as needed by departments on campus.
17. How many pieces of design does the college produce each year and how many pieces of collateral should the vendor plan to create out of those materials or in addition to?
Virginia Tech answer – This number will vary based on the needs of the department and programs. This contract does not guarantee a set amount of work.
18. Does the college require assistance in content strategy and assessing content needs?
Virginia Tech answer – Not at this time.
19. Who would be the firm's primary contact for graphic design work?
Virginia Tech answer – Each department that requires the firms service will have a point of contact.

20. You mention “Describe your ability to work on-site as needed/appropriate and your availability for short turnaround projects and/or projects that may require your involvement over a longer period of time” - Do you have any expectations on how long staff may be required to remain on-site?
Virginia Tech answer – Each department needs will be different. There is no way to tell at this time how long you would need to be on site.
21. You mention “Describe your ability to provide analog illustrations or works of art on paper, canvas, or other media; Not limited to watercolor paintings, pen and ink, graphite, oil paintings, collage, gouache, acrylics, colored pencil, marker, or other materials, mixes of material “ - is 3D sculptures, and other similar large-scale pieces of art, required of the contractor?
Virginia Tech answer – At this time 3D sculptures and other similar large-scale projects are not envisions under the terms of this contract. If you can provide these services you are more than welcome to include in your proposal.
22. As a registered eVA system user, can the bidder register on Ariba once a decision has been made as to which vendor(s) are chosen to support VT creative needs?
Virginia Tech Answer – Yes
23. Will VT award several vendors to be in a pool of contenders to again bid on creative jobs within the colleges as they arise?
Virginia Tech answer- No, once Virginia Tech awards the qualifying firms each department will be able to choose who they want to work with.
24. How many contracts does VT expect to award?
Virginia Tech answer – Virginia Tech has no way of knowing how many firms will be awarded a contract due to not being able to see qualification until the end date of this solicitation.
25. What other details is VT expecting to receive regarding pricing schedule outside of graphic design services, illustration services, and typesetting services.
Virginia Tech answer – We will not know this information until we open the proposals.
26. How many creative agencies does VT expect to receive proposals?
Virginia Tech answer – There is no way to know this information ahead of time.
27. Will VT accept digital files via a shared dropbox rather than a readable CD?
Virginia Tech answer – This can be discussed during negotiations.
28. Could you share VT brand guidelines and unit guidelines?
Virginia Tech answer – Brand guidelines can be found on our website <https://brand.vt.edu/>
29. How many rounds of revisions is VT used to receiving?
Virginia Tech answer – A minimum of two. However, larger more complex jobs may require additional reviews.
30. Will digital samples of printed materials that are embedded into the PDF of the proposal be acceptable?
Virginia Tech answer – Yes
31. Is there a maximum rate/hour that VT will not purchase/consider?
Virginia Tech answer – No, these contracts are as needed and no amount of business can be guaranteed.
32. How will a proposal with no samples of similar work from a higher education institution be viewed compared to those that have that experience?
Virginia Tech answer – All scoring is subjective. However, the committee is interested in higher education experience.

B. All other terms, conditions and descriptions remain the same.

C. The due date and hour remain the same at 3PM on August 1, 2022.

I acknowledge that I have read and understand this addendum in its entirety.

Signature

Date

Revised 10/19/21



Virginia Tech - Graphic Design, Illustration and Typesetting Services

Request for Proposal #5671412301

August 1, 2022

Sandbox Inc.
72 Stafford Street, Unit 304
Toronto, Ontario, M6J 2R9
Canada

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1 // Profile



Mission

Break down barriers to knowledge, learning and human potential



Vision

A world filled with opportunity, compassion and great stories



Mindset

Our mission and vision reach high; we remain grounded

Sandbox Inc. is a full-service, multilingual production agency that serves a range of clients across North America and internationally in the public sector, primarily educational organizations and post-secondary institutions, but also government agencies, legal and healthcare institutions, and non-profit organizations such as the UN. Our in-house team brings over fifteen years of experience in delivering cross-media graphic design, illustration and typesetting services. Sandbox can offer every service listed in the scope of this RFP: we always meet accessibility requirements (for US-based clients that's Section 508 and for all clients WCAG 2.1), from our interactive projects to our animated explainer videos to our graphic design, layout and typesetting services used for various communication purposes. We use industry standard software like Adobe Illustrator, Photoshop, InDesign, and XD for most projects while some of our more complex projects require experience with specialized software to design user experiences/interfaces (UX/UI), eLearning resources and platforms and custom-built interactive websites (infused with our high-quality graphic designs and illustration).

Since our first project in 2010, Sandbox has steadily built a roster of over 90 satisfied clients across the US and internationally, creating a reputation as an agency that delivers high-quality multimedia production services from beginning to end. Our recent US clients that we have provided services for include the Wyoming Department of Education, the Iowa Department of Human Rights, the Washington Department of Licensing, the Washington Pattern Jury Instructions Committee/Washington Administrative Office of the Courts (AOC), Maryland Judiciary, New Mexico Judiciary, Legal Services Vermont, the Kennewick Irrigation District, the Massachusetts Commission for the Blind, the Holocaust Education Resource Center, the UNICEF headquarters and UNDP's Bureau for External Relations and Advocacy (BERA) – both located in New York City. We are currently on the vendor list for the State of Utah and the Duluth Transit Authority to provide multimedia services.

Sandbox also has a long history of producing educational, promotional, and recruitment content for universities, colleges and other educational institutions and programs. Some of these clients include eCampus Ontario, York University, McMaster University, Nipissing University, Clover Park Technical College, Edmonds College, the Washington State Board for Community and Technical Colleges, the University of Toronto, Toronto Metropolitan University, Humber College, the University of Guelph-Humber,



/ agency

We help you inform, educate and inspire your audience.



/ labs

We develop technology to bring new ideas to life.



/ media

We ask questions, tell stories and share knowledge to inspire new perspectives.

Waterloo University, the Utah State Board of Education, the Ontario Ministry of Education and the Ontario Ministry of Training, Colleges and Universities. We understand the particular needs and expectations of post-secondary institutions.

Sandbox’s full scope of services is much larger than the services requested in the scope of this RFP. Currently, in addition to graphic design, illustration and typesetting, we develop technology that supports our agency work and our original content projects. On top of that, we are creating brand-new products in the education technology space, complimented by our multimedia expertise. Sandbox’s education technology platforms connect humans in a digital world. Two key projects we have created are *Dive* (an interactive case-study platform) and *Mighty* (a social media app that tracks students’ progress towards completing their degree, amongst many other aspects of “student life”) that are designed to enhance student learning in different ways and can be used in any post-secondary setting.

Why Sandbox is the Best Fit: Given our skills and extensive work in producing multimedia design content for US clients, post-secondary institutions, and educational organizations, we can create high quality graphic design assets that meet and exceed expectations in a variety of styles depending on case-by-case needs for specific colleges, departments and units at Virginia Tech. This is due to the design framework that we use, which guides every decision we make, how we approach new projects and how we communicate with our clients. To achieve high-quality graphic designs, illustration and typesetting deliverables (solutions), we start with analysis – to understand the position of the end user or target audience and what we want them to know and feel (i.e. what is being promoted, what information needs to be conveyed, and/or what action needs to be taken?). This analysis – which happens in tandem with client consultation – allows us to envision potential outcomes that suit our client’s needs. We then ideate to assess all the possible options, revise, and refine our designs on an iterative basis to narrow down potential solutions to the strongest, and finally, test the solutions and gather feedback to get a sense of how our designs will be received by end users. What also makes us unique is our commitment to flexibility at every stage of the production process, as we know that needs can change; we are used to multi-level approvals, and we pride ourselves in providing expertise and guidance to our clients along the way.

www.sandboxinc.ca

2 // Plan and Methodology

2A // Graphic Design, Illustration, and Typesetting Service

2A1 // Graphic Design

To ensure our responses are concise, we have made note of where our answers connect to answers provided in different parts of this proposal. Some of our descriptions of relevant samples also provide additional technical information that is requested in questions 2A1 to 2A3, which we have noted where applicable.

a. Describe your ability to provide creative direction, graphic design, project management, and production for a variety of communications formats.

We are storytellers at heart, with a collective passion for creating content that is engaging and effective – whether promotional or informative in nature. We have produced myriad content for many branding and promotional initiatives for clients around the world to introduce or raise awareness about these clients’ organizations and mandates to new or existing audiences. Some communication formats we have delivered include publication reports, brochures, booklets, guidelines, training manuals, facilitation material, technical reports, fact sheets, infographics, iconography, presentations, interactive graphics, data visualizations, animated GIFs and illustrations, mapping tools, interactive maps as well as social media campaign assets for various platforms. Our responses in section 2E // Project Management Approach and 2 // F Samples provide further technical details.

b. Describe your ability to design and prepare brochures and advertisements for print or digital delivery.

Our graphic design team is composed of members who have advertising experience including editing magazines, managing market research teams at advertising agencies, conducting advertising campaigns for political parties (including creating everything from business cards and brochures to bus banners to advertisements, including media buys). Our responses in section 2E // Project Management Approach and section 2 // F Samples provide further technical details.

c. Describe your ability to provide graphics for web pages (not web page design and production).

We often design and revise graphics for webpages and web design projects, which integrate innovative designs and interactive elements/graphics to enhance the user experience and ultimately help achieve promotional or educational objectives. We always adapt our content to fit the tone of voice that will best resonate with the chosen target audience and given our extensive experience designing content for students and faculty/educators alike, we understand these unique audiences. Some of these projects, described in section 2 // F

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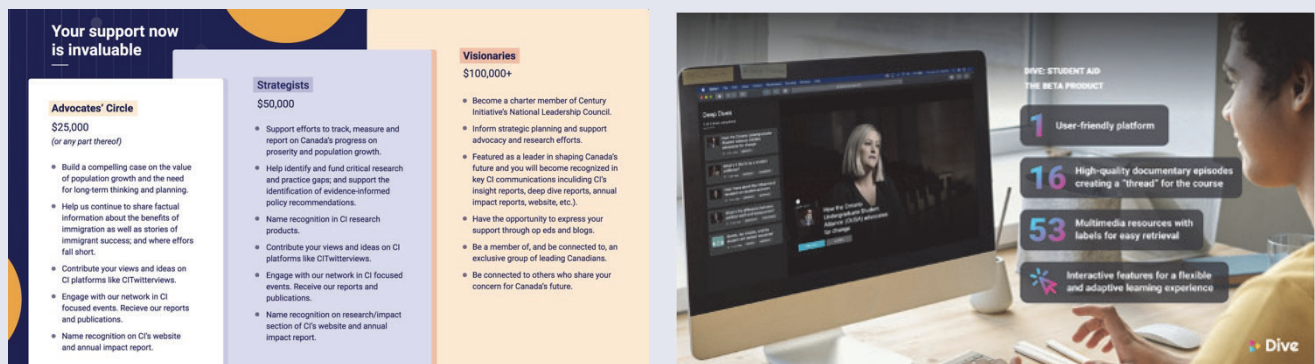
Samples include Century Initiative, Canadian Institute for Advance Research, Ontario Securities Commission, York University, the Laborers' International Union of North America and UNICEF Office of Research-Innocenti.

d. Describe your ability to conduct press checks and other quality control measures as needed.

Before signing off on a design for print we make sure a few things are checked by our graphic design and production management teams, which include checking with the press operator about the paper (e.g., type, weight, texture), that the color that matches the proof, if there are any deficiencies or flaws and if crop marks and knock-outs (spaces without ink) line up properly. Our quality control mechanisms are described in section 2E // Project Management Approach.

e. Describe your ability to prepare templates and content for PowerPoint, Prezi, and Keynote-based slides and for presentation.

Sandbox often creates PowerPoint templates with unique graphic design and animated elements that enhance pitch decks and presentation slides. Our slide decks are used in investor pitch meetings (for Century Initiative), and presentations at international conferences (for *Dive* and End Violence Against Children) further described in section 2 // F Samples. We also create PowerPoint decks for our internal training, onboarding, meetings, and project/idea pitches for clients.



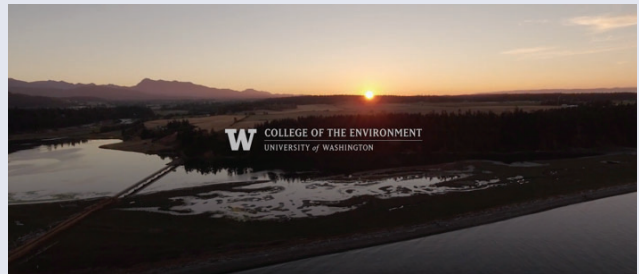
Left: Case for Support for Century Initiative (CI); **Right:** Pitch deck for *Dive*.

f. Describe your ability to provide any multimedia animation, image selection, or needed photography.

Photography: With our range of camera equipment and technical expertise to support our camera crew, we can easily provide photography services for events and in the field. We would help conceptualize the photography shoots to best capture the images that VT will be looking for, which may be a mixture of candid and portrait photos to develop personal narratives, capturing photos of guest/contributors at events or photography of the campus.

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Our photography can also enhance video production, marketing, and social media content. We are happy to discuss all options for photographic services with VT and how to assist with conceptualizing how photos can be used for various purposes. We have provided photography services for End Violence Against Children's *Safe to Learn* campaign and are creating a photography-based television show about nature and the built environment called *Edge of Frame* (currently producing season two). We are also currently providing photography services as part of a three-year contract for the British Columbia Ministry of Advanced Education, Skills and Training, each described further in section 2 // F Samples. We work with an extensive network of photographers, to manage structured photoshoots such as corporate environment/events as well as field shoots. Andrew Budziak is the producer and host of *Edge of Frame* and Taylor Hawkins is an award-winning cinematographer that has extensive experience working for clients such as Nike, NFL, Microsoft, and Amazon, and with Sandbox has conducted several projects with Clover Park Technical College, Edmonds College, and the Iowa Department of Human Rights.

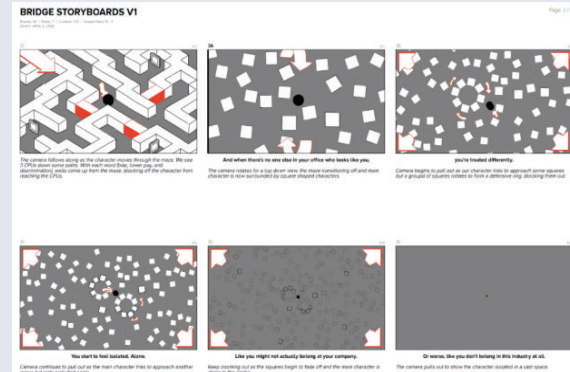
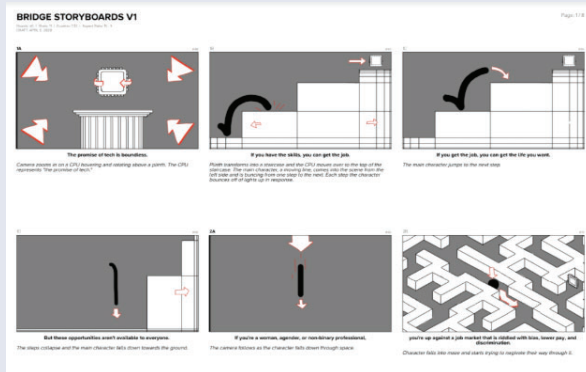
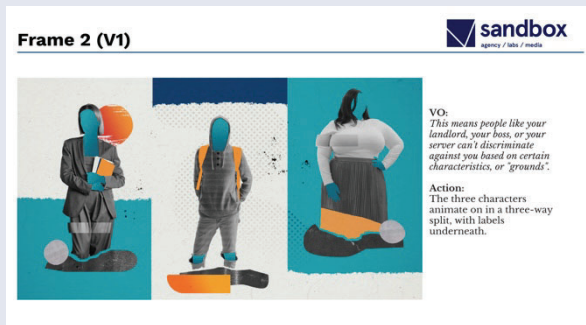


Top: Samples of Taylor Hawkins' photography for University of Washington; **Bottom:** Career photography for the BC Ministry of Advanced Education, Skills and Training.

Multimedia Animation: Having completed over one hundred animated videos for clients across the globe, we have extensive experience in producing a variety of videos that range from motion graphic text and archival/stock image integration to original live-action footage with animation, to fully illustrated animations. Once we get an understanding of the design direction and have a script written, the next step of the process is to create

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“styleframes”, which usually include a specific stylistic approach to the project (often with multiple mock-up options for our client to choose from), and key parts of the script/copy are visualized as frames. If the color palette, use of branding, and overall visual direction is approved, we proceed with storyboarding. Storyboards are a regular part of our animation and mixed-format video workflow and are a necessary tool when defining video series or campaigns so that there is consistency across the content. We use this process to visualize each frame of the video, while also highlighting the movement and transitions that are associated with the text or voiceover in the script/copy. Our animation process described in further detail in section 2A2g.



Top: Design stage styleframes for BC Human Rights Animation; **Bottom:** Frames for Bridge School Animation storyboard.

Image Selection: When creating reports and other graphic design work, we have selected images from stock libraries for projects clients including End Violence Against Children, UN OHRLLS and the Canadian Institute for Advanced Research (CIFAR) which are further described in section 2F // Samples. We are also experienced with integrating still images or footage, on-screen text, on-screen lower third titles or logo animation for our clients which is further described in section 2A2e.

- g. Describe your ability to coordinate the consistency and quality of materials and continue project management through production and delivery of final product.

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Our entire production management approach is outlined in section 2E // Project Management Approach.

h. Describe your ability to produce projects that meet 508 requirements including accessible PDFs and presentations or templates.

Sandbox follows the Web Content Accessibility Guidelines (WCAG 2.1), which is an internationally accepted standard for web accessibility developed by experts from the World Wide Web Consortium (W3C). We also comply with the Accessibility for Ontarians with Disabilities Act (AODA) and the requirements listed under the Information and Communications Standards, which is equivalent to the Americans with Disabilities Act (ADA). Our graphic designers, illustrators, animators and editors aim to incorporate inclusive design in their processes by following WCAG 2.1 and AODA/ADA guidelines as a minimum benchmark. The guidelines are incorporated into our team's scheduling process, where we set aside specific time to ensure that accessibility guidelines are followed. Some examples include providing alternative formats to visual information (image description and alt-text), ensuring appropriate font sizes, maintaining a 4.5:1 color contrast ratio to adequately distinguish elements on the page (digital & print), and logical information architecture with tagged semantic roles (where applicable on websites or PDFs). For video productions our team ensures that videos are paced properly, and that closed captioning or subtitling is provided, among other considerations. We are open to discussing the level of WCAG compliance required on a project-by-project basis.

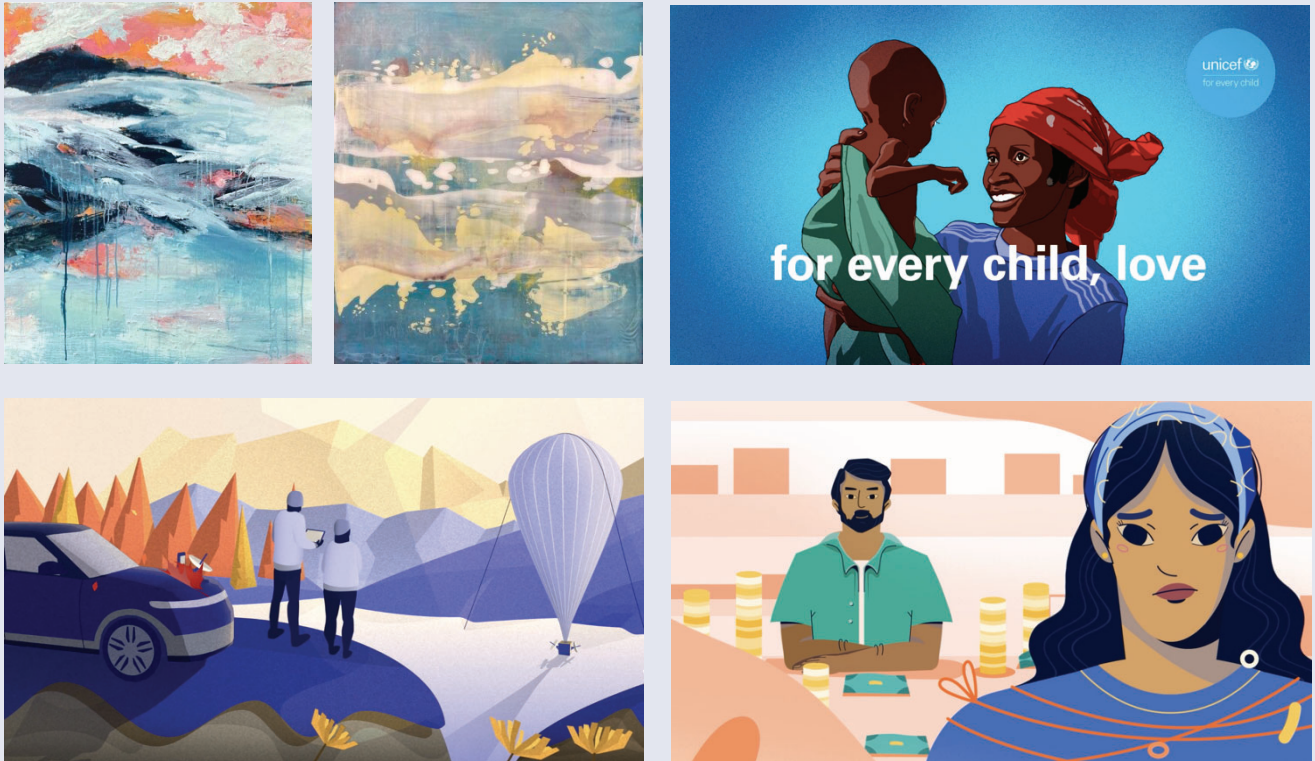
Our senior graphic designer, Lindsay Smail has received certificates in [*How to Make Accessible PDF Documents*](#) and [*Accessible InDesign Documents*](#), in 2019 from Accessibility Services Canada.

2A2 // Illustration

a. Describe your ability to provide analog illustrations or works of art on paper, canvas, or other media; Not limited to watercolor paintings, pen and ink, graphite, oil paintings, collage, gouache, acrylics, colored pencil, marker, or other materials, mixes of material or mixed media used to communicate a visual idea in the style of the Contractor.

Each member of Sandbox's graphic design team is a talented artist in their own right and are comfortable producing analog art across mediums, styles and with any materials requested by our clients. Some examples of artwork produced by the members of our proposed team are shown below.

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Top: Artwork designed by Sandbox team member; UNICEF Branding Guide illustration; **Bottom:** Century Initiative branding illustration; International Organization for Migration illustration for The *Migrant's Journey* series.

b. Describe your ability to provide digital illustrations and/or 3D renderings.

As described in section 2A1f, each of our over 100 animation projects that we have created in the previous seven years start with “digital illustrations” which encompasses the storyboarding and illustration phase that comes before animating. Each illustration is digitally or hand-drawn for each scene, and then animated to bring all the elements within the scenes together with movement. Our static illustrations have also been used on websites and in graphic design products such as reports and brochures. We are working with the WorkSafeBC to create hand-drawn style animations that will mimic the actions of live-action footage, giving the visuals a 3D-feel. Sandbox also collaborates with animators who have created dozens of 3D animated videos and whom we can bring on board for any projects under this contract that require 3D rendering.

Furthermore, our proposed animator/motion editor (Andrew Olivares) is proficient with Element 3D that allows actual 3D models to be created from scratch or exported to Adobe After Effects, to be rendered and composited at a high level of quality and impressive speed. Sandbox’s further 3D rendering experience is described in section 2A2g, with a specific focus on providing virtual reality training scenarios.

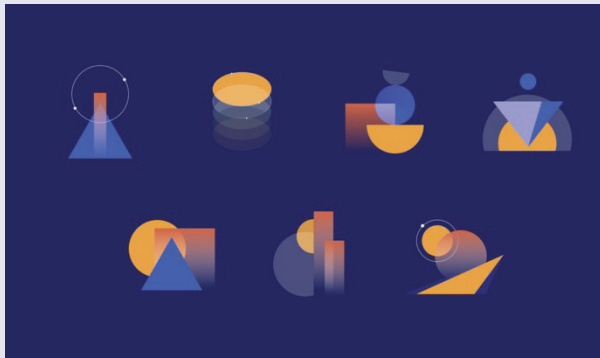
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c. Describe your ability to provide info graphics or related numeric models or visual numeric forms of design communication.

We have provided info graphics, numeric models and data visualizations for a number of clients including End Violence Against Children, the Canadian Institute for Advanced Research (CIFAR), UNICEF Belize and the Laborers' International Union of North America, which are further described in section F // Samples.

d. Describe your ability to provide creative or illustrated themes for recurring use as illustrated elements, design elements, patterns, graphic design overlays, underlays, etc.

We have provided illustrated themes, elements, patterns, graphic design overlays and underlays for a number of clients including Century Initiative, End Violence Against Children, UNICEF Belize and the Laborers' International Union of North America, which are further described in section F // Samples.

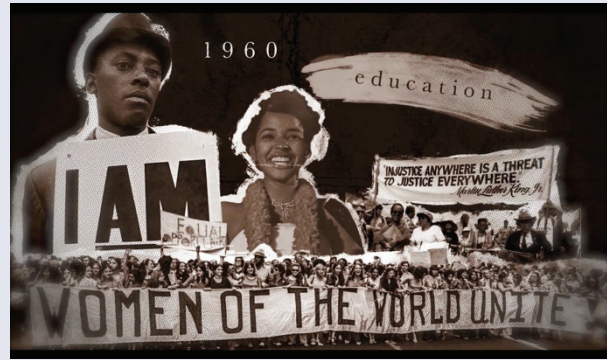


Left: Illustrated theme for Century Initiative brand refresh; **Right:** Graphic design and template for UNICEF Belize factsheets/info graphics on National Health.

e. Describe your ability to provide photographic collage or photo illustrations (digital and analog).

We have provided photo collages for many clients which include the Minister's Advisory Council on Indigenous Women (MACIW), *Green Careers* for Work British Columbia (BC), the First Nations Health Authority of BC, two videos for BC Office of the Human Rights Commissioner, the Kennewick Irrigation District, McMaster University, the Iowa Department of Human Rights, the Canadian Museum of Immigration at Pier 21, Statistics Canada, the Wyoming Department of Education, End Violence Against Children and a *Guide on Storytelling* for UNICEF. Some of these projects are further described in section 2F // Samples.

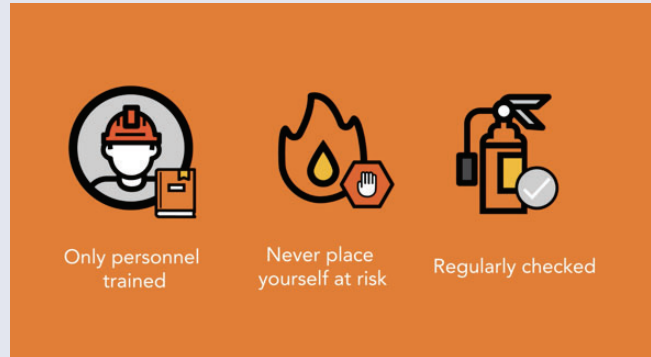
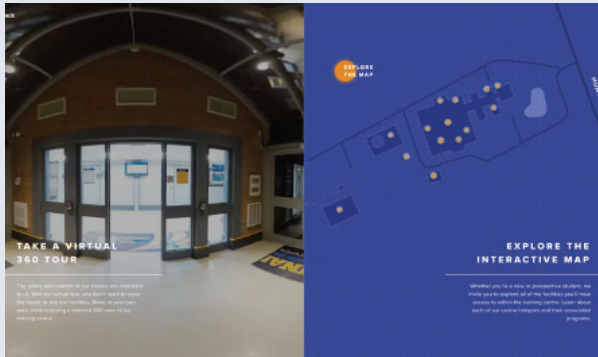
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Left: Photo collage for End Violence Against Children, *Safe to Learn* campaign; **Right:** Animated collage for the Iowa Department of Human Rights.

f. Describe your ability to provide maps, illustrated wayfinding content, and signage icons.

As mentioned in our earlier response, one of our proposed team members Lindsay Smail has experience producing illustrated wayfinding and signage content for large scale campaigns. For New Brunswick Power we created training content that features iconographic signage on the topics of health and safety, and for the Laborers' International Union of North America (LiUNA) Local 183, we created an interactive virtual tour that also maps out a training facility, described further in section F // Samples.



Left: Illustrated wayfinding virtual tour for LiUNA 506; **Right:** Icons for New Brunswick Power.

g. Describe your ability to provide multimedia illustration, animation, or virtual reality experiences.

Multimedia Illustration and Animation: We can design, illustrate and animate in numerous visual styles. In addition to illustration (hand-drawn or digital) and photo-collage mentioned earlier, we have created whiteboard animation, motion-graphic

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animation (typically graphic design compositions featuring iconography, text or images where motion is integrated), and character-based animation., all in 2D or 3D formats. Characters can be fully fleshed out or simplified in a more iconographic way where abstract figures are designed to indicate different groups of people playing different roles, allowing representation of the target audience of a specific department or office, for instance. This can be a stylistic choice, or a choice based on timeline or budget constraints. We can visualize a range of outfits/landscapes that will speak to the tone and messaging of the desired visual product, specific to the topic, objective or demographic/culture of the audience. After characters are developed, we go on to character rigging, which is the process of taking a character design, creating individual assets based off the character model. This is where functionality and design of the character are brought together. To accomplish this, we ask some preliminary questions in the pre-production phase that will affect the rigging (e.g., what is the character doing, what is its purpose, what design should be avoided so as not to over-design and introduce potential for errors?). Rigs can be simple or complex depending on the project objectives. The next phase is compositing, which is the process of putting all the separate elements together into the project file, before animation. This includes organizing and laying out the sequence of shots in a master composition within the timeline of the video editing software (i.e., After Effects). Assets are imported and arranged within their respective scenes (including any technical visual aspects like camera positioning, lights and shadows and other elements if necessary). Most of the technical aspects of projects are handled during this phase, and often team members work together to identify and resolve any potential issues that may arise from this process. Once comping is completed, the remaining work is to then introduce the finer details of the animation. The final animation process involves connecting the movements starting with the broad movements and working towards the finer, more specific ones.

Virtual Reality: Sandbox began expanding its service in 2019 into the areas of virtual, augmented, and mixed reality (VR/AR/MX), exploring the processes for creating scenario experiences specifically for training and assessment purposes. We have created a virtual tour for Laborers' International Union of North America Local 183, described further in section 2F // Samples. Sandbox has been conducting research on the area of VR and is developing a VR tool to serve one of our client's (United Association) training assessment needs for various Red Seal construction trades further in section 2F // Samples.

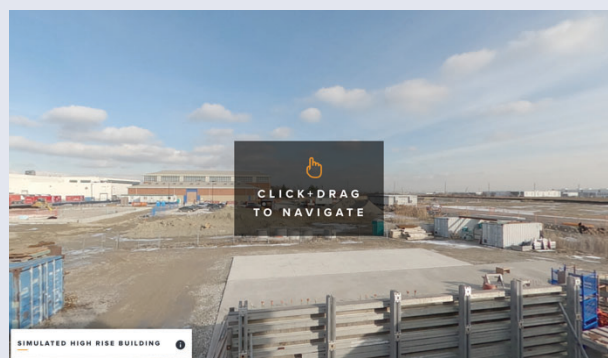
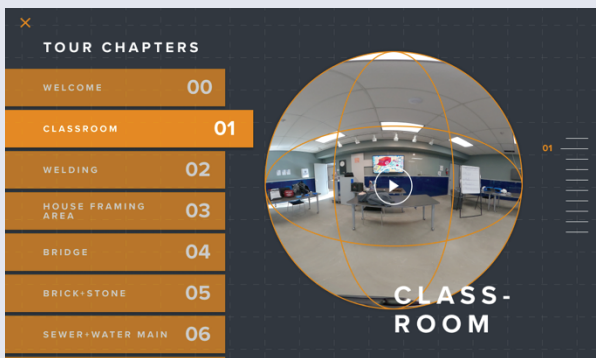
Given our deep understanding of media and education, we know that VR, AR, and MR technologies present vast potential for the education and training sector, for both skill development and assessment. Sandbox has three key VR service areas for skill training and testing:

1. **Interpersonal and soft skill development:** As researchers and industry professionals increasingly recognize its potential for interpersonal and soft skill development, Sandbox has been aligning its graphic design, 3D animation, and mixed media productions with simulated environments that enable learners and trainees to encounter unique scenarios that are specific to developing soft skills within their field. Some examples of this work are focused on encouraging behavior change in

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areas such as workplace diversity and inclusion, job interview preparation, teamwork and team management, stress mitigation, and language skills.

2. **Technical skill development:** The use of VR or MR allows for workers to experience simulations of high-risk or emergency environments without any actual risk. This allows for training and testing without the need for any real-world danger or costs. By tailoring VR simulations and combing them with interactive elements (i.e., specific tools, equipment, physical objects relevant to the role/scenario), technical skills and expertise can be developed and assessed within 1:1 scale replica.
3. **Spatial orientation and observational skill development:** We use 360° live-action filming to capture real-life spaces, or 3D modelling to create new characters and environments that can a wide range of professional spaces and realistic training environments, from factories or manufacturing facilities to office spaces or home environments. Simulated experiences of these spaces allow workers to fine-tune their spatial orientation and observational skills to identify risks or hazards in their workplace. These tools can simultaneously measure aspects such as reaction time, attention to detail, and level of focus. Sandbox's dual areas of expertise in narrative creation and instructional design give us a unique combination of skills.



Top: United Association (UA) VR Assessment mock-ups; **Bottom:** LiUNA Local 183 Virtual Tour.

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2A3 // Typesetting

a. Describe your ability to typeset a document ensuring the document meets 508 requirements for digital accessibility.

All our graphic design work includes typesetting. See response to section 2A1 and samples of our work detailed later in the proposal.

b. Describe your ability to typeset and prepare multipage, multichapter documents for print or electronic media.

Sandbox has prepared the layouts and has typeset many different types of communications materials for many of our clients which include multiple reports, brochures and event materials for Century Initiative, workshop material for the Canadian Institute for Advance Research (CIFAR), multichapter reports for United Association, UN OHRLLS and UNICEF Office of Research-Innocenti, multiple documents for End Violence Against Children, and many others, further described in section F // Samples.

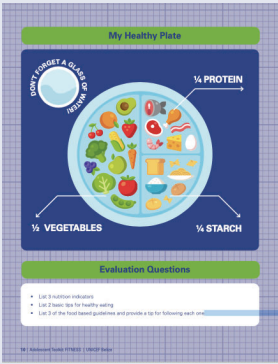


Table 3: Evidence on age-related development, expectations and non-work involvement. A detailed table with multiple columns and rows of data.

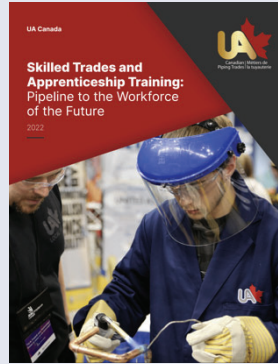


Table 3: Projected supply and demand for certifications - UK trades on top 10 Best Best trades in 2021-2025. A table with columns for Trade, Estimated Demand, Estimated Supply, and Organizational Demand.

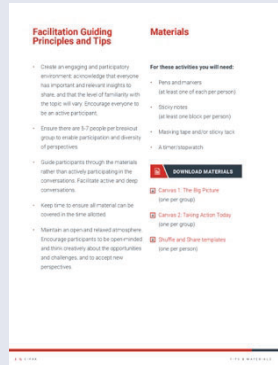


Table: Styles of government intervention. A grid showing different formal and informal ways and levers for government policy makers.

Top: UNICEF Belize Toolkit; Office of Research-Innocenti What Makes Me? Report illustrations on landing page; United Association report on Skilled Trades and Apprenticeship Training: Pipeline to the Workforce of the Future graphic design and layout. Bottom: CIFAR AI Futures Policy Lab Facilitator Guide graphic design and layout.

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- c. Describe your ability to place illustrations, figures, tables, images within a document that meets 508 requirements for digital accessibility.

See response to section 2A1.

- d. Describe your ability to create tables and graphs that meet 508 requirements for digital accessibility.

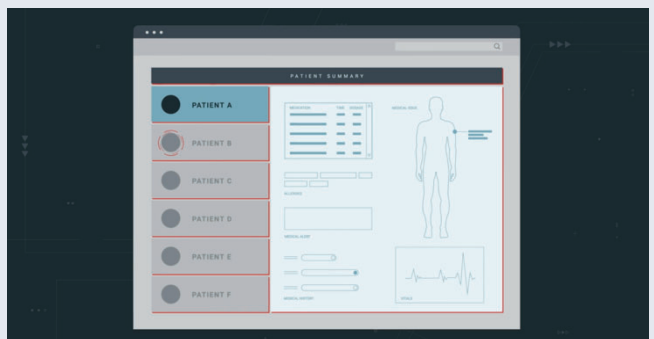
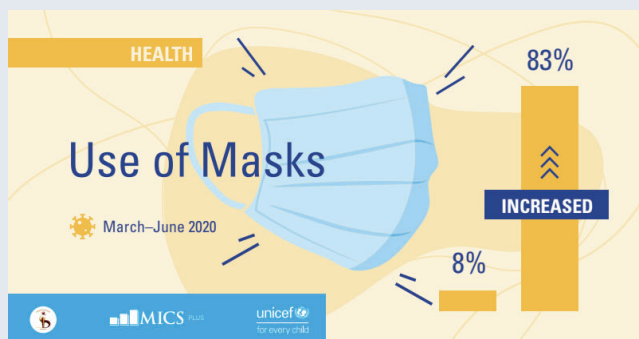
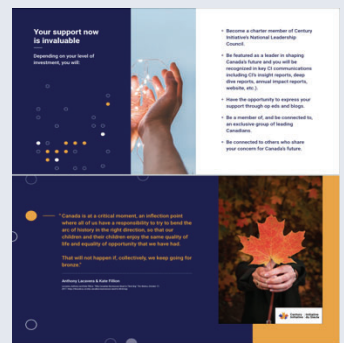
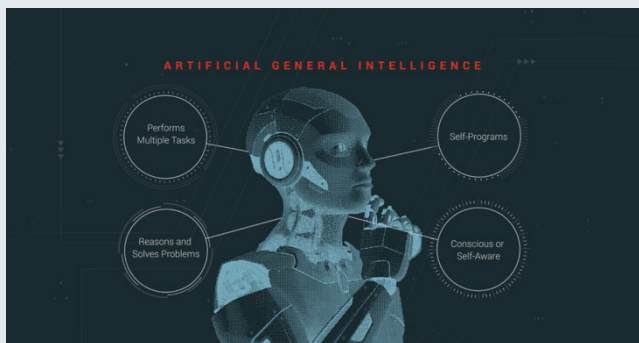
See response to section 2A1.

- e. Describe your ability to prepare templates and content for Word, InDesign, Adobe Acrobat, and presentation formats that meets 508 requirements for digital accessibility.

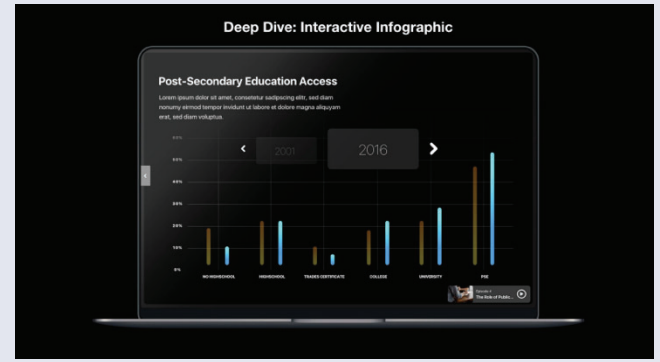
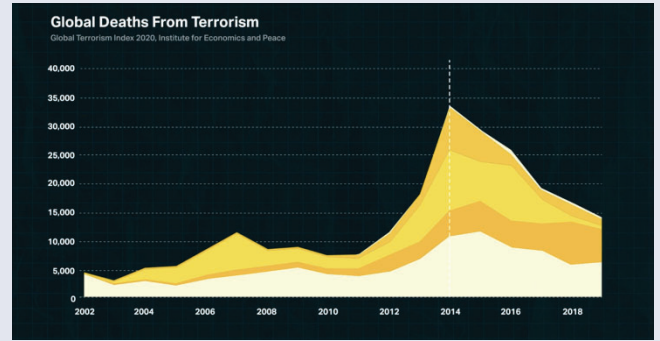
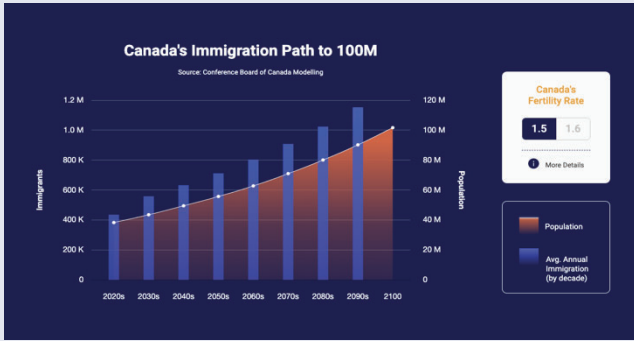
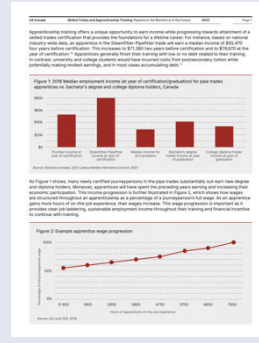
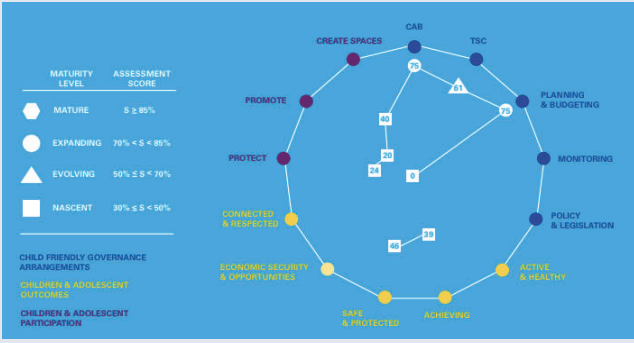
See response to section 2A1. Sandbox has also created templates for UN OHRLLS as part of their branding refresh, and for each of the projects for *Dive*, Century Initiative (CI) and End Violence Against Children's *Safe to Learn* campaign, Sandbox created Word and PDF templates for external-facing client documents (i.e., contracts, invoices, concept documents, proposals, etc.), and presentations in both PowerPoint and PDF format, which has been described in section 2A1e and are each further described in section 2F // Samples.

- f. Describe your ability to coordinate the consistency and quality of materials and continue project management through production and delivery of final product.

Our entire production management approach is outlined in section 2E // Project Management Approach.



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(From previous page) Top: CIFAR graphic design for AI Futures Labs workshop; UNICEF Belize Toolkit and Belize Ministry of Health data visualization graphic design; Century Initiative Case for Support pitch deck; **(From this page) Top:** UNICEF Belize SCFM report; United Association report; **Middle:** Century Initiative interactive *National Scorecard*; UNDP Preventing Violent Extremism (PVE) graphic design; **Bottom:** LiUNA Career Paths Microsite and Virtual Tour; *Dive* data info graphic.

2B // Client Communications and Meeting Deadlines

We work with each individual client to establish a communication approach that suits their needs. We encourage our clients to articulate and direct the amount and type of communication desired. Generally, we provide progress reports on a consistent basis throughout the production process, and keep our clients updated on all milestones and significant production developments. Our production manager is the direct link to all our clients and our team is accessible to our clients during all phases of production for

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collaboration, consultation, advice, and any service needed. We know that developing ongoing relationships with our clients is the key to the success of any collaboration. That is why we set up consultation discussions with our clients prior to and following the production of every project. The belief that the viewer's engagement with the produced material is just as important as the production of the material itself is at the core of our communication philosophy, as it informs our choices around how to best approach or engage with target audiences.

Meeting Deadlines on Short Turnarounds: We are a customer-focused company, which means our responses to clients are timely and straightforward; we respond to emails promptly (with 24 – 48 hours), set up phone conversations regularly to clarify as needed, and we provide fast turnaround times on all projects. We are committed to meeting tight deadlines which is why we are currently on and have held many long-term agreements with organizations such as the Canada School of Public Service (CSPS) and Statistics Canada which both request multiple task authorizations to be delivered every month; eCampus Ontario which requires longer-term projects called client supplier agreements with different post-secondary institutions to be completed; and, the Ontario Securities Commission for whom we are the sole vendor on contract which necessitates an immediate response and quick turnaround time. Furthermore, since 2017, we have held and currently hold multiple long-term agreements with UNICEF, having worked with separate divisions within the organization as well as with different country offices, including the headquarters in New York, as well as teams in Ho Chi Minh, Geneva, Copenhagen, Rome, Podgorica, and Belize City. We currently hold LTAs with UNICEF Supply Division, UNICEF New York, and UNICEF Montenegro, as well as with UNICEF's Individual Giving team within the Private Fundraising and Partnerships (PFP) Division. Sandbox has continued to be awarded many multimedia projects for UNICEF's internal and external global audiences such as various illustration, animation, branding and data visualization work for the Digital Strategy Section, Office of Research – Innocenti, and the Division of Data, Research, and Policy.

We have also held LTA contracts with the Organisation for Economic Cooperation and Development, the World Health Organization, the World Intellectual Property Organization, the World Food Programme, and End Violence Against Children. We always work within any scheduling restrictions or constraints of our clients, including hard deliveries, and we look forward to the opportunity to customize our services to align with the desired turnaround times of the specific college, department, or unit at Virginia Tech.

Remote Work: We often carry out all project phases and review processes virtually. Given the current Covid-19 environment, virtual communication and delivery is the foreseeable norm. Our Toronto office/editing/storage facilities are always available to host resources and files during development as well as during production and post-production.

On-site Work: Sandbox works with multiple production crews located across the United States. We have team members who frequently work on the US east coast and if a project

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requires extensive on-site work, we assign our closest team members whose skills and style best fit the job.

2C // Brand Guidelines

We emphasize the importance of two key elements to ensure messages are effectively delivered: 1) alignment with brand guidelines; and 2) creating content that is tailored specifically for target audiences. Given Sandbox's vast experience in communicating high-level messaging in a consistent way, all informational and promotional material will align closely with the Virginia Tech brand identity guidelines and the specific department or unit that we are working with. Aspects such as the color palette, tone of voice, typeface, wording, spacing, etc., found in the guidelines are all factored into our production processes. We often provide our clients with multiple design samples to get a feel for the type of graphic design, layout, illustration and/or animation style that speaks to them.

We confirm that should a high-level communication objective shift during or after the course of a project, Sandbox gives the appropriate authority at Virginia Tech the right to edit and use the material in any way it deems appropriate as to meet the updated needs/direction of the project objective and its stakeholders (within limitation, as usages for television or commercial broadcast require higher fees for any third-party licensed material). If there is any third-party material, we will make a note of this in the planning phases of the project.

2D // Original Content

With respect to content created by Sandbox, we acknowledge and agree to the terms that any original work submitted will not previously have been published. Virginia Tech will own all rights, title, and interest in any content, in any format that Sandbox provides under contract.

If the final product includes sourced content, and to ensure that copyright or trademark rights are not being infringed upon, we will purchase or acquire the rights to that asset (if available), which we will then be transferred to the University when projects are submitted. We take the licensing of images and music (for animated projects) very seriously. If we don't create the asset ourselves, we use a variety of sites for sourcing the best and most appropriate visuals and music for projects. However, due to regulations with the majority of image and music licensing websites, we cannot guarantee full copyright ownership by the client of any material not originally captured by Sandbox. We also cannot guarantee the ability of the client to own alterations, derivatives, edits, or remixes of the licensed material. If the animation style includes a collage, where a mix of photos would be involved, then those will be sourced through the public domain, or a proper license will be purchased. If the project is to be open-licensed, under say a CC-BY licensing structure, where the material is completely open for sub-licensing and remix, then we encourage that

this discussion about specific copyright/licensing terms happen early in the consultation phase, to avoid miscommunication down the road.

2E // Project Management Approach

Building Schedules: We build adaptable, realistic schedules that ensure projects can be delivered on time and to a high level of quality. We are committed to delivering projects within agreed upon deadlines. We build our schedule framework with contingency time in mind, which is critical to all our productions. We understand that approval delays can be a normal part of the process, and account for potential delays from the first day of pre-production. Our standard of practice is to deliver all deliverables in advance of when the client needs them, and to complete projects ahead of the deadline whenever it is possible.

Our production manager oversees day-to-day logistics, ensuring that all team members are on schedule. This involves:

1. Having weekly meetings with key team members to monitor work progress, identify and discuss any scheduling concerns, and ensure the whole team understands the schedule targets on an ongoing basis.
2. Maintaining consistent contact with both the client and team members.
3. Communicating schedule progress (via a Gantt chart or similar) and potential concerns to Sandbox producers and establishing ways to mitigate schedule issues or reconfigure schedule as needed.
4. Meeting with clients to relay updates/reports on progress and report back to the team with any feedback (on an as-needed basis).

Quality Assurance Mechanisms: Sandbox maintains a rigorous series of review processes that start before the project commences. Carefully selecting our team members and scheduling their time appropriately is crucial to the success of any project we engage with. As such, our production manager keeps diligent track of the progress of all deliverables from start to finish and through every round of review within internal as well as client-facing trackers that we would share with any contacts at Virginia Tech should we be awarded this contract and any resulting projects. Sandbox has intentionally developed these robust and flexible internal trackers because of our deep understanding of working with and communicating with clients on creative media projects. We always look for opportunities to improve how our trackers work and have used this strategy throughout our company history. Through working on many projects that require multiple deliverables (across numerous types of creative media) in short timeframes, all Sandbox staff are aware of the quality assurance procedures and risk mitigation measures which are integrated throughout each step of Sandbox's process.

Creative Direction: Sandbox concentrates on an extensive pre-production phase, especially for graphic design and illustration projects. Our executive producer and producer begin projects by sitting down with the client for a consultation to establish a core concept and creative direction before our team develops the concept further. We select

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each team member according to the objectives outlined by the client and the content and aesthetic we believe would serve these projects.

Consultation: In the consultation phase, Sandbox thoroughly ensures we understand the project's background and objectives. In addition to executing the contract and discussing terms, we would communicate regarding target audience, aesthetic approach, subjects, timelines to adhere to, and initial logistics to get the ball rolling. If there are subject-matter-experts at the client's organization, we work with them in the research phase to ensure we're communicating all content accurately.

Revisions: During the production process, to facilitate a smooth workflow and to adhere to tight deadlines, we always discuss the importance of the approval process with our clients early on in a project. We find that achieving final approvals can be the most unpredictable element in our production pipeline, and we have a deep understanding of the delays that might occur from this in the process. We strive to anticipate these potential delays early on, to build realistic schedules and keep our internal production processes efficient.

The tools we use for the revision process are Figma (an interactive interface) for graphic design or Vimeo review pages for videos. These tools allow clients to share their feedback clearly and efficiently, as they can make remarks directly on each design or video. We share files online using a mutually agreed upon platform such as Google Drive, Dropbox or SharePoint.

Pre-Production: In pre-production, Sandbox synthesizes concepts with graphics, illustrated and video references, to align with the client's expectations and to seek approval. Logistical planning begins once the concept and approach are locked, with the client approving final schedule and assisting with any technical concerns (if applicable). With animated projects, this phase involves storyboarding, which requires client approval, as well as landing on key design and branding elements.

Production: Our production manager offers daily updates (if required) to the client regarding the progress of deliverables. In this phase, Sandbox and the client communicate regarding any technical specifications, developments/changes in the design or schedule, and any updates/concerns for post-production. With animated projects, this phase is the actual illustration and animation of the assets designed in pre-production, so there is less need for client involvement until the first draft is ready for review.

Post-Production: Sandbox provides the client with all source files, the project data, revisions and feedback. For animated projects, this includes transcripts and sound design/mixing, and final delivery, including file types and delivery format.

Team Overview/Bios

Boaz Beerli, CEO/Executive Producer: Oversees every Sandbox project from start to delivery, approving all aspects before delivery to the client. He is responsible for all

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company operations in Canada, the US, and abroad. Boaz is a graduate from both the University of Toronto (BA) and York University (MFA), and is a producer with over 20 years of experience in the realm of visual media. Before forming Sandbox, Boaz served as a media and film instructor at York University and acted as the director of media at InfoScape Lab at Ryerson University, where he hosted research projects and developed software-based research tools, interface designs, and research methods on the use of new media platforms.

Laura Fox, Producer/LX Designer: Serves as a creative and client relations touchpoint on all projects to develop concepts. She provides creative direction to our team, writes and proofreads content, including copy for digital and print products, and scripts. Laura completed her MA in Communications and Culture from York University and has a combined background in international development and communications with nine years of experience.

Sarah Peterson, Producer: Similar to Laura, Sarah acts as a key contact for creative and client relations on projects at different stages of production while also providing in-house creative direction for our team which includes writing and proofreading scripts, editing and writing copy for digital and print products. Sarah has a Master of Journalism degree from Carleton University and spent close to six years at the Canadian Broadcasting Corporation in a series of progressive leadership and producing roles before joining Sandbox.

Madelaine Sawyers, Production Manager: Coordinates all moving parts on every Sandbox project by creating and managing project schedules, organizing budgets and expenditures, booking team members and locations (if required), communicating with clients for planning and logistics, and ensuring that the appropriate materials and information are given to the appropriate team members in a timely fashion. Madelaine has five years of experience coordinating and producing a wide variety of media content. She has a Bachelor of Media Production from Ryerson University where she focused on documentary production, with a slant towards socially conscious subject matter.

Lindsay Smail, Senior Graphic Designer: Lindsay is accredited with the Association of Registered Graphic Designers (RGD) and brings over 20 years of experience in graphic design, with has specific expertise in creating digital and print materials specifically for the education, public and social services sectors. She has managed graphic design projects with the Government of Ontario and has a strong grasp on print production, having produced logos, stationary and visual identity guides, signage, banners, and book covers in physical formats. She also produces infographic report work that is disseminated in digital and print format, which includes brochures, displays, annual reports and graphics for social media channels. Most recently Lindsay worked with us on UNICEF/End Violence Against Children's *Safe to Learn* campaign assets.

Kiija Gargarello, UX/Graphic Designer: Works between the illustration, animation and graphic design teams to design and develop a range of digital and print assets and also

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maps out UX elements for web products, working closely with UI and software developers if needed. Kijja is a graduate of the Media Theory and Production program at Western University, a unique collaborative degree where she earned her Bachelor of Arts in Media Information and Technoculture, as well as a 2-year diploma in Interactive Media Design from Fanshawe College. With a diverse design background, Kijja has worked collaboratively within multi-disciplinary teams, creating quality print and digital materials, developing and maintaining corporate brands, and designing meaningful digital experiences for users.

Phil Scarano, Senior Animator/Illustrator: Works within Sandbox's animation team to storyboard, illustrate assets, and animate. He began his motion design career with the Australian Broadcasting Corporation (ABC) in 2006 where he worked on a wide range of programs as part of a small team and on his own. With ten years of experience as a full-time motion designer in broadcast media, he has transitioned to working more with studios and agencies and since joining Sandbox, Phil has had a hand in a wide range of illustration, animation and graphic design projects.

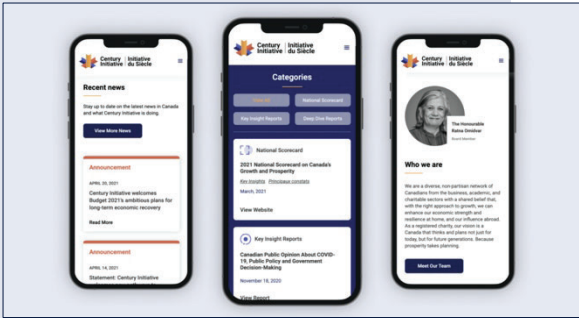
Andrew Olivares, Animation/Motion Editor: Creates motion graphics and integrates them with live-action footage and images. He also provides support to the animation team to produce educational content, explainer videos, and mixed media format videos. He is a multidisciplinary and versatile video artist who is passionate about creating unique visual content that engages and tells a story. A perpetual student and self-taught in many ways, Andrew graduated from Seneca College with a Diploma of Digital Media Arts in 2009.

Andrew Budziak, Director/Cinematographer/Photographer: Composes images, operates the camera, finds the best way to shoot a story, while overseeing all narrative and aesthetic elements of videos. Andrew Budziak is a photographer, filmmaker, journalist, and web series host. He has been working behind and in front of the camera for over 20 years. With a previous career as an Emergency Programs Officer, he has experience working in the immediate aftermath of disasters and inhospitable environments. With Sandbox, he is currently working on the second season of *Edge of Frame* and with United Association to produce video and photography. His past clients have included CBC, BBC Earth, the Toronto Star, BlogTO, and Vox.

Taylor Hawkins, Director/Cinematographer/Photographer: Taylor Hawkins is an award-winning director and cinematographer who uses his strong eye for detail to capture cinematic imagery, and his intuitive sense of story to provide expert interviewing. Taylor's work has landed him the 2014 Telly Award, as well as the 35th Annual Sports Emmy. He also recently won awards in all categories at the Tacoma Film Festival for his short documentary *Medieval Martha Stewart*. He has extensive experience in camera operation, Steadicam and aerial photography, sound operation, lighting, editing, and post-production color.

2F // Samples

Graphic Design, Illustration, Typesetting



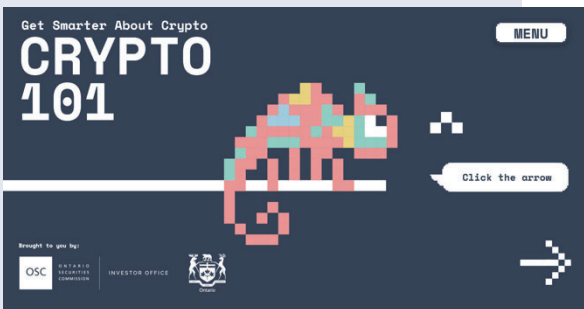
Century Initiative (CI): For CI, we produced a branded animation to clarify CI’s mandate. We designed and formatted different types of reports for Century Initiative including *Key Insight* reports (short, focused summaries of critical issues for policy- and decision-makers), *Deep Dive* reports (explorations of specific issues to identify particular policy recommendations for consideration), *Impact* reports (summaries of CI’s annual key activities and impacts), as well as cases for support and pitch decks that were used in presentations to CI funders. Our design and layout work are supporting how CI is shaping policy and practice on issues relating to immigration, urban development, employment and entrepreneurship, early childhood support, and education. We also recently coordinated the printing of summary booklets of this scorecard document, which were mailed to participants for a Globe & Mail Toronto event that happened in spring 2022.

Investor Pitch Deck

Promo Animation

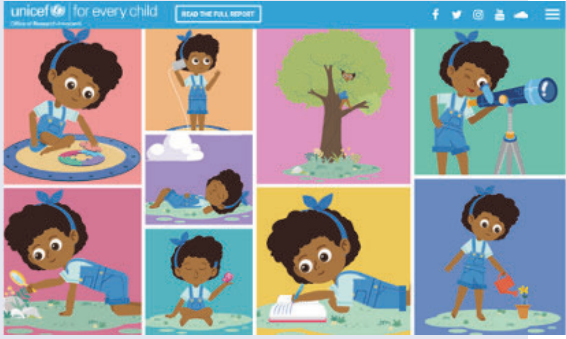
National Scorecard

National Report



Website

Ontario Securities Commission (OSC): Get Smart About Crypto: For this project, the OSC sought to update their look and feel of their ‘GetSmartAboutCrypto’ website. We provided illustrations of various iconography and looped animations of a “Crypto Chameleon” who helps guide viewers through the website and the content related to the ever-changing field of cryptocurrency. The purpose of the website and our work is to advocate for a better understanding of what cryptocurrency is, how it works and how it is regulated. Ultimately, it is the goal of the OSC is to better protect citizens (young or old) from unwillingly purchasing bad assets in the crypto market.



Report

Website

Disrupting Harm Animation

UNICEF Office of Research-Innocenti: We created illustrations, animations and an interactive microsite to compliment a multi chapter report on the *Core Capacities for Living and Learning in Childhood Experiences*. The capacities (and illustrations, animations and graphics we subsequently created) are relaxing, observing, listening, inquiring, reflecting, sensing, empathizing, embodying and discerning patterns. Each of these capacities is a chapter in the final report, *What Makes Me?* which we typeset. Sandbox also produced a series of nine animations and nine associated infographics for the Disrupting Harm program. The animations were between 30 - 45 seconds in length with English voiceover and subtitles.



Report

Brand Guidelines

The United Nations Office of the High Representative for Least Developed Countries, Landlocked Developing Countries and Small Island Developing States (UN-OHRLLS): We conceptualized and implemented a rebranding initiative for UN Most Vulnerable States (UN MOVES), formerly (UN-OHRLLS). This office of the UN Secretariat that assists the world's most vulnerable countries, with a vital mission to mobilize international support and advocate for the economic, social, and environmental needs of these often overlooked member states. The rebranding processing included a research and discovery phase that led to a new name, and tagline; graphic design of a new logo as well as layouts/templates for standardized business cards, email signatures, social media cards, and pull-up banners; plus, a new brand guide including a rollout guide advising the office staff on how to integrate the new language and logo into their work. As a second phase of the project, we are producing four mission films, the first of which will be launched alongside the rollout of the new brand.



Video

Bridge School: We developed this branding/promotional animation for Bridge School, a non-profit organization that provides free advanced training and professional development by industry experts to women, non-binary, and agender tech workers. We used an abstract illustration style, with clean lines and personified shapes, in combination with the Bridge color palette. The fluid motion design compliments the conversational script, effectively conveying Bridge's messages of diversity, inclusion and professional development.



Online Toolkit

Facilitation Guide

Worksheets

Canadian Institute of Advanced Research (CIFAR): CIFAR launched their AI Futures Policy Labs in 2018 and required a redesign of the workshop materials (amongst other brand assets, such as their website which we also provided graphic designs for). Our designer collaborated closely with the client to assess their needs and discuss a new design direction. In addition to keeping with CIFAR’s visual identity, the worksheets had to be made available in a second format that allowed for printing and assembly by groups without access to large format printing. The 20-page facilitation guidebook followed the same branding considerations; however, a design refresh was applied to make the guidebook look visually appealing and modern. We presented CIFAR with a few iterations for approval, after which we moved on to designing the webpage that would house all the new resources, making them available for download.



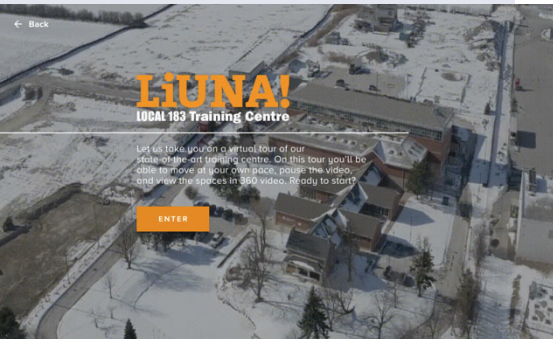
10 Appendix C: Trade name by province/territory

Red Seal trade names	Alberta	British Columbia	Manitoba	New Brunswick	Ontario and Quebec
Apprentice	Apprentice	Apprentice	Apprentice	Apprentice	Apprentice
Apprentice Filter	Apprentice Filter	Apprentice Filter	Apprentice Filter	Apprentice Filter	Apprentice Filter
Plumber	Plumber	Plumber	Plumber	Plumber	Plumber
Plumber II	Plumber II	Plumber II	Plumber II	Plumber II	Plumber II
Plumber III	Plumber III	Plumber III	Plumber III	Plumber III	Plumber III
Plumber IV	Plumber IV	Plumber IV	Plumber IV	Plumber IV	Plumber IV
Plumber V	Plumber V	Plumber V	Plumber V	Plumber V	Plumber V
Plumber VI	Plumber VI	Plumber VI	Plumber VI	Plumber VI	Plumber VI
Plumber VII	Plumber VII	Plumber VII	Plumber VII	Plumber VII	Plumber VII
Plumber VIII	Plumber VIII	Plumber VIII	Plumber VIII	Plumber VIII	Plumber VIII
Plumber IX	Plumber IX	Plumber IX	Plumber IX	Plumber IX	Plumber IX
Plumber X	Plumber X	Plumber X	Plumber X	Plumber X	Plumber X
Plumber XI	Plumber XI	Plumber XI	Plumber XI	Plumber XI	Plumber XI
Plumber XII	Plumber XII	Plumber XII	Plumber XII	Plumber XII	Plumber XII
Plumber XIII	Plumber XIII	Plumber XIII	Plumber XIII	Plumber XIII	Plumber XIII
Plumber XIV	Plumber XIV	Plumber XIV	Plumber XIV	Plumber XIV	Plumber XIV
Plumber XV	Plumber XV	Plumber XV	Plumber XV	Plumber XV	Plumber XV
Plumber XVI	Plumber XVI	Plumber XVI	Plumber XVI	Plumber XVI	Plumber XVI
Plumber XVII	Plumber XVII	Plumber XVII	Plumber XVII	Plumber XVII	Plumber XVII
Plumber XVIII	Plumber XVIII	Plumber XVIII	Plumber XVIII	Plumber XVIII	Plumber XVIII
Plumber XIX	Plumber XIX	Plumber XIX	Plumber XIX	Plumber XIX	Plumber XIX
Plumber XX	Plumber XX	Plumber XX	Plumber XX	Plumber XX	Plumber XX
Plumber XXI	Plumber XXI	Plumber XXI	Plumber XXI	Plumber XXI	Plumber XXI
Plumber XXII	Plumber XXII	Plumber XXII	Plumber XXII	Plumber XXII	Plumber XXII
Plumber XXIII	Plumber XXIII	Plumber XXIII	Plumber XXIII	Plumber XXIII	Plumber XXIII
Plumber XXIV	Plumber XXIV	Plumber XXIV	Plumber XXIV	Plumber XXIV	Plumber XXIV
Plumber XXV	Plumber XXV	Plumber XXV	Plumber XXV	Plumber XXV	Plumber XXV
Plumber XXVI	Plumber XXVI	Plumber XXVI	Plumber XXVI	Plumber XXVI	Plumber XXVI
Plumber XXVII	Plumber XXVII	Plumber XXVII	Plumber XXVII	Plumber XXVII	Plumber XXVII
Plumber XXVIII	Plumber XXVIII	Plumber XXVIII	Plumber XXVIII	Plumber XXVIII	Plumber XXVIII
Plumber XXIX	Plumber XXIX	Plumber XXIX	Plumber XXIX	Plumber XXIX	Plumber XXIX
Plumber XXX	Plumber XXX	Plumber XXX	Plumber XXX	Plumber XXX	Plumber XXX

Report

Executive Summary

The United Association (UA): The United Association of Journeymen and Apprentices of the Plumbing and Pipefitting Industry of the United States and Canada (UA) represents approximately 355,000 Plumbers, Pipefitters, Sprinkler Fitters, HVACR Service Technicians, Welders and Pipeliners working in the construction industry throughout North America. Sandbox supported UA subject-matter experts in the graphic design and layout of a multichapter national report noting key success factors in skilled trades and apprenticeship, titled *Skilled Trades and Apprenticeship Training: Pipeline to the Workforce of the Future*. With a target audience of UA members, leadership, association representatives, and industry partners, the report breaks down statistics and presents future trends in an easy-to-follow manner. Sandbox provided layout alterations to enhance the flow for readers. After multiple rounds of revisions, the report (78 pages) and executive summary (12 pages) were delivered in digital and print formats.



Virtual Tour

Laborers’ International Union of North America (LiUNA) Local 183: We recently completed an interactive virtual tour for LiUNA’s Local 183, as the center used to conduct in-person tours of the campus for those looking to start an apprenticeship or training program but needed a virtual option to help remote audiences feel connected to the organization and get to know the campus from afar. For this project we filmed a 360-degree video ‘walk-through’ of the campus, and integrated it along with photos, graphics, and a responsive map into a fully customized website that we developed ourselves. This tour is integrated into the LiUNA Local 183 website.



Advocacy Brief



Factsheets

Info graphics

Toolkits

End Violence Against Children/UNICEF: EVAC's *Safe to Learn* campaign seeks to end all forms of violence in schools around the world, including bullying, sexual violence, and corporal punishment. We decided that a multimedia campaign to show the problem of violence and what EVAC is doing around the world to combat it was the most effective approach, and so we conceptualized a two-minute animated promo video, several printed banners and signs, and a social media kit (including GIFs, micro-videos, images, and other assets as well as copywriting and copyediting) for Twitter, Facebook, and Instagram. Many of the assets were created for the lead-up, and as part of, a high-level leadership event for a UN international forum in New York.

UNICEF Belize: We designed and created the layout for a series of print and web documents to create awareness among adolescents, their parents, and the wider general public about a national strategic health plan between UNICEF Belize and the Belize Ministry of Health. The plan has 11 specific provisions aimed at increasing access to healthcare, as well as confidence/trust in the healthcare system, among adolescents across the country of Belize (ages 10-19). We provided brand building ideas, graphic design, layout services, and info graphic and data visualization production for multiple documents including the guide supporting the Sustainable and Child Friendly Municipalities (SCFM) initiative, the data from field test findings of MICS (Multiple Indicator Cluster Surveys), the Situational Analysis of Women and Children in Belize report, and more. We also created a short animation to further communicate the national approach to healthcare to a diverse audience.



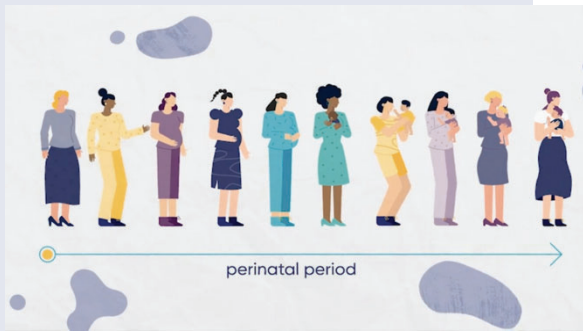
CTE Teaser

The Wyoming Department of Education, Career and Technical Education Success Stories (CTE): We produced a series of mini-documentaries that highlight Wyoming's career and technical education (CTE) programs, in areas such as agriculture, welding, woodshop, STEM, culinary arts, construction trades, health sciences, and more. Each of these three 'success story' videos are four to six minutes in length, with accompanying teasers for social media. We also produced a social media campaign strategy for the Department of Education to promote CTE in early 2019. The series showcases Wyoming graduates who were involved in CTE programs in high school, and then later went on to pursue this area of work later in life.



Promotional Video

The Wyoming Department of Education, Hathaway Scholarship Program (HSP): As a state-wide initiative, the Wyoming Department of Education commissioned Sandbox to create a series of informational marketing materials for the Hathaway Scholarship Program (HSP), to increase awareness about the existence of the program and inform viewers about its merit and needs-based scholarships. Our team suggested a mixed-format, photo collage-style video series that combined stock footage and images with motion graphics and on-screen animated text to highlight key ideas for viewers and ensure that all important information was covered. With a clear, informative script, uplifting music, and inspiring visuals, these videos also align to the HSP brand guidelines, using the program’s color palette, logo, fonts, and tagline.



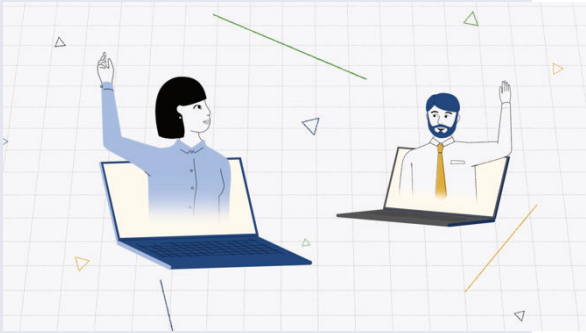
Video 1

The Utah Women and Newborns Quality Collaborative (UWNQC) Maternal Mental Health (MMH) Committee, Maternal and Infant Health Program: The UWNQC MMH Committee is comprised of MMH experts statewide, specifically Psychotherapists, Midwives, OB/GYN’s, Doulas, Pediatricians, and people representing the Local Health Departments and Local Mental Health Authorities. They are looking to design instructional toolkits that cover topics including the importance of maternal mental health, recommendations on how often and where to screen, and other tools that practitioners will find useful as they’re starting to implement MMH services.



Video

SkillPlan: SkillPlan provides workforce development training solutions that address learning challenges in the construction industry. Since its formation in 1991, SkillPlan has evolved to become one of the leaders in Canada for essential workplace solutions. Sandbox is creating a series of 26 animations (1-2 minutes), providing scripts, storyboards and voice over services for each animation. The animations will cover a range of promotional and training related topics. We are also designing a series of over 800 interactive visuals (GIFs, e-cards) and static visuals (banners, still illustrations, infographics and treated images) to explain foundational math concepts, science principles and support other foundational adult basic education and construction courses. Our team is integrating these visuals into their D2L Brightspace eLearning courses.



Applicant Interview

Resume Building Animation

WorkBC Virtual Interviews: The concept for these three animations is rooted in the remote-working realities of employees and employers across the world and provides insights and lessons learned in the virtual interview process. The perspective gives an intimate look at the job interview process in the time of a global pandemic, while at the same time providing insight into the virtual interview format that can be carried into future remote interviews. We also created an explainer video under the same campaign to detail key tips and advice for building a resume for job seekers. The color scheme for these videos align with WorkBC’s brand guidelines.



Video

Work BC, Green Careers: We recently created this short animation about green careers in the province. The video introduces British Columbians to the changing workforce of their province, providing a broad look at the global, federal, and provincial shift towards green technologies and skills. It gives a brief introduction of what a “green job” is (using Natural Resources Canada’s definition) while taking a high-level look at some of BC’s growing green industries and natural resources (e.g. clean energy resources such as hydro, wind, wave energy, and biomass), as well as careers that are perhaps lesser known, such as plumbers who retrofit houses to be more water-efficient, or architects using sustainable design. Using a photo collage-style type of illustration and abiding by the brand guidelines of the ministry, this video provides a light, upbeat intro to a green career pathway.

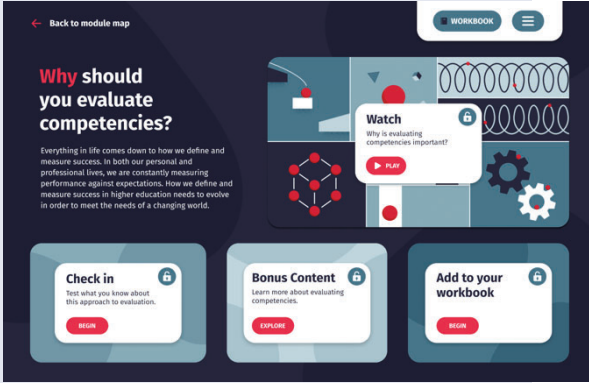


Video

Trailer

British Columbia Office of the Human Rights Commissioner: Sandbox has produced two three-minute explainer animations for this client, as well as a cut-down version of the animations for use on social media. The target audience is the British Columbia general public and the videos summarize the complex system people need to navigate to protect their human rights through simple, easy to follow, and attention-grabbing visuals. Our design, animation and illustration teams worked hard to speak to a broad and diverse audience by including varied character representation in the visuals – from individuals with a range of body types, to those with disabilities, to Indigenous peoples – it was important for us that viewers could clearly see themselves in this video. We cohesively aligned the visuals with the BC Office of Human Rights Commissioner’s new brand guidelines.

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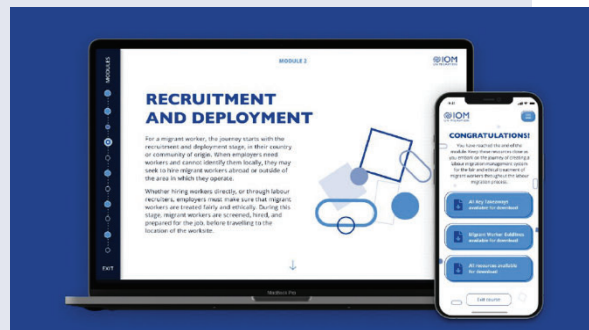
Learning Platform

eCampus Ontario, York University Professional Development Modules: Sandbox was brought on to design a cutting-edge learning experience interface by collaborating with SMEs on the design and development of the first of six professional development modules for York University. We used a multimedia series of modules that would deliver information through videos that combine explanatory animation and footage; knowledge checks including mix-and-match activities, true and false, and multiple choice; reflection questions through a “workbook” functionality; and bonus learning content consisting of text-based information and extended interviews. This project required a combination of our graphic design, animation and live-action production teams.



Video

Statistics Canada – You Keep Canada Working: Sandbox conceptualized a dynamic animated video to explain the need for, and value of, apprentices’ input to the survey, explain how to participate and highlight the broader benefits of this initiative. The target audience included current or former apprentices across Canada aged 25-35, national statistics agencies and statistics policy experts around the world. We provided Statistics Canada substantive guidance for script development, developing innovative stylized visuals and an upbeat soundscape to draw in viewers and generate a strong call for action.



The Migrant Journey (part 1)

International Organization for Migration (IOM)’s Corporate Responsibility in Eliminating Slavery and Trafficking (CREST) Fashion: Sandbox designed an eLearning platform for IOM that incorporated a six-part animated video series and a six-part mixed media series, detailing a migrant’s employment journey, which we also produced. The mixed-format video series featuring interviews with IOM subject-matter experts were recorded virtually over Zoom. The 90-minute, self-paced learning solution helps businesses realize their potential to uphold ethical recruitment practices of migrant workers in their operations and supply chains. We also illustrated two additional animations that promote IOM’s initiative in multiple language versions.

Images from Other Projects for Post-secondary and Educational Institutions and with Recruitment Objectives



Top: McMaster University *Critical Thinking* designs; **Upper Middle:** Graphic design for the title layout for Clover Park Technical College Welcome Video; the Utah State Board of Education animation; **Lower Middle:** Clover Park Technical College NDT Program Video; Edmonds College Promo; **Bottom:** Statistics Canada Economic Consultant Recruitment Video; University of Waterloo *Beyond Tradition* mini documentary.

Value-Added Innovative Projects for University Settings

Sandbox always looks for opportunities to combine our creative media expertise with innovative technologies, specifically designed to enhance education and educational settings. Below are two of Sandbox's flagship projects that demonstrate our ability to bring new creative ideas to learning.

Dive: Student Aid is an interactive public affairs case study, developed to push the boundaries of digital learning in two ways. First, it combines academic rigor with visual and narrative quality that is normally reserved for television and cinema. Second, it integrates the content in a user-friendly interactive platform to make learning a personalized experience. *Dive* features a series of 16 documentary episodes, each concentrating on specific characters, events and time periods through the case. The episodes range from two to five minutes in length and can be watched sequentially or in any order for a total length of 42 minutes. Each episode also features 'deep dives', additional short extended interviews that pop-up onscreen allowing learners to learn more about specific issues or people. Each episode also features additional resources (e.g., documents, infographics, news articles, podcasts, etc.). There are 45 deep dives and 53 additional resources in total. Each episode features a self-assessment quiz (three questions) for users to test their knowledge. The platform also features several accessibility features, including closed captioning, text transcripts of the videos (for reading or keyword search), access to the individual episode and deep dive video files (in Dropbox folders), and an Instructor Guide to assist faculty and others with integrating the case into curriculum.

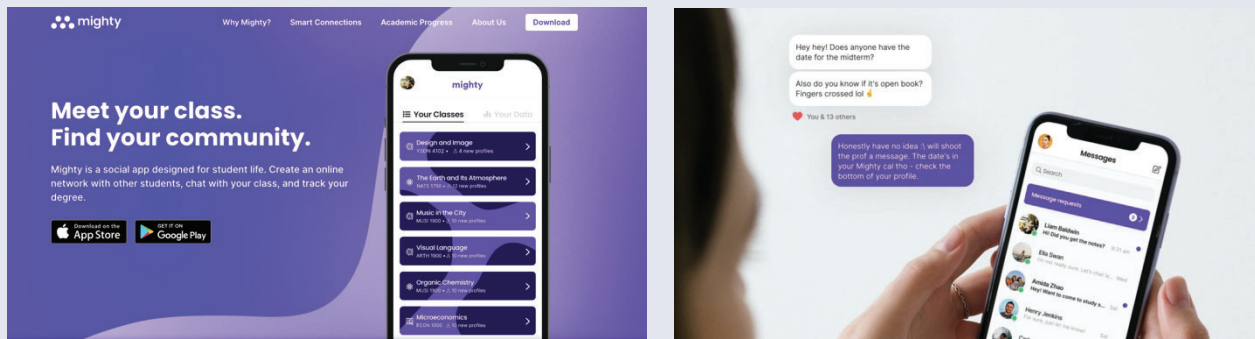
The *Dive: Student Aid* case study was added as an open educational resource (OER) in eCampus Ontario's Open Library in December 2021 when eligibility was expanded to include digital media content. Sandbox presented *Dive* at the Educational Pioneers and Innovators Conference (EPIC), hosted by the Dutch Acceleration Plan. The one time only international conference is focused on the digital transformation in higher education and participants that were selected to present will be sharing and accelerating innovative practices in higher education worldwide. We will also be presenting it during the EDUCAUSE conference in Denver in fall of 2022.



Left and Right: Illustrated designs for *Dive*.

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Mighty is a new brand and social app designed to help post-secondary students connect and thrive at school. We developed this original project in-house, and it is currently in the beta-testing/quality assurance phase. This phase of design and development incorporates data collection and analysis, which Sandbox’s writing/research teams conducted by sitting in on Toronto Metropolitan University (formerly Ryerson University) classes and interacting with students and professors to refine the features and functionality of what we wanted to create. This project has taken our graphic design and brand alignment expertise to a new level, as we are aligning with a previously established brand guide, as well as developing our own brand guidelines based on our company aesthetic and design principles. It is a great example of our team furthering their design potential when time allows.



Left and Right: *Mighty* app web and mock-up designs.

2G // Printing Estimates

Sandbox recently provided printing services for Century initiative in the spring of 2022 and has worked with End Violence Against Children on their *Safe to Learn* campaign to coordinate the printing of event materials in 2019. Our team can acquire estimates, approve proofs and communicate effectively with selected vendors to ensure printed material meets the required quality specifications required by the client.

2H // Pricing Schedule

Please note that below we have provided the three main service rates requested (graphic design services, illustration services and typesetting services), in addition to a breakdown of other hourly rates within each of those categories. All rates are in USD.

Description	Rate/Hour
Graphic Design Services	\$50
Brochures	\$42

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Advertisements	\$51
Graphics for web pages	\$51
Animation (and related fees)	\$56
Photography	\$51
Illustration Services	\$51
Analog illustrations or works	\$51
Digital illustrations and/or 3D renderings	\$62
Info graphics	\$42
Underlays, design elements, themes	\$42
Photographic collage or photo illustrations (digital)	\$51
Photographic collage or photo illustrations (analog)	\$39
Multimedia illustration	\$51
Animation	\$62
Virtual reality experiences	\$62
Typesetting Services	\$35
Typesetting	\$34
Creating tables, charts, etc	\$39
Accessibility compliance	\$31

3 // References

Reference 1:

[Redacted]
[Redacted]
Century Initiative
[Redacted]
[Redacted]
[Redacted]
[Redacted]

Reference 2:

[Redacted]
Visual Communications
End Violence Against
Children
[Redacted]
[Redacted]
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Reference 3:

[Redacted]
[Redacted]
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UN Office of the High
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4 // SWaM (Women owned/operated business)

Sandbox's management team includes five females and one male. Although we do not plan to subcontract any work under this RFP, we are committed to creating an equitable workspace for everyone, regardless of their identity. To that end, Sandbox is vitally interested in the wellbeing and safety of its workers and maintains rigorous onboarding procedures and an employee handbook that covers topics of workplace equity and inclusion, prevention, and reporting of workplace violence/exploitation. We offer comprehensive health and wellness benefits, and through our processes and workplace culture always aim to foster a safe space for all employees to be listened to without judgment. Sandbox holds frequent evaluations to ensure everyone in the company is feeling that their needs are met and that the work environment is welcoming, inclusive and safe for everyone.

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Annex // General Information Form and Addenda

RFP # 5671412301, Graphic Design, Illustration and Typesetting Services

INCLUDE THIS PAGE WITH YOUR PROPOSAL, SIGNATURE AT SUBMISSION IS REQUIRED

DUE DATE: Proposals will be received until August 1st, at 3:00 PM. Failure to submit proposals to the correct location by the designated date and hour will result in disqualification.

INQUIRIES: All inquiries for information regarding this solicitation should be directed to Angela Caldwell, Phone: (540) 231-1269 e-mail: acaldwell@vt.edu. All inquiries will be answered in the form of an addendum. Inquiries must be submitted by (2:00 PM) on (July 15th, 2022). Inquiries must be submitted to the procurement officer identified in this solicitation.

PROPOSAL SUBMISSION:

Proposals may NOT be hand delivered to the Procurement Office.

Virginia Tech has partnered with Bonfire Interactive to create a new procurement portal that will allow you to access business opportunities and submit bids and proposals to Virginia Tech digitally.

Proposals must be submitted electronically at:

<https://procurement-vt.bonfirehub.com/>.

Vendors are requested to visit the new Procurement Portal then follow the link to the Bonfire vendor registration page to register your company. Registration is easy and free. If you have any challenges with the registration process, please contact Bonfire Interactive Support at support@gobonfire.com.

It is encouraged for all vendors to register prior to the proposal submission deadline to avoid late submissions. Log into your Bonfire Vendor account in order to access the opportunity and begin preparing your submission. Upon completion you will be directed to your Submission Receipt. Virginia Tech will not confirm receipt of proposals. It is the responsibility of the offeror to make sure their proposal is delivered on time.

For a quick tutorial on how to upload a submittal, visit: https://support.gobonfire.com/hc/en-us/articles/360011034814-Creating-and-Uploading-a-Submission-for-Vendors-?_ga=2.42375717.1472165071.1588110542-997330893.1585332052

Hard copy or email proposals will not be accepted. Late proposals will not be accepted, nor will additional time be granted to any individual Vendor.

Attachments must be smaller than 1000MB in order to be received by the University.

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 or services in accordance with the attached signed proposal and as mutually agreed upon by subsequent negotiation.

AUTHORIZED SIGNATURE: _____

Date: August 1, 2022

03/28/2022

[INCLUDE THIS PAGE]

ADDENDUM # 1 TO RFP # 5671412301

VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY (Virginia Tech)
Procurement Department (MC 0333)
North End Center, Suite 2100
300 Turner Street NW
Blacksburg, Virginia 24061

DATE July 19, 2022	DUE DATE AND HOUR August 1, 2022 @ 3PM
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ADDRESS ALL INQUIRIES AND CORRESPONDENCE TO: Angela Caldwell, Buyer
E-MAIL ADDRESS: acaldwell@vt.edu TELEPHONE NUMBER (540) 231-1269
FAX NUMBER (540) 231-9628 AFTER HOUR MESSAGES (540) 231-6221

Graphic Design, Illustration and Typesetting Services

- A. The following questions have arisen as a result of this solicitation. Please see answers below in red:
1. Is there an overall budget range for this contract?
Virginia Tech answer- This is a term contract engagement, therefore, there is no budget for this contract.
 2. Can you confirm that this is a non-exclusive vendor list to provide services on an as-needed basis?
Virginia Tech answer- Virginia Tech reserves the right to award one or more contracts through this solicitation.
 3. We are a Small Business located in Ontario, Canada. Is there a preference for in-state business rather than those located out of state?
Virginia Tech answer- Virginia Tech welcomes all proposals from all firms whether they are in the state of Virginia or out of state.
 4. Are we required to register on the eVA system before submitting our proposal? We are registered with Ariba (AN01414556882 Standard), however is any further registration via Ariba required?
Virginia Tech answer- No, but the firms awarded will be required to register.
 5. Is there a page limit to our technical response or how many samples we can provide?
Virginia Tech answer- There is no limit. However, proposals should be structured in an easy to read format.
 6. To clarify the instructions as per Section VI.G, will we be required to print any of the deliverables?
Virginia Tech answer- Virginia Tech has a contract for printing. At this time, it is not a foreseen need for this contract.
 7. Is the pricing schedule required to be provided separately from the technical response, or can it be included in the same submission?

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Virginia Tech answer- You can include it with the submission. If there is information you want redacted please follow the guidelines on the proposal.

8. Could you provide more details on any of the deliverables (e.g., length and number of reports, PowerPoints, animations, number of photographs, etc.)?
Virginia Tech answer- No, every department will have a different requirement. These contracts are as needed and no amount of business can be guaranteed.
9. How should we provide a pricing per deliverable and associated costs in the pricing table if we do not have specifics such as page length, word count, etc? Can we add a column to the pricing schedule to provide other rates where applicable?
Virginia Tech answer- You may add column(s) to the pricing schedule. Pricing schedule was added to give Virginia Tech estimates as to what each firm charges. You can just give examples of your most popular services if you feel its necessary.
10. Would you expect us to break down the pricing schedule further based on the specific services within each of the services from Section VI.A, (specifically Graphic Design Services (1a-h), Illustration Services (2a-g), and Typesetting Services (3a-f))? Can we add rows for service Sections 1a-h, 2a - g and 3a - f into the pricing schedule table?
Virginia Tech answer- Each firm can add to the pricing schedule as they see fit. However, we were just looking for one amount for each category provided in the pricing schedule so we could compare cost for each firm.
11. In Section VI.A.2f, can we break this section down further in the pricing schedule table (specifically, the virtual reality experience component will have a different hourly rate than the animation and illustration component)? Can we break down any other services further that are outlined in Section A.1 - 3 in the pricing schedule?
Virginia Tech answer- Yes.
12. Are there any other language requirements for the deliverable, other than English? If so, will we be required to provide translations?
Virginia Tech answer- We do not know the answer to this because every department will have a different requirement. This can be discussed during negotiations.
13. Will on-site visits be required? If so, could you describe in more detail the nature of these engagements?
Virginia Tech answer- At this time we do not know if on site visits will be required. As this is an at will contract engagement types will defer from engagement to engagement.
14. Are we required to provide resumes or CVs or bios of our personnel? Please indicate where we should include this information in our response.
Virginia Tech answer- Virginia Tech cannot tell you how to structure your proposal if you feel this is necessary please include in your proposal.
15. Attachment A, No. 19 provides a blank space for reference contact information. Are we required to provide that information there?
Virginia Tech answer- Yes or they need to be easily located in your proposal.

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16. How does the college currently determine graphic design needs/requests?
Virginia Tech answer – These services are at will as needed by departments on campus.
17. How many pieces of design does the college produce each year and how many pieces of collateral should the vendor plan to create out of those materials or in addition to?
Virginia Tech answer – This number will vary based on the needs of the department and programs. This contract does not guarantee a set amount of work.
18. Does the college require assistance in content strategy and assessing content needs?
Virginia Tech answer – Not at this time.
19. Who would be the firm's primary contact for graphic design work?
Virginia Tech answer – Each department that requires the firms service will have a point of contact.
20. You mention “Describe your ability to work on-site as needed/appropriate and your availability for short turnaround projects and/or projects that may require your involvement over a longer period of time” - Do you have any expectations on how long staff may be required to remain on-site?
Virginia Tech answer – Each department needs will be different. There is no way to tell at this time how long you would need to be on site.
21. You mention “Describe your ability to provide analog illustrations or works of art on paper, canvas, or other media; Not limited to watercolor paintings, pen and ink, graphite, oil paintings, collage, gouache, acrylics, colored pencil, marker, or other materials, mixes of material “ - is 3D sculptures, and other similar large-scale pieces of art, required of the contractor?
Virginia Tech answer – At this time 3D sculptures and other similar large-scale projects are not envisions under the terms of this contract. If you can provide these services you are more than welcome to include in your proposal.
22. As a registered eVA system user, can the bidder register on Ariba once a decision has been made as to which vendor(s) are chosen to support VT creative needs?
Virginia Tech Answer – Yes
23. Will VT award several vendors to be in a pool of contenders to again bid on creative jobs within the colleges as they arise?
Virginia Tech answer- No, once Virginia Tech awards the qualifying firms each department will be able to choose who they want to work with.
24. How many contracts does VT expect to award?
Virginia Tech answer – Virginia Tech has no way of knowing how many firms will be awarded a contract due to not being able to see qualification until the end date of this solicitation.
25. What other details is VT expecting to receive regarding pricing schedule outside of graphic design services, illustration services, and typesetting services.
Virginia Tech answer – We will not know this information until we open the proposals.
26. How many creative agencies does VT expect to receive proposals?
Virginia Tech answer – There is no way to know this information ahead of time.

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27. Will VT accept digital files via a shared dropbox rather than a readable CD?

Virginia Tech answer – This can be discussed during negotiations.

28. Could you share VT brand guidelines and unit guidelines?

Virginia Tech answer – Brand guidelines can be found on our website <https://brand.vt.edu/>

29. How many rounds of revisions is VT used to receiving?

Virginia Tech answer – A minimum of two. However, larger more complex jobs may require additional reviews.

30. Will digital samples of printed materials that are embedded into the PDF of the proposal be acceptable?

Virginia Tech answer – Yes

31. Is there a maximum rate/hour that VT will not purchase/consider?

Virginia Tech answer – No, these contracts are as needed and no amount of business can be guaranteed.

32. How will a proposal with no samples of similar work from a higher education institution be viewed compared to those that have that experience?

Virginia Tech answer – All scoring is subjective. However, the committee is interested in higher education experience.

B. All other terms, conditions and descriptions remain the same.

C. The due date and hour remain the same at 3PM on August 1, 2022.

I acknowledge that I have read and understand this addendum in its entirety.



August 1, 2022

Signature

Date

Revised 10/19/21



sandbox

agency / labs / media

Virginia Tech - Graphic Design, Illustration and Typesetting Services – Updated Rates Only

Request for Proposal #5671412301

September 9, 2022

Sandbox Inc.

72 Stafford Street, Unit 304
Toronto, Ontario, M6J 2R9
Canada

Request for Proposal #5671412301 | Virginia Tech - Graphic Design, Illustration and Typesetting Services | September 9, 2022

2H // Pricing Schedule

Please note that below we have provided the three main service rates requested (graphic design services, illustration services and typesetting services), in addition to a breakdown of other hourly rates within each of those categories. All rates are in USD.

Description	Rate/Hour
Graphic Design Services	\$50
Brochures	\$42
Advertisements	\$51
Graphics for web pages	\$51
Animation (and related fees)	\$56
Photography	\$51
Illustration Services	\$51
Analog illustrations or works	\$51
Digital illustrations and/or 3D renderings	\$62
Info graphics	\$42
Underlays, design elements, themes	\$42
Photographic collage or photo illustrations (digital)	\$51
Photographic collage or photo illustrations (analog)	\$39
Multimedia illustration	\$51
Animation	\$62
Virtual reality experiences	\$62
Typesetting Services	\$35
Typesetting	\$34
Creating tables, charts, etc	\$39
Accessibility compliance	\$31

Below is a table with our translation fees per word, with the main languages that we offer our clients. We can source other languages outside of this table if requested.

Translation Rates			
From Language	To Language	Translation & Quality Assurance	Translation, Quality Assurance & Proofreading
English	Spanish (Europe)	0.14	0.19

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English	Spanish (Latin American)	0.14	0.19
English	Portuguese (Brazil)	0.14	0.19
English	Portuguese (Portugal)	0.14	0.19
English	Thai	0.14	0.19
English	Malay	0.14	0.19
English	French (Canadian)	0.18	0.24
English	French	0.14	0.19
English	German	0.18	0.24
English	Arabic	0.14	0.19
English	Bulgarian	0.14	0.19
English	Burmese	0.14	0.19
English	Chinese Simplified	0.07	0.11
English	Chinese Traditional	0.11	0.14
English	Czech	0.14	0.19
English	Danish	0.18	0.24
English	Dutch	0.18	0.24
English	Farsi	0.14	0.19
English	Filipino	0.14	0.19
English	Finnish	0.18	0.24
English	Greek	0.14	0.19
English	Hebrew	0.18	0.24
English	Hindi	0.14	0.19
English	Hmong	0.18	0.24

Negotiation Questions for Sandbox, LLC

1. Virginia Tech Question: As part of Virginia Tech standard procedures, all awarded contracts will be publicly posted on an online contracts portal. Is there any information included that would be used to identify or harm a person's identity, finances or personal information? If so, please provide a redacted copy of your proposal.

No, there is no such information contained in our proposal.

2. Virginia Tech Question: Are there any additional financial or value-added incentives you would like to offer at this time? (I.E. Signing bonus, scholarships, program support, etc)

We are pleased to offer value-added services, as follows:

- **English closed captioning: We recognize and encourage the incorporation of elements that ensure our media products are accessible by as many viewers as possible, which is why we are happy to include English closed captioning for free on any animations that are 3 minutes and under.**
- **Social media assets: For projects that include marketing on social media, we often provide assets such as still images, GIFs and short animations/videos that are created from the longer/larger products within a campaign, for usage on social media to encourage interest in the rest of the campaign. We would be happy to absorb the cost of creating certain campaign assets depending on the needs of each project.**
- **Social media consultation: We can offer a free one-hour session to provide information about the services and benefits of different types of social media marketing strategies, led by our Social Media Specialist.**
- **Digital learning solutions consultation: We can offer a free one-hour session to provide information about how media and design are being used in education policy and learning design approaches, led by our Lead of Digital Learning Initiatives, whose background in policy and education has helped position Sandbox as one of the leading companies blending media, storytelling and technology to produce innovative learning resources.**

3. Virginia Tech Question: Are there any additional forms or documents that you will require to be incorporated into the contract documents? If so, please submit.

None.

4. Virginia Tech Question: Does your firm agree to provide monthly invoices with payment due thirty (30) days after receipt of invoice or goods/services, whichever is later?

Yes, we agree.

5. Virginia Tech Question: Do you agree that you will be performing services as an Independent Contractor, Company, Corporation or other business entity and are not an employee of Virginia Tech or any other Commonwealth Entity?

Yes, we agree.

6. Virginia Tech Question: Do you further agree that Virginia Tech will not withhold any income taxes from its payments to contractors nor will it provide any employment benefits to the contractor or contractor's employees?

Yes, we agree.

7. Virginia Tech Question: End of Contract Service Transition Expectations: If or when a transition of service to another provider is required (end of contract life or otherwise), the university would require the incumbent firm to cooperate fully in a successful transition of services. Explain any requirements your firm might have in preparing for such a transition of services. Additionally, please indicate your willingness to establish a transition plan alongside the new provider of service which may include but not be limited to sharing important data and/or existing service information via a cooperative knowledge transfer process.

We don't have any specific requirements, and we are willing to establish a transition plan with the new provider to ensure a smooth knowledge transfer process.

8. Virginia Tech Question: Do you agree that the initial contract period shall be three years?

Yes, we agree.

9. Virginia Tech Question: Upon completion of the initial contract period, does your firm agree that the contract may be renewed by Virginia Tech upon written agreement of both parties for three years with the option for two (2) three (3) year periods, under the terms of the current contract?

Yes, we agree.

10. Virginia Tech Question: If awarded a contract, do you agree to limit price increases to no more than the increase in the Consumer Price Index, CPI-W, Services category for the latest twelve (12) months for which statistics are available at the time of renewal or 3 percent, whichever is less?

Yes, we agree.

11. Virginia Tech Question: If awarded a contract, are you willing to hold prices firm for the initial contract period and the first renewal period?

Yes, we agree.

12. Virginia Tech Question: Will your firm agree to participate in the Wells One AP Control Payment System?

Yes, we agree.

13. Virginia Tech Question: Please identify the highest-level executive in your organization that is aware of this solicitation. Describe that person's commitment to assuring the highest quality service to Virginia Tech if your organization is awarded a contract.

Boaz Beerli is Sandbox's CEO/Executive Producer. He has over 20 years of media production experience and a background in visual technologies. He is an advocate for active learning, who strives to find ways to educate and inspire through media. Rather than 'disrupting' the industry, he seeks to converge previously successful methodologies (by infusing traditional forms of education with popular storytelling techniques and emerging technologies or innovations). This multidisciplinary approach to content creation is at the heart of all Sandbox productions, which keeps our entire team at the forefront of the creative media industry, always working on cross-media projects for mission-oriented and education sector clients. Sandbox has worked on a diverse range of projects for over 90 clients since 2014 and we are always taking steps to enhance our learning, production quality and skillsets so we can bring the best and most updated creative content to our clients. We like to tackle new projects that have not been done before, using our strong foundation of successful past experiences.

Of the many lessons Boaz has instilled into Sandbox's culture is his belief that extensive pre-production planning is a key to success. This is where Sandbox's robust project management trackers are used to meticulously plan every step of every project. We build contingencies into every step of our management plans and communicate these timelines clearly to our client. Our Production Manager works closely with Boaz, our clients and Sandbox's in-house team to coordinate schedules, meetings, expected dates for deliverables, reviews, revisions, quality assurance and final delivery.

14. Virginia Tech Question: Please describe your quickest turn-around time if emergency services are needed.

Sandbox responds to clients requests immediately, within a few hours, depending on the priority of the issue that is indicated to us. If an issue can be addressed quickly, we will do so and update the client. If an issue requires more time, or we need to consider the best approach or response, we will acknowledge their email and let them know we're working on it so that they are assured we've received the message.

Our turnaround time in emergencies depends on the scope and complexity of the deliverable(s). For something that is small (i.e., layout/graphic design for a poster), we could turn the deliverable around within 1-2 days. Medium size deliverables (i.e., longer reports up to 10 pages), can be turned around in 4-5 days.

15. Virginia Tech Question: Are you willing to contact departments on a monthly basis to address service issues?

Yes, we are willing to do this.

16. Virginia Tech Question: Will you be able to handle increased volumes of business and/or provide service to additional departments during the course of the contract?

Yes.

17. Virginia Tech Question: Please provide your best schedule of prices for all services offered.

Please find attached to the corresponding email our comprehensive rate sheet with translation fees included.

18. Virginia Tech Question: If awarded a contract, will you agree to work with each user department before you begin to provide service so that issues such as pick-up/delivery times and days and service requirements may be addressed?

Yes, we agree.

19. Virginia Tech Question: How soon after contract award can you begin providing services?

We can start providing services immediately after contract award.

20. Virginia Tech Question: Are you registered with and willing to participate in the eVA internet procurement solution described in the terms and conditions of the RFP?

Yes, we are registered.

21. Virginia Tech Question: Do you acknowledge, agree and understand that Virginia Tech cannot guarantee a minimum amount of business if a contract is awarded to your company?

Yes, we acknowledge and agree to this.

22. Do you agree to obtain a United States federal tax identification number if you are awarded a contract?

Yes, we have one already.

23. Virginia Tech Question: Are the prices for all goods/services listed in your proposal inclusive of all applicable eVA system transaction fees?

Yes, they are.

24. Does the vendor agree that no import customs clearance fees, customs duties, taxes, or other costs or fees shall apply to this order?

Yes, we agree.

25. Virginia Tech Question: Does the vendor acknowledge, agree, and understand that the terms and conditions of the RFP # 5671412301 shall govern the contract if a contract is awarded to your company?

Yes, we acknowledge, agree and understand this.

26. Virginia Tech Question: Do you agree to become a certified SWaM vendor with the Virginia Department of Small Business and Supplier Diversity and maintain that certification throughout the term of this contract?

Sandbox agrees to become a certified SWaM vendor if we are eligible as a Canadian company, and will initiate the process should this contract be awarded. Sandbox's management team includes five females and one male. We are committed to creating an equitable workspace for everyone, regardless of their identity. To that end, Sandbox is vitally interested in the wellbeing and safety of its workers and maintains rigorous onboarding procedures, and both an employee and policies & procedures handbook that covers topics of workplace equity and inclusion, prevention, and reporting of workplace violence/exploitation. We offer comprehensive health and wellness benefits, and through our processes and workplace culture always aim to foster a safe space for all employees to be listened to without judgment. Sandbox holds frequent evaluations to ensure everyone in the company is feeling that their needs are met and that the work environment is welcoming, inclusive and safe for everyone.

27. Describe your approach to creating infographics/fact sheets including your use of templates, stock art, or custom art for each request.

We are visual storytellers, with a collective passion for creating content that is engaging and effective. We provide graphic design and typesetting/layout services using software such as the Adobe Creative Suite and collaborative interfaces such as Figma to create publication reports, brochures, booklets, guidelines, training manuals, facilitation material, technical reports, fact sheets, infographics, presentations, interactive graphics, data visualizations, animated GIFs and illustrations.

When creating design work, we have the option of sourcing images from stock libraries and always ensure we secure the appropriate usage rights/licenses for all material. We are also experienced with integrating still images, illustrations, dynamic visuals, on-screen text, on-screen lower third titles or logos depending on requested specifications. Discussions around the use of stock material or templates happens early on in the pre-production process and design phase.

28. What percentage of your work is digital only and what percentage is prepared for digital as well as printed delivery?

About 95% of our work is digital only, while the remaining 5% is for digital and print. We usually work on about 8 to 12 projects concurrently (in different phases of production) and occasionally clients will request deliverables in print-ready files such as event material like brochures, flyers, reports for print

and other content for marketing or communications campaigns. Our animated and live-action work, along with our eLearning and technology based work, is what composes the majority of our digital-only work.

29. Describe a time when you worked with a client that required multiple drafts with significant changes. How did you handle the situation and what did you learn through the process?

We provide multiple drafts for all projects we work on. We provide clients with a detailed outline of our process, including which elements are dependent on others so that they understand why we encourage adherence to approval stages and timelines, and how they can approach their approval process to avoid delays. One of our large projects involving multiple cross-media deliverables was for Century Initiative, a non-profit organization focused on policy reform. When we started the project in 2020, the client was a bit disorganized and unable to approve content elements that our team needed to start design and subsequent/dependent designs for other deliverables. This led to a longer project runtime and lots of back and forth communication. When we came back to the *National Scorecard* (an interactive online data visualization of annual policy reports) for a second year, we really reinforced this process to make sure that our client understood that we couldn't approve designs and begin development until they'd finalized their web copy, and that they needed to be really thoughtful when considering the designs before signing off on them. As a result, we completed the most recent *National Scorecard* project in a fraction of the time compared to the first iteration of the product, and avoided much of the back and forth from the previous year. We always aim to help our clients streamline turnaround times and implement processes that organize their feedback and approvals.

30. If you offer translation services please provide the languages available and the cost for these services.

Please find attached to the corresponding email our comprehensive rate sheet with translation fees and languages included. We can offer select other languages outside of this sheet, on an as-needed basis.

31. How do you handle projects where the client's opinion is different from yours?

Sandbox is an agency dedicated to serving the immediate and long-term communications objectives of our clients. Therefore, it is our main objective to create media that meets our client's objectives and that they can use effectively (in the near- or long-term). We always offer creative input and our expertise when requested, but it is ultimately the client's decision regarding how to proceed at each step of the creative process. We incorporate the entirety of the input provided by our clients to ensure that expectations are met.

In instances where an opinion differs from ours, we present our perspective and justification for our creative decisions and ideas. We also ensure that we listen to our client and their reasoning behind the creative decision they prefer to proceed with. It is always ultimately the client's final decision that

Sandbox complies with, but we do ensure that we offer our ideas based on lessons learned from years of client work.

32. How do you manage the revision process? What tools do you use and how do you best track revisions from multiple sources?

In order to facilitate a smooth workflow and to adhere to tight deadlines, we always discuss the importance of the approval process with our clients early on in a project. We find that achieving final approvals can be the most unpredictable element in our production pipeline, and we have a deep understanding of the delays that might occur from this in the process. We strive to anticipate these potential delays early on, in order to build realistic schedules and keep our internal production processes efficient.

The key tools that Sandbox uses are robust internal project management trackers that coordinate, in extensive detail, every step of every project, including revisions and approvals from multiple sources. We provide client-facing versions of these trackers to ensure that our clients are up-to-date with our progress and when review phases are to be held (this is also discussed in pre-production). Sandbox also conducts internal reviews and quality assurance steps within our project management trackers, that our Production Manager coordinates by scheduling each team member's time accordingly. Each team member is knowledgeable about Sandbox's project work-flow and understands when revisions/reviews are required and how to accommodate accordingly.

For video projects, we use Vimeo review pages and for design projects, we use Figma (an interactive, collaborative interface). Both tools easily allow clients to view drafts of media products and share their feedback clearly and efficiently, as they can make remarks directly on each element of each deliverable. Revisions are incorporated into the next round of updates, and the next review phase is conducted during the agreed upon timeframe.

33. Describe how you approach working within a brand while still expressing creative freedoms?

We have previously been selected by numerous universities, colleges and schools across North America to assist with the production of high-quality multimedia projects over long-term contracts. We have showcased exceptional storytelling skills and a keen ability to capture what is at the core of each of the organization's mandate or initiative that we work with, infusing our own creative spirit of freshness/modernity and innovation. It is through our experience that we emphasize the importance of two key elements to ensure messages are effectively delivered: 1) alignment with brand guidelines; and 2) creating content that is tailored specifically for target audiences. We pay careful attention to aspects such as the color palette, tone of voice, typeface, wording, spacing, etc., found in the brand guidelines, which are all factored into our production processes from the very beginning. As projects progress, we often provide multiple design samples to get a feel for the type of graphic design, layout, illustration and/or animation style that truly resonates with each client and their target audiences.

Given Sandbox's vast experience in communicating high-level messaging in a consistent way, all informational and promotional material will align closely with the Virginia Tech brand identity guidelines and the specific department or unit that we are working with.